

CHAPTER 5: VISION & GOALS

A community vision is an ideal and unique image of the future – a description of what citizens want (or don't want) their community to become. It describes a future condition that would be better, in important ways, than what now exists. It is a dream rooted in reality. A clearly articulated vision provides the guidance necessary for people to see changes that must be made to realize their dream. The process of developing a clear vision is predicated on a belief that people can influence their community's destiny by what they do now and into the future.

Local leaders and citizens become actively involved in programs to improve their community because of a sense of pride in the community – a belief that conditions can and should improve through both individual and mutual effort. This motivation comes from a "shared vision" of the community's potential. Without vision, leadership tends to be ineffective, and residents lack a strong sense of direction for their future.

The planning process for this document included public outreach to identify citizens' vision for Riggins future. The following vision statement is a compilation of the consensus components:

A VISION FOR RIGGINS, IDAHO

"In the year 2015 residents and visitors alike will experience the community of Riggins as a place that has achieved a rare balance between reaching for the future while respecting the past. The community's population has noticeably increased with an influx of both young families and active retirees. The quality of life remains high in this river community due to enhanced opportunities for all.

Riggins is business friendly with a new business park that has attracted small specialty manufacturers and recreation based businesses. These firms provide living wage employment with benefits and contribute to a sustainable tax base. In addition, home-based businesses and "lone eagles" flourish here, which enhances Riggins' reputation as a desirable environment for entrepreneurial activity.

Healthy year-round tourism provides additional jobs and retail income that also helps support the local economy. Indoor facilities offer space for health and wellness activities, as well as for meetings and events for all ages. Outdoor recreation plays a vital role in the "Riggins lifestyle." This has resulted from the appropriate use of natural amenities along with well developed public recreation facilities. Local staff provide professional guidance to a unified marketing effort that promotes the community effectively for both tourism and business interests.

The Riggins school system is strongly supported by the community. The K-12 curriculum provides high quality education and course offerings for a variety of student needs. Healthy community values are encouraged in a nurturing environment. Graduates are well prepared for college or to meet the needs of a variety of employers in the global economy.

Riggins continues to have a strong "sense of place" that is tied to its river canyon location. An attractive quality of life includes a range of available housing, medical, cultural, religious, and recreational facilities and services. The community is recognized throughout the west as a place that offers economic opportunity, a welcoming atmosphere, a family friendly setting, and unsurpassed access to nature."

FINAL DRAFT

This vision statement is a synthesis of priorities expressed by community leaders at the economic development meetings, but it is not written in stone. Ongoing input from citizens and leaders of Riggins will refine the statement in the short term. And, as the area and circumstances change, the statement will need to be reviewed and modified to reflect community views.

It is from this vision statement that the goals and priorities for action will emanate for the economic development strategic plan. The vision supplies general guidance for the community; the goals and strategic actions provide the specifics on how to get there.

Goals for Economic Development

The leadership of Riggins recognizes the importance of developing this Strategic Plan to address key economic development issues, create an environment for successful business investment, and ultimately increase the community's standard of living. The main theme of the Plan is to facilitate efforts community-wide among private and public partners to accomplish important goals for securing the economic future of the community. Five goals have been identified to achieve successful community stability and quality of life. These goals have resulted from a synthesis of ideas about the community's position in the marketplace, local strengths and challenges, potential opportunities, and residents' feelings about the future. In several ways, these goals embrace the "Areas of Interest" prioritized by community members for achieving their potential (Chapter 4):

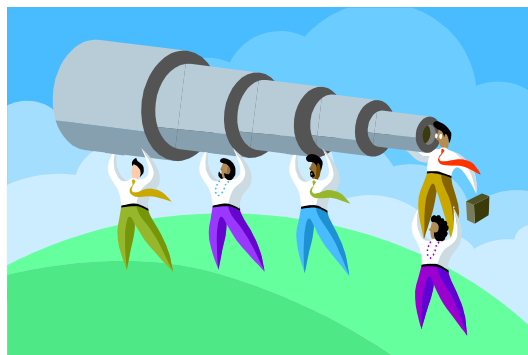
Goal 1: Seek opportunities to enhance business support services and encourage new business development.

Goal 2: Address deficiencies in community infrastructure to support residences and businesses.

Goal 3: Improve recreation facilities to enhance quality of life and tourism opportunities.

Goal 4: Enhance community services to improve quality of life for residents.

Goal 5: Coordinate a strategic marketing program to increase year-round tourism, retiree attraction and business development.



CHAPTER 6: ACTIONS TO ACHIEVE GOALS

The economic development process involves three key steps: first, identify a common vision and plan throughout the community so all efforts are cohesive, consistent, and strategic. Second, develop the product (the community). Third, promote the product so citizens recognize its strengths and take pride in them, and businesses and business prospects know what the community has to offer. A well-designed formal plan that guides the actions and resource allocations of local government and various organizations offers the following benefits to the community:

- ◆ Coordination of activities so that actions of organizations and agencies are inter-related
- ◆ Setting of a realistic timetable for getting things done
- ◆ Better communication about what organizations and agencies are trying to achieve and why
- ◆ Identification of expected outcomes
- ◆ Preparation to meet changes when they occur
- ◆ Management, not avoidance, of risk
- ◆ Focusing of efforts – generally there are more problems and opportunities than resources available
- ◆ Basis of a control system – the ability to see when activities are deviating from the plan as well as to evaluate the results so that they meet stated goals and community values
- ◆ Maintenance of organizational integrity – strategic plans, by clearly specifying the strategies the organization will pursue and rooting those choices in a thorough understanding of the organization's goals, help prevent a series of “ad hoc” decisions that carry the organization farther and farther away from its true concern.

TARGET MARKETS

The consulting team identified the following specific target markets for economic development and tourism development action, based on the situation assessment and community input:

2006-2010 Economic Development Targets:

- ◆ Recreation/Leisure based businesses
- ◆ Value-added wood products
- ◆ Value-added agricultural products
- ◆ Lone eagles (information/technology, professional services, etc.)
- ◆ Health care services
- ◆ Artisans & craftsmen
- ◆ Light specialty manufacturing
- ◆ Wind energy
- ◆ Retail: general merchandise, pharmacy, recreation/tourism-oriented
- ◆ Spa facility

2006-2010 Tourism Targets:

- ◆ Small meetings/conferences (off-peak seasons)
- ◆ Corporate & religious retreats/seminars
- ◆ Pass-through visitors on U.S. 95 (“linger longer”)
- ◆ Sportsmen: anglers and hunters
- ◆ Recreationists (esp. visitors for recreation packages -- hiking, boating, etc.)
- ◆ Spa-goers
- ◆ Event participants
- ◆ Heritage and cultural travelers
- ◆ RV travelers
- ◆ Retirees seeking a location to settle (alumni, friends/family, outfitter customers, etc.)

FINAL DRAFT

Goals and Strategic Actions

Listed below are the five goals for economic development, each followed by a list of strategic actions to achieve the goals that have been identified by community members and the consulting team during the planning process.

Goal 1: Seek opportunities to enhance business support services and encourage business development.

The Salmon River Canyon has an attractive environment for many types of businesses, but business development efforts have not been coordinated strategically. To successfully foster business expansion and recruitment, the community needs the right tools in place, an organized and targeted marketing effort, and coordination with outside organizations that can provide support and business leads.

Actions:

- Action 1.1: Develop an inventory of business development sites that indicates location, description, availability, and potential for public-private development partnership in Riggins and the Salmon River Canyon.
Responsibility: Salmon River Chamber of Commerce, real estate agencies, City of Riggins, County, and property owners
Resources: In-kind investment of time from representatives of working groups
Time Frame: 2006 - Ongoing
- Action 1.2: Focus on the most likely real estate sites to develop further for commercial purposes. Form strategic alliances with owners/developers that will facilitate business development. Work with owners to market property to targeted value-added businesses, recreation equipment/testing facilities, speciality manufacturers, lone eagles, etc.
Responsibility: Economic Development Committee, property owners/developers, realtors, Idaho Commerce & Labor (ICL), Ida-Lew, Chamber of Commerce
Resources: Chamber of Commerce, property owners, realtors
Time Frame: 2006 - Ongoing
- Action 1.3: Establish a working understanding of available low interest loan sources for business. Identify needs and interested partners to increase access to low interest loan funds to help address the need for business development capital. Collect and disseminate educational and marketing information about these programs in the community.
Responsibility: Salmon River Chamber of Commerce, City of Riggins, local banks
Resources: Ida-Lew, Clearwater Economic Development Association (CEDA), USDA Rural Development, local financial institutions (loan funds, CRA funds)
Time Frame: 2006 - Ongoing
- Action 1.4: Develop an informal business mentoring and networking group to provide support and technical assistance for small businesses, Lone Eagles and new entrepreneurs. Identify common needs, work with IdaLew and SBDC to address them via resource materials, workshops, etc.
Responsibility: Chamber of Commerce, Idah-Lew (interviewing, follow-up), ICL (format & training)
Resources: No financial resources required; TecHelp, SBDC, CEDA, Ida-Lew, ICL
Time Frame : 2006 - Ongoing

FINAL DRAFT

- Action 1.5 Develop a working group to meet with Brown’s Industries representatives about the former mill site. The primary purpose of this committee is to provide support and liaison to the community for facilitating site development, including infrastructure needs and strategies to provide infrastructure. Key interest is in attracting business investment or expansion at the site.
Responsibility: City Council, Brown’s Industries, Chamber of Commerce, Ida-Lew, ICL
Resources: Brownfields grants (through CEDA/Sage), ICL (CDBG), EDA, USDA
Time Frame: 2006 - 2008
- Action 1.6 Establish a business visitation program in order to provide business retention and expansion (BR&E) assistance. Work with Ida-Lew and ICL for guidance about implementing this effort. Information learned can be a basis for future activities in providing appropriate business support and identifying business recruitment targets.
Responsibility: Chamber, BR&E Committee, Ida-Lew, ICL, CEDA, County
Resources: Chamber & Ida-Lew (interviewing, follow-up), ICL (format and training)
Time Frame: 2007 - Ongoing
- Action 1.7 Implement a youth entrepreneurship program at Salmon River High School (SRHS). The community can grow its own businesses by training its youth in effective business skills. A program to consider is the youth version of the NxLevelL® training, called “Get the Buzz on Biz”, which is being used successfully at Orofino High School, through the efforts of the Clearwater County Economic Development Specialist. NxLevelL® is offered through the Idaho Small Business Development Center (SBDC), located at Lewis-Clark State College.
Responsibility: SRHS, Chamber, IdaLew, Businesses
Resources: Ida-Lew, CCEDC, ICL, SBDC, www.nxlevel.org, www.boisestate.edu, Albertson Foundation, Assn. of Idaho Cities (AIC)
Time Frame: 2007 - Ongoing
- Action 1.8 Investigate the potential development of a studio incubator facility for use by local artisans/craftsmen. The facility, modeled after similar facilities in North Carolina and elsewhere, could provide studio spaces for local artisans/craftsmen to do their work. Visitors also could watch creation of the products, and purchase or order products through a retail space in the facility. The facility also could market local products through other regional businesses/galleries, and via the Internet. Visits to the facility, along with product samples and/or instruction, could be included in vacation packages and conference/retreat experiences during off-peak seasons.
Responsibility: Artisans/craftsmen, CEDA, Chamber, NCITA
Resources: Ida-Lew, ICL, SBDC, NCITA, Handmade in America
Time Frame: 2008 – 2009
- Action 1.9 Seek opportunities for outsource contracts. Many Boise area businesses, the Idaho National Lab (INL), and state/federal agencies, contract with outside businesses to provide products or services for them. Riggins area businesses should work through Ida-Lew, Idaho Commerce & Labor (ICL) and INL to link with potential contracting opportunities.
Responsibility: Chamber, IdaLew, ICL, INL
Resources: ICL, INL, Idaho Business Network, EDA-Technical Assistance
Time Frame: 2006 - Ongoing

FINAL DRAFT

- Action 1.10 Encourage creation/expansion of home service businesses (delivery, health care, lawn care, home maintenance, etc.) targeting retirees and vacation homeowners. Create a simple directory of services available, and distribute it to property owners/managers, and through local businesses.
Responsibility: Chamber, businesses
Resources: Chamber, businesses
Time Frame: 2007 - Ongoing
- Action 1.11 Consider acquisition of property for business park/building, obtain grants for improvements. The City should talk with key property owners about the possibility of obtaining a 2-3 acre site for a small business park. CEDA could be a partner in this type of development, and then CEDA or the City could pursue grant funds for improvements to the park (water, sewer, power, etc.). The artisans/craftsmen studio incubator or other facilities could be located at the business park.
Responsibility: City, CEDA, property owners
Resources: CEDA, ICL
Time Frame: 2007 - 2008
- Action 1.13 Investigate opportunities for alternative energy development (wind, hydro, solar, biomass). Riggins needs to consider alternative forms of power, since reliable power is an ongoing problem in the Salmon River Canyon, and a hindrance to business stability and development. Initial efforts should focus on clarifying “most likely” alternative sources, determining feasibility of options, and developing a step-by-step road map for development.
Responsibility: IdaLew, City, UI
Resources: USDA, UI
Time Frame: 2007 - 2009

Goal 2: Address deficiencies in community infrastructure to support residential and business development.

Riggins must address its challenges related to sewer system capacity, telecommunications, and power reliability in order for the community to reverse its population decline and attract new businesses.

Actions:

- Action 2.1 Conduct a comprehensive, system-wide sewer study to identify existing and projected future sewer capacity, needs, and costs as well as probable design solutions. Estimated cost for the study is \$40,000.
Responsibility: City of Riggins
Resources: ICL Gem Community grant, Idaho DEQ, USDA-RD
Time Frame: 2006 - 2007
- Action 2.2 Based upon the results of the sewer study, develop a strategy for addressing needed improvements. A community committee of representatives from City Council and staff, local business, residents, key property owners and consulting engineers should guide the development of the strategy.
Responsibility: City of Riggins
Resources: DEQ, USDA-RD, CEDA, ICL, Idaho Transportation Department (ITD), EDA, Ida-Lew, Chamber
Time Frame: 2007 - 2008

FINAL DRAFT

- Action 2.3 Work with appropriate agencies to gain transfer of ownership to the City of the single lane bridge over the Little Salmon River when the new bridge is completed in December 2007. Convert the bridge to use as a pedestrian bridge for a future trail system.
Responsibility: City of Riggins
Resources: Bureau of Reclamation, USDA Forest Service, Bureau of Land Management, Idaho Transportation Department
Time Frame: 2006 - 2008
- Action 2.4 Continue to work with telecommunication providers to enhance new cellular phone service in the Riggins area. Coordinate with CEDA and IdaLew on implementation of the regional telecomm engineering study
Responsibility: IdaLew, CEDA, telecomm providers
Resources: IdaLew, CEDA, telecom providers
Time Frame: 2006 - 2008
- Action 2.5 Encourage affordable housing development in Riggins. Establish a Housing Task Force. Conduct a housing survey to determine current status of existing housing and vacant developable land in and around Riggins (owner-occupied, renter-occupied, seasonal occupancy, vacation home, vacant, for sale, for rent, etc.). Identify properties available for potential development of affordable seasonal and permanent housing. Work with affordable housing organizations (Idaho Housing Authority, Neighborhood Housing Inc., etc.) to finance and/or develop housing.
Responsibility: Housing Task Force, City, property owners, realtors
Resources: IHA, HUD, property owners/developers
Time Frame: 2006 - 2010
- Action 2.6 Work with property owners/developers on development of quality vacation homes that also can be used as vacation rental properties. Ensure that development is consistent with the character and environment of Riggins and the Salmon River Canyon (e.g., natural materials, no high-rise buildings, etc.). Designate specific areas of Riggins for vacation rental development, so that existing residential neighborhoods (R1 zone) are designated for non-commercial use to preserve the sense of community in Riggins.
Responsibility: City, property owners, and realtors
Resources: Association of Idaho Cities
Time Frame: 2006 - 2010
- Action 2.7 Create an awards program for storefront/property improvements; encourage a “Western River” design theme. Riggins has an attractive charm and character that is appealing to residents and visitors alike. Its aesthetic appeal can be enhanced by encouraging business and property owners to improve their storefronts and properties. Implement a “western river” design theme, incorporating details like fish, paddles, wildlife, natural wood and stone materials and colors, etc.
Responsibility: Chamber, City
Resources: Chamber
Time Frame: 2006 - 2010

FINAL DRAFT

- Action 2.8 Enhance parking at key locations to address community and visitor needs. Form a Parking Task Force to inventory all potential public parking spaces (on and off-street) during large events. Identify ways to enhance or better organize sign parking to serve residents & visitors. Enhance the city Park area with landscaping along U.S. 95. The City of Riggins should acquire and upgrade Cemetery Road to improve access and parking.
Responsibility: ITD, Chamber, City
Resources: CEDA, ICL, EDA, Ida-Lew, Chamber
Time Frame: 2008 - 2009
- Action 2.9 Support creation of a biodiesel corridor in north central Idaho. Trucks hauling diesel fuel along the Salmon River pose a risk to fish and water quality. Ida-Lew is working with other regional entities to encourage use of biodiesel, a non-hazardous fuel alternative.
Responsibility: City, Chamber, Ida-Lew, NCITA
Resources: ID Dept. of Water Resources, ITD
Time Frame: 2008 - 2010

Goal 3: Improve recreation facilities to enhance quality of life and tourism opportunities.

Outdoor recreation is a key quality of life benefit for residents of Riggins, and the main attraction for visitors. Recreation facilities such as boat ramps, fishing access, a river trail, etc., are important to enhance the recreation opportunities in the community.

Actions:

- Action 3.1 Meet with property owners to discuss partnership possibilities for improving river access at or near the Salmon Rapids Lodge for the general public.
Responsibility: City, Brown's Industries and adjacent property owners
Resources: City, BLM, ID Depts. of Parks & Recreation and Fish & Game
Time Frame: 2006 - 2008
- Action 3.2 Initiate planning meetings with Rapid River Fish Hatchery owners/managers (Idaho Power, Idaho Dept. of Fish & Game, Nez Perce Tribe) to explore possibilities for enhancing facilities and interpretive opportunities at the hatchery. The enhancements would increase visitor awareness about the benefits of fish populations, and encourage visitors to spend more time in Riggins to visit the hatchery.
Responsibility: Chamber of Commerce, hatchery representatives, IDFG, NCITA
Resources: Idaho Power, IDFG, Nez Perce Tribe
Time Frame: 2007 – 2008
- Action 3.3 Encourage development of a spa facility in Riggins. Spas are one of the fastest growing sectors of the tourism industry. A spa facility in Riggins would complement and enhance visitor experiences, and provide more off-peak season activities. A spa also would enhance quality of life for local residents and vacation homeowners.
Responsibility: ED Cmte, City, Brown's Industries
Resources: Business
Time Frame: 2007 - 2008

FINAL DRAFT

- Action 3.4 Construct a river trail from the City Park to the Main Salmon Road. Obtain surveys and obtain legal property descriptions and acquire property along the river frontage. Reclaim side streets to use as observation points overlooking the Salmon River. Form a River Trail Task force. Plan and construct the river trail with assistance from volunteers, corrections crews, youth groups etc. Convert the old Little Salmon River bridge to a bike/pedestrian bridge.
Responsibility: City
Resources: City Right-of-Way, ITD-Enhancement Grant, USFS, City, IDPR-LWCF, RAC
Time Frame: 2006 - 2008
- Action 3.5 Coordinate with the White Bird Chamber on development of a Hells Canyon Backcountry Byway nomination/designation for USFS Road #493 from Deer Creek to the top of the Pittsburgh Saddle, connecting onto USFS Road #420, then west on USFS Road #242. This spectacular view drive continues from Cow Creek Saddle south on #420, then turns east on USFS Road #241B/#241 to Race Creek, which drops onto Highway 95 immediately south of Time Zone Bridge. The Idaho Transportation Department (ITD) coordinates the State Scenic, Backcountry, and Historic byways program. The route from White Bird to Riggins is an ideal route for a backcountry byway, offering visitors stunning vistas of the Salmon and Snake River Canyons, the Seven Devils, and Joseph Plains. A byway would provide a driving tour to encourage visitors to stay in the area longer.
Responsibility: Salmon River and White Bird Chambers of Commerce, ITD, NCITA
Resources: ITD, ICL
Time Frame: 2006 - 2008
- Action 3.6 Enhance boat ramps along the Salmon River. Consider reconstruction of the boat ramp at the City Park to address concerns about the narrow apron and steep slope. In 2005, the BLM improved boat launching facilities at Lucile by adding a new boat ramp adjacent to the older one, providing two river accesses. In 2006, the BLM plans to install a well and water system to provide recreation travelers with potable water at the new Lucile boat ramp, and to improve the restrooms at Slate Creek. Long term BLM projects include adding a campground at Shorts Bar east of Riggins; however, this project is dependent upon the access road being improved, which is a multi-agency project involving Idaho County, the U.S. Forest Service, and ITD. BLM is planning to establish this campground following completion of road enhancements.
Responsibility: BLM, Chamber
Resources: BLM, IDFG
Time Frame: 2006 - 2010
- Action 3.7 Improve facilities for community events (rodeo, boat races, art events, sports fields). Riggins hosts a number of annual community events, but facilities for some of the events need improvement. The rodeo grounds facilities are in disrepair, and the high school sports fields and bleachers need improvements.
Responsibility: Rodeo Club, SRHS
Resources: Rodeo Club, SRHS, IDPR, Community Fund
Time Frame: 2008 – 2010

FINAL DRAFT

- Action 3.8 Investigate the feasibility of a golf course development on the former air strip site across the Salmon River from Downtown Riggins. Local residents would like to see the large flat (former airstrip site) across the river from the City developed as a golf course. Funding should be sought to determine the potential feasibility and cost to acquire/lease and develop the site (including a bridge across the river), and potential revenue that could be generated by a golf course. Consider combining the golf course development with a vineyard and/or residential development.
Responsibility: City, Chamber
Resources: IDPR, LWCF, PGA Foundation
Time Frame: 2006-2007

Goal 4: Enhance community services to improve the quality of life for residents.

The quality of life in a community is based on many factors, including availability of housing, health care, education, recreation, and opportunities for social activities. In a small community like Riggins, with a small population and tax base, it is often necessary to be creative in finding ways to provide these amenities. Cooperation between organizations, between the public and private sectors, and between governmental entities, is critical to leverage resources.

Actions:

- Action 4.1 Complete a feasibility study for a Community Wellness Center. Focus on exploring multiple use options such as providing space for primary health services, physical fitness activity, senior activities, pharmacy, assisted living and long term care facilities, plus general community activities. Use information obtained from the study to begin attracting potential funding sources or investors, if feasibility is confirmed.
Responsibility: Wellness Center Committee, Birdsall & Associates, City
Resources: USDA-RD, IPCA, HHS, Payette Lakes Clinic
Time Frame: 2006 (implementation through 2010)
- Action 4.2 Address the need for a new multi-purpose Senior Citizen/Community Center. Senior citizens in Riggins currently meet in the IOOF Hall basement for weekly senior meals and other activities. The possibility should be explored to develop an alternative facility, possibly through redevelopment of an existing building, or through incorporation of a facility as part of the Community Wellness Center (see Action 4.1). Citizens have suggested that the new Center could also include other activities, such as wedding receptions, meetings and even roller skating.
Responsibility: Senior citizens, CEDA, City, Birdsall & Associates
Resources: ICL- ICDBG grant, private grants
Time Frame: 2006-2008
- Action 4.3 Establish a “Riggins Community Fund” through the Idaho Community Foundation for the purpose of enhancing funding for EMS services, school programs/activities, recreation facilities, and other community needs. Solicit contributions and estate designations from current and former Riggins area residents and property owners. Build the principal in the fund so that annual interest could be used to finance priority community needs and improvements.
Responsibility: Economic Development Committee, Chamber of Commerce
Resources: Idaho Community Foundation, current/former residents and business owners
Time Frame: 2006 - 2010

FINAL DRAFT

- Action 4.4 Improve access to, and awareness of adult continuing education and training available through LCSC and other sources. Seek partners to help expand course offerings and promote courses to citizens and employers. Evaluate the potential for developing a video conferencing facility that could be used by multiple groups, leveraging funds to make it available for meetings, education, workforce training, school distance learning, etc. Potential partners include School District, Idaho Commerce & Labor, LCSC, USFS, BLM, civic groups, and businesses.
Responsibility: Economic Development Committee, School District, Chamber of Commerce, LCSC
Resources: LCSC, ICL Workforce Training, USFS, BLM, foundations
Time Frame: 2006 - 2010
- Action 4.5 Ensure pedestrian safety in Riggins by improving speed controls along Main Street, which is also U.S. 95. Extend the current speed limit of 25 mph further north around the curve to the Salmon River Experience location.
Responsibility: City, ITD, Idaho County Sheriff
Resources: City, ITD, County
Time Frame: 2006 - 2007

Goal 5: Coordinate a strategic marketing program to increase year-round tourism, retiree attraction, and business development.

Riggins and the Salmon River Canyon are one of Idaho's best kept secrets. Limited access to the area is both a challenge and a blessing, because the lack of freeways and major airports preserves the extraordinary natural environment of the area. The lack of access also creates some marketing challenges, because there are fewer opportunities for "drive-by" customers. Therefore, Riggins must use its marketing resources strategically, targeting media and methods that will draw the type of customers most desired by Riggins area businesses and residents.

Actions:

- Action 5.1 Develop cultural and heritage tourism. Cultural and heritage tourists spend more money than the average visitor, and are more likely to support local businesses and attractions. These visitors are interested in attractions such as the museum, walking tour, fish hatchery, arts events, wildlife viewing, guided tours, etc. Consider combining the Heritage Center with the Wellnes/Community Center facility to improve staffing, a climate-controlled atmosphere for historic displays, etc.
Responsibility: Chamber of Commerce
Resources: Chamber, Idaho Travel Council (ITC), Idaho State Historical Society, Salmon River Historical Society, NCITA
Time Frame: 2006 – Ongoing
- Action 5.2 Hire a Marketing and Events Coordinator, to help support local volunteers, and to focus on marketing off-peak season groups, packages and events. Investigate the possibility of obtaining a college intern, who would receive college credit for community service, or an AmeriCorps volunteer, which would provide low-cost, experienced assistance to help in the short-term, while building funds to make the position sustainable long-term.
Responsibility: Chamber of Commerce
Resources: Chamber, ITC, AmeriCorps, UI, Resort Tax funding (see Chapter 7)
Time Frame: 2006

FINAL DRAFT

- Action 5.3 Continue to market the Chamber web site. Next to word of mouth, the Internet is the most used source of information for vacation and relocation planning. Ensuring that the Chamber's web site is marketed effectively, and up to date, and that visitor inquiries are answered promptly, is a cost-effective way to promote the area.
Responsibility: Chamber of Commerce
Resources: Chamber, ITC
Time Frame: 2006 - Ongoing
- Action 5.4 Create a response packet for business recruitment. Include in the packet information about available business locations, business costs, area labor pool, housing, schools and quality of life. The packet can be a simple folder, with inserts that are updated quarterly, and used to respond to inquiries and placed in local motel rooms.
Responsibility: ICL, Chamber of Commerce, City, realtors
Resources: ICL, Chamber, Ida-Lew
Time Frame: 2007 – Ongoing
- Action 5.5 Attract more retirees to the Salmon River Canyon. Active retirees who relocate to a community generally bring income and volunteer time. The Canyon's climate and relaxed lifestyle offers an attractive location for retirees who prefer a small community atmosphere. Actions to encourage retiree location include the following: a) research the retiree market by surveying new retirees in the area (reasons for moving to the area, previous residence location, willingness to contact friends who might be interested in relocating, etc.); b) create a response packet designed for retirees (list services, volunteer opportunities, climate, health care, safety, recreation, etc.); c) review the LCSC retiree manual; and d) market the area through SRHS alumni, local ambassadors (snowbirds), ads, and articles in targeted publications, etc.
Responsibility: Chamber of Commerce, realtors, snowbirds, SRHS
Resources: Chamber, realtors
Time Frame: 2007 - Ongoing
- Action 5.6 Partner with HCNRA (Hells Canyon National Recreation Area) office to provide a staffed visitor center year-round, supplemented with volunteers to serve visitors at peak times. Ensure that the center is staffed on weekends during peak seasons, and has information available outdoors at all times. Work with ITD to install blue Visitor Information signs on U.S. 95 in advance of the center in both directions, and at the turnoff. Also, install directional signs to the Heritage Center, with hours posted. Investigate TIS (Tourist Information System) in cooperation with HCNRA.
Responsibility: Chamber of Commerce, HCNRA, ITD
Resources: Chamber, HCNRA, ITD, SRHS, volunteers
Time Frame: 2006
- Action 5.7 Conduct targeted mailings to alumni, previous visitors, sportsmen, spa-goers, etc. The Chamber should conduct ongoing mailings and e-mailings to previous visitors and inquirers, to encourage repeat visitation and referrals to the area.
Responsibility: Chamber of Commerce, businesses
Resources: Chamber, ITC
Time Frame: 2006 - Ongoing

FINAL DRAFT

- Action 5.8 Work with the State Tourism Office and North Central Idaho Travel Association (NCITA) to foster interest from travel writers to develop publicity for the Riggins area. Magazine, newspaper and online travel articles are one of the most effective forms of marketing a destination. The Chamber should provide information to the State and regional tourism organization (NCITA) about local events, story ideas and new vacation activities, so that the information will be forwarded to media writers.
Responsibility: Chamber of Commerce
Resources: Chamber, ICL, NCITA
Time Frame: 2006 - Ongoing
- Action 5.9 Promote Riggins as a unique destination for small conferences and retreats (religious, government, etc.). The central location of Riggins between north and south Idaho, and its spectacular setting, make it a unique destination for retreats. It is particularly attractive for religious groups and organization planning retreats during off-peak times because it is a quiet, affordable destination without many distractions.
Responsibility: Chamber of Commerce
Resources: Chamber, NCITA, businesses
Time Frame: 2006 - Ongoing
- Action 5.10 Conduct aggressive publicity in the Boise and Spokane markets via regular reports to television, radio, newspaper and online outdoor shows/articles about river conditions, fishing news, weather report, special events and packages, etc.
Responsibility: Chamber of Commerce
Resources: Chamber, ITC
Time Frame: 2006 - Ongoing
- Action 5.11 Develop and promote more children’s activities to encourage family vacations to Riggins. Develop family packages, perhaps through InIdaho.com and local outfitters, so that a family can obtain a “one call” service to reserve a family weekend.
Responsibility: Chamber of Commerce
Resources: Chamber, businesses, InIdaho.com, NCITA
Time Frame: Ongoing
- Action 5.12 Build packages and events for guided customers. Guests of local outfitters tend to spend more money in the community than “do-it-yourself” visitors (an example is the Women With Bait fishing tournament). An annual fishing derby could be implemented, complete with a ‘fish weigh-in’. Work with local outfitters to encourage extended guest stays before and after their guided trips to encourage more spending in Riggins. Consider creation of an additional fishing derby in Riggins.
Responsibility: Chamber of Commerce, businesses, events
Resources: Chamber, businesses
Time Frame: Ongoing
- Action 5.13 Promote the safe environment of the Salmon River Canyon (e.g., “Safe Passages”) for tourists, retirees, and families, by highlighting the ‘small community’ and ‘safe community’ in all promotional materials.
Responsibility: Chamber of Commerce
Resources: Chamber, ITC
Time Frame: Ongoing

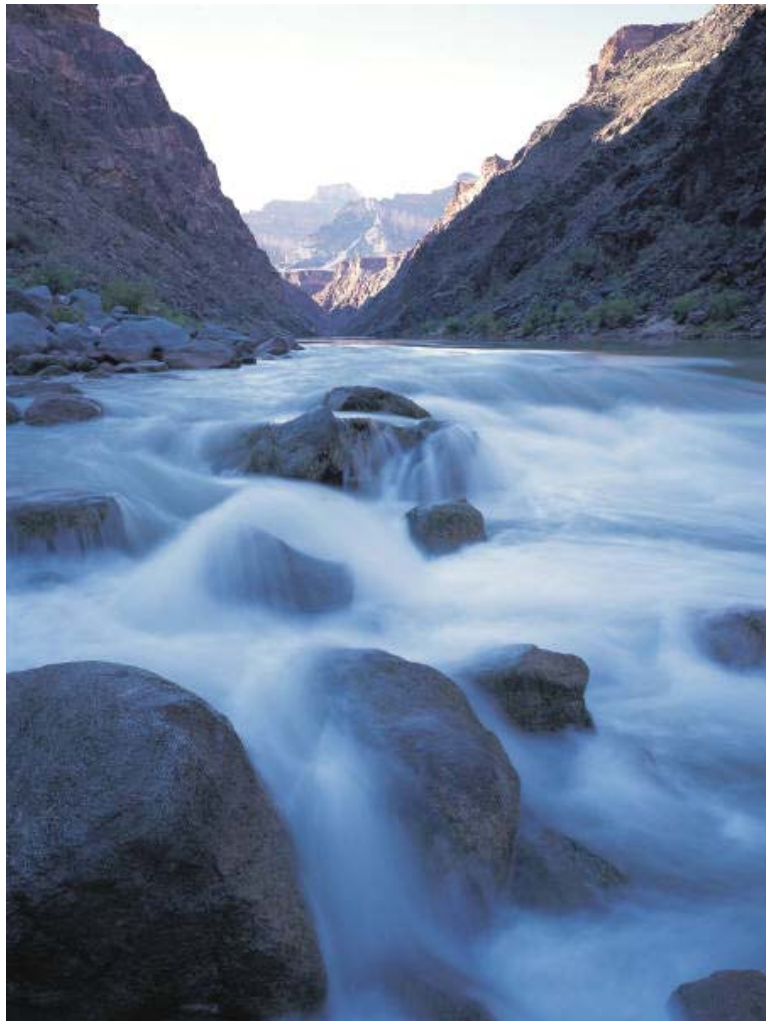
FINAL DRAFT

Action 5.14 Recruit major outside sponsors or investors for strategic events, such as the rodeo, jet boat races, Hot Summer Nights, etc., in order to broaden the marketing reach of the events.

Responsibility: Chamber of Commerce, events

Resources: Chamber, business sponsors

Time Frame: Ongoing



CHAPTER 7: IMPLEMENTATION

Partners and Their Roles

Economic and community development efforts require cooperative efforts among public, private and nonprofit organizations in a community. No one entity can – or should – do it all. This Action Plan is designed to guide the actions and resource allocations of community and economic development organizations, local government, businesses and various partner organizations, based on the support of local citizens and businesses. The details contained in this implementation section are designed to:

- ◆ Focus on “first things first”: the actions are prioritized, and timelines are identified, so that all partners can maintain a strategic focus on top priorities
- ◆ Coordinate activities so that actions of organizations and agencies are inter-related
- ◆ Establish a realistic timetable for getting things done, and identify responsibilities to share the workload
- ◆ Help communicate what organizations and agencies are trying to achieve and why
- ◆ Identify of expected outcomes and ways to measure success
- ◆ Manage (but not avoid) risk: to reverse community decline and achieve goals requires stepping outside the box
- ◆ Maximize effectiveness: in a world of limited resources, community leaders and planning efforts can’t be all things to all people
- ◆ Provide benchmarks to measure results: the ability to see when activities are deviating from the Action Plan, and to evaluate whether goals are being achieved according to community values
- ◆ Maintain strategic integrity: the Action Plan provides details of priority actions in order to prevent “ad hoc” decisions that detract from the priorities or drain energy and resources away from the agreed-upon direction.

This Action Plan is designed to be a “Ready-Aim-Fire” approach to community and economic progress – to take incremental steps that build momentum and teamwork as the plan is implemented. The key to implementation is leadership and cooperation. The City Council, Economic Development Committee, Chamber of Commerce, Ida-Lew Economic Development Council, School District, county and others each play a critical role in the success of the Plan. There are many other local, regional, state and federal organizations involved in community and economic development that are needed as partners with Riggins in order for the Plan to succeed in achieving its goals.

*“When the rate of change
on the outside exceeds the
rate of change on the
inside, the end is in sight!”*

- Jack Welch, former CEO,
General Electric

FINAL DRAFT

Implementation Partners & Their Roles

| <u>Organization</u> | <u>Roles</u> |
|--|--|
| Economic Development Committee | Coordination and monitoring of Action Plan implementation; invitations to community groups to quarterly update; report results |
| City of Riggins | Policy, planning, permitting, infrastructure, partnerships |
| Salmon River Chamber of Commerce | Business advocacy, retention/expansion, tourism promotion, visitor info, itineraries/packaging, conference promo, events |
| Businesses | Products, services, investment, marketing, coordination, support |
| Ida-Lew Economic Development Council | Business retention/expansion, recruitment, infrastructure, funding |
| Youth organization | Plan skate park, after-school activities, community projects |
| Idaho County | Policy, planning, permitting, tax assessments, grant writing |
| Lewis Clark State College | Workforce training, business assistance/workshops, partnerships |
| Salmon River Historical Society | Museum management/upgrades, technical assistance, keeper of community history, interpretation/story-telling |
| The Current, Idaho County Free Press | Reporting on progress, monitoring implementation success |
| Civic clubs | Community leadership and service, project support |
| School District 241 | K-12 education, youth involvement, community support |
| Payette Lakes Clinic | Health services and programs, partnerships |
| Riggins Ministerial Association | Community team-building, spiritual support |
| Clearwater Economic Development Assn. | Regional economic development, grant writing/administration, workforce development, partnerships, infrastructure |
| North Central Idaho Travel Association | Regional tourism development, promotion, tracking results |
| Scenic Byway Advisory Team | Planning, coordination, funding |
| Idaho Commerce & Labor | Business and community support, funding, tourism |
| USDA Forest Service | Forest management, recreation facilities/trails, visitor info/maps |
| BLM, BOR, DEQ | River recreation facilities, maintenance, monitoring, funding |
| Idaho Depts. of Parks & Rec, Fish & Game | Land and water recreation, tourism, wildlife management |



Action Table

The Action Table on the next two pages summarizes the goals and actions from the previous section, and also assigns a priority level and timeline to each action. The darker shading in timeline indicates a more intense level of activity in a given year. The key to the codes listed in the Responsibility column is at the bottom of each page. The organization listed first is the lead organization for each action, and additional organizations listed are those who will partner/assist with implementation.

FINAL DRAFT

| Riggins Action Table | | | | | | | | |
|--|---|----------|----------|------|------|------|------|--|
| Goal | | | Timeline | | | | | |
| Strategic Action | | Priority | 2006 | 2007 | 2008 | 2009 | 2010 | Partners (See Code Key) |
| Detail | | | | | | | | |
| 1. Seek opportunities to enhance business support services and encourage new business development | | | | | | | | |
| 1.1 | Develop inventory of biz sites w/ potential for cmty-based dev'tl partnerships | H | | | | | | CC, RE, City, Co, PO |
| 1.2 | Focus on commercial sites to develop further, forming alliances w/ biz owners | H | | | | | | EDC, PO, RE, ICL, Ida-Lew, CC |
| 1.3 | Establish understanding of low interest loans; cultivate financial partners | H | | | | | | Ida-Lew, CEDA, USDA-RD, Banks, CC, City |
| 1.4 | Develop informal business network to provide entrepreneurial/Lone Eagle support | M | | | | | | CC, ISBDC |
| 1.5 | Establish working group to meet w/ Brown Industries re 'Old Mill' site | H | | | | | | City, CC, Ida-Lew, ICL, EDA, Brown Ind. |
| 1.5a | Understand infrastructure needs; create partnership strategy | M | | | | | | Above, and CEDA, USDA |
| 1.6 | Establish business visitation program to provide BR&E assistance | H | | | | | | CC, Ida-Lew, ICL, CEDA, Co, Biz |
| 1.7 | Develop and sponsor youth entrepreneurship program at SRHS | M | | | | | | SRHS, CC, Ida-Lew, NxL, BSU, Albertsons |
| 1.8 | Investigate studio incubator facility for artisans/craftsmen | M | | | | | | CEDA, CC, NCITA, Ida-Lew, ICL, SBDC, Art |
| 1.9 | Seek contract opportunities from Boise area businesses & state/federal agencies | M | | | | | | CC, Ida-Lew, ICL, INL, IBN, US-EDA |
| 1.10 | Encourage home service businesses for retirees & vacation homeowners | M | | | | | | CC, Biz |
| 1.11 | Acquire property for business park/building and obtain grants for improvements | M | | | | | | CEDA, City, PO, ICL |
| 1.12 | Investigate opportunities for alternative energy (wind, hydro, solar, biomass) | H | | | | | | Ida-Lew, City, UI, USDA |
| 2. Address deficiencies in community infrastructure to support residential and business development | | | | | | | | |
| 2.1 | Conduct sewer study & write grants for capacity, needs, costs, & design solutions | H | | | | | | City, DEQ, ICL, USDA-RD |
| 2.2 | Develop strategy for potential sewer improvements based on study results | H | | | | | | City, DEQ, CEDA, ICL, EDA, IDA, CC, USDA |
| 2.3 | Gain ownership by City of single lane bridge over Little Salmon Rvr for pedestrians | M | | | | | | City, BoR, USFS, BLM, ITD |
| 2.4 | Work with telecom providers to continue enhancements for cell phone coverage | H | | | | | | Ida-Lew, CEDA, telecom carriers |
| 2.5 | Encourage affordable housing; establish a Housing Task Force; conduct survey | M | | | | | | HTF, City, PO, RE, IHA, HUD |
| 2.6 | Support development of quality vacation homes & vacation rental properties | L | | | | | | City, RE, PO, Dev, AIC |
| 2.7 | Create awards for store/property improvement; promote 'Western River' theme | L | | | | | | City, CC |
| 2.8 | Enhance parking at key locations for resident and visitor needs | M | | | | | | ITD, CC, City, CEDA, ICL, EDA, Ida-Lew |
| 2.9 | Support creation of a biodiesel corridor in north central Idaho | L | | | | | | City, CC, ID Water Resources, NCITA, ITD |
| 3. Improve recreation facilities to enhance quality of life and tourism opportunities | | | | | | | | |
| 3.1 | Meet w/ prop. owners to improve public river access near Salmon Rapids Lodge | M | | | | | | City, Brown, PO, BLM, IDPR, IDFG |
| 3.2 | Initiate planning mtgs w/ Rapid River Fish Hatchery re facilities & visitor education | H | | | | | | CC, City, IDFG, NPT, NCITA, Idaho Power |
| 3.3 | Encourage development of a spa facility for visitors and local residents | M | | | | | | EDC, City, Brown, Biz |
| 3.4 | Construct a river trail from City Park to Main Salmon Road & bike/ped bridge | H | | | | | | City, PO, CC, ITD, USFS, IDPR-LWCF, RAC |
| 3.5 | Work with White Bird Chamber to nominate Hells Canyon Backcountry Byway | M | | | | | | CC, ITD, NCITA, White Bird CC, ICL |
| 3.6 | Enhance area boat ramps and recreation facilities along Salmon River | L | | | | | | CC, IDFG, BLM |
| 3.7 | Improve community event facilities for rodeo, boat races, art events & sport fields | M | | | | | | Rodeo, SRHS, City, CC, IDPR, Cmty Fund |
| 3.8 | Investigate feasibility of golf course development on former air strip site | L | | | | | | City, Chamber, IDPR, LWCF, PGA Fndtn |
| <p>KEY CODE: AIC=Association of Idaho Cities; Biz=Business; BOR=Bureau of Reclamation; BLM=Bureau of Land Management; BSU=Boise State Univ.; CEDA=Clearwater Economic Dev't Assn.; CC=Chamber of Commerce; City=City of Riggins; Co=County; Dev=Developers; DEQ=US Dept. of Environmental Quality; EDA=U.S. Economic Dev't Admin.; HHS=Health & Human Services; HTF=Housing Task Force; HUD=Housing & Urban Dev't; IBN=Idaho Business Network; ICL=Idaho Commerce & Labor; Ida-Lew=Idaho-Lewis Co. Economic Dev't Council.; IDFG=ID Dept. Fish & Game; IDPR=ID Dept. Parks & Rec.; ICF=Idaho Cmty Foundation; IHA: Idaho Housing Authority; IPCA=Idaho Primary Care Assoc.; ISBDC=Idaho Small Business Dev't Center; ITD=Idaho Transportation Dept; JABA=J. Birdsall & Assoc.; LWCF= Land & Water Conservation Fund; NCITA=North Central Idaho Travel Assn.; NPT=Nez Perce Tribe; NxL=NxLevel Training; NH=Neighborhood Housing, Inc.; PLC=Payette Lakes Clinic; RE=Real Estate Agents; RBEG=Rural Bsns Enterprise Dev't Grants; SD=School District; SRHS=Salmon River High School; USDA-RD=U.S. Dept of Agriculture-Rural Development; USFS=U.S. Forest Service; Vol=Volunteers</p> | | | | | | | | |

FINAL DRAFT

| Goal | | | Timeline | | | | | |
|--|---|----------|----------|------|------|------|------|---|
| | Strategic Action | | Timeline | | | | | |
| | Detail | Priority | 2006 | 2007 | 2008 | 2009 | 2010 | Partners (See Code Key) |
| 4. Enhance community services to improve quality of life for residents. | | | | | | | | |
| 4.1 | Complete feasibility study for a Community Wellness Center. | H | | | | | | WCC, JABA, City, |
| | 4.1a Focus on multi-use options i.e., primary health care, physical fitness, seniors | H | | | | | | WCC, City, USDA-RD, IPCA, HHS, PLC |
| | 4.1b Include options for all facets of health care, as well as community activities | H | | | | | | WCC, City, USDA-RD, IPCA, HHS, PLC |
| | 4.1c Utilize info. from study to begin attracting potential funding sources/investors | H | | | | | | CC, City, EDC, CEDA, PLC |
| 4.2 | Address need for new Senior Citizen/Community Center | M | | | | | | Sr. Citizens, CEDA, City, JABA, ICL |
| 4.3 | Establish "Riggins Community Fund" to fund services & community activities/needs | H | | | | | | EDC, CC, ICF, residents, biz |
| 4.4 | Improve awareness about adult continuing education & training | M | | | | | | EDC, SD, CC, LCSC, ICL, USFS, BLM |
| 4.5 | Insure pedestrian safety by improving speed controls along (U.S. 95) through town | M | | | | | | City, ITD, Co, ID County Sheriff |
| 5. Coordinate strategic marketing program to increase tourism, retiree attraction & business development. | | | | | | | | |
| 5.1 | Develop cultural/heritage tourism: museum, interpretive walk, fish hatchery, etc. | H | | | | | | CC, ITC, Historical Society, NCITA |
| 5.2 | Hire Events Coordinator to focus on off-peak season groups, packages & events | H | | | | | | CC, ITC, AmeriCorps, UI, Resort Tax |
| 5.3 | Continue to market the Chamber web site, utilizing co-op ads | H | | | | | | CC, ITC |
| 5.4 | Create response packet for business recruitment to mail & place in local lodging | H | | | | | | CC, ICL, City, RE, Ida-Lew |
| 5.5 | Target/attract retirees by creating response packets, surveys, 'Ambassadors', & Ads | M | | | | | | CC, RE, SRHS, Snowbirds |
| 5.6 | Partner with Hells Canyon National Rec. Area VIC to provide peak season staff | M | | | | | | HCNRA, CC, ITD, Vol, SRHS |
| 5.7 | Conduct targeted mailings to alumni, previous visitors, sportsmen and spa-goers | H | | | | | | CC, NCITA, ITC, Biz |
| 5.8 | Foster interest from travel & outdoor writers to develop publicity for the area | L | | | | | | CC, ICL, NCITA |
| 5.9 | Promote nationally area's uniqueness for conferences/retreats, incl. religious & gov't. | L | | | | | | CC, NCITA, Biz |
| 5.10 | Aggressively publicize in the Boise/Spokane media about area's activities | H | | | | | | CC, ITC |
| 5.11 | Develop & promote children's activities to encourage family vacations in Riggins | M | | | | | | CC, Biz, InIdaho.com, Outfitters, NCITA |
| 5.12 | Build packages & events for guided customers (Women with Bait, Fishing Derby) | M | | | | | | CC, Biz, Events, Outfitters |
| 5.13 | Promote safe environment: 'Safe Passages' to tourist, retirees, & families | M | | | | | | CC, ITD |
| 5.14 | Recruit major outside sponsors/investors for major events (rodeo, boat races, etc.) | H | | | | | | CC, Biz, Events |
| <p>KEY CODE: AIC=Association of Idaho Cities; Biz=Business; BOR=Bureau of Reclamation; BLM=Bureau of Land Management; BSU=Boise State Univ.; CEDA=Clearwater Economic Dev't Assn.; CC=Chamber of Commerce; City=City of Riggins; Co=County; Dev=Developers; DEQ=US Dept. of Environmental Quality; EDA=U.S. Economic Dev't Admin.; HHS=Health & Human Services; HTF=Housing Task Force; HUD=Housing & Urban Dev't; IBN=Idaho Business Network; ICL=Idaho Commerce & Labor; Ida-Lew=Idaho-Lewis Co. Economic Dev't Council.; IDFG=ID Dept. Fish & Game; IDPR=ID Dept. Parks & Rec.; ICF=Idaho Cmty Foundation; IHA: Idaho Housing Authority; IPCA=Idaho Primary Care Assoc.; ISBDC=Idaho Small Business Dev't Center; ITD=Idaho Transportation Dept; JABA=J. Birdsall & Assoc.; LWCF= Land & Water Conservation Fund; NCITA=North Central Idaho Travel Assn.; NPT=Nez Perce Tribe; NxL=NxLevel Training; NH=Neighborhood Housing, Inc.; PLC=Payette Lakes Clinic; RE=Real Estate Agents; RBEG=Rural Bsns Enterprise Dev't Grants; SD=School District; SRHS=Salmon River High School; USDA-RD=U.S. Dept of Agriculture-Rural Development; USFS=U.S. Forest Service; Vol=Volunteers</p> | | | | | | | | |

FINAL DRAFT

Potential Resources

The following is a list of potential funding sources for the actions listed in section 6, with contact information for each.

Federal (www.grants.gov; www.GovExec.com, www.firstgov.com, www.fedgrants.gov)

U.S. Department of Agriculture (USDA): rural development grants for business development projects, infrastructure financing, telecom, community projects; Rural Information Center

USDA Rural Business Enterprise Grants (RBEG): grants for financing and facilitating development of small and emerging private business enterprises

USDA Rural Business Opportunity Grants (RBOG): provide technical assistance for business development, and conduct economic development planning in rural areas

USDA Forest Service (USFS): Rural Community Assistance (RCA), Healthy Forests Restoration Act (HFRA), Wildland Urban Interface (WUI), wildfire protection, Resource Advisory Councils (RAC)

U.S. Economic Development Administration (EDA): economic development grants for business assistance and development

U.S. Health and Human Services (HHS): grants related to health and human services (Community Wellness Center)

U.S. Housing & Urban Development (HUD): infrastructure funding, Community Development Block Grants (CDBG)

U.S. Environmental Protection Agency (EPA): brownfields, environmental restoration, solid waste management

U.S. Fish & Wildlife Service: habitat restoration and enhancements, recreation access

Federal Highway Administration (FHWA): Scenic Byway Enhancement grants

AmeriCorps: volunteer labor and expertise for 1+ year

Rural Business Enterprise Development Grant (RBEG): provides finance & facilitation for development of small & emerging private business enterprises in rural areas through grants to public bodies

Land Water Conservation Fund (LWCF): provides matching grants to States and local governments for the acquisition and development of public outdoor recreation areas and facilities

State

Idaho Commerce & Labor (ICL): Gem Community grants (GCA), Idaho Travel Council (ITC) grants, Block Grants (HUD or State), business leads, tourism development assistance, workforce training funds

Idaho Transportation Department (ITD): Scenic Byway grants, technical assistance, infrastructure

Idaho Parks & Recreation (IDPR): recreation facilities, RV facilities, waterways, boating safety, OHV and snowmobile trails, Land and Water Conservation Fund (LWCF)

Idaho Fish & Game: boating infrastructure grants, technical assistance with hunting/fishing projects

Idaho Dept. of Agriculture (DOA): community development, conservation and resource management, business and enterprises, marketing and development, technical assistance, research

University of Idaho: Ag Extension Service (community development, leadership training, interns, etc.)

Lewis Clark State College (LCSC)/Small Business Development Corporation (SBDC): business and workforce training, hospitality training, business counseling

Local

Clearwater Economic Development Association (CEDA): grant writing/administration, small business loans, community planning

North Central Idaho Travel Association (NCITA): regional tourism marketing, visitor center initiative

FINAL DRAFT

IdaLew Economic Development Council: economic & business development resources

City: infrastructure services, recreation facilities, utility and development fees, resort tax

County: roads, recreation facilities

Rural Community Assistance Center (RCAC): infrastructure assessments, loans

Rural Community Assistance Partnership: provides training, technical assistance and access to resources.
www.rcac.org

Idaho Nonprofit Development Center (INDC): resources/training for nonprofit organizations

Tax Increment Financing (TIF): infrastructure funding, revolving loan fund, etc.

City, County, State work crews for site work (labor, equipment)

Private

Association of Idaho Cities: provides services that individual cities might not be able to afford

Banks: Federal Home Loan, Community Reinvestment Act (CRA)

Local developers

Businesses and corporate sponsors

Multiple grant source: GrantStation.com

Multiple foundation grant source: The Foundation Center, www.fdncenter.org

Idaho Community Foundation

Local Option (Resort) Tax

Riggins is one of several tourism based (“resort”) communities in Idaho that is considering a local option resort sales tax, which can be levied on sales of lodging, food and beverage, and all or selected (“tourism-related”) retail items. A resort tax can be used to fund local infrastructure improvements (from sewer systems to trails), marketing and promotion, property tax abatement, and staffing.

Results of research conducted with Riggins business owners indicated that potential annual resort tax revenues from lodging, food and beverage sales would exceed \$54,000, based on a 2% resort tax. To determine potential resort tax revenue, seventeen lodging, restaurant and beverage businesses were surveyed. The resulting total estimated sales and revenue figures listed below are very conservative (in 2004, total business sales reported to the State within the Riggins zip code area exceeded \$12.1 million).

Total Gross Sales (by business type)

| | |
|-------------------------|----------------|
| Motel/lodging | \$1,036,000 |
| Restaurants | 1,247,000 |
| Drinking Establishments | <u>453,000</u> |
| Total Gross Sales | \$2,736,000 |

Potential Annual Option Tax Revenues (by business type @ 2% of gross sales)

| | |
|--------------------------|-----------------|
| Motel/lodging | \$20,720.00 |
| Restaurants | 24,940.00 |
| Drinking Establishments | <u>9,060.00</u> |
| Total Potential Revenues | \$54,720.00 |

In order to be enacted, a resort tax must first be initiated by a resolution from the City Council, and then be passed by a 60% majority vote of registered City voters. The resolution must specify how the funds will be allocated and administered. The election to pass the tax can be held on regular election dates, or via a special election.

FINAL DRAFT

Next Steps

The suggested next steps in implementation of the Action Plan are as follows:

1. Approval and adoption of final Economic Development Strategy document by the Economic Development Committee and City Council.
2. Endorsement and/or adoption of the Economic Development Plan by the Chamber of Commerce, School Board, County Commission and other community groups.
3. Obtain commitments from partners to implement and report quarterly on progress.
4. Send copies of the Economic Development Plan to CEDA, Idaho Commerce & Labor, UI, LCSC, USDA and U.S. Economic Development Administration.
5. Allocate/seek funding and staffing for implementation (grants, AmeriCorps volunteer, resort tax, etc.).
6. Begin/continue implementation of the Economic Development Plan.
7. Monitor/oversee implementation of the Economic Development Plan, meet to discuss/report progress twice a year.



FINAL DRAFT

APPENDIX A: Community Potential Matrix Results

During a public meeting held in August 2004, community members participated in an exercise to discuss the potential for different types of development in the Riggins area. Based on small group discussions, the results of the exercise are shown in the table below. Those with an average of High Potential (H) or Medium High (H- or M+) were included in the actions detailed in Chapter 6.

| RIGGINS COMMUNITY POTENTIAL MATRIX | | | | | | | | | | Outside |
|---|-------|----|---|----|---|----|-----------|-----------|--|---------|
| | A | B | C | D | E | F | Ave. | Consensus | | Opinion |
| 1. Value-Added Agriculture | M | M | M | M | L | M | M | | | L |
| 2. Value-Added Forest Products | H-/M+ | H- | M | M | M | M+ | M+ | | | L |
| 3. Value-Added Mining | L | L | L | L | L | L+ | L | | | M |
| 4. Energy Diversification | L | H | H | H | H | H | H- | | | M |
| 5. Environmental Restoration | M | L | L | H | M | M | M | | | L |
| 6. Business Retention/Expansion | M | M+ | M | M+ | H | M | M+ | | | M |
| 7. Plugging Retail Leakage | M- | L | L | M- | M | M | M- | | | M |
| 8. Entrepreneurship Dev. | M | H- | H | M | H | M | M+ | | | M |
| 9. Business Recruitment | M | M | M | M- | M | L | M- | | | M |
| 10. Local/Regional Tourism | H | H+ | H | H | H | H | H | | | H |
| 11. Pass-Thru Visitor Services | H | H | H | H | H | H | H | | | H |
| 12. Destination Tourism | H | H | H | H | H | H | H | | | H |
| 13. Cultural Tourism | H | L | M | H- | H | M | M+ | | | M |
| 14. Transp'n Hub/Warehousing | L | L | L | M- | L | L | L | | | L |
| 15. Attracting Retirees | H | H- | H | H | H | M | H- | | | H |
| 16. Attracting Lone Eagles | H | H | H | M | H | M- | H- | | | M |
| 17. Telecom Business | L+ | M | M | M | M | L | M- | | | L |
| 18. Health Care | L | M | M | M | H | M | M | | | L |
| 19. Bedroom Community | L | L+ | L | L | L | L | L | | | L |
| 20. Attract/Retain Gov't Offices | M | M | H | L | M | L+ | M | | | L |
| <small>Italics means average score divided among H, M, & L.</small> | | | | | | | | | | |
| H=High Potential, M=Medium Potential, L=Low Potential | | | | | | | | | | |