



Dubois—Clark County Community Review

June 5-6, 2013

Report printing courtesy of Idaho Transportation Department

Community Review Report

for the

City of Dubois and Clark County

June 5-6, 2013

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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ACKNOWLEDGEMENTS

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

County Commissioner Bill Fredericksen
County Commissioner Greg Shenton
Lyle Holden, Mayor of Spencer
Superintendent Dan Lantis and the
Clark County School District
Rick Fawcett
Maria Serrano
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PART I EXECUTIVE SUMMARY

The City of Dubois and Clark County jointly submitted an application for a community review to the Idaho Rural Partnership in February 2012. The application is found in Appendix A. The community review was conducted just over a year later, from June 5-6, 2013.

As with the 29 other Community Reviews that have been completed throughout Idaho since 2000, direct costs to the City of Dubois and Clark County were limited to food and transportation for the visiting and home team for the two-day period.

While the Dubois—Clark County Community Review focused on economic development, it also addressed the related subjects of housing and education. The review also included a community survey and a series of community listening sessions. The summary of opportunities and recommendations identified by the 11 member visiting team is found below.



The visiting team identified many assets on which the community can build. Many of these assets represent a significant investment that has been made to date. Others are part of your natural heritage and location. Either way, we encourage you to make the most of them.

Dubois and Clark County Existing Assets

- Airport with longest gravel runway in Idaho
- Opal mines in Spencer
- U.S.—University of Idaho Sheep Experiment Station
- Broadband availability
- Great outdoors (Warm Springs, Medicine Lodge, Centennials, Continental Divide, Scenic Byways)
- Western heritage (i.e. museum, rodeo, Grouse Days, National Day of the Cowboy)
- Proximity to Island Park and Yellowstone National Park
- Rest area
- Fire Department/Station
- Transportation network (A2, Interstate access, Main Street, rail line)
- Historic building stock
- Sense of place/descendants/ancestry
- Farm/ranch property owners
- Rural community

- Library
- Schools
- Government agencies that provide public services and employment
- Positive working relationship between the City and County
- Infrastructure investment in Centennial Energy Park
- Water and sewer infrastructure capacity to support future growth
- East Idaho Credit Union

Summary of Community Listening Sessions

Community listening sessions were held with the home team and six other stakeholder groups. These focus group-like sessions are described in detail beginning on page 34. In summary, residents told us they do NOT want a future that includes:

- Schools closing
- Loss of businesses
- Population decline
- Absentee property owners
- Vacant buildings and homes

In contrast, listening session participants told us they DO want to see more of the following in the future:

- Youth activities
- More businesses, including a motel
- More industry
- Living wage jobs and workers that live in the community
- Support for local businesses
- Swimming pool

Participants identified the following challenges that could make the desired future difficult to achieve:

- Lack of workforce
- Loss of small farms
- Geographic isolation
- Language barriers
- Unemployment

Finally, many people, places, and organizations were identified as assets that could help the community realize the desired future. A list of such assets is found on page 42.

Summary of Opportunity Areas & Recommendations

The following summary of opportunity areas and recommendations identified by the visiting team addresses subjects of greatest interest named by home team leaders: economic development, housing, education, and community involvement.

Opportunity Area 1: Supporting the retention and creation of jobs

Example recommendations

- Publicize and use existing nonprofit and government provided initiatives and programs that support new business start-ups and help existing businesses grow.
- Establish a communication structure that encourages businesses and organizations to promote each other's businesses, projects, and events.
- Explore creation of a community-owned and operated business.
- Continue to support efforts to develop the Centennial Energy Park and proposed bio-refinery project.
- Initiate community dialogue about the future of the Sheep Experiment Station. What is the community's vision for this asset?
- Focus downtown revitalization efforts around the National Trust for Historic Preservation's Main Street model.
- Increase the use of downtown for community events that appeal to both residents and visitors.
- Seek assistance in evaluating the former Forest Service building — to include an analysis of long term operating costs—to determine if the building should be remodeled or if a new building should be built on the property. The visiting team's cursory look at the structure suggests it should be replaced with a new building. More in-depth analysis could demonstrate otherwise.
- Continue and expand the "Operation Facelift" project.

Opportunity Area 2: Attract visitors to diversify your economy and increase resiliency

Example recommendations

- Perhaps using high school students, find ways to collect information from visitors to learn more about what they enjoy and about visitor services and attractions they would like to see in Clark County.
- Encourage visitors to write on-line about their experience in Clark County.
- Become more engaged in regional tourism marketing efforts related to the Greater Yellowstone Area.
- Continue to seek funding needed to pave the last 15-mile section of County Road A-2 to the Island Park area.
- Work with opal mining and jewelry businesses to develop a cooperative marketing strategy and an annual opal event.

Opportunity Area 3: Increase the supply and variety of housing

Example recommendations

- Complete a market analysis and housing needs assessment to better understand demand for specific types of housing and identify strategies to address related barriers and opportunities.
- Work with the future owners of the 24-unit apartment complex to ensure the community does not lose this housing.
- Publicize existing opportunities for financing home construction and purchases.
- Develop a community or countywide weatherization program and “paint the town” project.

Opportunity Area 4: Continue to invest in the education and development of youth and young adults.

Example recommendations

- The school district should explore partnering with other districts in the area to hire a grant writer who could continue to find funding for the programs no longer supported by the 21st Century grant.
- Create a program in which high school students learn about entrepreneurship by creating and managing a small business and/or create opportunities for students to be mentored by business owners and managers in the community.
- Increase the quality and quantity of dialogue between the library and community and use this information to enhance programming.
- Pursue opportunities to make better community use of the Idaho Education Network currently available at the Jr./Sr. High School.
- Coordinate with the proposed bio-refinery project and other employers (as they become known) to cooperatively identify and provide appropriate workforce education opportunities.
- Actively engage youth in leadership and volunteer opportunities, including efforts to build bridges between different social groups in the community. The visiting team suggests that, in some cases, it may be most appropriate and effective for youth to lead such efforts.



Opportunity Area 5: Building unity by mending fences and promoting cross cultural understanding.

Example recommendations

- Create a forum to promote the exchange of skills and knowledge between different segments of the community. Examples include language, home repair, cooking, gardening, hunting, fishing, etc.
- Create cross cultural community or study circles to discuss community issues and encourage cross cultural understanding and friendship.
- The City should create a Hispanic Advisory Committee to identify ways to reach out to the Hispanic community.
- Create an interdenominational or ecumenical council for the purpose of sharing information and building bridges between different cultural and religious groups.
- Celebrate community successes.
- Focus community improvement efforts on areas of greatest agreement.

Opportunity Area 6: Keeping citizens engaged and informed

Example recommendations

- Continue to encourage development of the smart phone application by Whisper Mountain Technology.
- Explore opportunities to create a community newspaper or newsletter in both printed and electronic formats. This and other information about community events and projects should be bi-lingual.
- Reach out to new people as they relocate to the community
- Consider creating a community foundation to organize and coordinate financial and human resources in the community.
- Appreciate volunteers by, for example, holding an annual volunteer appreciation dinner.
- Make better use of Facebook as a way to stay connected with both residents and alumni of you schools who do not live in the community.

About Change

The visiting team ends this executive summary with some comments about change. We believe that change is one thing Dubois and Clark County — an in fact all communities — can count on. The community will change whether you guide it or not. If you do nothing, people will move away; new people will move into the community. Likewise, some businesses will survive while others will go away if residents and visitors do not support them. No community stands still, frozen in time. Under the “do nothing” scenario, it’s reasonable to predict that your businesses will struggle, your job base will decrease, your kids will move away, and your infrastructure will deteriorate.

We ask the residents and leaders of Dubois and Clark County: would the community rather take its chances with the kind of change that is more likely to happen if you just stand aside or the kind that will more likely happen if you agree on the kind of change you prefer and then work to create that future? Put another way, does the community want to take control over your own destiny? These questions are at the heart of community and economic development.

PART II 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. The 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.

Typically, a community review is initiated when community leaders create a “home team” and select three subject areas they would like to be the focus of the review. These “focus areas” are used to assemble 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.



The format and schedule for each community review is adapted to best meet the needs of the individual community. In the case of the Dubois–Clark County Community Review, the home and visiting teams reached a decision to primarily focus on economic development. Housing and education were addressed as secondary and related areas of concern

identified by the home team. In

addition, at 11 and 10 people respectively, the number of people on the visiting and home teams was purposefully limited in keeping with the size of the community. The smaller teams also reduced the expense of the review to the community. Appendix B contains biographies and contact information for the Dubois—Clark County Community Review visiting team.

The visiting team spent two full days in the community, learning about economic development issues and opportunities through tours, meetings, listening sessions, and interviews with community leaders and residents. The review concluded on the evening of the second day with a public presentation of preliminary opportunities, recommendations, and resources.

The program cannot instantly resolve all issues, but the 29 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, tourism marketing, and other projects. Community reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow-up activities. In some cases, community reviews have directly led to the creation of new businesses and business-related community organizations.

Coordinated by the Idaho Rural Partnership, the Dubois–Clark County Community Review was a collaborative project of IRP member organizations and agencies, the City of Dubois, Clark County, and Region IV Development Association, Inc. Funding partners included USDA Rural Development, East Idaho Credit Union, and Larsen Hay Terminal.

Purpose, Use, and Format of this Report

This report is presented to the community residents and leaders of the City of Dubois and Clark County. The visiting team hopes it will initiate and focus community dialogue, follow-up action planning, project development, and grant writing. This report will also be successful if it results in increased citizen participation and more effective coordination and collaboration within and between government entities and private sector stakeholders.

Part III of this document includes a summary of the community listening sessions. Part IV includes the community comments and concerns, opportunity areas, recommendations, and resources identified by the visiting team. These headings are described below. All of this information relates, directly or indirectly, to retaining and creating jobs in Dubois and Clark County.

Community Comments and Concerns

The visiting team uses this section to reflect what we heard most often from a variety of community residents and leaders. We often find people will express ideas and perceptions to us, as neutral outsiders, that they might not have the opportunity to share with elected officials.

Opportunity Areas

Opportunity areas are the four to five 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 sources of funding and technical assistance, publications, and successful examples from other communities.

Pre-Review Planning and Training

The City of Dubois and Clark County jointly submitted a community review application to the Idaho Rural Partnership in February 2012. This application is found in Appendix A. In March 2013 the IRP Community Review Planning Committee and home team leaders began weekly planning meetings via conference call. These meetings continued until the review was conducted in June 2013. Developing a pre-review community survey of households in Clark County (including Dubois) was the group's first order of business.

Home Team Training

Members of the home and visiting teams met at the Dubois Community Center on Tuesday, May 7 for a two-hour training and orientation session. Local participation in the training was excellent, with about 20 people attending. Jon Barrett, Mike Field, Brent Tolman, and Dale Lish represented the visiting team. The training allowed members of both teams to meet each other, understand the purpose of the community review, discuss current conditions and areas of concern, talk about the proposed schedule, and identify remaining tasks.

Also on May 7, Mike Field and Jon Barrett conducted a community listening session with students at Dubois Junior-Senior High School. See Part III beginning on page 34.

Monetary Value & Costs Paid by the City

The in-kind value of the Dubois—Clark County Community Review exceeded \$30,000. Imagine the cost of hiring 11 professionals in economic development, land use planning, downtown revitalization, transportation, housing and other fields of expertise for two workdays averaging 12 hours each. Now add in the cost of preparation, travel, follow-up, and report production. These costs are generously

covered through donations by participating agencies and organizations and are supplemented with private sector donations.

As with other community reviews, the direct costs to the City of Dubois and Clark County were limited to food and transportation for the visiting and home teams while we were in the community.

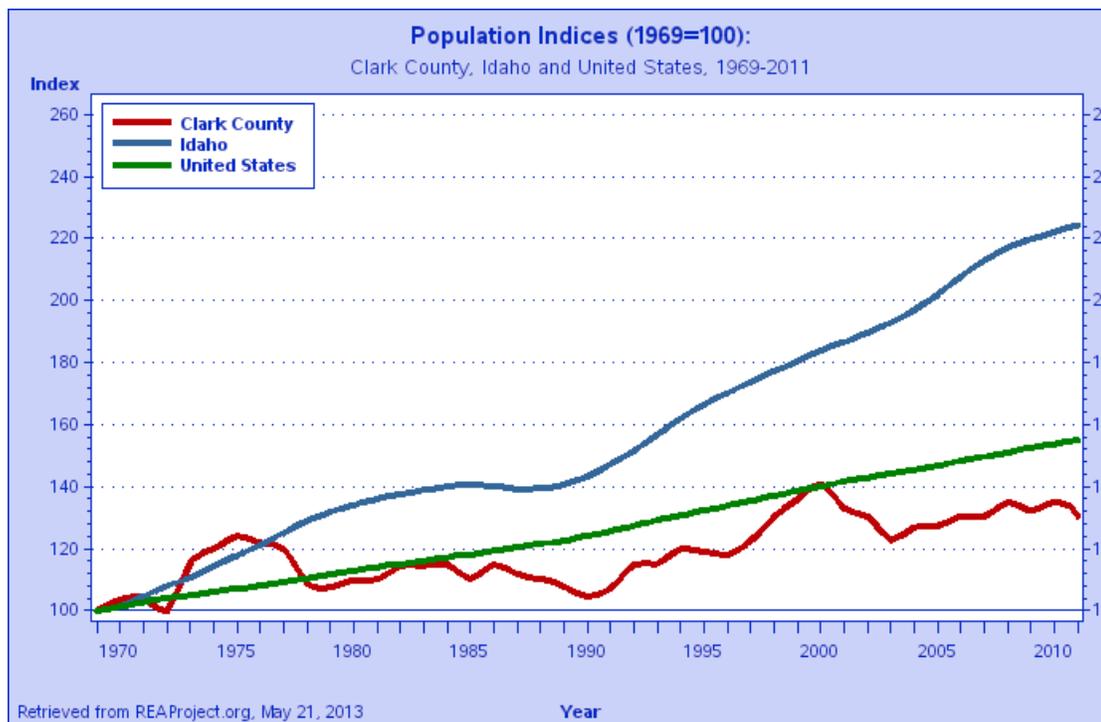
Dubois and Clark County Economic Analysis

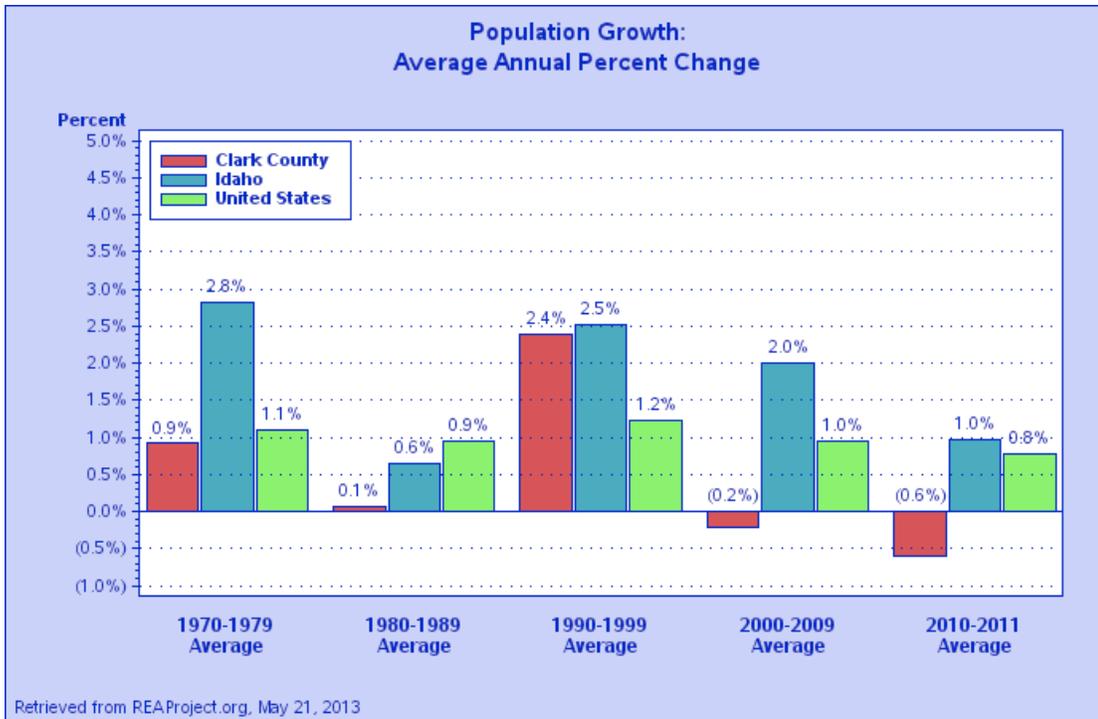
Special thanks to Paul Lewin, Associate Professor, University of Idaho Extension, for completing the following economic analysis for Clark County.

The growth indices show here express the Clark County, Idaho and the U.S indicator in 1969 as a base figure of 100, and the total indicator in later years as a percentage of the 1969 base figure. These indices facilitate a direct comparison of the differences in cumulative growth between Clark County, Idaho and the nation.

Population change

Population growth mirrors the economic vitality of a region. It exposes region's capacity to attract and retain people, which are both workers and consumer. Unemployed workers usually leave the region quickly seeking for jobs.



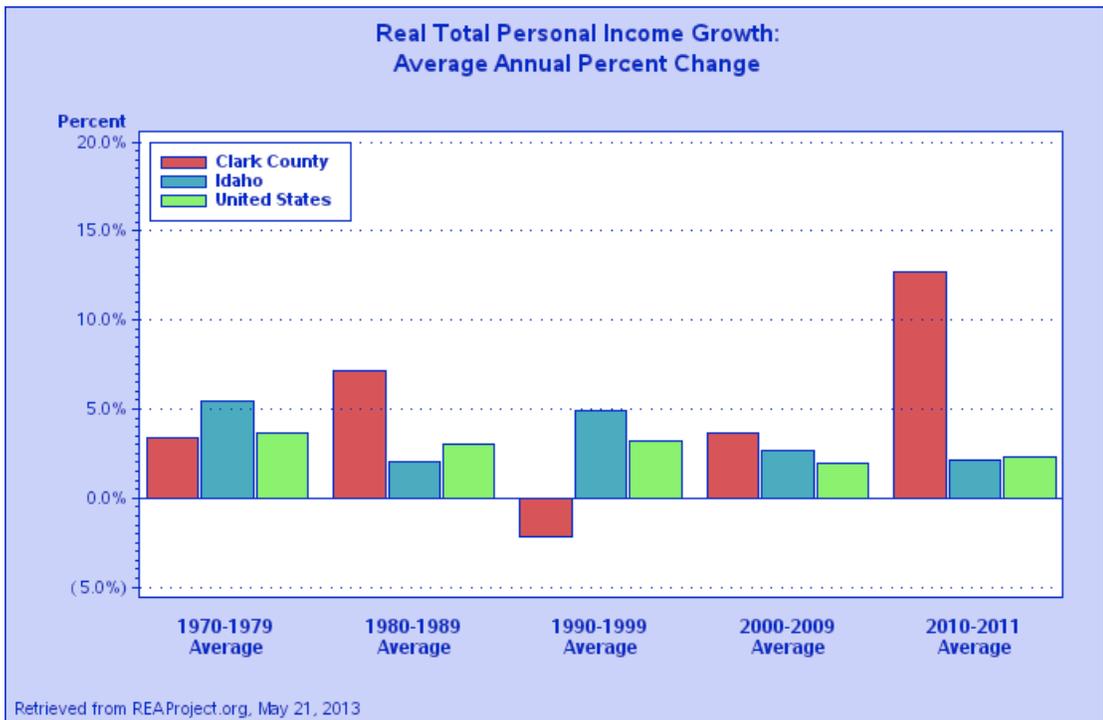
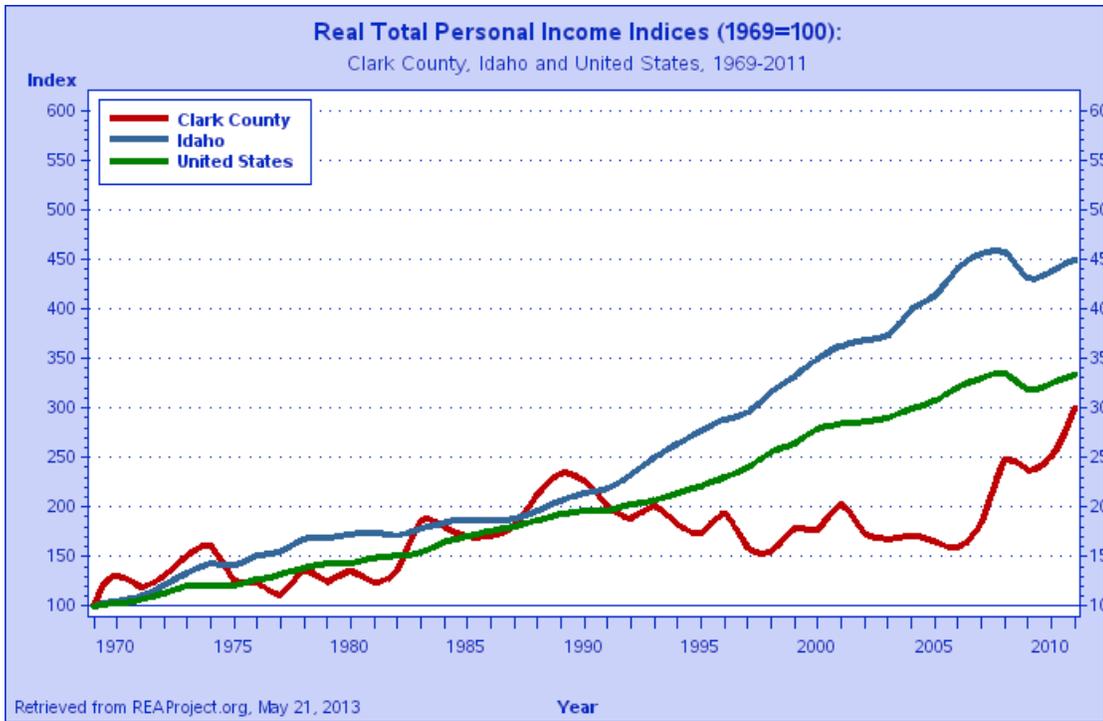


Total Personal Income

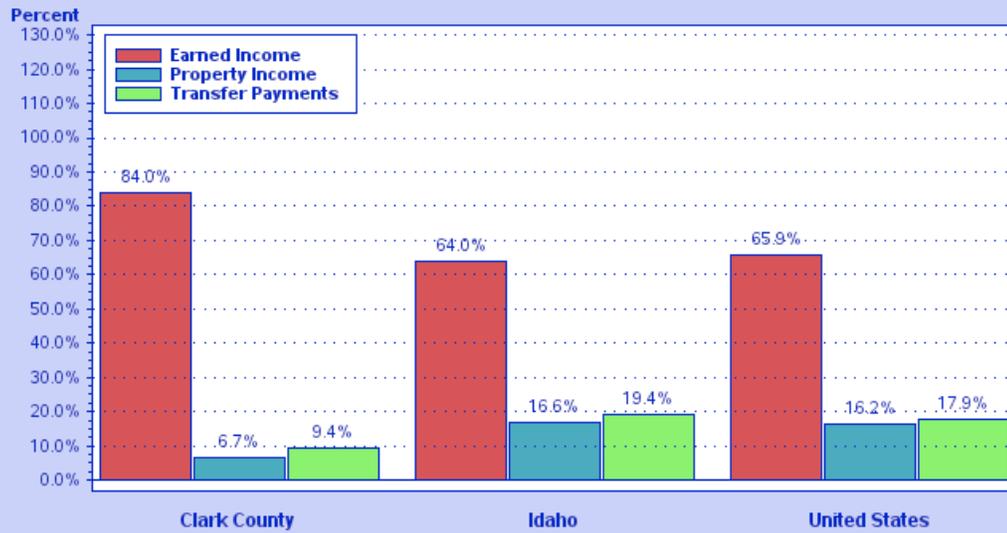
Personal Income is the income received by all persons from working (participating in production), from government and business transfer payments, and from government interest. Personal Income is the sum of net earnings by place of residence, rental incomes of persons, personal dividend payments, personal interest income, and transfer payments. Examples of transfer payments are Social Security payments, Medicare payments, unemployment insurance payments, and veterans' pensions. Personal income is measured before the deduction of personal income taxes and other personal taxes.

“Personal income estimates are the best available local level indicator of general purchasing power, and are therefore important to tracking and comparing patterns of economic growth and change. The degree and magnitude of the pattern of growth and shifting composition among the three major components of total personal income allow one to measure the economic performance of the local economy” (Regional Economic Analysis Project, 2013).

Earned income can be viewed as compensation for labor services. **Property income** represents payments in the form of dividends, interest and rent for the services of capital owned by persons. In contrast to the other two components of income, **Transfer Payments** are by definition payments that are not related to the provision of services.

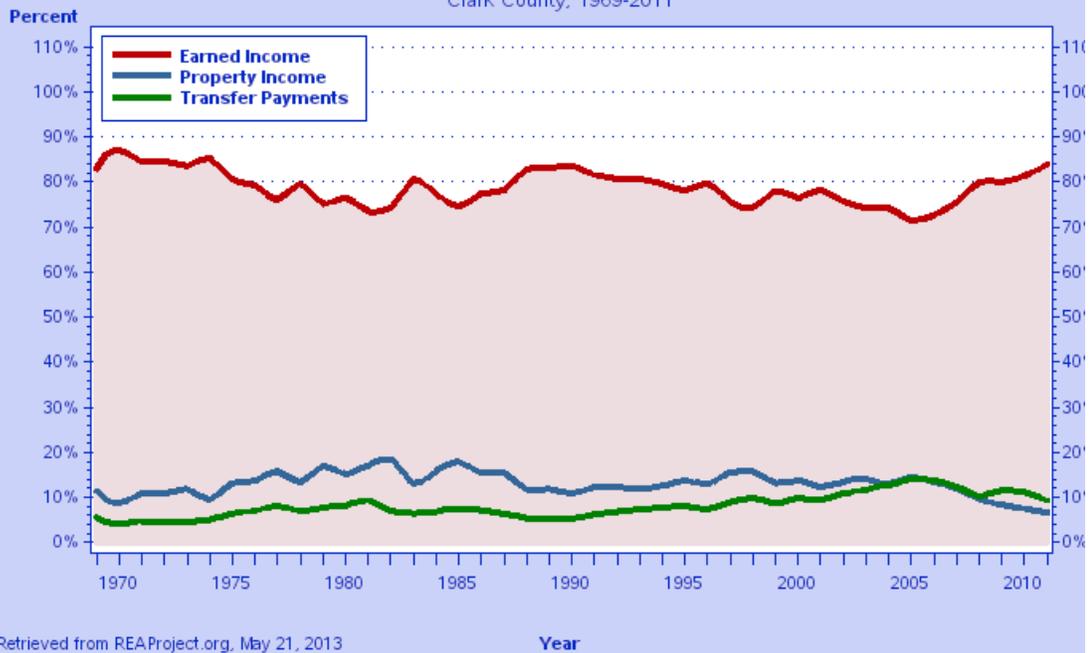


**Major Income Components as of Percent of Total Personal Income:
Clark County, Idaho and the U.S., 2011**



Retrieved from REAProject.org, May 21, 2013

**Major Income Components as a Percent of Total Personal Income:
Clark County, 1969-2011**

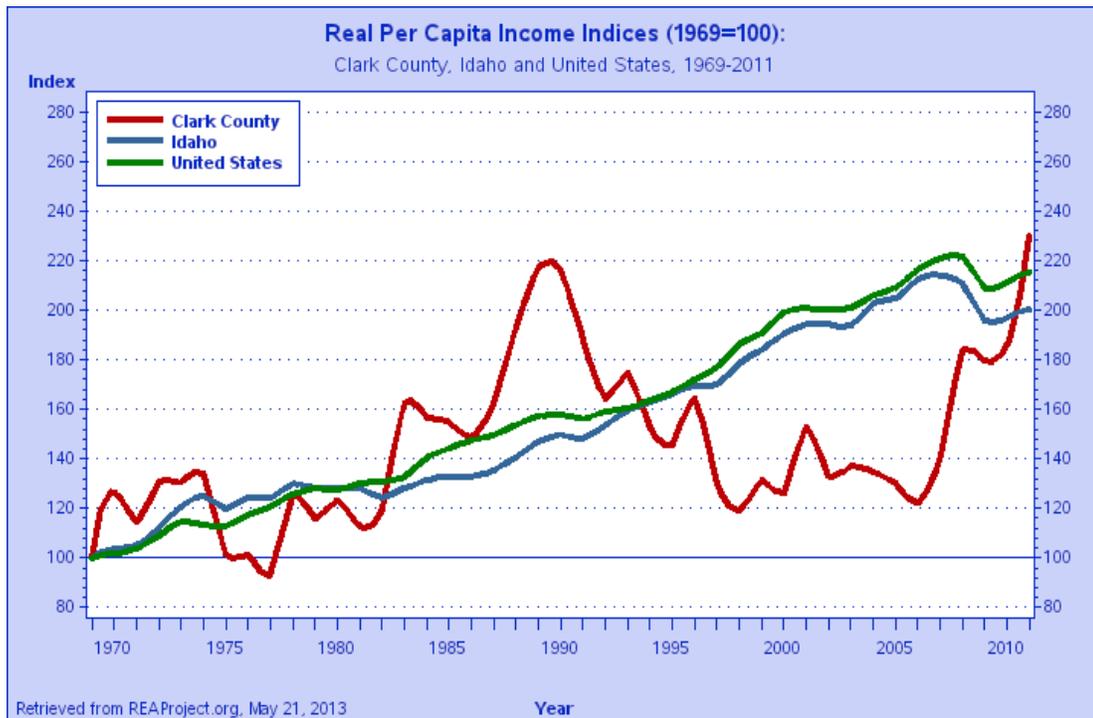


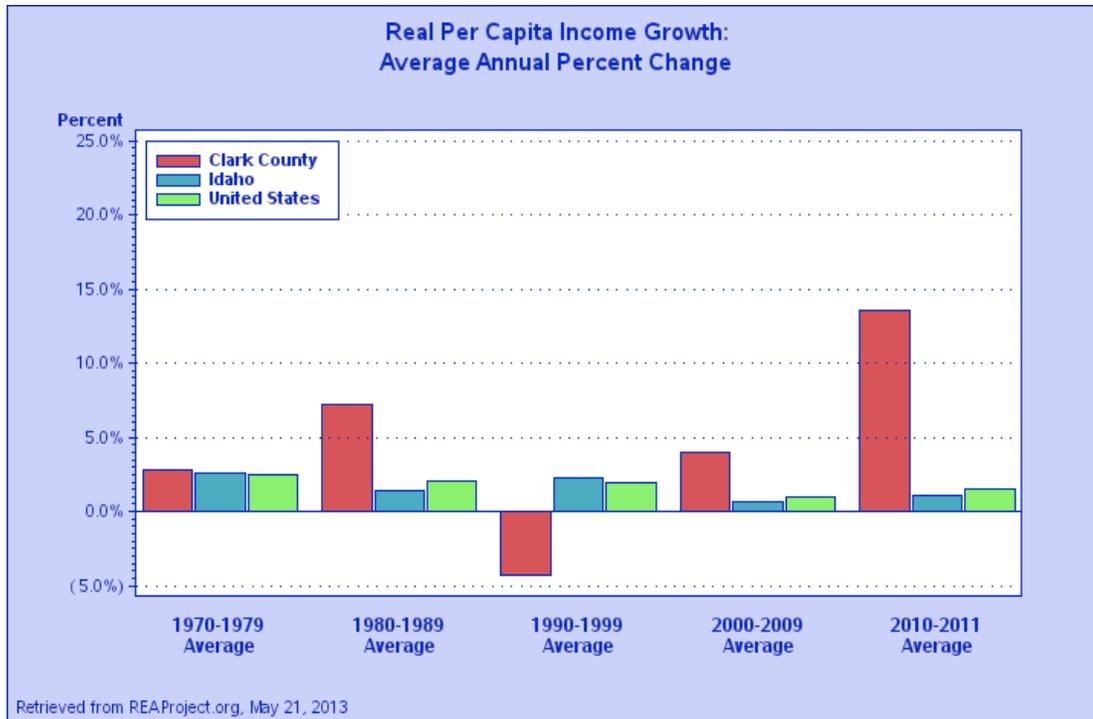
Retrieved from REAProject.org, May 21, 2013

Per Capita Income

Per Capita Personal Income is the total personal income of an area divided by its resident population as of July 1. Per Capita Income measures the economic well-being of a region's residents and the quality of consumer markets. *"It serves as a barometer for calibrating the economic performance of a region over time and to judge differences in relative economic prosperity between regions"* (Regional Economic Analysis Project, 2013).

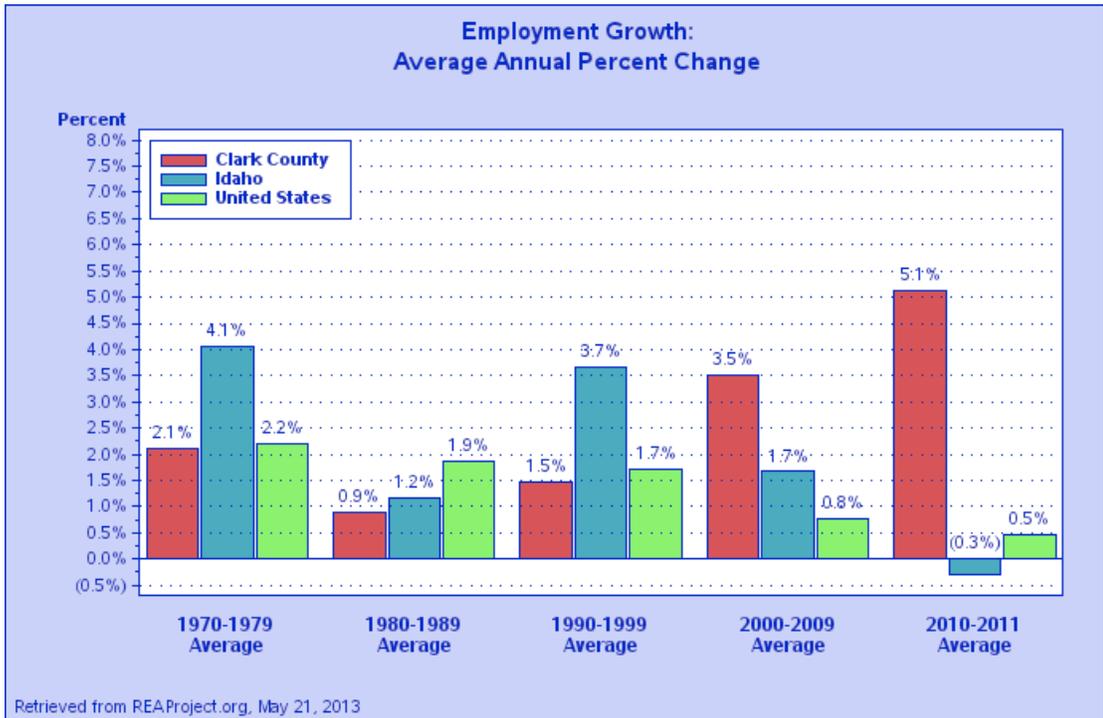
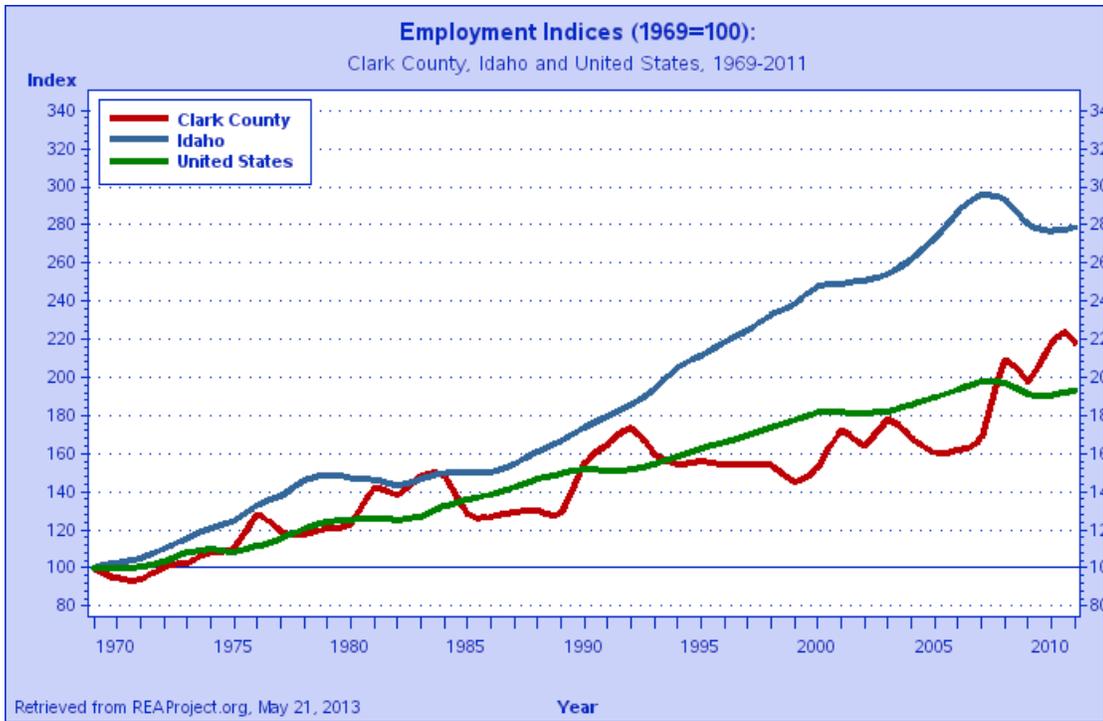
"Personal income is measured as a flow throughout the year, while the measurement of population is at one point in mid-year. Therefore, per capita income is distorted if a significant change in population occurs during the year. For smaller counties in particular, per capita income in any given year may be exceptionally high or low for the short run because of unusual local conditions, such as a bumper crop, a catastrophe, or a major construction project such as the building of a dam or nuclear power plant. One need to use and interpret per capita income estimates with care in consideration of these factors" (Regional Economic Analysis Project, 2013).

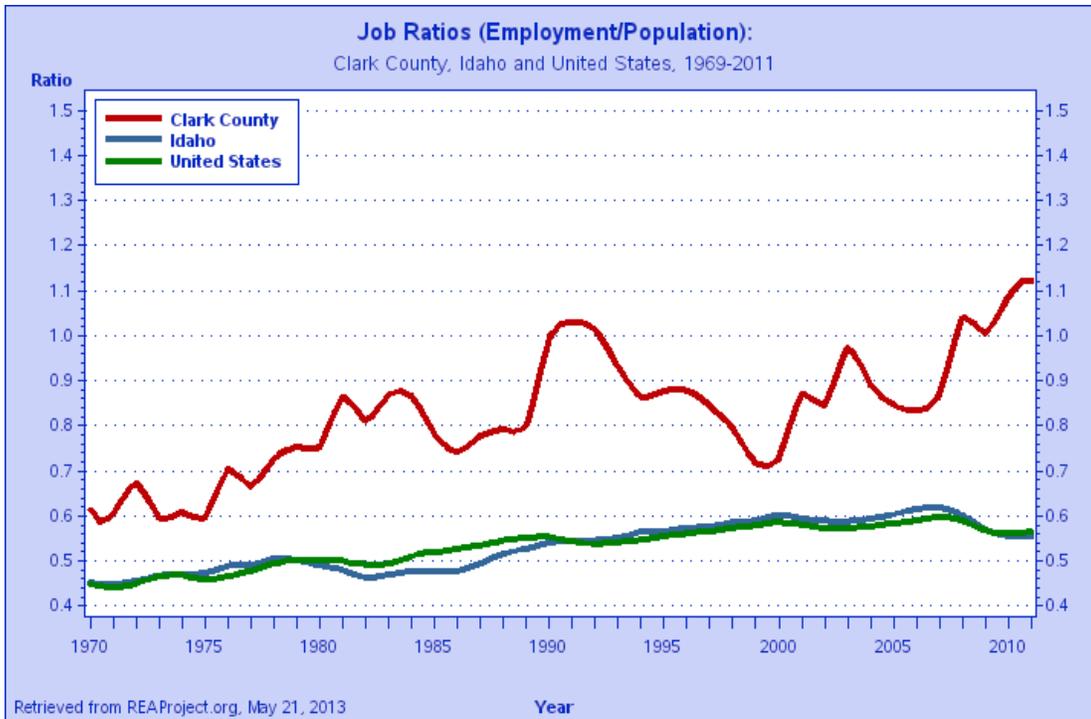




Employment

“The Bureau of Economic Analysis employment estimates measure the number of full- and part-time wage and salary employees, plus the number of proprietors of unincorporated businesses. People holding more than one job are counted in the employment estimates for each job they hold. This means BEA employment estimates represent a job count, not a people count. Also, BEA employment is by place-of-work, rather than by place-of-residence” (Regional Economic Analysis Project, 2013). Jobs held by neighboring county residents who commute to Clark County to work are included in the employment count for Clark County.

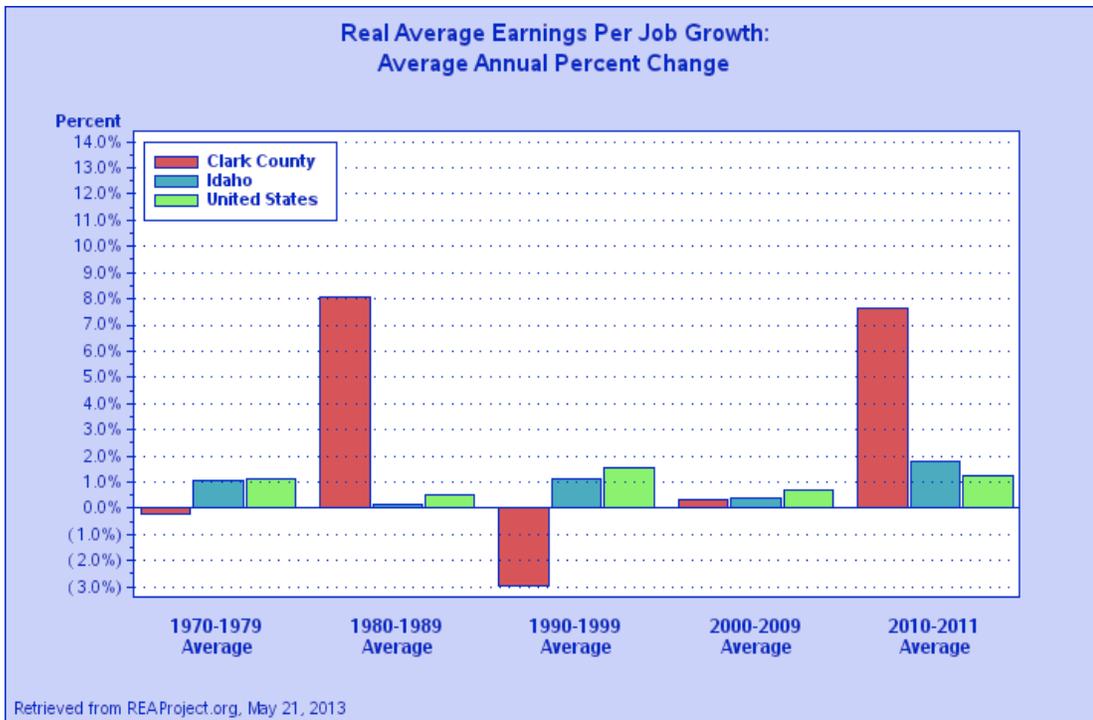
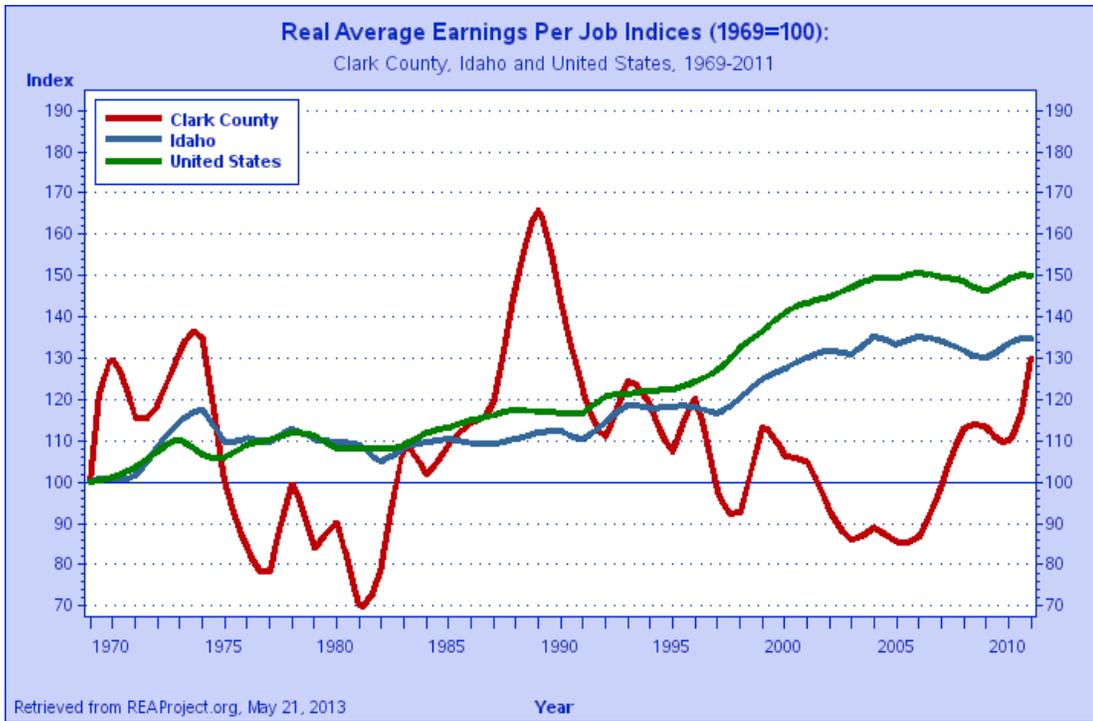




Average Annual Earning Per Job

“Average Annual Earnings Per Job is computed by dividing BEA total industry earnings estimates by the BEA total full- and part-time jobs estimates. No convenient or adequate means exist at the county or regional level for converting the job estimates to a full-time equivalent measure. So, interpret the average earnings per job estimates with caution in consideration of the following issues:

- Average earnings per job within industries involving more part-time work is lower than industries involving more full-time work, although there could be little difference in the underlying wage of full-time workers. Such differences could also prevail between counties and regions. An increase in the proportion of part-time jobs over time may erode average earnings per job estimates, although full-time earnings per worker may have remained unchanged.
- As with per capita income, average earnings per job may be subject to extreme short-run variation, especially in smaller counties. Since average earnings per job are just a simple average, it does not account for variations in the distribution of earnings among high- vs. low-wage jobs” (Regional Economic Analysis Project, 2013).



Economic Overview

Clark County is about a \$199 million economy in terms of output (Table 1). Approximately 39% of that output (\$78.5 million) comes from value that is added within Clark County. The remainder \$121 million is from intermediate goods and services used to produce the output.

Three industries — petroleum and coal products, crop farming, and food products — produce 64% of Clark County's output and are directly responsible of 24% of jobs in the area. In particular, crop farming is directly responsible of 17% of jobs. The larger employer, however, is the government sector that provides 22% of jobs.

Output is not the best measure for describing an economy since it often includes significant double counting. Value added is a better measure because it includes only the net additions to the output, which are provided within each production process. Three industries produce 66% of Clark County's value added. These industries are: Petroleum and coal products, crop farming and government.

Location quotients

Location quotients (LQ) are helpful to compare the structure of Clark County's employment within Idaho and the U.S. A location quotient is calculated by dividing the local share of employment in a particular industry by Idaho (or the U.S.) share of employment in that same industry. The sectors with LQs greater than 1.0 are ones in which Clark County is specialized; i.e. when the LQ for a given sector is greater than 1.0, the relative concentration of employment in that sector in Clark County is greater than in Idaho or the U.S.

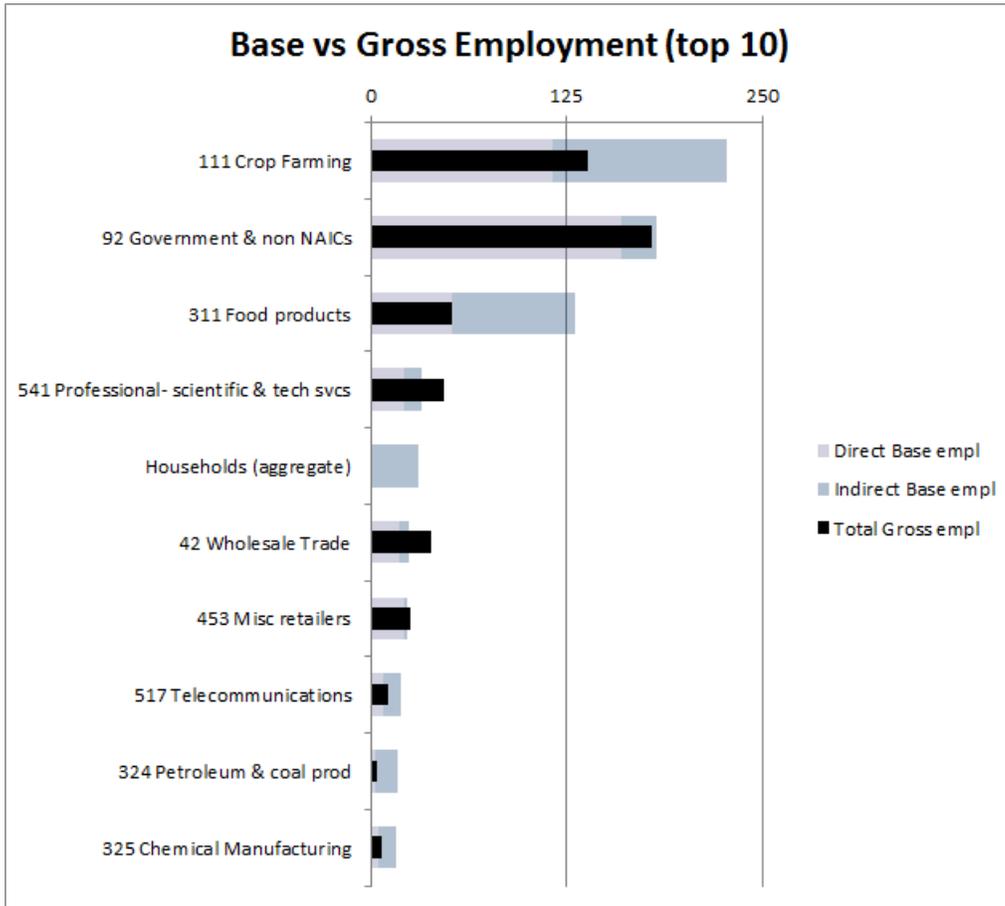
Having several industries with LQs greater than 1.0 indicates multiple specializations that are the key to economic diversity. In the case of Clark County, 20 of the 35 industries present in the area have a LQ greater than 1, when they are compared with the U.S.

Economic Base

The economic base analysis gives us the ability to better understand what drives a regional economy. Thus, we are better able to exploit opportunities to build and enhance clusters, and we can better capitalize on our comparative and competitive advantages when charting direction for our economic development initiatives.

Export base theory looks for the places where the dollar starts its circular flow into an economy. A doctor in Dubois may delight a local retailer in town with the business he provides, but if most of the clients of the doctor are agricultural workers, then it is agriculture that is the source (or base) for that spending and should get credit for that economic activity. Thus, a sector's contribution to a region's economy is better captured studying its outside demand. The contribution of an industry to the region's employment is the number of employees in all industries whose jobs are dependent, directly or indirectly (through inter-industry linkages), on the exports of that industry.

The last column of table 1 (Export-dependent jobs) summarizes the contribution of each sector to Clark County's total employment.



Reviewing the job export dependency information in Table 1, one can distinguish the exporting industries that are significant for Clark County's economy. These industries are those with higher positive numbers such as crop farming, food products, and government. Those industries with no or lower positive percentage depend on the industries that produce the exports or the households that received external payments to maintain their economic activity.

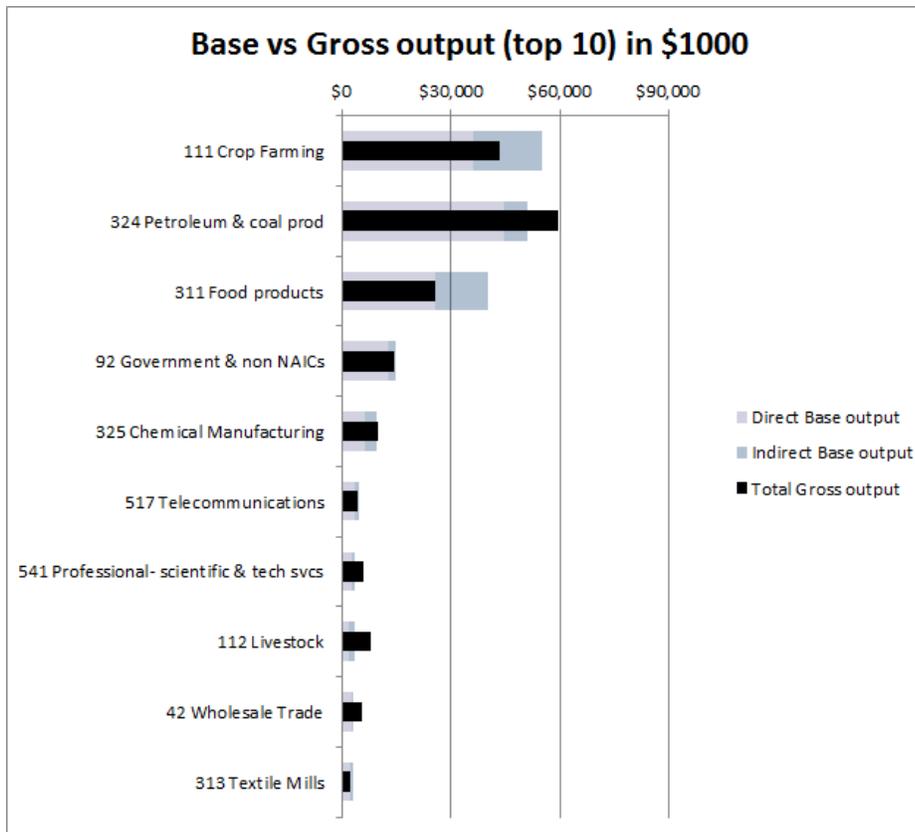
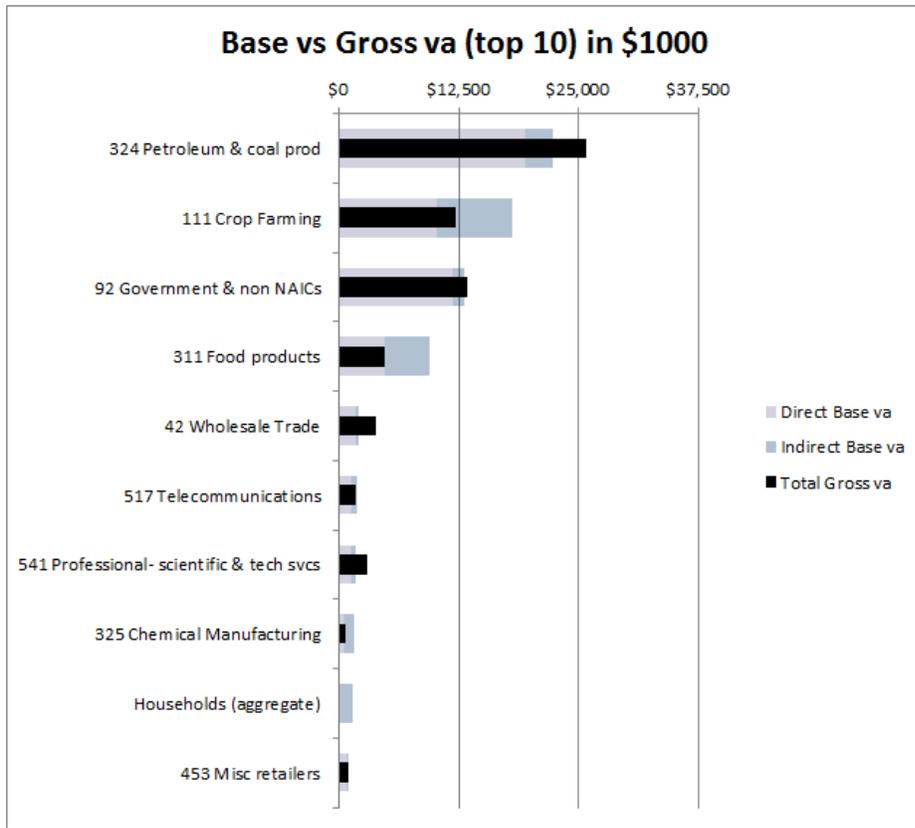
As an example, there are 138 jobs in the crop farming industry. However, there are 227 jobs dependent on crop farming exports. This means the money that is brought into Clark County by crop farming exports is re-spent in ways that generate these 227 jobs. These 227 jobs are in many different sectors: there are 138 in crop farming, 25 in Agricultural Services, 11 in food services and drinking places, and so on. As an opposite example, the food service industry has minimal export activity and has 1 job dependent on food service exports. Thus, 11 of its 12 jobs are dependent on providing services to the sectors that produce the exports or to households.

Agriculture is the most important industry for Clark County's economy. Livestock and crop farming exports sustain approximately 30% of the 817 jobs. Additionally, a portion of Clark County jobs depends on external transfer payment to local households (30 jobs) and the government sector (183 jobs).

Table 1. Economic Overview of Clark County

	Dubois, Clark County, Idaho				
Industry	Jobs	Output	LQ Idaho	LQ US	Export-Dependent Jobs
Crop farming	138	43,173	7.5	18.0	227
Livestock	34	8,061	2.3	6.9	15
Ag & forestry services	26	804	12.5	47.6	1
Construction	4	422	8.3	8.3	2
Food products	52	25,745	1.0	1.2	130
Textile mills	8	2,360	27.7	6.8	11
Petroleum & coal production	4	59,505	111.9	6.9	17
Chemical manufacturing	7	9,947	2.8	1.8	16
Electrical equipment & appliances	3	973	4.2	1.7	4
Wholesale trade	38	5,636	1.4	1.4	24
Motor vehicle & parts dealers	1	91	0.1	0.1	0
Food & beverage stores	17	907	1.4	1.2	11
Clothing & accessories stores	16	1,007	3.6	2.2	15
Sports- hobby- book & music stores	1	57	0.3	0.4	0
Misc retailers	25	1,153	2.7	3.4	23
Truck transportation	7	594	0.5	0.7	1
Motion picture & sound recording	4	418	3.8	1.9	3
Telecommunications	10	4,403	2.4	2.1	19
Other information services	2	379	4.3	8.0	3
Monetary authorities	4	1,314	0.4	0.4	1
Insurance carriers & related	8	1,472	0.7	0.6	6
Real estate	63	5,757	1.7	2.0	2
Rental & leasing services	2	102	0.5	0.5	0

Professional- scientific & tech services	47	5,882	0.9	0.8	32
Admin support services	45	1,306	1.0	0.9	9
Educational services	4	299	0.3	0.2	2
Ambulatory health care	0	8	0.0	0.0	0
Nursing & residential care	19	1,369	1.4	1.2	15
Social assistance	23	843	1.2	1.3	15
Performing arts & spectator sports	4	155	0.6	0.5	0
Food svcs & drinking places	12	519	0.3	0.2	1
Repair & maintenance	2	153	0.2	0.2	0
Personal & laundry services	1	48	0.1	0.1	0
Religious- grant making- & similar orgs	6	281	0.5	0.4	0
Private households	2	25	0.4	0.4	0
Government	179	14,184	1.5	1.6	183
Households (aggregate)					30
TOTAL	817	199,353			817



Recent Community & Economic Development Efforts

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

- City of Dubois Sewer and Water System Upgrade Projects
- Centennial Energy Park and Bio-refinery Project
- Operation Facelift
- The new Interstate 15 Rest Area and improved overpass at the Dubois exit (Exit # 167) completed by the Idaho Transportation Department in 2012
- Main Street sidewalk and street tree project completed in 1998
- New restrooms in the city park
- Motel feasibility study
- Urban renewal area study
- Economic impact analysis of the proposed bio-energy project
- Update of the Clark County Comprehensive Plan
- Reconstruction of the 5th Street Bridge is expected to begin in Fall 2013

Community Expectations & Identification of Focus Areas

As noted previously, community reviews typically concentrate on three subjects or “focus areas” identified by the community. Due to the relatively smaller size of the community and visiting team, the Dubois—Clark County Community Review focused first and foremost on economic development. The community also identified housing, education, and civic engagement as secondary and related areas of concern.

Descriptions and community expectations for all three areas are found below. These expectations were expressed in the City’s application to the Idaho Rural Partnership and 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 schedule. This schedule is included as Appendix C.

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 Dubois—Clark County home team asked the visiting team to provide feedback regarding the following aspects of local economic development:

- How can the City and County support greater economic diversification? For example, are there opportunities to develop recreation and tourism assets to bring more visitors (and related businesses) into Clark County and how should such opportunities be pursued? How can the services and retail infrastructure needed to support recreation and tourism activities be developed?
- How can the community better support and encourage would-be entrepreneurs who want to start a new business?
- Similarly, how can the relationship between arts and cultural events and economic development be strengthened?
- How can the area's most important sector — agriculture — be supported and strengthened?
- What are the keys to the successful development of the Centennial Energy Park and related bio-refinery project?
- How can the successful "Operation Facelift" project and the recent opening of several new businesses be leveraged to continue the revitalization of the downtown area? Encouraging the commercial use of currently vacant buildings is of particular interest.
- What infrastructure improvements should the City and County be planning in order to support future economic development (e.g. transportation, park and recreation, fairgrounds, sewer, water)
- Are there specific community and economic development strategies that Spencer should pursue?

Housing

Housing plays a critical role in community and economic development.

Individuals and families cannot move or return to Dubois to take advantage of job opportunities if housing that meets their needs and preferences is not available. Indeed, an unknown but significant number of people working in education, government, agriculture, and other occupations commute to Dubois from Idaho Falls, Rexburg, and other communities. Presumably, the children of these commuters do not attend schools in Dubois, contributing to the financial pressure on the School District.



A 24-unit multifamily housing project was on the verge of being sold at auction at the time of the community review. Understandably, local leaders and residents were concerned about the potential loss of this affordable housing if the property is sold.

Home team leaders asked the visiting team to look at the following housing-related questions and issues:

- What kind of housing does the community have and what kind does it need?
- What are the barriers to addressing the unmet housing need?
- How can the community improve the condition of existing housing, preserving the existing housing stock, and increase the variety of housing available in the community over time?
- Are there options available to make sure the 24-unit complex described above remains viable housing in the community?

Education

Early in the planning process, home team leaders expressed a perception that many in the community are concerned that the existing schools might be closed or made part of another school district if student enrollment continues to decrease. More than the physical condition of school facilities, this concern about closure or consolidation was the education issue of greatest interest.

The connection to economic development, housing, and education are clear. If jobs and appropriate housing are available, families will move to Dubois and their kids will be enrolled in local schools, thereby reducing the school district's financial pressures.

Other specific education-related questions and issues the home team asked the visiting team to look at include:

- How can the community make better use of the existing Idaho Education Network?
- How can the relationship between the community and the schools be strengthened? For example, how can the schools keep the community better informed about student achievement, school-wide accomplishments, opportunities to volunteer, and other ways to support school activities?
- What are ways the schools can give back to the community?
- How can the community address needs and opportunities related to G.E.D., workforce, college credit, and community education?
- Is education an appropriate use of the City-owned former Forest Service building on Main Street?

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

The survey of Clark County households was coordinated jointly by visiting and home team leaders using www.surveymonkey.com. Survey questions were developed in March and April 2013 and covered subjects including infrastructure and other public services, employment opportunities, types of businesses in the community, and public participation in community decision-making.

A total of 270 surveys were mailed or hand delivered to households in Dubois and surrounding area. Each envelope contained both English and Spanish versions of the survey. Just over half of the surveys were mailed to households living within the city limits. City officials hand-delivered about one-quarter of the surveys to people living in apartments and mobile home parks. The remainder (approximately 50 surveys) were mailed to households in the immediate unincorporated area. All surveys included a stamped and addressed reply envelope. Idaho Rural Partnership received 101 completed surveys, resulting in a 37% response rate. This is among the highest survey response rates in the 12-year history of the community review program.

Completed surveys were inputted one at a time into the www.surveymonkey.com survey tool by Idaho Rural Partnership Administrative Assistant Vickie Winkle. Unless otherwise noted, the summary of survey results below is inclusive of all 101 completed surveys. A detailed accounting of survey results is included as Appendix D.

Summary of Survey Results

Demographically, the majority of survey respondents were female by a substantial margin (58% to 42%). On average, respondents have lived in Clark County for 26 years. Most respondents (86%) lived in Dubois. The remainder lived in unincorporated Clark County (10%), and Spencer (1%). Seven and one-half percent of respondents indicated Spanish is the primary language spoken at home.

Infrastructure and public services

The six infrastructure services that received the highest level of satisfaction were as follows:

- Law enforcement
- Condition of school facilities
- Quality of library
- Sewage treatment services
- Quality of parks
- Fire department

The five infrastructure services that received the lowest level of satisfaction are listed below. These results could be skewed by the fact that for some services, many respondents selected N/A as their answer, indicating they do not use or receive that particular service. For example, a large number of people selected “N/A” when asked about day care for children and drug and alcohol treatment programs.

- Availability of general health care
- Availability of day care for children
- Availability of local arts and cultural opportunities
- Availability of senior programs
- Availability of drug and alcohol treatment programs

Use of Internet Service

The survey also included two questions about residential Internet use. Sixty-seven percent of respondents have such service. When the other 33% of survey respondents were asked why they do not have Internet service at home, 50% said they do not have a computer; another 20% said cost was prohibitively expensive for them.

Economic development

The survey revealed Dubois and Clark County residents are relatively satisfied with several community attributes or assets related to economic development. These include:

- Appearance of public buildings
- Appearance of downtown Dubois
- Affordability of housing
- Level of business involvement in the community

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

- Quality of local jobs
- Availability of local jobs
- Availability of vocational or workforce training programs
- Variety of local businesses

When asked which types of goods and services they would like to see made available or increased in Clark County, residents expressed greatest desire for professional or personal services (e.g. bank, car repair). This is consistent with residents we spoke with during the community review, many of whom told us they are challenged to find home repair, maintenance, and construction professionals such as plumbers and electricians. It is often difficult to get trade professionals of this kind to come from Rexburg and Idaho Falls because of the travel time and expense.

Other types of businesses or services residents would like to see in Dubois and Clark County include:

- Amenities and services for visitors
- Social services such as domestic violence shelter and other emergency services
- Services and facilities for youth

Key Participating Individuals

The success of the Dubois—Clark County Community Review is due to the efforts of many people. The visiting team wishes to thank all members of the home team. These individuals are named at the beginning of this report. Also, the review would not have been successful without the active participation of many residents of Dubois, Spencer, and Clark County who chose to spend time participating in a community listening session, otherwise meeting with members of the visiting team, and/or attending the community meeting on Thursday, June 6.

Home Team Leadership

Kerri Ellis from Clark County Economic Development and Dubois City Council made a significant contribution to the success of the review. In her role as coordinator for the home team, Kerri facilitated creation of the home team, provided background information, and invited other residents and leaders to participate. Equally important was the involvement of Dubois Mayor, Randy Mead. Also appreciated was the active participation of County Commissioners Greg Shenton and Bill Frederiksen during the review itself.

All members of the home team actively participated in the review and played an important role in developing the agenda and asking people to participate in the community listening sessions.

Visiting Team Leadership

The visiting team was comprised of 11 community and economic development professionals from around the state. 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 B. Visiting team coordination and leadership was provided by Mike Field and Vickie Winkle of the Idaho Rural Partnership, Christine Jarski from the Idaho Department of Commerce, and Jon Barrett from Clearstory Studios, who served as visiting team coordinator and report writer.

Known as the ad-hoc committee, the following individuals began meeting with home team leaders in March 2013 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 Winkle	Idaho Rural Partnership
Erik Kingston	Idaho Housing and Finance Association
Lorie Higgins	University of Idaho Extension
Jerry Miller	Idaho Department of Commerce
Christine Jarski	Idaho Department of Commerce
Brian Dale	Dept. of Housing & Urban Development
Jerry Royster	Dept. of Housing & Urban Development
Lori Porreca	Federal Highway Administration
Maureen Gresham	Idaho Transportation Department
Dale Lish	USDA Rural Development

Review Itinerary

The home and visiting team focus area leaders named above jointly developed the overall master schedule and detailed itinerary for the community review. This schedule is attached as Appendix C. A summary is provided below.



Wednesday, June 5

The review officially began at 9:00 am, Wednesday, June 5 with a listening session with the home team at the Community Center. Listening sessions are described in detail on page 34. The home and visiting teams then boarded a bus provided by the Clark County School District to tour the County. This tour concentrated on Dubois and Spencer. During lunch back at the

Community Center, County

Commissioner Greg Shenton provided a presentation on community history and Rick Fawcett with Clean Mountain Energy, LLC gave the visiting team background information and facilitated discussion about the proposed Centennial Energy Bio-refinery project.

The Wednesday afternoon agenda featured discussion on the following topics:

- Infrastructure and Housing
- Communication, Community Involvement, and Events
- Economic Development Opportunities and Challenges

Each of these meetings involved different group of local residents and leaders. They also included a visit to the 24-unit multifamily housing complex next to the Community Center and a walking tour of downtown. While these meeting were taking place, two visiting team members facilitated separate listening sessions with: (1) Spencer residents, and (2) service clubs, social service providers, and faith-based leaders.

The visiting team returned to Idaho Falls following dinner at the Dubois Café. Just after dinner, team members Lorie Higgins, Mike Field, and Sonia Martinez conducted a listening session with Hispanic residents.

Thursday, June 6

The majority of the visiting team started Thursday by meeting with a group of selected folks about countywide infrastructure and economic development issues and opportunities. The group then went to the library to meet with a group interested in K-12 and adult education.

Also on Thursday, separate listening sessions were conducted with: (1) business and agriculture leaders, and (2) senior citizens.

The visiting team spent Thursday afternoon meeting on its own to talk about the City's and County's opportunities, assets, and challenges related to community and economic development. This conversation led to identification of the following subject areas for further exploration by the members of the visiting team.

Existing and Potential Assets

Maureen Gresham
Stephanie Cook

Community Relations and Communication

Sonia Martinez
Jon Barrett

Economic Development

Brent Tolman
Christine Jarski
Tim Solomon

Housing

Dale Lish
Jerry Royster

Listening Sessions

Lorie Higgins
Mike Field

Following dinner, a town hall-type meeting was held at the Community Center, where the visiting team shared its preliminary observation, recommendations, and resources with the community.

Publicity and Public Participation

Several efforts were made to make Dubois and Clark County residents aware of opportunities to participate in the community review. The community survey mailed in April 2013 included a cover letter by Dubois Mayor Randy Mead. This letter announced the community review and encouraged participation. Also, the community review was publicized in the Jefferson Star News on three different occasions. A mailing to interested individuals was also completed. In the days leading up to the review, phone calls were made to key people participating in meetings and listening sessions.

Community participation in the review compared favorably with other reviews conducted in much larger communities. Including the home team of eight people, approximately 30 local residents attended the community meeting on Thursday, June 6. In addition, other people we met in the community were very open and willing to share their ideas, experiences, and perceptions in conversations held on sidewalks, in businesses, and during meals.



PART III COMMUNITY LISTENING SESSIONS

Community listening sessions are open-ended, focus group-like discussions with key stakeholder groups identified by the Home and Visiting Team. The purpose is simple: we ask open-ended questions of a cross-section of community residents with diverse perspectives, listen to their answers, and reflect back what we hear. This means that for the most part, we're telling you exactly what we heard from residents; we also made a few observations and will share those at the end of this section.

Listening session facilitators Lorie Higgins and Mike Field wish to thank Erik Kingston, Idaho Housing Finance Association, for his assistance with the compilation of listening session results and creation of word clouds.

The Dubois — Clark County Community Review included listening sessions with the following stakeholder groups:

- Home team
- Farmers, ranchers, and business owners
- High school students
- First responders, social service agencies, schools, and faith community
- Hispanic residents
- Senior citizens
- Spencer residents

Listening sessions last approximately 60 minutes. Participants were not prompted to talk about any specific subjects, nor were the sessions directly associated with specific community or economic development issue. Facilitators simply ensured stakeholder groups understood the four questions, carefully recorded comments, and encouraged everyone in attendance to participate in the session. Listening session questions included:

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?

These same questions were contained in a brief survey form (in both English and Spanish) distributed to all participants at the beginning of each listening session, with the following explanation:

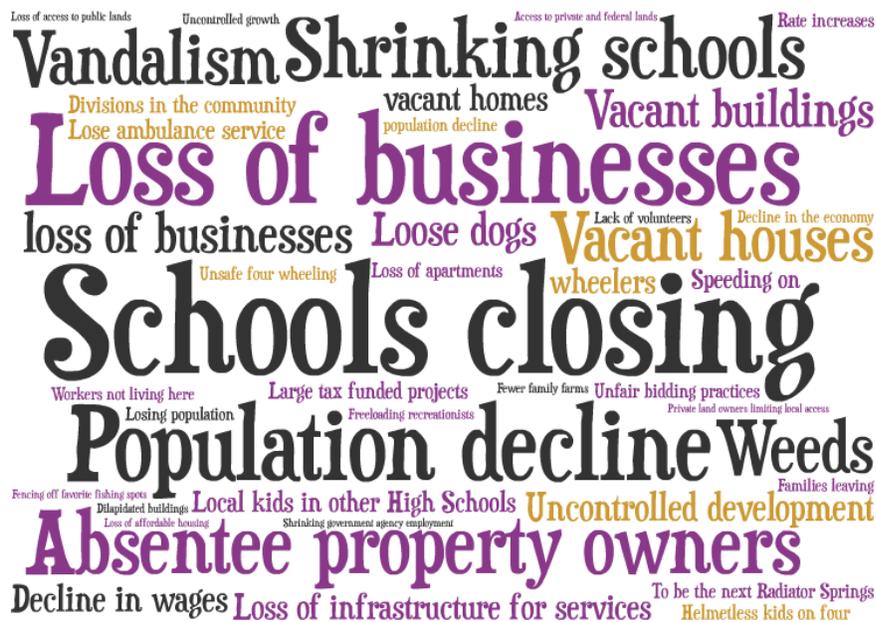
“Please write down your thoughts on the following questions. During the listening session, we will invite you to discuss items you are comfortable sharing in a group setting. Like asking your doctor for a diagnosis, the process works best when we have your honest experience and perceptions in your own words; your responses will

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

The listening session facilitators also distributed “sign me up” cards that participants filled out to indicate their interest in continuing to be involved in follow-up activities and action.

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 Dubois and Clark County in coming years. The word cloud below is a visual representation of the responses we heard most frequently in response to this question. The larger the text, the more often we heard that particular response.



Everyone we spoke with has his or her own unique opinion; we sometimes heard contradictory suggestions coming from a single individual or group. That being said, we detected a few themes when residents described what they don’t want to see in Dubois’s future:

Decline

Many residents are concerned about all kinds of decline in the community. Residents do not want decline in the quality and quantity of housing, decline in the quality of the streets, sidewalks and other infrastructure, decline in the quality of and funding for education, decline in the population, decline in the business activity and employment opportunities, and decline in the appearance of the town. Loss of local schools is a close tie with loss of businesses if not first and foremost the thing Dubois

residents do not want to lose.

Talk of closure and eviction at the low-income apartment complex was credited with an outmigration of community members. Also, there was a great deal of miscommunication or lack of communication about the fate of the apartment complex so people were often acting on hearsay rather than reality.

Communication and Engagement

Other concerns include transparency of some local government practices such as how projects are bid out. Whether there is merit to this concern or not, there are certainly trust issues related to city and county government operations. Residents also said they don't want to see negative attitudes and a lack of community engagement to continue. While there is a core group of committed community members with a positive outlook for the future, there is also a great deal of hopelessness and grief over persistent decline.

Recreation and Tourism

Recreation is another topic of concern related to safety of youth, especially riding four wheelers in Spencer and other areas without helmets and riding at dangerous speeds. Especially in Spencer we heard that "four wheelers and kids" are a problem. Speeding on old state highway 91 was specifically mentioned as well.

We heard a great deal about the lost opportunity of recreationists visiting the area without spending any money in either Spencer or Dubois. In the current scenario, it seems that visitors to the area cost local taxpayers who pay for road maintenance and other services that accommodate traffic to and from recreational sites.

Spencer residents do not want the sign in Dubois that says "no services for 46 miles." Because public bathrooms, gas, and food aren't available year round, that sign will have to stay for now.

Loose Dogs

Hispanic residents in particular mentioned the problem of loose dogs in the city causing problems such as relieving themselves in yards and parks.

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.



The number and breadth of responses to this question reflects the decline mentioned in response to the first question. Dubois residents have a long wish list. Spencer residents, on the other hand, by and large expressed satisfaction with Spencer as it is.

More Jobs, Businesses, and Economic Diversification

Most residents want more locally owned small businesses that will increase the vibrancy of the downtown and offer residents more employment opportunities in Dubois and Clark County. While a few felt the old buildings should be leveled to make room for more functional structures, other see the old buildings as an asset that needs to be preserved and developed, rather than removed. Everyone agrees that existing buildings shouldn't threaten public safety. If windows or walls are unsound, they should be fixed immediately

Some of the specific community and business services requested include an auto mechanic, auto parts store, lube shop, and a truck and car wash. Many noted the absence of a local tavern. Youth would like to see more inexpensive eating options like a Subway or Jamba Juice as well as recreational facilities like a movie theater and bowling alley. Other ideas related to more businesses included a diversified economy that doesn't hinge on only one type of industry. Hispanic residents would like to see more economic opportunities for women. Moreover, all would like to see Dubois and Clark County overall as a desired place to work, rather than as a stepping stone to a better job elsewhere.

Many believe better online marketing and attracting potential high growth businesses that rely on the Internet are viable strategies for Dubois and Spencer. Internet connectivity is relatively good. Also, being located on a major north-south interstate is an asset that can be marketed. In both Spencer and Dubois, residents clearly identified a need to get people off the freeway and into the towns to spend money. At the same time “curb appeal” is needed, as are a multitude of services and businesses, to induce people to stop.

Youth, Community Engagement and Communications

There was a strong interest in youth activities, both civic and recreational, suggesting people see a need to provide kids with something to work *on*, as well as something to work *for*. Young people said they would like more funding and support for school activities, with better class options. They like the school library, but don’t have access to it in the summer and the town library needs updating. Participants in the Hispanic listening session were also very interested in issues related to youth. They want to see more recreational opportunities, especially in the winter, basketball courts in the park, a cleaner park, a tennis court and gym. In Spencer, they would like to see a good place for kids to fish. Fish & Game planting fish in Beaver Creek would provide such an opportunity.

Listening session participants across the board felt that there was a need for more community engagement and volunteerism. While there are many committed and involved residents, many others remain on the sidelines and/or have a negative perspective about prospects for the future.

Language presents a barrier to broader engagement from the Hispanic community. Several ideas were presented by participants to increase community engagement including:

- A community activities and volunteer coordinator
- Translation services and bilingual notices for the Spanish-speaking members of the community.
- English and Spanish language classes
- Community calendar and community website
- Multi-cultural community events

One Hispanic listening session participant suggested developing a peer-learning program where a person wishing to learn Spanish meets with a person wishing to learn English for coffee regularly. She had a similar informal arrangement at a previous job and said it was an effective way to learn.

Miscellaneous Elements of a Desired Future

- Recycling program
- Senior center, assisted living facility, reverse 911 calls for homebound seniors
- Reduced infrastructure costs (sewer and water)
- Less Federal influence
- More fee dollars coming from the state to the county
- Workforce development and post-secondary educational opportunities
- Year-round services, such as gas and restrooms, in Spencer
- Commercial kitchen that provides value added economic development opportunities

What challenges exist that could prevent the future you 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.



Workforce, Employment & Economic Development

Many issues related to property ownership, maintenance, and management were mentioned as presenting challenges and barriers to establishing more businesses in town.

There is a perception that absentee owners don't care if property is used or not and are asking too much money for rent or purchase. We also heard a belief that some of these owners lack the capital (or willingness to invest) to create business-ready facilities.

It was fairly clear to listening session facilitators that a significant barrier in Spencer

is the tendency for at least some opal businesses to view other opal businesses as competition and a threat, rather than assets on which to build an association, joint marketing programs, and other community and economic efforts. Those damaged and strained relationships are indeed limiting the opportunities available to Spencer and the Idaho opal industry.

Farming and ranching is an important part of the region's heritage and base economy, but many small farms have been absorbed by larger farms and the future of the sheep experiment station is uncertain. Some feel the sheep station has been underutilized as an asset and that it could be leveraged for economic development such as agri-tourism and wool and meat products. Locals very much want to see agricultural businesses continue to be a strong part of a diversified economy.

At the same time, some feel the workforce is not of sufficient quality to attract high paying industries. Some business and farming listening session participants said they perceive a lack of willing workers and skilled workers in the community. Some complained that labor laws limiting how and when kids can work is a problem, but that wasn't mentioned in the youth listening session. Rather, youth are more concerned about career level job opportunities that would allow them to remain in the area.

Transportation costs were also seen as creating a challenge to doing business in Dubois and Clark County as well as raising the cost of living for locals. The freeway is an asset but also a challenge in that it bypasses town and signage within the right-of-way that could draw freeway travelers into town is prohibited by state and federal highway rules. Similarly, travelers may not realize gas and restrooms are available in Spencer during summer months. Since there is no gas or designated public restrooms during winter months, signs indicating summer availability are prohibited.

Housing

All kinds of issues related to housing surfaced in listening sessions:

- Shortage of affordable rentals
- Limited purchasing opportunities for people that want to live in town – few building lots for sale
- Lava in the soil makes excavation and therefore building more expensive
- The plant closure led to foreclosure on the low-income apartment complex, leading to an exodus of residents, but a lack of communication and miscommunication (the rumor mill) about it has contributed to the problem as well

Community Involvement and Negativity

In nearly every community it's the same: residents say their greatest assets are caring, engaged local people who volunteer their time to the community, while one of their greatest challenges is lack of community involvement. Another challenge we almost always hear is negative attitudes that shatter positive ideas. In Dubois there is a profound sense of loss, especially among those who have resided in the area all their lives. The number of businesses, churches, services and residents has declined dramatically and for some that instills a sense of hopelessness. If there is no hope, why bother to get involved? Some feel that ethnic and religious differences divide the community and limit interest in community action; no one, however, says those divides are insurmountable.

There is a strong feeling that an effort to provide bilingual notices about community events and need for volunteers would get a great response and would go a long way toward strengthening the social fabric of the community. However, dependence on one or two bilingual community members to shoulder responsibility for all communication with Spanish speakers demonstrates limited true interest in engaging Hispanic residents in community activities.

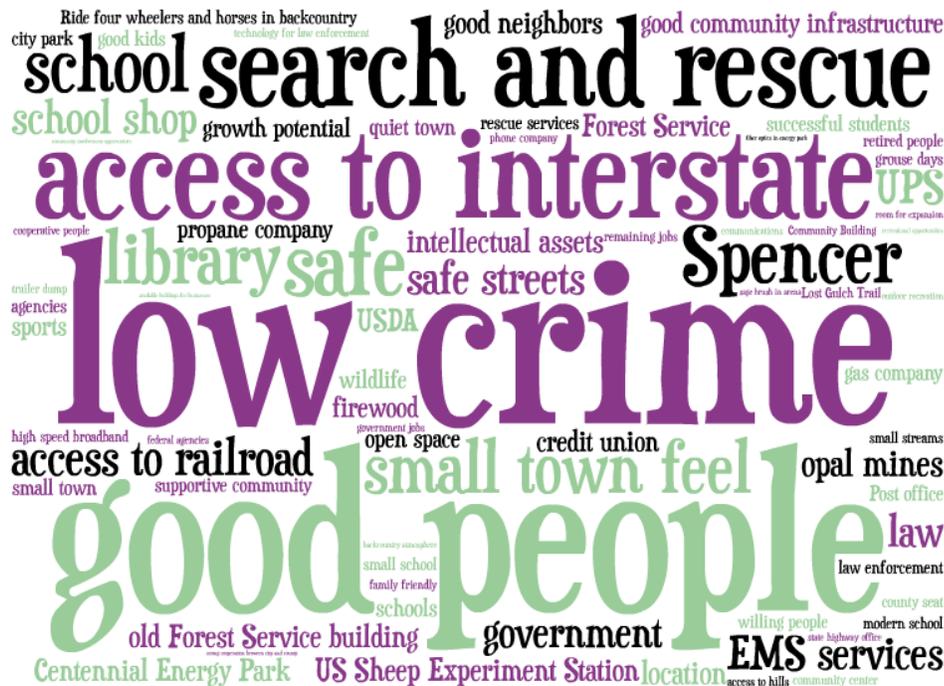
Challenges Related to Isolation

Economic leakage to Idaho Falls, as well as Rexburg is a problem generated by isolation and decline. People are spending money in other places for food, medicine, clothing, hardware, building supplies, housing and so on, which only exacerbates the "few people, few jobs, lack of services" cycle. A significant number of people are working in Clark County, but choose to live in Idaho Falls.

Also familiar to small, geographically isolated communities is dealing with bad roads. In this case, the road to Kilgore is said to have obsidian mixed in with the gravel, which punctures tires. Wear and tear on the roads happens in large part because visitors use the roads to get to recreation sites, but they don't typically spend money locally, meaning visitors bleed the County of funds that are provided by the local tax base. Others recognize that without services, shopping, and other in-town activities for visitors, getting them to leave more money in town is unrealistic.

What assets exist that support the future you want?

The following word cloud visually represents the community assets residents named most often.



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

Low crime and good people who care about one another were the most often mentioned assets in Dubois and Spencer. People feel safe and secure and know that if they face hardships, the community will be there for them. This goes along with the “small town feel” that many residents appreciate about Dubois.

“Good kids” and “good students” were mentioned a number of times. The community clearly values its youth and has cause to be proud. There is also a perception that there are abundant intellectual assets in the area that can be harnessed for community and economic development efforts.

Organizations

Emergency medical services and a top-notch search and rescue unit were two of the services cited most often as assets. Broadband service is also seen as an asset necessary for economic development.

The Sheep Experiment Station, Forest Service, other agencies, and a few strong businesses located in the County are seen as assets that have sustained the

community through recent economic hard times. 4H was also mentioned as a strong asset in the community that “teaches kids to be entrepreneurial.”

We heard unanimous praise for the modern schools. The students like sports offerings and they don’t get lost in a big crowd of kids. They say there are opportunities to be involved in a lot of things. That said, they also mourn the loss of some electives, feeling that many of the opportunities of the past are dwindling. The school also has a large shop for professional technical education. Hispanic residents said they would like to attend workshops on home repair and wondered if the school facility could also be used for community education.

Broadband quality was also often mentioned as an asset that isn’t being fully utilized for business and education. Cooperation between City and County officials was cited as something that benefits the communities as well. Related to that, being the county seat offers advantages such as ease of communication with County officials.

A few local events were mentioned as assets, although some got mixed reviews. Evidently Grouse Days is a bit controversial due to the federal status with which some don’t agree and others feel the event has been appropriated by people and organizations outside Clark County and now has a different focus than before.

Places

Everyone agrees the backcountry atmosphere is an asset. Ready access to relatively wild places is highly valued by locals and visitors alike. It’s a four-wheelers paradise—with trails, backcountry roads, wildlife, and small streams. Unique opportunities like mining for opals also bring visitors to the area. There is also room to grow amidst public and agricultural lands.

Specific places identified as assets include:

- The energy park
- Post Office
- Spencer, with the only commercial opal mines in the U.S.
- Lost Gulch Trail
- US Sheep Experiment Station
- Library
- City park
- Community Center
- Rodeo grounds
- Old buildings with historic value
- Several local companies that are thriving
- New boutique in town

Observations and Recommendations

Each person attending listening sessions was asked to sign up to participate in implementing change and community review recommendations. When processes are established to implement review recommendations, those who are not already involved can be called on to volunteer in some capacity. Keep in mind that some people are interested in many community issues, while others will have 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.

The observations and recommendations of the two listening session facilitators are limited to their direct experience during the review itself and are based on this small sample of Dubois and Spencer residents. The observations and recommendations that developed out of the listening sessions are incorporated into Part IV: Opportunities, Recommendations, and Resources.

PART IV OPPORTUNITIES, RECOMMENDATIONS, AND RESOURCES

Community Comments and Concerns

Dubois and Clark County residents shared with the visiting team many comments and concerns related to community and economic development. Below we describe what the visiting team heard most frequently. Many of these themes are also identified in Part III: Community Listening Sessions.

Pride in Community Accomplishments

Dubois and Clark County residents were happy to talk about the community's most successful accomplishments. Operation Facelift, a recent volunteer effort to improve the appearance of downtown, was often the first accomplishment mentioned. Over 50 people participated in the project — more than in similar efforts in Idaho Falls and other larger Idaho cities.

Pride in the community's western heritage and culture also stood out to the visiting team. Many residents expressed great appreciation for events including the National Day of the Cowboy, Rodeo, and Clark County Fair.

The visiting team also heard significant community pride in and support for Search and Rescue, Lion's Club, Heritage House Museum, schools, and the library. We also noted that many residents appreciate the University of Idaho Sheep Experiment Station just north of Dubois for its contribution to community identity, link to the area's history, and source of employment. At the same time, we noted some trepidation and disappointment about the Sheep Station's evolving mission, uncertain future, and its changing relationship with the community. Some team members were surprised agriculture and farmland was not mentioned more often as an asset and source of pride.

The Housing, Services, and Jobs Conundrum

Dubois residents and leaders we met with during the community review talked about the interrelated issues of housing, desire for more retail and service businesses, and economic development.

Clearly, the community wants to see housing options increased across a range of income levels. In fact, increasing the housing supply is key to the success of the proposed energy park and bio-refinery project. The community might feel some measure of progress if it could prevent the loss of existing housing. For financial reasons, ownership of a 24-unit multifamily housing complex built in Dubois about 15 years ago was transferred to the U.S. Department of Agriculture financial reasons not long before the community review. At this time, the property is in the process of being sold at auction by the U.S.D.A., meaning this housing could be lost completely

if the eventual new owner decides to removed the existing units and change the use of the property.

Several *perceived* barriers to the development of housing were mentioned during the community review. The visiting team did not have the opportunity to investigate these perceptions further. A short list of possible barriers includes:

- Some people told us there are no vacant building lots; others said there are buildable lots, but owners aren't building or selling.
- High cost of construction due to lava rock under shallow soils and lack of contractors and building materials available locally. Reportedly, this one barrier can add up to \$10,000 to the price of constructing a home.
- Difficulty in obtaining financing. Residents told us lenders won't approve loans for homes in Clark County due to a lack of services.

During the community review, the visiting team also learned about the loss of service and retail businesses over the years as jobs and then people left the community. It was reported to the visiting team that the number of visible retail and service businesses in Dubois has decreased from 28 to 7 over the last 30 years. In years past, residents had access to grocery stores, car dealerships, a hardware store, restaurants, auto repair shops, and other types of businesses that no longer exist. Today, residents requiring home and car repair and maintenance services, for example, must depend on businesses in Rexburg and Idaho Falls.



While the community wants more goods and services available locally, residents also recognized that such businesses are not likely to open, let alone succeed, if population growth and employment opportunities remain flat or decline. We also heard the opinion (from numerous people) that Clark County would be a place more people would want to live in if more professional services, retail stores, and housing options were available. It is the classic rural town catch-22: you can't get more people without more businesses and you can't get more businesses without more people.

The Community Places a High Value on its Schools and Youth

Throughout the community review and in several contexts, the visiting team heard the community speak clearly about the way it values its youth. Together, the young people and the schools are the heart and soul of Dubois and Clark County. Many folks want to see more employment, recreational, and educational opportunities for

youth. They also want to find ways to encourage youth to become more involved in community projects. High school students we met with during one of the listening sessions told us they want to be more engaged in this way.

The potential closure of one or both schools and/or consolidation with another school district is one of the community's biggest concerns. This decline would result if families with children were forced to leave the community due to job loss. Understandably, the community feels vulnerable in this area and wants to do everything possible to maintain the School District and keep control of its schools. Closing the elementary school and converting the existing junior/senior high school to a K-12 school is a stopgap measure that has received some discussion.

Appreciation for Outdoor Recreation & Ambivalence about Visitors

The ability to enjoy hunting, fishing, snowmobiling, hiking, and other forms of outdoor recreation is enjoyed by many residents of Clark County. Clark County also has significant historical sites, scenic byways, and access to the nationally significant Island Park, West Yellowstone, and Yellowstone National Park recreational and natural areas. These assets are a big part of the area's quality of life, drawing both new residents and visitors.

Not unlike other areas of Idaho, the communities in Clark County express differing views about tourists and developing amenities to attract more of them. Many appreciate that they can currently go to their favorite fishing hole or hunting area and be confident that they'll enjoy peace



and quiet. Not surprisingly, we heard mixed opinions about the proposal to pave the last 15 mile unpaved section of County Road A-2 to Island Park. Paving this road would attract RVs and motor homes to and through Dubois and create the potential to keep it open year round. We also heard the opinion from many people that visitors and tourism is a key to Clark County's economic future.

Interest in Post-High School Education Opportunities

The visiting team heard from school, library, and other government leaders that opportunities for post-high school professional technical education are extremely limited. Currently, interest seems to be greatest in the following education topics or areas: resume writing, job interview skills, college application processes, GED preparation, armed services application, commercial driver's license (CDL), and college credit education.

Opportunities, Recommendations, and Resources

Opportunity Area 1: Creating new jobs by supporting existing businesses, encouraging entrepreneurs, revitalizing downtown, and improving infrastructure

Job creation is key to many goals identified by Dubois and Clark County, including greater housing options, new retail and service businesses, and financially sound schools able to offer a variety of education opportunities. The visiting team has identified several things the community can do to diversify its economy and create new jobs. Several of our recommendations relate to recent and ongoing efforts.

While the progress made toward developing the Centennial Energy Park and associated bio-refinery facility in Dubois is positive and admirable, our recommendations cover a range of actions that will make the community more resilient and less vulnerable to unpredictable market forces that can force large employers to leave the community – a phenomenon Dubois and Clark County know firsthand. Put simply, the visiting team urges you not to put all your eggs in one basket.

It seemed to some visiting team members that many residents are hoping businesses will come to Dubois and Clark County from outside the area. The visiting team suggests that supporting entrepreneurs from within is a more sure way of having access to desired or needed goods and services. If the community does not start and support businesses from within, it may very well continue to decline.

Recommendations Related to Creating, Retaining, and Expanding Businesses

Recommendation: Continue to track and publicize the types of goods and services wanted by people in Clark County.

Recommendation: Make sure available commercial and industrial properties are listed on Gem State Prospector.

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

Recommendation: Publicly celebrate the opening of new businesses. The Paisley Pear Boutique and Paradise Ice Snow Cone Shack are great examples of new successful businesses.

Recommendation: Establish a communication structure that uses incentives to encourage businesses and organizations to promote each other's businesses, projects, and events.

Recommendation: Explore creation of a community-owned retail business that would be set up as a co-op.

Recommendation: Determine an appropriate location for a professional services building and find a developer who could help realize this goal.

Centennial Energy Park and Bio-refinery Project

The Centennial Energy Park is a solid example of the community coming together with a vision to create jobs, a stronger economy, and a smaller carbon footprint in Clark County. The effort to create the energy park demonstrates the community's ability to plan, organize, and partner. The proposed Centennial Bio-Refinery Plant will serve as the anchor tenant for the energy park.

The visiting team left Dubois in June 2013 with the impression that the future of the bio-refinery plant is largely in the hands of the private sector. The visiting team hopes investors will find the project attractive once they complete their own analysis of projected costs and revenues.

The visiting team's recommendations related to the energy park and the bio-refinery project include the following:

Recommendation: Dubois City and Clark County elected officials should continue to support the efforts to develop the energy park with appropriate and fully vetted businesses.

Recommendation: Continue to pursue the infrastructure and other improvements needed to support development of the Centennial Energy Park.

Recommendation: Consider changing the name "Centennial Energy Park" to something broader. A name change that lessens the focus on energy could increase interest from other (non-energy related) industrial employers, consulting site selectors, and investors. Some visiting team members suggest the new name should incorporate the word "industrial".

Recommendation: To increase public confidence and likelihood of project success, continue to place a high priority on the review of projections related to infrastructure needs, employment, tax revenue, and other factors that could impact the community.

Recommendation: Work with the owners and managers of the bio-refinery project to develop a community medical clinic, workforce education opportunities, and other needed support services and businesses.

Agriculture and the U.S.—University of Idaho Sheep Experiment Station

Realizing it is the backbone of Clark County's history, identity, and economy, the visiting team was surprised agriculture didn't come up more frequently as an asset or opportunity during the community review. It was barely mentioned when listening session participants were asked, "What assets exist that can be used to bring about your desired future?" We found the same to be true of mining. Perhaps it's like the air we breathe, so ubiquitous and enduring that it doesn't occur to folks to think about them.

The visiting team offers the following recommendations to help build on existing agricultural businesses and other natural resource assets.

Recommendation: Continue to support and encourage agricultural growth by connecting producers with resources available through the Idaho Department of Agriculture.

Recommendation: Maintain communication and explore opportunities to collaborate with the agricultural research center being developed by BYU-Idaho in Madison County.

Recommendation: Mining and agricultural businesses should continue to work with the Idaho Department of Labor to help them identify qualified workers.

Recommendation: During the community review, the visiting team was informed that the mission and administration of the Sheep Experiment Station has been in a state of flux in recent years and that the future of this asset is not clearly known. Therefore, the community should initiate a dialogue about the Sheep Experiment Station with community leaders, the University of Idaho, state legislators and congressional members, and other stakeholders about its future. Find ways to communicate the importance of this asset to the community. If consensus about its future cannot be reached among all stakeholders, the community can at least articulate its vision for the Sheep Station.

Recommendation: A qualified firm should conduct a study at the appropriate time to determine highest and best use of the facility in the event the entities currently responsible for the Sheep Experiment Station decide to cease operations at some point in the future. This study should include a scenario in which the Sheep Station assets are transferred to the community.

Recommendation: See Opportunity Area 2 for recommendations related to opal-related businesses in Spencer.

Recommendations Related to Downtown Dubois

The visiting team was impressed with two major downtown revitalization efforts that have been completed in the last 15 years: (1) the downtown sidewalk and street tree project in 1998 and, (2) the Operation Facelift painting and clean-up project in 2012. The visiting team believes there is much the community can do to build on these accomplishments. Our recommendations regarding downtown revitalization and the re-use of the former Forest Service Building are as follows:

Recommendation: Focus downtown revitalization efforts around the National Trust for Historic Preservation’s Main Street Model. Now being used by the Idaho Department of Commerce, this model unifies a community’s downtown revitalization activities through a four-point approach. If you begin using the Main Street model now, you’ll be in a positive position if and when Dubois seeks support for downtown revitalization through the State of Idaho. See Appendix E for more information.

Recommendation: Increase the use of downtown and Main Street for community events that appeal to both residents and visitors (e.g. farmers market).

Recommendation: Support the rehabilitation of historic buildings. The Meeker Block Building and the Courthouse have considerable potential for rehabilitation as historic structures. These buildings might qualify for tax credits for rehabilitation (see “Resources” for more information).



Recommendation: Work with downtown building owners to identify temporary and/or community uses for vacant commercial storefronts.

Recommendation: It is the view of the visiting team that further information should be gathered — via a feasibility study — to objectively determine if the former Forest Service building should be renovated or torn down and a new building constructed in its place. Either way, the property is of high community value and should not be left unused for an extended period of time. Home team members informed us that energy inefficiency and possible lack of structural soundness appear to be issues that could make reuse of the existing building cost prohibitive. The recommended evaluation process would benefit from the involvement of an energy services company (ESCO). It should also look at the existing conditions and long-term operating costs.

Whether the existing building is reused or a new building is constructed, the visiting team identified the following potential uses for the property:

- Professional services building
- Co-op store owned by community residents. Such a store could be a single retail or service business or it could be broken up into smaller spaces for rent by entrepreneurs and/or artists.
- Health/medical service building
- Business incubator
- Workforce/professional technical education center
- Youth activity center

Recommendation: While apparently under financial distress at present, the empty and partially renovated building with the bar and apartments could ultimately be a flagship building for Main Street activity. Don't let the private investment in this building to date go for naught.

Recommendation: Determine if downtown buildings currently being used for long-term storage are in compliance with the zoning and other existing ordinances. The City could also consider amending ordinances to better address public health, safety, maintenance, or land use issues.

Recommendation: Continue the Operating Facelift project and consider expanding it to properties outside the downtown area. Appropriately, such efforts help clarify the community's minimum standards and expectations regarding the maintenance and appearance of commercial buildings.

Recommendations Related to Community Infrastructure

Recommendation: Long-term maintenance of the roads is an issue. Work with the Idaho Transportation Department and the County to determine if the added truck traffic from the energy park will have a negative impact on Main Street. Also, as there is more business development in the City of Dubois, there will be more resources available for the City. This help will provide the needed revenue to provide long-term maintenance for the roads.

Recommendations: Prepare a joint City/County Transportation Plan that prioritizes improvements.

Recommendation: Continue to improve broadband access. Consider becoming a Wi-Fi connected community.

Recommendation: Continue pursuing opportunities to bury the water lines deeper so they do not freeze.

Resources

- The Development Company's revolving loan fund programs, SBA loans, and Microloan programs. Go to <http://www.thedevco.net/> or call 208-356-4524.
- 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>
- Funding from USDA's Rural Jobs and Innovation Accelerator grant program is available to spur job creation and economic growth in distressed rural communities. Go to <http://www.usda.gov/wps/portal/usda/usdahome?contentidonly=true&contentid=2012/03/0089.xml>.
- State of Idaho Industrial Revenue Bonds. Industrial revenue bonds provide businesses with a potentially lower cost alternative source of funding for purchasing and improving upon industrial facilities. The lower cost is realized because the bonds issued under this program are tax-free. This incentive might entice investors to accept a lower rate of return. Go to http://commerce.idaho.gov/assets/content/docs/IRB_GUIDE_2010.doc. 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>. Idaho TechHelp also has a team devoted exclusively to food processing and food marketing. Go to <http://www.techhelp.org/index.cfm?fuseaction=services.food>. Jeff Kronenberg, Food Processing Specialist, jkron@uidaho.edu, 208-364-4937.
- University of Idaho Extension's "Open for Business" program is designed to bring business training to remote rural communities. Lorie Higgins, 208-885-9717, higgins@uidaho.edu.
- The Center for Rural Entrepreneurship uses webinars, publications, and other tools to share timely information and best practices on a variety of topics related to economic development in rural communities. Go to www.energizingentrepreneurs.org/site. "*Innovative Approaches to Entrepreneurial Development: Cases from the Northwest Region*" is one publication of interest. To read or download, go to <http://www.energizingentrepreneurs.org/site/images/research/cp/cs/cs4.pdf>.
- The Eastern Idaho Entrepreneurial Center (E Center) is a Rexburg-based nonprofit providing value-added business consulting through a network of local

- university students, government leaders, and business professionals. Go to <http://www.idahoecenter.org/about/>. 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.
 - The *Entrepreneurs and Their Communities* archived hour-long webinars available through University of Idaho Extension are focused on research-based best practices for supporting small businesses. Free webinars are ongoing. Go to <http://www.extension.org/entrepreneurship>.
 - 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. and 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. Go to <http://efc.boisestate.edu/>. Dave Eberle, Executive Director, 208-426-4110, weberle@boisestate.edu.
 - Gem State Prospector, Idaho Department of Commerce. Go to <http://gemstateprospector.com>. Jerry Miller, 208-334-2470, jerry.miller@commerce.idaho.gov.

- 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.
- 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.
- 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.
- Best practices and lessons can be learned from several business and industrial parks in eastern Idaho. Examples include such parks in Rexburg, Sugar City, and Idaho Falls.
- 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 Yellowstone Business Partnership is a nonprofit organization helping businesses in the region operate more sustainably and support each other. Go to <http://www.yellowstonebusiness.org/> or call 406-522-7809.
- The Truckee, California-based Sierra Business Council takes concepts from academia, politics, and think tanks and innovates practical ways to apply them as on-the-ground action for rural areas. This is a model for other rural areas to follow on their path to sustainability. Go to <http://sierrabusiness.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>.
- 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>.

- Idaho Heritage Trust. <http://www.idahoheritage.org/>. Katherine Kirk, Executive Director, 208-549-1778, IHT@idahoheritage.org.
- Idaho Main Street program. Go to <http://commerce.idaho.gov/community-programs/idaho-main-street-program/>. Jerry Miller, jerry.miller@commerce.idaho.gov, 208-334-2470.
- National Trust for Historic Preservation's Main Street Program. Go to <http://www.nationaltrust.org/community/resources.html> and <http://www.mainstreet.org/>; 202-588-6219, mainstreet@nthp.org, Info@savingplaces.org
- Western Office National Trust for Historic Preservation. Go to www.PreservationNation.org, Sheri Freemuth, AICP, Program Officer, P.O. Box 9107, Boise, ID 83707, 208-891-4121, sheri_freemuth@nthp.org.
- The City of Nampa created a revolving loan fund for restoring building facades in its historic downtown. Go to <http://ci.nampa.id.us/downloads/30/FA%C3%87ADE%20IMPROVEMENT%20PROGRAM.doc>.
- “*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.
- Based in Idaho Falls, the Regional Development Alliance, Inc. is a private, non-traditional business finance corporation that manages a sizeable regional business investment fund and a micro business loan program. Go to <http://www.rdaidaho.org/>. Tim Solomon, Executive Director, tim@rdaidaho.org, 208-528-9400.
- eXtension's *Entrepreneurs and Their Communities* is a website where a large variety of articles, archived webinars, and other forms of training and assistance are available to economic development leaders and entrepreneurs. Go to <http://www.extension.org/entrepreneurshi>.
- Center for Rural Affairs. Go <http://www.cfra.org/renrewrural/entrepreneurial-communities>
- “*A Town In NY Creates Its Own Department Store*” is an article published in the 11/13/2011 New York Times. Go to http://www.nytimes.com/2011/11/13/business/a-town-in-new-york-creates-its-own-department-store.html?scp=1&sq=saranac&st=cse&_r=0.
- “*Community-Owned Businesses*” is a blog devoted to providing resources to help communities and community organizations create businesses. Go to <http://communitybusinesses.blogspot.com/>.

- Some communities have used New Markets Tax Credits to rehabilitate historic buildings, which then become the cornerstones of their downtowns. Christine Jarski from the Idaho Department of Commerce is a resource for NMTC. Her contact information is: Christine.jarski@commerce.idaho.gov or (208) 334-2470. The National Park Service has a historic tax credit that can be paired with New Market Tax Credit. Go to: <http://www.nps.gov/tps/tax-incentives.htm>.
- The HUD Hope VI Main Street grant program provides grants to small communities to assist in the renovation of a historic or traditional central business district or “Main Street” area by replacing unused commercial space in buildings with affordable housing units. The objectives of the program are to redevelop Main Street areas, preserve historic or traditional architecture or design features in Main Street areas, enhance economic development efforts in Main Street areas, and provide affordable housing in Main Street areas. Go to <http://www.grants.gov/web/grants/view-opportunity.html?oppld=235258> or contact Jerry Royster from HUD at: jerry.royster@hud.gov.
- Idaho Department of Labor, Rexburg Office. Brandon Moffat, Manager, 208-557-2501.
- Sharon Deal, Idaho Department of Commerce for the Block Grant programs, Sharon.deal@commerce.idaho.gov and Christine Jarski at the Idaho Department of Commerce for other grant resources, Christine.jarski@commerce.idaho.gov. Both can be reached at 208-334-2650.
- Energy Efficiency Research Institute (CEERI) based at Boise State University is a project of the Center for Advanced Energy Studies. It provides student engineers from BSU, University of Idaho, and Idaho State University who conduct industrial assessments and full energy efficiency evaluations. Go to <http://ceeri.boisestate.edu/>.
- Rocky Mountain Power provides energy efficiency evaluations. Contact Glen Pond, glen.pond@rockymountainpower.net, 208-359-4285.
- The CHS Foundation invests in the future of rural America, agriculture and cooperative business through education and leadership development. The Foundation's funding focuses on the following program areas: cooperative education, rural youth leadership development, farm and agricultural safety, returning value to rural communities, and university partnerships. Go to <http://www.chsfoundation.org/about.html>.
- The USDA Small Business Innovation Research Program (SBIR) funds projects dealing with agriculturally related manufacturing and alternative and renewable energy technologies. Go to <http://www.nifa.usda.gov/fo/sbir.cfm>.
- Energy Performance Contracting is a performance-based procurement method and financial mechanism for building renewal whereby utility bill savings that result from the installation of new building systems (reducing energy use) pay for the cost of the building renewal project. A "Guaranteed Energy Savings" Performance Contract includes language that obligates the contractor, a qualified Energy Services Company (ESCO), to pay the difference if at any time the

savings fall short of the guarantee. Go to <http://energyperformancecontracting.org/>.

Opportunity Area 2: Attract visitors to diversify your economy and increase resiliency

The visiting team acknowledges that some business and community leaders believe tourism and recreation-related amenities and businesses should be developed and advertised while other folks do not. We suggest that the question should not be thought of in such an “all-or-nothing” way. Our recommendations are intended to help you explore tourism and recreation-related initiatives that are in keeping with your culture, history, and landscape. In other words, be true to who you are as a community. Share what you want to share through on-line and other types of promotion. People attracted to your quality of life will visit and may eventually become future residents and business owners. Indeed, many businesses—some of them quite large—have chosen to locate in a specific community because one or more key individuals came to appreciate the area as visitors.

There are a number of businesses and operations that are unique to the area, such as the Sheep Experiment Station and the opal mines. Take stock of local enterprises and discuss opportunities to add value to what is already happening. Are



there events or additional local businesses that could take greater advantage of these assets? Could marketing lamb, mutton and wool be profitable? Perhaps a fiber arts facility can be established to create products from the wool. To start, maybe artists from Idaho Falls can be recruited to use the facility and sell products as a first step to attracting artists as permanent

residents. Dubois and Spencer are the kinds of communities to which artists are often attracted. In any event, bringing a variety of local folks together to develop a community brand and a plan for marketing it will get people on the same page and rolling. The opportunity is there to give visitors more reasons to come up, down or over to the area, but it takes a concerted effort to realize that opportunity.

Our recommendations in this area will hopefully help you become more visitor-friendly on a year round basis and smarter about marketing and promotion. It is also within this opportunity that we discuss the potential paving of County Road A-2, since

this project has significant implications for tourism, recreation, and many existing and potential businesses in Dubois and Clark County.

Recommendations

Recommendation: Enhance usability of the rodeo grounds with lighting, improvements to facilitate winter use (e.g. flood for ice rink), and amenities to attract horse owners traveling through the area.

Recommendation: The visiting team sees opportunities to expand use of the airport. Specific ideas include increased marketing of the airport as a training opportunity for pilots wanting to improve their skills on a gravel runway, providing a car that could be used by pilots flying into the airport, and adding a fueling station.

Recommendation: Make sure Dubois and Clark County are aware of and participating in regional tourism marketing efforts connected to the Greater Yellowstone Area.

Recommendation: The visiting team encourages the community — possibly vis-à-vis a committee of the Clark County Economic Development Board — to identify and develop opportunities that allow visitors to enjoy experiences that are in keeping with your Western heritage and outdoor-oriented way of life. This approach to attracting visitors is called geo-tourism, place-based tourism, cultural tourism, and heritage tourism. Developing those recreational assets and opportunities that the community enjoys will attract like-minded visitors who will be drawn to those activities.

Recommendation: Enlist residents in a project to create a countywide heritage tourism map or atlas of important places, people, historical and contemporary events, and recreational amenities.

Recommendation: Develop ways for visitors to write on-line about their experiences in Dubois and Clark County. Encouraging and then monitoring this kind of visitor-generated information provides local governments, businesses, and community organizations with valuable feedback while also promoting the area to prospective visitors and businesses.

Recommendation: Signage immediately off the Interstate at the Dubois exit should direct people to the downtown, museum, park, and other amenities. It should also announce events. One idea is to create a very large, permanent billboard that identifies all your annual events, with changeable plywood pieces for the event dates. This idea is depicted below.

  <p>August 12-18, 2014</p>	  <p>July 17, 2014</p>
 <p>September 1-7, 2014</p>	<p>???</p> <p>???</p>

Recommendation: Take advantage of opportunities to participate in webinars and other type of training on social media and other forms of on-line marketing. Dubois and Spencer businesses should participate in these opportunities together and then discuss how various strategies might be applied in Clark County.

Recommendation: Focusing on social media and travel/tourism related websites, expand efforts to market summer and winter recreation opportunities, community events, and access to Island Park and Yellowstone Park.

Recommendation: Continue seeking funding to pave the last 15-mile unpaved section of County Road A-2. The visiting team agrees that this improvement would increase the number of people coming through Dubois on their way to and from Island Park and Yellowstone Park. If you have not done so, establish the current traffic count on the road so that you are aware of potential economic benefits of paving the unpaved section. Once paved, determine if County Road A-2 will be kept open year round and initiate a community conversation about how to best capitalize on the increased traffic.

Recommendation: Work with the opal mining enterprises and related retail businesses in Spencer to develop a cooperative or joint marketing strategy. The biggest impediment to acting on this recommendation is the competition and old battles between opal miners in Spencer. Spencer is a veritable golden opal mine of possibilities for new and existing businesses, if those who are there would get past the idea that the other businesses are competition. Visitors like to have a variety of shopping experiences for art, jewelry, and other specialty products. Think about Santa Fe, New Mexico. Would it be as popular if there were only one art gallery instead of hundreds? It works because the galleries specialize in different variations on a theme, which is typically western and Native art. Local business owners in Spencer should want MORE opal businesses, not fewer. Competition is healthy. By working together and building on individual assets and passions, everyone can be more successful.

This same principle applies to Dubois. Dubois businesses should pool their resources to market the entire community as a destination or stopping point. Refusing to cooperate and coordinate to attract more visitors is akin to two people refusing to work together to load a 400-pound diamond into a trailer. Neither wants the other to get more, so neither gets anything.

Recommendation: Create a separate City of Dubois website and/or improve the County's website to increase its use by visitors.

Recommendation: Collect information from people who are currently coming to or passing through Clark County as visitors. What activities do they enjoy? What would make Dubois and Clark County more attractive to them? Where are they going? Information of this kind could be gathered at existing attractions like Ike's Phillips 66, the rest area, and museum. This information would substantiate the need for additional service and visitor-oriented businesses in town (such as an RV park). It would also increase the success of efforts related to marketing and signage. A high school class could take on this recommendation as a project.

Recommendation: Events are a way for the community to bring visitors into the area and generate revenue for the community. Dubois hosts several annual events. Sage Grouse Days is an event that receives mixed reviews from residents. This event has the potential to bring in more affluent visitors from other parts of the country. Other event ideas offered by the visiting team include: (1) an annual event celebrating Spencer's opal mining history and heritage and, (2) an event celebrating the importance of sheep ranching to the area. This second idea could be incorporated into an existing event.

Recommendation: Explore the possibility of re-opening Lidy Hot Springs for public use.

Recommendation: Pursue the establishment of year round services in Spencer.

Recommendation: Identify a location within Dubois where snowmobile permits could be purchased on the weekends.

Recommendation: There are outfitters in the area who are marketing to foreign markets...help them grow! Again, this is a targeted group of recreationalists who stay longer and spend more.

Recommendation: Continue to support and expand community clean-up events so that the community projects a positive image to both residents and visitors.

Resources

- Seattle-based Destination Development International offers consultation, educational webinars, and newsletter all focused on helping communities achieve goals related to branding, wayfinding, and tourism marketing. Go to <http://www.rogerbrooksinternational.com/>.
- Among other things, the nonprofit Kansas Sampler Foundation provides communities in that state with information and assistance related to tourism. Go to <http://www.kansassampler.org/rce/>.
- Examples of efforts to market the Yellowstone-Grand Teton and the Northern Rockies include: www.myyellowstonepark.com and www.drivethetop10.com. Both sites provide information that supports trip planning.
- For an example of an event in Michigan that builds on local food, art, and heritage, go to <http://www.artsandeats.org/index.html>.
- University of Idaho Extension Specialist, Lorie Higgins, developed an artisan trail guide for nine counties in north central Idaho and southeastern Washington to help visitors locate place-based businesses (“place-based” means tied to place – this kind of development can’t be offshore). Lorie is available for consultation if Dubois and Spence residents determine this kind of rural development strategy is appropriate. For more information about Two Degrees Northwest, go to www.2dnw.org.
- Idaho Travel Council Grant Program. Chambers of Commerce are a target audience for this program. Funded through the hotel/motel tax, these grants can be used to build websites and promote community events. Go to <http://commerce.idaho.gov/tourism-grants-and-resources/itc-grant-application-process/>. ReNea Nelson, 208-334-2650, ext 2161, Renea.Nelson@tourism.idaho.gov.
- The Idaho Division of Tourism Development offers assistance and information to tourism-related businesses. Go to <http://commerce.idaho.gov/tourism-grants-and-resources/web-resources/>, 208-334-2470.
- Regional travel councils around the state provide good examples of coordinated efforts to promote place-based or cultural tourism. Specific examples in relatively rural areas of the state include the Lava Hot Springs-based Pioneer Country Travel Council in southeast Idaho (go to <http://www.seidaho.org/>) and North Central Idaho Travel Association based in Lewiston (go to <http://www.visitnorthcentralidaho.org/>).
- Partners in Tourism is a coalition of national organizations and agencies with an interest in cultural heritage tourism. The coalition maintains an excellent electronic clearinghouse that includes information about best practices, success stories, guiding principles, funding sources, and additional resources. Go to <http://www.culturalheritagetourism.org/index.html>.
- The Sierra Nevada Geotourism Project contributes to the economic health of the region by promoting sustainable tourism and is a partnership between Sierra Business Council, Sierra Nevada Conservancy and the National Geographic

Society. Go to <http://sierrabusiness.org/what-we-do/projects/356-sierra-nevada-geotourism>.

- Host a luncheon or meeting for business owners that features a showing of the “Maps, Apps, and Mobile Media Marketing” webinar available through University of Idaho Extension, then work together to help each other learn about and access the many resources provided in the presentation. Go to <http://www.extension.org/pages/16076/etc-webinar-archive>.
- 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.
- 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/>.
- The Idaho Recreational Vehicle (RV) Program is a grant program that helps public entities develop RV facilities. Go to <http://parksandrecreation.idaho.gov/idaho-recreational-vehicle-rv-program>.

Opportunity Area 3: Increasing the supply and variety of housing

As noted under “Community Concerns and Comments”, many Dubois and Clark County residents talked about the importance of retaining and adding to the existing housing stock. In fact, housing was one of the topics the home team asked us to focus on during the review.

The community’s identification of housing as an area of concern was no doubt influenced by the imminent loss of a 24- unit apartment complex that has been subsidized by USDA Rural Development for about 16 years. The potential loss of this complex creates an exponential problem for the community in that it also means loss in overall population and student enrollment in the schools.



The previous owner (Community Council of Idaho) was unable to make the property cash flow and USDA Rural Development accepted a Deed in Lieu of Foreclosure. Because of the extensive losses that USDA Rural Development has incurred, the property will be sold as a “non-program property”. This means no additional rental subsidy will be provided for the project. Additionally, USDA Rural Development will not provide financing for the purchase of the property and are seeking a “cash” sale.

In speaking with individuals who live in substandard housing, the visiting heard some employers provide it at no charge to employees. In other cases, they are the only affordable option for some families. Many people expressed their desire to take more responsibility for the repair and improvement of their homes. Some of these residents don't have the skills, the tools, or both. Paying contractors and repair businesses to do this work is prohibitively expensive, partially because such trades people often require payment of mileage from Rexburg or Idaho Falls.

The lack of housing choices is one factor that prevents people from moving to Dubois. Currently, many who work in Clark County have little choice but to commute from Rexburg and Idaho Falls.

The success of ongoing and future economic development efforts depends, in part, on the community's ability to provide more housing. As an example, approximately 50 employees will work at the proposed bio-refinery plan when it's running at full operations. Project supporters predict that about two-thirds of them will live in Dubois. This equates to a need for 24 additional housing units (above and beyond what currently exists in the community). Increasing the type of housing current and future residents want and can afford is also key to supporting the creation of new businesses.

The visiting team has developed several recommendations that will help preserve the existing housing stock and increase the supply of both single family and multifamily units.

Recommendations

Recommendation: Work with housing stakeholders like the Greater Idaho Falls Association of Realtors and Eastern Idaho Community Action Partnership to gain a deeper understanding of the housing market, by for example, completing a market analysis and housing needs assessment. The assessment should look at opportunities to rehabilitate existing housing and identify areas in the community suitable for the development of new housing. This information could then be used to develop a strategic housing plan.

Recommendation: Concerning the 24-unit apartment complex, the visiting team encourages the community to consider the following ideas:

- Build a relationship with the future owner(s) of the complex and explore with them all opportunities and available resources that could ensure housing remains the primary use of the property.
- Partner with an existing nonprofit affordable housing provider in the region who could operate and potentially own the property.
- Create a housing authority or housing co-op that would own and operate the property.
- Explore using the property as Farm Worker Housing for those in the H-2A Guest Worker program.
- Since the property is zoned for mixed use, consider using a portion of the property for commercial businesses.

Recommendation: Increase marketing of vacant lots within and outside the City of Dubois that are available for new construction.

Recommendation: Explore opportunities to develop a manufactured home park and RV park. As part of this recommendation, review and considering updating the City's design and site standards related to manufactured housing.

Recommendation: The community should increase awareness of available Federal Housing Administration (FHA) and USDA RD loan programs that may provide greater flexibility than conventional financing.

Recommendation: Develop a community or countywide weatherization program that will help preserve the existing housing stock while reducing energy bills for homeowners. Along these same lines, make residents aware of existing energy efficiency audit programs.

Recommendation: Develop a 'paint the town' project that provides volunteer labor to seniors and others on limited income to paint their homes or complete minor home improvement projects. Typically, a community organization adopts a specific house. Even if the program only completed one house per year, it would make a big difference in the preservation of the existing housing stock over time. This project can be done as a fundraiser that could raise money for sports teams, nonprofit organizations, events, or clubs.

Recommendation: Organize USDA Rural Development and FHA training for area lenders and Realtors. Along these same lines, organize a one-half or full day housing forum to discuss housing issues, opportunities, and available resources. Invite all applicable local, state, and federal agencies to participate.

Resources

- See Appendix F for information from Idaho Housing and Finance Association about completing a housing needs assessment and housing plan.
- Contact Erik Kingston, Housing Resources Coordinator, Idaho Housing and Finance Association, (ErikK@IHFA.ORG, 208-331-4706) for additional information about assessing housing condition and needs.
- Rural Housing Guaranteed Loan. Applicants for these loans may have an income of up to 115% of the median income for the area. Families must be without adequate housing, but be able to afford the mortgage payments, including taxes and insurance. In addition, applicants must have reasonable credit histories. Go to http://www.rurdev.usda.gov/HAD-Guaranteed_Housing_Loans.html.
- Rural Housing Direct Loan - Section 502 loans are primarily used to help low-income individuals or households purchase homes in rural areas. Funds can be used to acquire, build (including funds to purchase and prepare sites and to provide water and sewage facilities), repair, renovate, or relocate a home. Go to http://www.rurdev.usda.gov/HAD-Direct_Housing_Loans.html.
- The Rural Repair and Rehabilitation Loan and Grant program provides loans and grants to very low-income homeowners to repair, improve, or modernize their dwellings, remove health and safety hazards, complete repairs to make the dwelling accessible for household members with disabilities. Grants are available to dwelling owners/occupants who are 62 years of age or older. Go to http://www.rurdev.usda.gov/HAD-RR_Loans_Grants.html.
- Self-Help Housing: The USDA Rural Development (USDA RD) and the U.S. Department of Housing and Urban Development (HUD) combine resources to help very low- and low-income households who construct their own homes. Eastern Idaho Community Action Partnership receives funding for the program through USDA Rural Development's Section 502 Mutual Self-Help Housing Loan Program and HUD's regional administrator of Self-Help Homeownership Opportunity Program (SHOP). Go to http://www.rurdev.usda.gov/rhs/sfh/brief_selfhelpsite.htm and http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/programs/shop, respectively.
- HOME: The HOME Program helps to expand the supply of decent, affordable housing for low- and very low-income families by providing a formula grant to the Idaho Housing and Financing Association (IHFA). IHFA uses their HOME grants to fund housing programs that meet local needs and priorities. IHFA may use their HOME funds to help renters, new homebuyers, or existing homeowners. Go to http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/programs/home/.
- The Low Income Housing Tax Credits (LIHTC) Program is based on Section 42 of the Internal Revenue Code. Its purpose is to provide the private market with an incentive to invest in affordable rental housing. Federal housing tax credits are

awarded through IHFA to developers of qualified projects. Developers then sell these credits to investors to raise capital (or equity) for their projects, which reduces the debt that the developer would otherwise have to borrow. Because the debt is lower, a tax credit property can in turn offer lower, more affordable rents. Go to

http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/training/web/lihtc/basics.

- Non-profit Housing Providers like the Eastern Idaho Community Action Partnership are adept at financing and developing affordable housing primarily through the HOME and LIHTC programs described above. Go to <http://www.eicap.org/> or call 208-522-5391. They can also help with weatherization/energy efficiency efforts.
- “*Shared Equity Models Offer Sustainable Homeownership*” is an on-line article that could give the community additional ideas about how to keep existing affordable housing in their community. Shared equity homeownership offers an alternative option to renting and traditional homeownership. The term refers to an array of programs that create long-term, affordable homeownership opportunities by imposing restrictions on the resale of subsidized housing units. Typically, a nonprofit or government entity provides a subsidy to lower the purchase price of a housing unit, making it affordable to a low-income buyer. The most widely implemented subsidy retention programs include community land trusts (CLTs), deed-restricted housing programs, and limited equity housing cooperatives. Go to <http://www.huduser.org/portal/periodicals/em/fall12/highlight3.html>.
- Through its Community Impact Grants program, the Home Depot Foundation provides awards up to \$5,000 in the form of store gift cards for the purposes of housing modifications, repairs, and weatherization work. Special emphasis is placed on projects that benefit and/or involve veterans. Go to <http://homedepotfoundation.org/page/applying-for-a-grant>.
- The Federal Housing Administration offers mortgage insurance for Manufactured Homes Parks. Go to http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/mfh/progdesc/homepark207
- FHA's Streamlined 203(k) program permits homebuyers and homeowners to finance up to \$35,000 into their mortgage to repair, improve, or upgrade their home. Go to http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/203k/203kmenu
- Contact Lesley Krone (lkrone@nhsid.org, 208-258-6215), Events & Special Projects Manager at Neighborhood Housing Services, to learn about developing a Paint the Town project.

Opportunity Area 4: Continue to invest in the education and development of youth and young adults

The visiting team was struck by how much the community values its youth. In the eyes of residents and leaders, improving the fiscal stability of the Clark County School District in order to keep control of your schools could be the most important community development-related goal. Looking at the results of the community listening sessions (Part III), “schools closing” was the most frequently stated response to the question, “What DON’T you want to see in your community over the coming 5–10 years?”

While a vibrant school system offering a high quality learning environment is a key component of attracting new businesses and families to the County, we think ensuring the future of your schools is also important for a less obvious reason. According to many people in the community we spoke with during the community review, the schools offer residents and community leaders an excellent model of respect and sense of community among the student body. We also understand the schools do a commendable job of openly communicating with parents, other residents, and community organizations in the County. In other words, sometimes our kids can show us how to be our best selves.

The visiting team’s recommendations within this opportunity area extend beyond traditional K-12 education. As seen below, we also have ideas for the community to consider regarding entrepreneurial education, engaging young people in community and economic development efforts, and post-high school professional technical education.

Recommendations

Recommendation: Engage youth and young adults in city, county and community events and provide more opportunities for representation on committees and boards within the community. Community pride will grow and flourish when people are included and involved in the community happenings. They will feel a deeper commitment to the area and will be more willing to invest their time and energy into making Clark County the very best it can be.

Recommendation: Workforce Development Training Funds could be used to support training for a variety of qualifying jobs.



Recommendation: The school district should partner with other small districts to hire a grant writer who could continue to find funding for the programs that are no longer funded by the 21st Century Grant.

Recommendation: Work with the school district to create a program in which high school students learn about entrepreneurship by creating and managing a business. Once created, a new group of students could continue operating the business each semester or school year.

Recommendation: The library is an incredible resource for this community. Encourage the School District and the Library to continue to partner on programming. Specific classes have been identified by community members and include:

- ESL
- Resume building
- Interview skills
- GED preparation
- Armed services and college credit applications

Recommendation: Continue to develop art classes at the library. They seem to be filling a gap in the school curriculum and they bring families to the library.

Recommendation: The library might also consider partnering with the School District and the City of Dubois to offer a summer lunch program in the park. The program offers free lunches in the park every weekday, targeted toward students who receive free and reduced lunches during the school year.

Recommendation: The librarian mentioned it is difficult to attract adult users to the library. In general, brainstorm ways to bring the library to residents as well as attracting them to the library. Consider identifying a library liaison with the senior citizens to find out what their needs are and how they could be addressed to increase use. The library might also want to consider polling the community to identify operating hours that would have a higher use. Library might also look at implementing a “Community Read” program where everyone in the community is invited to read and discuss the same book. This could be done in the winter months.

Recommendation: Teaching and supporting youth in business startups will build a culture of entrepreneurialism in future generations and build pride and hope in the community. If one does not already exist, create a business mentoring or internship program for high school youth that would connect interested young people with specific community and business leaders.

Recommendation: Identify the opportunities and obstacles related to making better community use of the Idaho Education Network available through the schools.

Resources

- The Idaho Department of Labor could be a resource for the resume building and interview classes. Will Jenson, 208-557-2500, ext. 3077, William.jenson@labor.idaho.gov, or Brandon Moffat, 208-557-2501 ext. 3800,
- Idaho Food Bank: <http://www.idahofoodbank.org/?page=picnic-in-the-park>. The Idaho Food Bank eastern Idaho offices in Pocatello can be reached at 208-233-8811.
- The Aberdeen District Library in Aberdeen, ID offers programs and events that Dubois might consider. Go to <http://aberdeen.lili.org/>. Stephanie Adamson, Director, 208-397-4427.
- The Laura Bush 21st Century Librarian Program offers grants to nonprofit and public agencies—including libraries—to develop faculty and library leaders, to recruit and educate the next generation of librarians, to conduct research, to attract high school and college students to consider careers as librarians, to build institutional capacity in graduate schools of library and information science, and to assist in the professional development of librarians and library staff. Go to http://www.ims.gov/applicants/lb21_guidelines_2014.aspx.
- The Whole Kids Foundation accepts applications for its School Garden Grant Program. Grants of \$2,000 are available for garden projects at public and private K-12 schools. Go to <http://www.wholekidsfoundation.org/schools/school-garden-grant-program>.
- The Idaho Humanities Council invites proposals for mini and major grants, teacher incentive grants, and research fellowships from organizations and individuals. Teacher incentive grants are limited to \$1,000, and are awarded to K-12 teachers to enhance the way they teach the humanities in the classroom. Mini grants (under \$2,000) and Major Grants (over \$2,000) over the years have supported museum and library exhibits, oral history projects, heritage tourism projects, literary events, special lectures, the preservation of historical photo archives, Chautauqua programs, community-wide reading programs, humanities-focused conferences, and a variety of projects and programs that inspire community dialogue in the humanities. Go to <http://www.idahohumanities.org/>.
- 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.
- 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 Dubois.
- 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.
- The website of the RUPRI Center for Rural Entrepreneurship includes many resources related to engaging youth, attracting families with children to the community, and helping young people succeed as they transition to adulthood. Go to <http://tinyurl.com/kzigqkd>.
- Rural Family Economic Success is an initiative of the Anne E. Casey Foundation that offers strategies to help families increase their income, stabilize their financial lives, and acquire assets and build wealth. Go to <http://www.aecf.org/MajorInitiatives/CenterforFamilyEconomicSuccess/RuralFamilyEconomicSuccess.aspx>.
- Like Dubois and many other southern Idaho communities, 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.
- Junior Achievement of Idaho is a partnership between the business community, educators, and volunteers all working together to bring the real world to students K-12 and opening their minds to their own potential. This innovative partnership connects young people with relevant learning and the importance of staying in school. JA inspires students to develop competitive skills and confidence allowing them to own their own economic success. This success bolsters the local workforce and contributes to economic growth. Go <http://jaidaho.org> or call 208-350-5065.
- The Ewing Foundations supports projects that foster a society of economically independent individuals who are engaged citizens, contributing to the improvement of their communities. The Foundation focuses grant making on two areas—education and entrepreneurship. Go to <http://www.kauffman.org>.
- The J.A. and Kathryn Albertson Foundation is a private, family foundation, committed to the vision of limitless learning for all Idahoans. The Foundation's three focus areas are career readiness, learning choices, and leadership investments. The Foundation's Go On Idaho project helps build awareness in Idaho that high school is not enough and that there are proven ways to set Idaho students up for success beyond graduation. Read more about this project by [clicking here](#). [Idaho Education Resource Guide](#) is our quarterly tabloid newspaper packed with tools, tips, and resources for Idahoans interested in improving education. A Spanish and interactive version are also available. [Click here](#). Go to <http://www.jkaf.org>.

- 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 Dubois—Clark County community to exchange information and ideas. Go to www.idaholead.org. Contact Sonia Martinez, soniam@p4peid.org, 208-782-3897.
- Plazas Comunitarias are open places for community education where people, in accordance with their interests, can learn how to read, write, finish elementary or middle school, complete GED or English as a Second Language (ESL) course, or take online workforce training. Schools connected to the Idaho Education Network (like Dubois Junior-Senior High School) often provide an appropriate location of this Internet-based education. Training is obtained through the Mexican consulate. Go to <http://www.plazacomunitaria-mh.us/> to learn about the program in Mountain Home.
- Department of Labor Workforce Investment Act (go to <http://labor.idaho.gov/dnn/Default.aspx?alias=labor.idaho.gov/dnn/wia>) or contact Brandon Moffat, 208-557-2501 ext. 3800 and State Workforce Development Training Funds (go to <http://labor.idaho.gov/dnn/id/Businesses/TrainingResources/WorkforceDevelopmentTrainingFund.aspx>) or contact Brent Tolman, 208-678-5518 ext. 3120.
- The Workforce Training and Community Education program at the Eastern Idaho Technical College in Idaho Falls. Go to <http://tinyurl.com/c4swclx>.

PART V COMING TOGETHER AS A COMMUNITY

Dubois and Clark County leaders requested that economic development and the related issues of housing and education receive the focus of the community review. This community-driven approach is one of the Idaho Community Review program's greatest strengths.

In this section of the report, the visiting team offers opportunities, recommendations, and resources regarding a fourth topic: Civic Life and Community Involvement. As described below, challenges and opportunities that fall under this heading came up repeatedly before and during the community review.

Comments and Concerns Related to Civic Life and Community Involvement

Most of the comments and concerns expressed by Dubois and Clark County residents during the community review related to civic life and community involvement had to do with either gaps or divisions between people and social groups in the community or engaging citizens through communication, volunteerism, and leadership development opportunities. Home team leaders also brought up these themes in the weeks and months leading up to the review.

Community Divisions

While different people expressed it in different ways, the residents and leaders of Dubois and Clark County shared their belief that the community is divided by cultural, religious, and other differences. The biggest of these divides seems to exist between Hispanic and non-Hispanic people. Efforts to bridge this and other divides in the community have not been successful in the assessment of at least some people. As in many Idaho communities, there also exists two camps regarding the future of Dubois and Clark County. One camp wants to be proactive about attracting and creating new economic opportunities and amenities. The other camp is either concerned about the unintended consequences of growth and change, pessimistic about the prospects for change, or both.



We also heard that people in the community tend to hold onto past grievances. The visiting team was informed that this difficulty with mending fences and forgiving one another impacts the community when people begin resigning from volunteer positions and refusing to support local business due to personal conflict.

Both adults and students repeatedly mentioned the schools as a role model for building respect and friendship among a diverse group of people. At one meeting primarily comprised of adults, two high school students talked about feeling embarrassed by the behavior of some adults in the community. Other students and teachers indicated that, by and large, the student body is open to learning and engaging together.

Desire for Increased Community Engagement

We heard a desire and hope that more people would become involved in efforts to improve the community and build positive relationships between different groups. There was a strong sense that the same 10-20 people are involved in everything and that they can't carry the load by themselves. Some shared their perception that older residents tend to be less interested in community involvement. When asked about areas in which additional community volunteers are needed, fire/EMS, land use planning, schools, and economic development were most often mentioned.

The visiting team also heard strong community interest in improving the quality and quantity of community information. At present, residents get their community news from the post office bulletin board, Jefferson Star Newspaper, County website, Reverse 911, Facebook, as well as through public gathering places like Ikes Phillips 66 Store, and through word of mouth (e.g. friends, relatives, and colleagues). Several people expressed the view that the community needs its own newspaper. In terms of public communication, we repeatedly heard that the schools do a good job, although not everyone in the community receives the school newsletter.



Opportunities, Recommendations, and Resources

Opportunity Area 5: Building unity by mending fences and promoting cross cultural understanding

This opportunity area is about recognizing the importance—in economic and quality of life terms—of coming together as a community, developing the capacity to resolve differences, and building consensus. During the community review, the visiting team was told about groups and individuals not supporting particular businesses, organizations, or community projects because of interpersonal conflict and judgment. Existing social divisions seem to be along ethnic, cultural, and religious lines as well as about disagreements about the future of Dubois and Clark County (e.g. encouraging and guiding community and economic development vs. maintaining the status quo.)

With a community the size of Dubois and Clark County there is just one path forward, and that path is together, starting today. As professional mediator Ken Cloke said, “It doesn’t matter whose end of the boat is sinking. If the boat is sinking, we’re all in it and pointing fingers at somebody else just isn’t going to work.” Likewise, cowboy philosopher Will Rogers once said, “Never let yesterday use up too much of today.”

The following two opportunity areas are also about creating a community in which all residents are authentically welcomed, valued, and invited to participate in community development efforts. In such a community, all have a stake in the future and will be likely to work to ensure its success. Our recommendations below also recognize the increasing cultural and ethnic diversity in many Idaho communities, including in Dubois and Clark County, where 52% of the population is Hispanic.

Recommendations

Recommendation: Create an information exchange or forum where people from different segments of the community can gain knowledge and skills from each other. Examples include language, home repair and maintenance, cooking, gardening, hunting and fishing, etc. This forum can also be used to sell or barter excess garden produce and other items.

Recommendation: Incorporate Hispanic traditions in existing community events (such as the rodeo, Day of the Cowboy, etc.) and/or support Hispanic residents who want to create a Hispanic cultural event.

Recommendation: Bring together a small group of residents that reflects the community’s diverse cultures and religious traditions. Over time, this group would create larger opportunities to encourage friendship and understanding between community groups.

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

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

Recommendation: Encourage and recruit Hispanic residents to serve on government committees, join nonprofit boards, and run for elected positions.

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

Recommendation: Develop a community code of conduct and communication that community leaders and organizations commit to upholding.

Recommendation: If it does not exist, consider creating an interdenominational or ecumenical council. This group of faith leaders would meet regularly, promote civility, and sponsor or otherwise support efforts to heal social divisions and bring the community together. Alternatively, form a small group of concerned residents and community leaders to discuss and create opportunities to heal social and interpersonal divisions, and build social capital. It's important that such a group reflect the diversity of the community.

Recommendation: Consider initiating a well-facilitated visioning process to help bring the community together, create a desired vision, and identify steps to achieve the vision.

Recommendation: See Opportunity Area 6 for recommendations related to increasing the number of residents who are informed and engaged in the civic life of the community.

Recommendation: In your community development and economic development efforts, look for areas of common interest in minimal conflict; this is where partnerships and grass roots efforts can prove their potential.

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>.
- “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>.
- 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.
- Love Caldwell is a faith-based project to develop opportunities for civic engagement, bridge building, and community service in Caldwell. Go to www.lovecaldwell.org or call 208-459-1821.
- Everyday Democracy (formerly Study Circles Resource Center) helps communities promote dialogue and understanding through small group dialogue. Go to <http://www.everyday-democracy.org/en/index.aspx>. Everyday Democracy also publishes ‘*Changing Faces, Changing Communities*’, which is intended to help communities face the challenges and meet the opportunities raised by the arrival of newcomers and involve public officials. Go to <http://www.everyday-democracy.org/en/Resource.23.aspx>.
- “*Fostering Dialogue Across Divides: A Nuts and Bolts Guide from the Public Conversations Project*”. This is an excellent 2006 publication available to download or purchase at <http://www.publicconversations.org/node/99>.
- Idaho National Laboratory’s Community Giving Program funds philanthropic projects that focus on arts and culture, civic and community, and health and human services. Go to <http://tinyurl.com/c3xrqpw> for complete guidelines.
- The National Coalition for Dialogue & Deliberation (NCDD) promotes the use of dialogue, deliberation, and other innovative group processes to help people come together across differences to tackle challenging problems. An impressive variety of resources are available for download at their website. <http://ncdd.org/>, 717-243-5144, info@ncdd.org.
- “*Women talking to bridge religious divide*” is an article published in the January 8, 2005 Deseret News about nine women who came together to build interfaith friendship and understanding in Utah. Go to <http://www.deseretnews.com/article/600103090/Women-talking-to-bridge-religious-divide.html?pg=all>.

- For State resources for bilingual programs under Title III, go to <http://tinyurl.com/7sqsfty>.
- This article published by the Center for Rural Affairs highlights the benefits of a culturally blended community. Go to <http://www.cfra.org/ruralmonitor/2011/10/13/look-iowas-first-majority-hispanic-town>.
- Several of resources found at the University of Idaho found Extension's Diversity, Equity and Inclusion website. Go to <http://www.extension.org/diversity>.
- Idaho Inclusiveness Coalition is a nonprofit organization working to foster diverse and inclusive communities in Idaho. Go to www.idahoinclues.org.
- Center for Community and Justice, which works with Idaho communities to address education and health care issues, may be able to offer cultural awareness training to both the Hispanic and Anglo communities. <http://comunidadjusticia.org/index.html>.
- "Successful Strategies for Engaging the Latino and Hispanic Population" is a helpful article published by Michigan State University Extension. Go to http://msue.anr.msu.edu/news/successful_strategies_for_engaging_the_latino_and_hispanic_population.
- "Reaching and Engaging Latino Communities", published by the California League of Cities. Go to <http://www.westerncity.com/Western-City/September-2008/Reaching-and-Engaging-Latino-Communities/>.
- Partners for Prosperity has over 10 years of experience in community development throughout eastern Idaho and now other parts of Idaho as well. Go to <http://www.p4peid.org/>. Jessica Sotelo, Executive Director, 208-785-0059, jessicas@p4peid.org.
- DiversityWorks! is a consulting firm specializing in organizational development and cross cultural understanding. Sam Byrd, President, 208-871-2711, sbyrd2@cableone.net.
- Idaho Commission on Hispanic Affairs. Go to <http://icha.idaho.gov/>, 208-334-3776.
- Idaho Human Rights Education Center can provide materials and assistance to help foster respect and appreciation for diversity. Go to <http://idaho-humanrights.org/>. Dan Prinzing, Executive Director, 208-345-0304.
- Examples of successful Latino-led and focused events in eastern Idaho include the annual Cinco de Mayo Celebration in Idaho Falls (organized by that city's Diversity Council) and the Latino Food Fair (organized by local Catholic Church members).
- Meadows Valley Exchange is a free on-line resource created by the people of New Meadows, ID and surrounding area devoted exclusively to connecting people with those who can fulfill their needs. It's used to communicate information about employment, housing, things to trade/buy/sell, volunteer opportunities, and community events. Go to <http://mvexchange.org/>.

Opportunity Area 6: Keeping citizens engaged and informed

Opportunity Areas 5 and 6 are closely related. Residents cannot participate and support community events and projects if they are not aware of them or if they have inaccurate or incomplete information. At the same time, community organizations need volunteers to succeed. Currently, residents receive information about the community by word of mouth, bulletin boards at the post office and Ike's, Jefferson Star Newspaper, and newsletters and email circulated by the schools and other community organizations.

With state and federal funding flat or decreasing, community self-sufficiency is more critical than ever. It's not fair or realistic to place the responsibility for the community's future on the same 10-20 people who seem to be involved in everything. As important as they are, current community and businesses leaders cannot do it alone. New, young leaders must be nurtured to ensure continuity.

Efforts to educate and involve citizens in community issues sometimes fall short of their potential because we tend to think adults can be taught the same top down, lecture-oriented way we remember being taught history in 4th grade. This approach often does not work because it fails to recognize important factors like: (1) the vast experience people have to draw upon and contribute, (2) citizens must decide for themselves what is important to learn and what alternative(s) are best for the community, and (3) people function best and learn more effectively when they are in a collaborative, we're-all-in-this-together environment.

The visiting team has identified several recommendations that increase public awareness and citizen participation in Dubois and Clark County.

Recommendations

Recommendation: Continue to encourage the smart phone application developed by Whisper Mountain Technology to engage Clark County residents.

Recommendation: Create an ad-hoc committee to brainstorm and prioritize strategies to increase the quality and quantity of community information.

Recommendation: Reach out to and engage the people completed 'sign me up' cards during the community review to express their interest in being more involved in community and economic development activities.

Recommendation: Explore opportunities to create a community newspaper or newsletter. This source of information could be printed, on-line, or both. The paper could, among other things, serve as a one-stop shop for organizations in need of volunteers and individuals wanting to volunteer.

Recommendation: Explore the creation of an electronic community reader board.

Recommendation: Reach out to new people as they relocate to the community to engage them as potential volunteers.

Recommendation: Create a community foundation to organize and coordinate financial and human resources in the community. Community foundations have proven to be successful ways for local residents to reinvest in their communities.

Recommendation: Create an annual dinner or other event to express appreciation for community volunteers.

Recommendation: Provide information about events, community projects, and government procedures in both English and Spanish.

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

Resources

- The National Service Learning Clearinghouse has a fact sheet entitled “Beyond Needs Assessments: Identifying a Community’s Resources and Hopes” that describes an effective approach for create positive community change. Go to http://www.servicelearning.org/instant_info/fact_sheets/cb_facts/beyond_needs_assess.
- There are many community-based planning programs that have helped rural towns heal divides, develop and implement effective strategies for positive change. One that has been successful (including in Victor, Idaho!) is the Orton Family Foundation’s program, “Heart & Soul.” The handbook for the program, as well as implementation guides, can be downloaded here: http://www.orton.org/resources/heart_soul_handbook.
- The Idaho Community Foundation has training, resources, and a financial incentives program to help communities establish a Community Foundation under their umbrella. Go to <http://www.idcomfdn.org/>, 208-342-3535.
- The Challis Messenger in Challis, ID is one small town newspaper that might serve as a model for Dubois and Clark County. Go to <http://www.challismessenger.com/>.
- The nonprofit Greater Menan Community, Inc. publishes a monthly community newsletter that may serve as a good example for Dubois. Appendix G includes pages 1-3 of the June 2013 issue of the newsletter. To learn more about the Greater Menan Community, Inc., go to www.thegmcinc.org or email mymenaninfo@gmail.com.
- “*Governments are from Saturn..... Citizens are from Jupiter: Strategies for Reconnecting Citizens and Government*” is a publication available from the Municipal Research and Services Center. It is full of strategies the City and

- County could use to reconnect with citizens. Contact information for all strategies is provided. Go to <http://www.mrsc.org/publications/textsrcg.aspx>.
- Many Idaho communities have created community foundations. Examples include Teton Valley, Kamiah, Ashton, Soda Springs, and New Meadows.
 - The Idaho National Laboratory's Community Giving Program funds philanthropic projects that focus on arts and culture, civic and community, and health and human services. For complete guidelines, go to https://inlportal.inl.gov/portal/server.pt/community/community_outreach/265/contributions/4249.

PART VI FINAL THOUGHTS AND NEXT STEPS

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

Becoming an Entrepreneurial Community

Entrepreneurial communities engage all ages and sectors of the community in community improvement efforts. The first step is recognizing that harnessing the range of skills, abilities and perspectives from old, young, Hispanic, business-oriented, cultural creatives and so on is the key to success. Creating an effective set of programmatic strategies for doing so is the second. This will hinge on involving a diverse and representative group of community members to take stock of local assets, gain an understanding of *what is* driving and *what can* drive the area's economy, create a shared community vision and develop teams to focus on various



aspects of that vision. The focus of these teams might be things like community communications (e.g., newsletters, listserves, community potlucks), beautification (e.g., signs, flowers & landscaping, murals), business and economic development (e.g., marketing/branding, main street development, community events, business training) and youth activities (e.g., after school, arts workshops, leadership development), although the specific focus for and of each team would be driven by the participants. It is essential that the effort focus on building on local assets, strengths, and lessons learned from past success—rather than on identifying the community's needs and deficiencies.

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, we encourage you to step back and ask yourselves *what has* been accomplished rather than focusing on what has not worked or not been accomplished in the past. This approach that begins with and builds on assets and past successes 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.

What Next?

This report is a summary of opportunities, recommendations, and resources provided by the visiting team. It is not a strategic or action plan. We suggest Dubois and Clark County 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 County's website (<http://www.clark-co.id.gov/>).
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 Dubois for discussion about the report's opportunity areas, recommendations, resources and next steps. Include in this discussion community and business leaders who were not part of the community review process.
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.

University of Idaho Extension's Community Coaching for Grassroots Action

University of Idaho Extension Specialists, Lorie Higgins and Paul Lewin are available to work with Dubois, Spence, and other residents of Clark County to get organized and implement community review recommendations by getting a cross-section of the community together to identify assets, learn about the economy and what's possible/feasible, create a vision, develop teams, and take action. The program is called Community Coaching for Grassroots Action and would hopefully involve a local Extension staff person to work with the community action teams for up to a year. If that isn't possible, other possible arrangements can be discussed. The brochure for this program is found in Appendix H. More information may also be found at <http://cd.extension.uidaho.edu/leadership/index.php> or by contacting Lorie Higgins at 208-669-1480 or higgins@uidaho.edu.

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 Dubois and Clark County 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.

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.

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** **City of Dubois—Clark County Community Review Application**
- Appendix B** **Visiting Team Member Biographies and Contact Information**
- Appendix C** **Dubois—Clark County Community Review Schedule**
- Appendix D** **Results of Community Review Survey**
- Appendix E** **Summary of Four Point Approach to Downtown Revitalization**
- Appendix F** **Housing Needs Assessment and Community Housing Planning**
- Appendix G** **Menan, ID newsletter published by the Greater Menan Community Group, Inc. (June 2013 issue)**
- Appendix H** **U of I Extension Community Coaching for Grassroots Action brochure**

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, Kooskia, 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 Dubois - Clark County

Main Contact Person: Herri Ellis

Address/City/State/Zip: P.O. Box 205 Dubois ID

Phone, Fax, Email: (P) 208-374-5808 (F) 208-374-5705 (E) cc@codev@mudlake.net

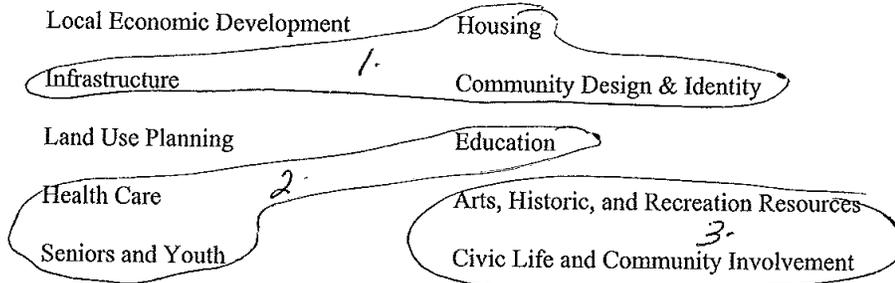
Names/phone numbers/Email addresses of the three Focus Area Team Leaders:

Deborah Newton 374-5510 debnewton@mudlake.net

Mary Grover 374-5574 mgrover@eastidaho.edu.org

Harold Wilson 520-3597 hwilson@thermalminerals.com

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



Other Focus Area(s): _____

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

- 1.) How to develop Housing with no money
Downtown Revitalization with no funds
Failing Infrastructure - How to design, 3 p.
How to design the look of future
- 2.) Lack of Healthcare
Lack of educational opportunities for citizens
Lack of youth employment and activities
- 3.) Lack of culture & art in community
How to utilize recreational resources
Development of citizen participation
Engaging community events & activities

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

Having outsiders engage with community members in looking at solutions and problems. It will help educate the 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? (attach additional sheets, documentation, brochures, or report summaries as necessary)

MAY 2011 - "Community Pride Week" Community Cleanup (1st yr)
Fall 2011 - "Economic Structure Study" done by Rural Dev. Alliance
2011 "Strategic Planning Session" with Randy Schredl,
Idaho Dept. of Commerce

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.

"Centennial Energy Park" A industrial Business Park established to attract green alternative energy Businesses. A Partnership of City, County, and Private Business along with Idaho Dept. Commerce and Office of Energy Funding.

"Camas Meadows Battlefield Site"
Partners ITO, Dept. of Lands, State Byways

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

City of Dubois Water and Sewer Upgrade Project
2012 - Completion of New Rest Area off I-15

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.

2005 A Gem Plan was done But can't find NO COPIES ANYWHERE.

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.

What possible dates do you propose for a community review?

PREFER ANYTIME AFTER JULY 1ST

Mayor's Signature: _____



Date: 2/2/2012

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

Appendix B

Visiting Team Member Biographies and Contact Information

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.

Stephanie Cook

Technology Based Economic Development
Idaho National Laboratory- Technology Deployment
Office: 208.526.1644
Cell: 810.338.9772
Email: stephanie.cook@inl.gov



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

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.

Maureen H. Gresham AICP

Freight and Special Projects
Idaho Transportation Department
PO Box 7129
Boise, ID 83707
Office: 208.334.8272
Email: maureen.gresham@itd.idaho.gov



Maureen Gresham moved from Atlanta, Georgia bringing 19 years of experience in planning, policy and public involvement to the Idaho Transportation Department. Maureen spent her first 2 years at ITD improving bicycle and pedestrian mobility by creating the first statewide Bicycle and Pedestrian Advisory Committee, working with local communities, and developing tools to effectively improve bicycle and pedestrian mobility. Maureen now concentrates on freight movement and is conducting the first ever statewide freight analysis. Maureen specializes in connecting people and ideas, working with diverse stakeholders, and advocating for informed decision-making. Maureen received a BS from Appalachian State University and a Masters in City Planning from the Georgia Institute of Technology. On a personal note, Maureen and her husband Walt, enjoy the many

recreational benefits of living in this community including hiking, camping, rafting, and bicycling.

Lorie Higgins

Associate Professor and Extension Specialist
Department of Agricultural Economics and Rural Sociology
University of Idaho
P.O. Box 442334
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.

Christine Jarski

Business Development Specialist
Idaho Department of Commerce
P.O. Box 83720
Boise, ID 83720
Office: 208-334-2470
Email: Christine.Jarski@commerce.idaho.gov



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. 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.

Dale Lish

Area Director
Rural Development
U.S. Department of Agriculture
725 Jensen Grove Drive, Suite
Blackfoot, ID 83221
Office: 208-785-5840 ext. 119
Email: dale.lish@id.usda.gov



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

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.

Jerry Royster

Management Analyst/Regional Sustainability Officer
U.S. Dept. of Housing & Urban Development
800 Park Blvd., Ste. 220
Boise, ID 83712
Office: 208-334-1088 x3017
Email: jerry.royster@hud.gov



Jerry has been with the U.S. Department of Housing and Urban Development for 29 years. He began his career in HUD’s Office of Single Family Housing, serving in many positions including Chief, Processing Control and Support; Review Appraiser; Construction Analyst; and Housing Specialist.

In 1998, he moved to HUD’s Office of Field Policy and Management. Serving as an Analyst for the last 10 years, Jerry works across all of HUD’s program lines researching best practices, trends, and current developments relating to housing and community development. He regularly uses that knowledge to creatively solve problems and offer innovative solutions, to market HUD’s programs to its partners and clients, and to identify resources for HUD’s partners, clients, and customers.

Three years ago Jerry was selected as a Regional Sustainability Officer and currently focuses most of his time on HUD’s Sustainable Housing and Communities Initiative. He is also HUD’s grantee liaison to the two-state, four-county, Greater

Western Yellowstone Consortium, helping them to be successful as a recipient of HUD's Sustainable Communities Regional Planning Grant.

Tim Solomon

Executive Director
Regional Development Alliance
2300 North Yellowstone
Idaho Falls, ID 83401
Office: 208-528-9400
Cell: 208-709-6367
Email: 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).

Brent Tolman

Regional Business Specialist
Idaho Department of Labor
127 West 5th Street North
Burley, ID 83318
208-678-5518, X3120
Brent.Tolman@labor.idaho.gov



Brent has worked for the Idaho Department of Labor (IDOL) for 15 years starting as a workforce Consultant, Supervisor, Manager and most recently as a Regional Business Specialist. Prior to join IDOL he worked in private industry as a production supervisor and Human Resource Manager.

During his time with IDOL, he has been involved extensively in economic development projects and currently serves on the executive board for the Mini-Cassia Economic Development Commission, as well as the board of directors for Region IV Development Association. Brent also served on the board of directors for the Mini-Cassia Chamber of Commerce for seven years including serving as Board President for one year.

Brent is a graduate of Boise State University with a Bachelor of Business Administration degree with an emphasis in Human Resources and a minor in Spanish. Go Broncos! Brent and his wife Cindy live in Burley, ID and are the proud parents of six children, 2 outlaws, and 3 grandchildren. His recreational interests include hunting and fishing, riding horses, and supporting his kids in their various activities.

Appendix C Dubois—Clark County Community Review Schedule

Dubois/Clark County Community Master Schedule *June 5-6, 2013*

Key Contacts

Home Team

Kerri Ellis, 709-6763

Randy Mead, 390-5784

Visiting Team

Jon Barrett, 383-9687

Mike Field, 867-2004

Wednesday, June 5

9:00 -10:00 am Listening session with home team
Location: Community Center

10:15-11:45 am Bus tour departing from Community Center

12:00-1:00 pm Lunch
Location: Community Center
Speakers:
Commissioner Greg Shenton, Community History
Rick Fawcett, Bio. Refinement Project

1:15-3:00 pm **Housing and Infrastructure**
Location: Community Center, followed by visit to
USDA-financed multi-family project
Home Team Lead: Amanda Baker

- What is the condition of exist. housing?
- What type(s) of housing is needed?
- Preserving existing housing stock (e.g. USDA-financed multi-family project)
- City infrastructure – look at operation, capacity, anticipated capital improvement needs, etc.

- 1:30-2:30 pm **TENTATIVE: Listening session** with Spencer residents
Location: TBA

Home Team Lead: Lyle Holden
- 3:15-4:15 pm: **Communication, Community Involvement, and Events**

Location: Community Center
Home Team Lead: Ron Elison
- 4:30 – 5:30 pm **Listening session** with service clubs, social service providers, faith-based leaders
Location: Community Center
Home Team Lead: TBA
- 4:30-6:30 pm: **Economic Development Challenges and Opportunities**
Location: Community Center, followed by east to west walking tour of downtown
Home Team Lead: Kerri Ellis
- Supporting strongest sectors (e.g. agriculture)
 - Increasing economic diversification through business development (including recreation, tourism, etc.)
 - Meet with employers
 - Downtown walking tour
 - Visit former forest service building
- 6:30 pm Visiting team departs for Idaho Falls
- 6:00-7:00 pm Dinner (in Dubois) for listening session facilitators
Location: Community Center
- 7:30-8:30 pm Visiting Team Dinner in Idaho Falls at Snow Eagle Brewing
Location: TBA
- 7:00 – 8:00 pm **Listening session** with Hispanic residents
Location: Community Center
Home Team Lead: Maria Serrano

Thursday, June 6

9:00-10:00 am **Listening session** with business and agriculture leaders

Location: Community Center

Home Team Lead: Mary Grover

9:00 -10:15 am: **County Infrastructure and Economic Development Issues and Opportunities**

Location: City Annex Building

Home Team Lead: Randy Mead

- Fairgrounds
- Outdoor recreation assets and opportunities (e.g. on surrounding National Forest and other public lands)
- Roads (including A2)

10:30-11:30 am **Listening session** with seniors

Location: Commissioners Room (in Courthouse)

Home Team Lead: Karen Wilson

10:30-11:45 am **Adult Education Needs**

Location: City Library

Home Team Lead: Julie Moronuki

- G.E.D., workforce training, college credit education, adult and community education
- What is needed?
- How to address the need?

12:00 - 1:00 pm Lunch

Location: Community Center

1:00-5:00 pm Visiting Team meets on its own to develop verbal presentation

Location: Community Center

5:00 - 6:00 pm Dinner
Location: Community Center

6:30 - 8:00 pm Community meeting at Community Center featuring
visiting team presentation w/ Q&A.

Community Listening Session Schedule

With the exception of the home team listening session taking place at the community center, all listening sessions will be conducted at Dubois Jr./Sr. High School.

Wednesday, June 5

<u>Time</u>	<u>Stakeholder group</u>	<u>Location</u>
9:00 – 10:00 am	Home Team	Community Center
1:30 – 2:30 pm	TENTATIVE: Spencer residents	TBA
4:30 – 5:30 pm	Service clubs, social service, providers, faith-based leaders	Community Center
7:00 – 8:00 pm	Hispanic residents	Community Center

Thursday, June 6

<u>Time</u>	<u>Stakeholder group</u>	<u>Location</u>
9:00 – 10:00am	Business and agriculture leaders	Community Center
10:30-11:30 am	Seniors	Commissioners Room (Courthouse)

Note: a listening session with Jr/Sr. High students was conducted on May 7.

Appendix D Community Review Survey Form and Results

DUBOIS & CLARK COUNTY COMMUNITY REVIEW SURVEY

*This survey is being conducted as part of the Dubois & Clark County Community Review scheduled for June 5-6, 2013. Your response will help a team of visiting experts understand perceptions about infrastructure, economic development, and civic involvement. Your response is important to us! Results are confidential and will only be reported as totals with no identifying information. Please complete only one survey per household and **respond by Friday, May 3, 2013.***

Part 1: Infrastructure: In this section of the survey, please rate your satisfaction with various public services and infrastructure. If you do not use or receive a particular service (for example if you 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
1. Condition of city streets	1	2	3	4	5	N/A
2. Bicycle and pedestrian access	1	2	3	4	5	N/A
3. Quality of sidewalks	1	2	3	4	5	N/A
4. Law enforcement (Clark County Sheriff's office)	1	2	3	4	5	N/A
5. Fire Department	1	2	3	4	5	N/A
6. Water services	1	2	3	4	5	N/A
7. Sewage treatment services	1	2	3	4	5	N/A
8. Quality of Dubois airport	1	2	3	4	5	N/A
9. Quality of library	1	2	3	4	5	N/A
10. Condition of school facilities	1	2	3	4	5	N/A
11. Quality of K-12 education	1	2	3	4	5	N/A
12. Availability of general health care	1	2	3	4	5	N/A
13. Availability of emergency health care/EMS	1	2	3	4	5	N/A
14. Availability of food bank	1	2	3	4	5	N/A
15. Availability of day care for children	1	2	3	4	5	N/A
16. Availability of Senior programs	1	2	3	4	5	N/A
17. Availability of drug and alcohol treatment programs	1	2	3	4	5	N/A
18. Availability of high-speed Internet service	1	2	3	4	5	N/A
19. Availability of local arts and cultural opportunities	1	2	3	4	5	N/A
20. Quality of parks	1	2	3	4	5	N/A
21. Quality of County website (www.clark-co.id.gov)	1	2	3	4	5	N/A
22. Quality and quantity of information provided by the City of Dubois	1	2	3	4	5	N/A
23. Quality and quantity of information provided by Clark County	1	2	3	4	5	N/A
24. Opportunities to be involved in decisions affecting the community	1	2	3	4	5	N/A

Infrastructure

4. Law enforcement (Clark County Sheriff's office)	Highly Satisfied
1. Condition of city streets	Somewhat Satisfied
2. Bicycle and pedestrian access	Somewhat Satisfied
3. Quality of sidewalks	Somewhat Satisfied
6. Water services	Somewhat Satisfied
7. Sewage treatment services	Somewhat Satisfied
9. Quality of library	Somewhat Satisfied
10. Condition of school facilities	Somewhat Satisfied
11. Quality of K-12 education	Somewhat Satisfied
13. Availability of emergency health care/EMS	Somewhat Satisfied
18. Availability of high-speed Internet service	Somewhat Satisfied
20. Quality of parks	Somewhat Satisfied
8. Quality of Dubois airport	Neutral
14. Availability of food bank	Neutral
15. Availability of day care for children	Neutral
21. Quality of County website (www.clark-co.id.gov)	Neutral
22. Quality and quantity of information provided by the City of Dubois	Neutral
23. Quality and quantity of information provided by Clark County	Neutral
12. Availability of general health care	Highly Dissatisfied
16. Availability of Senior programs	Highly Dissatisfied
17. Availability of drug and alcohol treatment programs	Highly Dissatisfied

Economic Development

1. Appearance of downtown Dubois	Somewhat Satisfied
2. Appearance of public buildings	Somewhat Satisfied
6. Level of business involvement in the community	Neutral
10. Quality of housing	Neutral
11. Affordability of housing	Neutral
9. Availability of housing	Somewhat Dissatisfied/Highly Dissatisfied
3. Availability of local jobs	Highly Dissatisfied
7. Variety of goods available in stores	Highly Dissatisfied

8. Availability of vocational or workforce training programs	Highly Dissatisfied
--	---------------------

Goods and Services

5. Professional or personal services (e.g. bank, car repair)	Very Important
--	----------------

7. Amenities and services for visitors (e.g. lodging)	Very Important
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1. Social services such as domestic violence shelter and other emergency services	Somewhat Important
---	--------------------

2. Adult basic education (e.g. G.E.D.)	Somewhat Important
--	--------------------

3. Youth services and facilities (e.g. teen center, skate park)	Somewhat Important
---	--------------------

4. Retail stores	Somewhat Important
------------------	--------------------

6. Entertainment and recreation	Somewhat Important
---------------------------------	--------------------

Appendix E Summary of Four Point Approach to Downtown Revitalization

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

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

Organization

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

Promotion

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

Design

Design means getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors. It takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the district's

physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

Economic Restructuring

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

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

Source: This summary (and much more information) is found at:
<http://www.preservationnation.org/main-street/about-main-street/the-approach/#.UT5WqI7UAI>.

Housing Needs Assessment/Community Housing Planning

v.8.16.2011 Prepared by Erik Kingston, PCED/Idaho Housing and Finance Association erikk@ihfa.org



A common thread among Idaho communities is a need to maintain a range of housing stock affordable to broad segments of the community and its key workforce (first responders, teachers, nurses, retail employees, agriculture workers, etc.). “Affordability” is relative, but generally means housing that requires less than 30% of a household’s budget. Housing costs exceeding this percentage are not sustainable over time, which puts households at risk and strains local social service budgets.

Why it’s important. Affordable housing is key to sustainable economic development, representing a *perpetual wage subsidy* for local employers and *net salary increase* for working households—benefits that remain in the local community as long-term assets. Housing is made more affordable either by increasing wages or lowering housing costs. Employers know that a stable labor force is important for productivity and planning, and that long commute times and financial strain can impact job performance. When households can comfortably meet basic needs such as rent or mortgage payments, there is more left over to invest in the local economy.



The goal of many communities is to create and sustain workforce or ‘community’ housing affordable to people who a.) work for living, b.) provide essential community services, and c.) put the “community” in communities. Achieving a sustainable and diverse range of housing options requires understanding the role of housing in economic and community development, combined with planning and cooperation among many stakeholders. This group might include housing, community and economic development professionals, policy makers, building officials, planning and development professionals, along with business, corporate and community leaders. Together, they must identify local needs and define the scope and direction of planning efforts.

Typically, any housing needs assessment/community housing plan should:

1. Identify the need for the plan and reflect the goals of the local community. This “descriptive” component should create a reliable picture of what currently exists within the plan’s geographic scope (housing market supply and demand, relevant assets and resources, challenges, political/economic dynamics, etc.). Planners learn about a community through data collection, observation and above all, listening to what local residents and stakeholders say. There are two main types of data:

Primary data include information from “live” local sources, commonly gathered in community meetings or public forums; key person interviews; focus groups; and/or household, employer or ‘windshield’ surveys.

Secondary data include information from the U.S. Census, Idaho Department of Commerce and Labor, or sources such as utilities, social service agencies and others that track demographics, housing stock and tenure, etc.

2. Analyze demographic, economic and other trends to anticipate future needs. This might reflect current and projected land-use, transportation, employment, and migration patterns.

3. Offer practical strategies and recommendations that can help achieve the stated goals. This “prescriptive” phase is where most communities need help. Although local assets and challenges are apparent to most residents and leaders, the prospect of tackling fundamental community issues can be overwhelming. A plan helps break the issue down into recognizable, manageable components and presents a range of options that have proven effective in similar situations. In some cases, an outside professional can provide valuable objectivity and accountability.

4. List resources available to the community. Several state, federal and private/corporate funding sources can help communities address needs. Increasingly, communities must be more creative in seeking and securing resources, since many traditional government sources are limited.

For more information about the role of housing in strategic economic and community development, or about IHFA’s involvement in community and workforce housing choices, contact IHFA’s *Housing Resources Coordinator* Erik Kingston at erikk@ihfa.org or toll-free at 1-877-438-4472.

Appendix G

Menan, ID newsletter published by the Greater Menan Community Group, Inc. (June 2013 issue, pages 1-3 only)

Volume 5 • Issue 6

IN THIS ISSUE:

- Choosing Civility
- Making the Most of Summer
- Raising Chickens
- History of Menan Grocers



Residents of Menan participate in the City-wide Cleanup on May 18

A Monthly Insight into Menan and the Surrounding Area from The Greater Menan Community, Inc.

JUNE 2013

myMenan

CALENDAR

City Council

June 13 • 7 p.m.

County Commissioner Meeting

June 17 & 24 • 9 a.m.

Planning & Zoning

June 19 • 7 p.m.

Cress Creek Hike

June 8 • 10 a.m. - 2 p.m.

July 4th Participation

Booth Registration

Deadline: July 1

Contact Brenda 403-7773 or
Cathy 754-8876 M, W 11-5, F 9-1

Interested in entertaining?

Call Cindy Cunningham
360-0282

myMenan Newsletter Staff

Karie Nelson	Sonja Schaat
Kate Lloyd	Suzy Lloyd
Katrina Deaton	Tamar Reese
Lacie Willmore	Wanda Gallup
Linda Radford	

Civility is a Choice | By Pam Lilburn

We are all stressed with rising prices, unemployment, crowds, and demands on our time. With summer approaching, we can anticipate higher gas prices, crowded highways, and a long list of summer activities to crowd into our short season. We can choose how to deal with these stresses. We can be patient or impatient.

When we are over-whelmed, we often are impatient and treat others rudely. We have seen an increase in road rage because it is an easy quick response. Another effective, but often more difficult strategy, is to be patient, restrain our anger, and respond with kindness. If we would like a more civil society, we should remember what Mahatma Gandhi said, "Be the change you wish to see in the world."

When others are impatient and treat us rudely, we should try to restrain our impulse to get even, and give the other person the benefit of the doubt. We need to remember that others are overwhelmed by the demands of their lives also. By responding with patience, kindness, or a smile, we contribute to a more civil society. The Chinese philosopher Lao-Tse expressed how to attain a more civil society this way:

*If there is to be peace in the cities,
There must be peace between neighbors.
If there is to be peace between neighbors,
There must be peace in the home.
If there is to be peace in the home,
There must be peace in the heart.*



Junior Explorer Cress Creek Hike

BLM will host another Junior Explorer event June 8 at Cress Creek Nature Trail (1 of 3 BLM sites) from 10:00 a.m. to 2:00 p.m. Kids complete a variety of fun activities to complete a booklet, take the Junior Explorer pledge, become official BLM Junior Explorers and receive their badge!

For more information or to pick up a booklet, stop by the visitor center (425 N. Capital Ave., IF) or contact Chris Deets, 523-1012, cdeets@blm.gov. Booklets also online at http://www.blm.gov/id/st/en/environmental_education/education/junior_explorers.html.

myMenan | June 2013 | Page 1

Council Bits: May 9 • New Menan Sign Proposed; 4th of July Fireworks Donations Needed | **By Suzy Lloyd**

Police Report

Complaints have been received about late night 4-wheelers speeding along the streets of Menan and crashing stop signs. Officer Keller said they will step up their coverage to try to put a stop to this.

Safe Routes to School

Elaine Clegg, Interim Executive Director of Idaho Smart Growth, acting for the Safe Routes to School assessment grant, made a presentation of their findings to City Council. The visual draft proposal made various suggestions of improvements to the safety of Menan's streets for pedestrians and bicycles, especially more crosswalks with better markings and signage. Feedback was given by Council members and a final draft will be drawn up for recommendations.

Replacement Sign Proposed

Since the Menan sign by the Post Office is showing major signs of age and wear, area resident Renee Fullmer expressed willingness to help replace or revitalize Menan's sign near the post office. It would make a good eagle

project. Nathan Bronson will propose this to potential Eagle Scout Tucker Hancock.

Keller Associates: Jeanne Mecham informed Council that, for the third year in a row, Menan had been turned down for the transportation grant called LRHIP (Local Rural Highway Improvement Program). This grant provides up to \$50,000 to qualifying counties and cities with populations of less than 5,000 to develop a transportation plan and capital improvement plan and would pay for Menan to evaluate the City's roads, sidewalks, pedestrian facilities and growth patterns. It would help identify and prioritize the system needs and develop a plan for maintaining, reconstructing or expanding the transportation system in Menan. It then becomes the basis for seeking other funding to make improvements.

Jeanne said the reason the grant was denied was because the City's accounting method doesn't clearly show budget monies spent on Menan's roads, sidewalks and labor, etc.

Accounting will clearly separate this in the future.

4th of July Update

The City is looking for donations to help defray the cost of fireworks for the 4th. Cathy Harding said donations have dropped way off since Easter but by law no taxpayer money can be used for this purpose so donations, no matter how small, are needed.

Volunteers are still needed to help with the day's events. If you would like to donate even just a small amount of time or effort, please contact Cathy at the City Offices. The theme for the parade this year will be America: Past, Present & Future.

Hwy 48 Intersection Report

Council has received no update from Valley Wide Co-Op since the work meeting on April 18th. Neil Jensen added a short discussion to the agenda by motion and discussed a conversation he had with someone at the ITD. This prompted a decision for a 3-way meeting to be arranged with an official at the ITD, and one member each from the City Council and the Planning & Zoning Commission to discuss how to further proceed.



Community Service: Suggestions for Individuals* and Families to Give Back

MIDWAY ELEMENTARY • *Contact Mr. Eric Jensen, 754-8604*

- Relocate one of the baseball diamonds
- Repaint the map/BBall Court Lines/4-Square Lines
- Plant plants on the outside of the new path
- Make signage for native plants on the path/fitness stations/playground.

CITY COUNCIL REVIEWED

- Wayfinding signs on along greenbelt, especially close to the school Sharrows (with bicycle sign)
- Create a durable "Welcome to Menan Sign" (possibly including date established & elevation). Collaborate with Renee Fullmer, 754-4388.
- Refinish Town Hall benches
- Develop and build a way to properly store tables at Town Hall
- Build shelves in rooms next to the stage
- Restore Town Hall stage
- Build more picnic tables for July 4th celebration.

GENERAL COMMUNITY • *Ideas generated by general citizens*

- Tree Labels for Trees along Greenbelt

- Distance markers along Greenbelt
- Walking Tour of Historical Places in Menan's History
- Collect & recycle abandoned cars and equipment
- Create paper recycling bins (Other interested citizens are Lorna Wheeler and Stacy Scott)
- Collecting more Menan History. Interviewing and collecting pictures from senior Menan residents.
- Configure & mark Town Hall asphalt for parking line.
- Landscape around Town Hall area.
- Fir in around furnace duct work, Town Hall vestibule.
- Procure stage curtains for Town Hall.
- Install more cabinets in Town Hall kitchen.

Have any ideas of city improvements to add to the list? Send them to mymenaninfo@gmail.com



An example of a wayfinding sign along the Menan greenbelt.

**Possible Eagle Scout projects (2013)*

**The Greater Menan
Community, Inc.
Board**

Juan Deaton
President
351-4584

Tad Haight
Vice-President
754-4927

Laura Schwendiman
Treasurer
754-4143

Ashley Munns
Secretary
317-6518

Jolyn Haight 754-4927
Suzy Lloyd 705-0174
Kristi Moore 754-4293
Karie Nelson 754-4987

Menan City Office

P. O. Box 127

M,W • 11 a.m. - 5 p.m.

F • 9 a.m. - 1 p.m.

754-8876

Cathy Harding
Clerk/Treasurer

Betty Day
Mayor
754-0066

City Council
Nathan Bronson 754-4589
Kent Clark 313-5600
Neil Jensen 754-4626
Gary Maples 754-4568

Public Works

Matt Walker
569-6701

Sewer
Amos Williams
317-3787

**Jefferson County
Commissioners**

Brian M. Farnsworth
bfarnsworth@co.jefferson.id.us

Jerald Raymond
jraymond@co.jefferson.id.us

Tad Hegsted
rthegsted@hotmail.com

Emily Kramer
County Administrator
745-0868

Midway Elementary Gets a Walking Track

By Brittney Foster, Midway PTO Vice-President

What an experience the last three years has been! It all started with an idea between teachers, the PTO, & Mr. Jensen, the principal. We all thought it would be really neat to someday see a track around the playground at Midway Elementary. Little did I know then just how much work was in store for us over the next three years.

The PTO had just introduced to the school the Pacer Program, a running program done once a week during the students' lunch recess. It was a new idea, and I was very excited to see what would happen. The Pacer program has grown to be more than I ever expected. Because of its success, it was crucial the track be completed so kids would have a place to walk or run.

We began raising money through fundraisers at the school, but quickly found out we would need more help. At the end of last year, I visited with HK Contractors and they gave us a price for the track and a very gracious donation to go with it. We just needed a little more funding and our dream would become a reality. We approached the Jefferson Education Foundation, Spudnik and South Industries. They

were all very generous and gave money to help make up the funds we were still lacking to complete the track. On April 16, 2013, ground was broken and our track was placed in just two days.

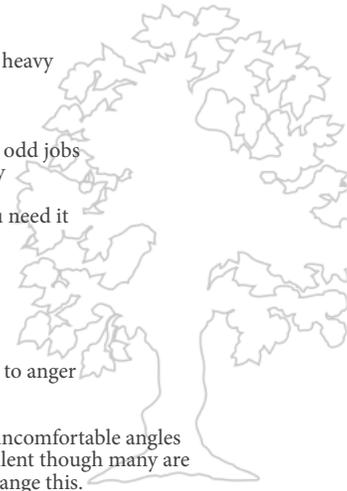
The excitement at the school is something I will never forget. The kids, faculty, and even community have been thrilled. I remember watching as they placed the first little bit of asphalt on the ground and the emotion that took over. Our hard work had finally paid off, and our little school was going to receive the track they had been waiting for.

The track was started on a Tuesday and completed on Wednesday evening. The Pacer Program is done on Thursdays. It was very rewarding to see the overwhelming excitement by all the students and even teachers as they walked on the path. There were smiles all around! It has been a hard and sometimes overwhelming thing to undergo a project like this, but in the end it is so worth it. I am so very grateful for a wonderful school and community who supported an idea to help our children. I feel the track will be used for many more years to come to help encourage and strengthen our children.



How To Build Community | Submitted by Nathan Bronson

- Turn off your TV
- Leave your house
- Know your neighbors
- Greet People
- Look up when you're walking
- Sit on your stoop
- Plant flowers
- Use your library
- Play together
- Buy from local merchants
- Share what you have
- Help a lost dog
- Take children to the park
- Honor elders
- Support neighborhood schools
- Fix it even if you didn't break it
- Have pot lucks
- Garden together
- Pick up litter
- Read stories aloud
- Dance in the street
- Talk to the mail carrier
- Listen to the birds
- Put up a swing
- Help carry something heavy
- Barter for your goods
- Start a tradition
- Ask a question
- Hire young people for odd jobs
- Organize a block party
- Bake extra and share
- Ask for help when you need it
- Open your shades
- Sing together
- Share your skills
- Take back the night
- Turn up the music
- Turn down the music
- Listen before you react to anger
- Mediate a conflict
- Seek to understand
- Learn from new and uncomfortable angles
- Know that no one is silent though many are not heard. Work to change this.



Appendix H

U of I Extension Community Coaching for Grassroots Action brochure



Contact and Information

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<http://cd.extension.uidaho.edu/leadership/>

COSTS AND COMMUNITY RESPONSIBILITIES

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







PARTNERS

The University of Idaho Extension Community Development Team, with faculty located in all regions of the state, focuses on leadership, business and economic development and community design. Co-chairs are Harriet Shaklee (hshaklee@uidaho.edu) and Kathee Tiff (ktiff@uidaho.edu). For more information about Extension programs in Community and Economic Development: <http://cd.extension.uidaho.edu/>.

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

Leadership to Make a Difference Institute: A collaborative partnership between University of Idaho Extension and the Spirit Center at the Monastery of St. Gertrude, LMDI is designed to assist people in developing confidence in their own leadership abilities and the courage to take action to address community issues. For more information, contact Kathee Tiff (ktiff@uidaho.edu).

COMMUNITY COACHING FOR GRASSROOTS ACTION

LEADERSHIP IN ACTION



I suppose leadership at one time meant muscles; but today it means getting along with people.
Mahatma Gandhi

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

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

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

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

LAUNCHING THE PROGRAM

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

1. *Creating a Community Vision*

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

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

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

2. *Creating Action Teams & Steering Committee*

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

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

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

COACHING & MOVING FORWARD

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

LEADERSHIP TO MAKE A DIFFERENCE INSTITUTE

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

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