



Cascade Community Review

April 26-28, 2016

Report printing courtesy of Idaho Transportation Department

Cascade Community Review Report

April 26-28, 2016

The Idaho Community Review Program is a collaboration of federal, state, tribal, and local governments along with the private sector. It is coordinated by the Idaho Rural Partnership.

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



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Idaho Smart Growth

ACKNOWLEDGEMENTS

The success of the Cascade Community Review is due to the many individuals who generously shared their time, opinions, and knowledge by serving on the Visiting Team, completing a survey, or participating in a listening session or other conversation with the Visiting Team.

The Visiting Team extends special thanks to Home Team leaders Rob Terry (Economic Development), Shauna Arnold (Civic Life and Community Involvement), Jonne Hower (Housing), and Melissa Hamilton (Listening Sessions).

Finally, meeting space donated by the Ashley Inn provided a 'home base' for the community review and helped keep costs to a minimum. Information provided by Valley County Planning and Zoning was also appreciated.

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TABLE OF CONTENTS

Part I	Executive Summary	1
Part II	Background & Overview	3
Part III	Community Listening Sessions	17
Part IV	Focus Area Reports	23
	Economic Development	23
	Housing	40
	Civic Life and Community Involvement	54
Part V	Final Thoughts & Next Steps	65
	Appendices	69

PART I EXECUTIVE SUMMARY

The Idaho Rural Partnership received a community review application from the City of Cascade in April 2015. This application is found in Appendix A. Planning for the community review formally began in February 2016 and the review itself was conducted April 26-28, 2016.

The Cascade Community Review concentrated on the three focus areas selected by the community: (1) Economic Development, (2) Housing, and (3) Civic Life and Community Involvement. As described in this report, the community requested that specific topics be included within each focus area. In addition to a series of meetings and site visits related to these focus areas, the community review also included an on-line survey that residents of Cascade and surrounding area were invited to complete and a series of community listening sessions with selected stakeholder groups. Summaries of the community listening sessions and the opportunities for each focus area identified by the Visiting Team are found below.

Summary of Community Comments and Concerns

Community comments and concerns that came up most consistently during the community review were as follows:

- Most residents of Cascade place a high value of the family-friendly and working town character of the community and want to see it retained. They do not want Cascade to become a community dependent on tourism and related resort-like development.
- The community has lots of ideas about future redevelopment and use of the former Boise Cascade mill site. Most of these ideas seem to focus on park, recreation, and other community facilities owned by the City, other governmental entity, or nonprofit organization.
- Community support for a modest-size, possibly seasonal marina on the east side of Cascade Lake is considerable.
- Concern about the current lack housing options for people earning middle incomes came up frequently during the community review. It is believed many housing units that would otherwise be available for long-term rental or purchase by residents are being used for short term vacation rentals.
- A desire and need to increase the number of residents in volunteer organizations and projects was identified by many people.
- Many residents and leaders of community groups told us they see a need to improve coordination and communication between community organizations so that, for example, events are not planned on top of each other and so that residents are aware of volunteer opportunities.
- Desire diversify the local economy and attract or otherwise cultivate “good jobs with good wages” is very high.

Summary of Opportunity Areas Identified by the Visiting Team

This report includes recommendations under each of the following opportunity areas identified for economic development, housing, and civic life and community involvement.

Economic Development

- Increase living wage jobs through business creation, expansion, and recruitment
- Increase workforce education opportunities
- Promote the Cascade area to potential visitor, businesses, and residents
- Explore creation of Cascade Lake marina
- Creative approaches to financing infrastructure and other services

Housing

- Multifamily housing
- Accessory dwelling units
- Addressing short term vacation rentals
- Tiny or small footprint homes
- Housing trusts
- Housing co-ops
- Self-help housing
- Land banking
- Review and revision of comprehensive plan, zoning ordinance, and subdivision ordinance

Civic Life and Community Involvement

- Improving communication and coordination among community organizations, local government, and residents
- Encouraging volunteerism, leadership development, and mentoring
- Redevelopment of former Boise Cascade mill site (Kelly's Green Project)
- Pursuing other placemaking opportunities.
- Use existing partnerships to develop shoulder season opportunities

PART II BACKGROUND & OVERVIEW

Description of the Idaho Community Review Program

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

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

Community leaders initiate a review by assembling a “Home Team” and selecting three subject areas they would like to be the focus of the review. These “focus areas” become the basis for the creation of the “Visiting Team”, a group of 10-18 community and economic development professionals employed by public agencies, nonprofit organizations, and private businesses across Idaho. Appendix B contains biographies and contact information for the Cascade Community Review Visiting Team. The process also includes community listening sessions, which are open-ended, focus group-like discussions with key stakeholder groups.

The Visiting Team spent three days in Cascade to learn about issues and opportunities through tours, meetings, listening sessions, and interviews. The Cascade Community Review concluded on the evening of the third day with a public presentation of preliminary opportunities, recommendations, and resources identified by the Visiting Team.



The program cannot instantly resolve all issues, but the 36 communities that have benefited from the program since 2000 have evaluated it as an invigorating, validating, and unifying experience. Many communities have used community review recommendations to help obtain funding for infrastructure, downtown revitalization, and other projects. Community Reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow-up prioritizing and project development.

Coordinated by the Idaho Rural Partnership, the Cascade Community Review was a collaborative project of IRP member organizations and agencies, the City of Cascade, Region IV Development Association, and USDA–Rural Development. Additional local funding partners and other supporting agencies and organizations are identified at the front of this report.

Purpose, Use, and Format of this Report

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

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

Community Comments and Concerns

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

Opportunity Areas

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

Recommendations

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

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

Resources

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

Pre-Review Planning and Training

The City of Cascade submitted a Community Review application to the Idaho Rural Partnership in the spring of 2015. This application is found in Appendix A. The IRP Community Review Ad-hoc Planning Committee and Cascade Home Team leaders began weekly conference calls on March 3, 2016 to prepare for the Community Review. Clarifying the Review's focus areas and developing a pre-review community survey of Cascade area households were at the top of the group's initial to-do list.

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

- Economic Development
- Housing
- Civic Life and Community Involvement

Visiting Team members also conducted a series of interviews with specific stakeholder groups. These “Community Listening Sessions” are described beginning on page XXX.

Home Team Training

On April 12, 2016, available Visiting and Home Team members met at the Ashley Inn for a two-hour training and orientation session. Visiting Team representatives Lorie Higgins and Kathee Tift conducted the community listening sessions on April 12 and 13.

Approximately 12 people attended the training/orientation session. This meeting allowed participating Home Team members to become more familiar with the purpose of the Community Review, discuss the three focus areas, talk about the proposed schedule, and identify remaining tasks.

Monetary Value of the Community Review

The in-kind value of the Cascade Community Review calculated by the Idaho Rural Partnership is \$48,862.69. This value is documented in Appendix C. Imagine the cost of hiring 15 professionals in land use planning, transportation, housing, civil engineering, economic development, tourism, cultural resources, arts, communication, grant funding, and other fields of expertise for 36 hours. Now add in the cost of preparation, travel, lodging, follow-up, and report production. These costs are generously covered through donations by participating agencies, organizations, businesses at the state and national levels and are supplemented with donations from Cascade-area businesses. All financial contributors to the Cascade Community Review are identified at the front of this report. We encourage the community to take advantage of opportunities to use the dollar value of the community review as in-kind match when submitting future funding requests.

Recent Community and Economic Development Efforts

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

Recent and Ongoing Capital Projects

- Cascade Community Garden and Pride of the Pantry Plots
- Firewise Demonstration Garden
- Senior Center Park Enhancements
- Story Walk and other improvements at Armstrong Park
- Walking tour of The Strand
- Ongoing development of multi-modal transportation system
- Development of Cascade Cultural Arts Center
- Clean up days in downtown area and at Sports Park/Fischer Pond
- State Highway 55 Adopt-a-highway program
- Idaho State Park property enhancements
- Kirby Garden (Long Valley Gardeners)
- Senior Center Portico
- Cascade Food Pantry
- Further improvements at Kelly's Whitewater Park
- Southern Valley County Recreation Center and Pool (under construction at time of community review)
- New geothermal discharge line from the schools' geothermal heating system.



Planning, Policy, Design, and Organizational Development Initiatives

- Valley County Economic Development Council (of which Cascade is a part)
Examples of recent activities include:
 - VCEDC strategic plan
 - Business plan competition
 - Biz Week (in schools)
 - Workshops and presentations
 - Mentoring and coaching for entrepreneurs
 - Development of housing authority
- Valley/Adams County Planning Council
- Cascade Economic Development Fund established at Idaho Community Foundation
- Cascade is one of the communities supporting and participating in the Valley County/Meadows Valley proposal to the America's Best Communities competition. It was announced during the Community Review that the Valley County/Meadows Valley proposal was among the 8 finalists. As such, the proposal received \$100,000 to support community and economic development efforts.

- Horizons’ Lifestyle and Education Team workshop, “Building Individual & Community Resources”
- Develop vision for new library

Community Expectations and Identification of Focus Areas

As described previously, Community Reviews concentrate on three subjects or “focus” areas. Economic Development is a required focus area. Prior to submitting its Community Review application, Home Team leaders brainstormed community concerns related to each potential focus area. While the team members were able to find relevant discussion related to each potential focus area, Housing and Civic Life and Community Involvement were identified as being the most appropriate 2nd and 3rd focus areas. It was determined many of Cascade’s most prominent community and economic development opportunities were encompassed by these two focus areas. Housing was identified as a need in order to attract and retain quality professionals to the area as well as provide suitable housing options for local residents. Home Team leaders agreed that Civic Life and Community Involvement should include topics such as opportunities for lifelong learning, estate planning, open space protection, programs to serve youth and seniors, and increasing civic engagement.

In addition to the three focus areas, Visiting and Home Team leaders also identified big picture themes applicable to all aspects of community and economic development in Cascade. These themes are as follows:

- There is a desire to remain focused on Cascade’s reality, as opposed to the reality of McCall or anywhere else.
- The community is asking itself, “What don’t we know that we don’t know?” This question was specifically raised in the context of Tamarack Resort and Midas Gold.
- Where are we wanting to go and do our priorities reflect this direction?
- How do we grow AND keep what we love about living in Cascade?

The following summary of community desires and needs by focus area were used to create the community review’s detailed agenda. See the “Community Comments and Concerns” section for each focus area in Part IV of this report for a summary of what we heard from leaders and residents during the community review.

Economic Development

Broadly defined as the development of new jobs through the creation, expansion, and recruitment of businesses, economic development is a required focus area for all community reviews. Issues and opportunities related to economic development identified in the City’s community review application and during pre-review conference calls with the Home Team as summarized as follows:

- Making better use of and/or increasing vocational training opportunities. There’s a perceived need for workforce or vocational training so the skills and knowledge of the local workforce better match employers’ needs.

- Business development and enhancement
- Development of local entrepreneurship and business start-ups
- Competitive advantages and initiatives to attract and retain businesses
- U.S. Census shows Cascades household income of Cascade residents is above the state average, though it is believed the data is skewed by (relatively higher-income) part-time residents who claim Cascade or Valley County as their primary home.
- Coming out of the recession, there remains some weariness about the boom and bust cycle that has been experienced over the last 10 years (e.g. related to Tamarack Resort). This experience is ongoing. It's been described by at least one person as a "lingering hangover". The community wants to take steps (e.g. to encourage economic diversification) to minimize, if not prevent, the impacts of future boom/bust phenomenon. If history repeats itself, people fear the bust that comes after the next boom.



- How might the revitalization of Tamarack Resort affect the community? What is Tamarack's long-term vision? There has been some change in leadership at Tamarack, which makes continuity a challenge.
- The community has identified tourism and recreation as an important aspect of the local economy that should be developed. This is a priority of the Chamber of Commerce. However, Cascade does not want tourism to dominate or significantly change the community. 'Family-friendly' tourism and recreation is a term that's used regularly.
- Lake Cascade and the State Park are recognized as significant tourism and recreation-related assets. The state park is working with interested parties to develop an observatory as an amenity for both visitors and residents. The community is also pursuing designation as a dark sky community. State Parks and Recreation is also contemplating a new office building in Cascade.

- How do available jobs relate to the available workforce? Are there more jobs than people or more people than jobs? Home Team members report they have heard about jobs that cannot be filled.
- Many job opportunities in the community are seasonal, service, and low-wage. The community would like to see more full-time, year-round, living wage jobs.
- A number of Cascade residents commute to jobs elsewhere (e.g. Donnelly, McCall).
- At present, the wastewater treatment system has technical or process-related limitations constraining future commercial and residential development. These limitations have implications for the quality of the treated effluent. These issues are to be addressed by submitting a new facility plan to the Idaho Department of Environmental Quality.
- How might the expansion of Midas Gold affect the community? The intent is for Midas employees to work two weeks on-site (near Yellow Pine), then two weeks off.
- Review planning and zoning policies related to infrastructure improvements needed as a result of new development. How are such policies impacting commercial and residential development and should they be revised?
- There are former industrial properties in town that may present opportunities for brownfields redevelopment.
- What is the influence of (and opportunities presented by) undeveloped property and vacant buildings adjacent to and within city limits?
- It is thought existing geo-thermal resources are an economic development opportunity. The community would like to continue investigating and developing these opportunities.

Housing

The Housing focus area included an assessment of what the community can do to increase the variety, condition, and affordability of housing for current and anticipated residents. Like a few other communities located in areas with high natural resource amenities, Cascade has the unique challenge presented by housing owned by people who do not live in the community year-round. Some of this housing is made available for short term rental via craigslist.org, vrbo.com, and airbnb.com, and similar websites.

- What are the alternative models (e.g. housing trusts, accessory housing units) available to meet the variety of housing needs within the community?
- Seasonal employment housing opportunities.
- A housing study was completed for the north end of Valley County in recent years. Some of the findings are applicable to Cascade.

- How can the cost of constructing a starter home be brought more in-line with its appraised value after it is constructed? Currently, the post-construction appraised value is less than the home's construction cost.
- There is a current and anticipated need for housing for current and future year-round residents.
- There is anecdotal information that people are living with friends and family because they cannot find housing of their own.
- There are existing (and a growing number of) housing units that are unavailable to current and future residents because they are being used as short-term (e.g., weekend) vacation rentals.
- The community would like Visiting Team input on the potential location(s) of future housing, whether built privately, as a non-profit project, or other mechanism.
- Valley County Economic Development Council is working on an effort to create a countywide housing authority.
- Technical/process issues with the wastewater treatment system limits future commercial and residential development. At present, the system can accommodate 40 additional residential connections.
- There is a desire for the development of housing and other services to allow residents to "age in place", (i.e. not be forced to leave the community due to lack of suitable housing and needed services).
- When homes are bought and sold, lenders are challenged to find comparable sales.

Civic Life and Community Involvement

Civic Life and Community Involvement typically includes the identification of goals and strategies related to citizen involvement, leadership development, volunteerism, and improving the quality and quantity of public communications. In the case of the Cascade Community Review, this focus area addresses such issues as they relate to, for example, land use planning, education, opportunities for seniors and youth, transportation, community design & identity, health care, and art, historic, and recreation resources. Specific topics the Home Team described under this focus area included:

- Leadership development and skill-sharing
- Possible development of a Cascade Community Foundation
- How can we engage more people in tackling community concerns?
- What are the barriers to increased community involvement?
- Need to centralize/coordinate information. People interested in getting more involved need to know where to go/where to find out about opportunities.

- Ways to attract and retain residents to the community
- There is a group actively working to build a new library. Funds are currently being raised and a survey is being conducted.
- Connectivity between focal points with the city and impact area
- The recreation center now under construction is expected to open in July, with the pool opening in October.
- Kelly's Whitewater Park and Kelly's Green Space Project are significant assets. What is the long-term vision and opportunity?
- Plans are in place to develop the Strand so it connects to downtown businesses. See the recently completed "Cascade Connectivity Plan".

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 Cascade and Southern Valley County to share their opinions and ideas regardless of whether or not they had direct contact with the Visiting Team during the review. The information provided by the completed on-line surveys gave the Visiting Team information to compare with comments gathered through public meetings and face-to-face conversations conducted during the community review.

Survey questions were developed in March 2016. Survey topics included the following:

- Infrastructure and services
- Employment and economic development
- Available housing, goods, and services
- Community events and facilities
- Community involvement and information
- Best reasons to live in, work in, and visit Cascade

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

Conducting the survey involved sending postcards to the 1,368 households on the Southern Valley County Recreation District mailing list. The postcard invited the recipients to complete the survey on-line. It also described opportunities to participate in the community review. Paper surveys with stamped, self-addressed envelopes were also made available at Cascade City Hall and at the food pantry.

A total of 248 surveys were completed. The resulting 18% response rate was somewhat less than the average response rate experienced with surveys conducted as part of previous community reviews around the state. This lower response rate could be due to that fact that all surveys were completed on-

line. In all previous community review surveys, paper surveys with stamped, self-addressed envelopes were mailed to residents. A full report on the survey results is included as Appendix D.

Summary of Survey Results

Slightly less than one-half of survey respondents (46%) lived within the Cascade city limits. Other demographic characteristics of people who completed a survey made it clear the results should not be considered representative of the views of City of Cascade or Southern Valley County residents overall. Two-thirds (66%) of respondents were female. Looking at the age of respondents, 53% were 55 years of age or older. That said, the number of years survey respondents have lived in Valley County is about evenly split between: 0-10 years (40% of respondents), 11-20 years (26%), and 21 years or more (34%). Responses to these demographic questions suggest a sizable number of survey respondents were middle aged and older who are relatively new Valley County residents.

The survey included questions about commuting to work and part-time vs. full-time residency. Only 15% of survey respondents indicated they travel to another community for work. Fifty-six (56%) of respondents said they do not commute for work (strongly suggesting they work in town), and 29% said they are either retired or do not work for other reasons. Regarding the year-round vs. part-time residency question, almost all survey respondents (93%) indicated they are year-round residents.

Infrastructure and Public Services

Survey respondents expressed the highest and lowest degree of satisfaction with the following types of infrastructure and public services (in no particular order):

Highest Satisfaction

- Fire department
- Availability of food bank
- Local law enforcement
- Availability of emergency health care/EMS
- Water services
- Quality of parks

Lowest Satisfaction

- Condition of city streets
- Availability of high-speed internet service
- Bicycle and pedestrian access
- Drug & alcohol treatment programs
- Availability of sidewalks
- Availability of day care for children

Economic Development and Local Businesses

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

Highest Satisfaction

- Level of business involvement in the community
- Appearance of public buildings
- Appearance of downtown Cascade
- City planning and zoning policies

- Variety of local businesses

Lowest Satisfaction

- Housing (see below)
- Availability of job training programs
- Availability and quality of local jobs

- Availability of information and training for people starting new businesses

Housing

The survey included three questions about housing. Respondents were least satisfied with housing availability, followed by housing quality. Relative to availability and quality, they were slightly less concerned with housing affordability.

Importance of Improving or Increasing Specific Businesses and Services

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

- Availability of fresh fruits and vegetables
- Youth services and facilities
- Entertainment, recreation, and parks
- Farmer's market
- Library services
- Retail stores
- Visitor information and services (e.g. lodging)
- The Strand walking/bike path

In addition, survey respondents were provided an opportunity to identify any other types of business they would like to see in Cascade. The following businesses were identified *most* frequently:

- Hardware store
- Grocery store
- Restaurant
- Manufacturing
- Local newspaper

In contrast to the information above, the following various facilities, businesses, and services were identified as being *least* important to improve or increase:

- Big box/chain store
- Airport
- Availability of recreational equipment
- Valley County Courthouse
- Public transportation

Another survey question asked residents to identify factors that prevent them from supporting locally owned businesses more often. By a large margin, the two most frequently identified factors were: (1)

Services and products I need are not available in Cascade, and (2) Cost. Local businesses are not open when I need them was the third most frequently selected answer to this question.

Community Involvement, Information, and Leadership

The survey asked residents to indicate how strongly they agreed or disagreed with a series of statements related to community involvement, information, and leadership. Survey respondents expressed relatively strong *agreement* with the following statements:

- I would like to be better informed about community issues and projects.
- I am happy with my involvement in community issues and organizations.
- I am satisfied with the City of Cascade, Valley County, and Cascade Chamber of Commerce websites.

Survey respondents indicated relatively less agreement with the following statements:

- I generally trust City Council to make decisions for the community.
- I am satisfied with the level of coordination and communication between the City of Cascade and Valley County
- I am satisfied with the quantity and quality of information provided by the City of Cascade.

When asked what prevents them from being more involved in the community, survey respondents indicated *Lack of time* (37%), *Lack of information* (37%), and *Nothing, I am happy with my level of involvement* (33%) as the most significant factors.

Residents completing the survey revealed they prefer to receive community information by -- in this order of preference:

- Email
- U.S. mail
- Newspaper
- Social media (e.g. Facebook)
- Community bulletin boards
- Phone

Reason to move to, work in, and visit Cascade

The survey ended with the following three questions:

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

Here are the answers given most often for this question:

- Community
- Quality of life
- Friendly people
- Schools

- Recreation
- Beauty

What are the 2-3 best reasons someone would want to work in Cascade?

- Easy commute, lack of traffic congestion
- Available jobs
- Close to home
- Community

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

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

- Variety of recreation opportunities
- Scenery, natural beauty
- Cascade Lake (e.g. fishing, boating, camping)
- Friendly people, small town character
- Kelly's Whitewater Park

Key Participating Individuals

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

Home Team Leadership

Several people did an outstanding job leading the Home Team. Mayor Rob Terry, Scotty Davenport, Jonne Hower, Melissa Hamilton, Shauna Arnold, Belinda Provencher, and Rachel Huckaby consistently participated in the pre-review conference calls, provided leadership to the Home Team and invited key individuals to participate.

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

Visiting Team Leadership

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

Visiting Team Focus Area Leaders

Jerry Miller, Idaho Department of Commerce	Economic Development
Erik Kingston, Idaho Housing and Finance Association	Housing
Lori Porreca, Federal Highway Administration	Civic Life and Community Involvement
Lorie Higgins, University of Idaho Extension	Listening Sessions
Kathee Tifft, University of Idaho Extension	Listening Sessions

IRP Executive Director Jon Barrett served as Visiting Team coordinator and report writer. Key support was provided by Idaho Rural Partnership administrative assistance Vickie Winkel.

The Visiting Team wishes to give special thanks to David Langhorst, Director, Idaho State Parks and Recreation, for his participating in the Cascade Community Review as a member of the Visiting Team.

Known as the Ad-Hoc Committee, the following individuals began meeting with Home Team leaders in April 2015 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	Idaho Rural Partnership
Vickie Winkel	Idaho Rural Partnership
Erik Kingston	Idaho Housing and Finance Association
John Meyers	U.S. Department of Housing and Urban Development
Tim Wheeler	USDA Rural Development
Lori Porreca	Federal Highway Administration
Jerry Miller	Idaho Department of Commerce
Deanna Smith	Idaho Smart Growth
Kathee Tifft	University of Idaho Extension
Lorie Higgins	University of Idaho Extension
Tina Elayer	Idaho Department of Environmental Quality

Review Itinerary

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

The Review began at 3:00 pm, Tuesday, April 26, with a bus tour of Cascade that included Cascade Lake State Park, Dam, Kelly's Whitewater Park, and other assets. The bus tour began and ended at the Ashley

Inn, where a listening session with the Home Team began at 4:30. The day ended with dinner and a town hall meeting, also at the Ashley Inn.

On Wednesday, April 27, presentation during breakfast and lunch covered the following topics:

- History and settlement of Cascade
- Horizons Lifestyle and Education Team – history and activities
- Overview of City of Cascade
- Geothermal resources – recent activities and future opportunities

During the morning and afternoon, each focus area followed their own itinerary featuring site visits and meetings with appropriate stakeholders.

Economic Development Itinerary

The Economic Development focus area talked about the following topics and/or sites:

- Midas Gold
- Overview of City’s financial picture
- Potential development at business park/fairgrounds
- Geothermal potential
- City infrastructure
- Brownfield sites within Cascade’s area of city impact

Housing Itinerary

The itinerary for the housing focus area included the following subjects and/or locations:

- Midas Gold (with Economic Development focus area)
- Overview of City’s financial picture (with Economic Development focus area)
- Building in Valley County
- Real estate market in Cascade and immediate vicinity
- Appraisal vs. market value
- Seasonal housing/employers having difficulty hiring staff due to lack of housing
- Driving tour to discuss existing rentals and potential areas for development; issues associated with housing in Valley County not built for the climate

Civic Life and Community Involvement Itinerary

The Civic Life and Community Involvement focus area featured the following topics and sites:

- Cascade Cultural Arts Center & Library, Horizons, The Ice House: How to engage more people, leadership, skill-sharing
- Cascade Lake State Park & Big Sage: activities and community involvement
- Community kiosk and Roxy Theater: centralizing and coordinating information
- Recreation Center, Kelly’s Whitewater Park, The Strand: activities, community involvement, how to attract residents

- Food Pantry, Sports Park: barriers to community involvement

On Thursday, April 28, the Visiting Team developed a presentation for each of the focus areas as well as a separate presentations summarizing the listening sessions and the survey results. All five presentations were presented at a town hall meeting that evening at the Ashley Inn.



Publicity and Public Participation

The Home Team made significant effort to inform the residents of Cascade and Southern Valley County about the opportunities to participate in the Community Review. For example, information about the community review was included on the postcard inviting people to complete the on-line survey, included in utility bills, school newsletter, and in the Star-News.

Overall, attendance at the community listening sessions and the town hall meetings on Tuesday, April 26 and Thursday, April 28 was excellent, equaling if not exceeding what is typically experienced as part of Community Reviews conducted in larger cities. In short, the Visiting Team was quite impressed with the level of community awareness of and participation in the Community Review. Approximately 35 people (not including the Visiting Team) attended the first town hall meeting on April 26 and as many as 45 people attended the final town hall meeting on April 28th. Residents, business owners, and other people we met in the community were very open and willing to share their ideas, experiences, and perceptions in conversations held on sidewalks and in restaurants and other businesses.

PART III COMMUNITY LISTENING SESSIONS

Summary

Community listening sessions are open-ended, focus group-like discussions with key stakeholder groups identified by the Home and Visiting Teams. 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. Listening sessions last approximately 60 minutes. Participants are not prompted to talk about any specific subjects, nor are the sessions directly associated with any of the four focus areas selected for the review. Facilitators simply ensure stakeholder groups understand the four questions, record comments, and encourage everyone in attendance to participate in the session. The listening session questions include:

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

Listening Sessions Groups (87 participants)

- High School Government Class
- Junior Leaders
- First Responders / Emergency Services
- School Administrators / Teachers
- State, County, City, Federal Employees / Elected Officials
- Senior Citizens
- Community Review Home Team
- Home School Parents
- Faith Based Services
- American Legion

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

Homelessness came up several times. It makes some residents uncomfortable, but as one person nicely put it, what they don't want is to have homeless people in Cascade that "as a community, we cannot help." So the issue was reframed as a community services problem.

Another thing people don't want is dog waste in public places, especially the cemetery, which led to another reframing to a town that doesn't have a place for dogs to hang out. In response to the "Want" question we heard dog park a number of times.

Cascadians do not want the town to die or continue to decline, but they also do not want to become a McCall or Coeur d'Alene. They want to retain their small, working town identity and not become overly touristy, which brings problems that require additional law enforcement and emergency services, seasonal economic activity and service jobs. Residents identify high end housing and second homes as part of this issue. At the same time, there is recognition the city does not have funds for fixing potholes and adequately funding city services so there is dependence on tourism and further development is needed, particularly during spring and fall shoulder seasons.

Youth would not like to see more bullying, disrespect, trash, increase in drug and alcohol use and vandalism.

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

The word cloud below is a visual representation of the responses listening session participants gave us when we asked them, "What DO you want to see in your community over the coming 5–10 years?" The most frequent responses are indicated by larger text.



Communication

Senior citizens especially expressed a desire for more and varied kinds of communication about community activities and pending city decisions. Some ideas offered were a community bulletin board, “more meetings like this to say what you want,” more inclusive community meetings, and a local paper or newsletter.

Improve public spaces

This includes a dog park. Tourists come to Cascade and the surrounding area and they often travel with their dogs. One person put it something like this: ‘Cascade can either accommodate this societal reality and perhaps capture some economic activity in the process, or keep cleaning up dog waste in the cemetery.’ Speaking of which, building restrooms at Armstrong Park was another suggestion.

More things for kids of all ages to do is high on the list. A community center / teen center / “place to hang out”, ball courts, a skate park, good gyms, bowling alley, the return of games at KWP, a running track, splash pad, a larger library (with free library cards across the county), a place for kids to swim at the lake for free, an indoor play area, a theatre / auditorium / event center for community theatre productions and concerts, rope swings, a zoo, dance and gymnastics classes, more fairs, rodeos and other types of events were among the requests by youth and other listening session participants. One imaginative high school student thinks mannequins, hammocks and giant Rockem Sockem Robots would be fun and distinguish the town.

Marina

A nice marina is a long term improvement desired by the community. This was a topic of several headlines developed by residents during the first town hall meeting (see below). Crown Point was singled out for protection. We heard it had been damaged by driving on it.

Mobility

Road improvement was a recurring theme – both for vehicles and for pedestrian and biking opportunities and safety. Some suggested a local option tax to support these improvements. Improving safety on the canyon road was also mentioned several times. A boardwalk from Highway 55 to the lake was a popular idea as well. Wayfinding for recreational assets would be helpful to visitors.

Other public space improvements suggested during listening sessions included eye-catching improvements such as lights downtown; further development of Fisher’s Pond; a restroom at Armstrong Park, more use and development of the fairgrounds, and a farmer’s market.

Economic activity

A farmer’s market also fits under economic activity and related to that, a number of people would like to see improvements in the local grocery store or perhaps another store that stocks a wider variety of produce. Many believe businesses related to outdoor sporting activity would be successful –including activities like a tubing hill, manufacturing and retail. Developing the former Boise Cascade mill site and KWP came up a number of times too. Geothermal is another asset that can be further developed for economic development, including growing the fresh vegetables so many in the community would like to

buy locally. Many also see a role for spiffing up Main Street. Fixing up store fronts, lights at night, and greater diversity in types of businesses were mentioned. More restaurants and medical services are also the type of businesses local residents would like to have, especially reopening the Chief.

Housing

There are many issues related to housing in Cascade and the surrounding area, which are covered more thoroughly in the housing section. In listening sessions participants expressed a need for affordable housing (this was by far the thing that came up the most), more housing for seniors, and the poor condition of rental housing stock.

What challenges prevent your desired future?

Like so many small communities, Cascade experiences a number of challenges, one of the biggest being a small tax base. Residential growth without parallel business growth depletes city coffers because residential growth does not fully pay for services like water, sewer, road maintenance and so on.

Other challenges we heard about more than once include the local economy, which is tourist-based primarily and isn't steady year round. Many of the jobs supported by tourism are low wage as well.

The other category of challenges has to do with the community capacity to effectively change. Many perceive an "old guard" to be putting up roadblocks to community and economic development efforts because they don't want change and have shown little interest in working collaboratively. Others cited misguided development efforts, apathy, deep seated viewpoints, and a lack of willingness to appreciate a range of community member perspectives as key challenges. We heard people talk past each other, which results in not enough people agreeing on what to do. While there is a core group of rock solid volunteers and organizations, it is difficult to recruit enough volunteers, and few are willing to take on a leadership role.

We didn't hear it a lot, but were told there is a big drug problem in Cascade, though what kind of problem was not disclosed.

What assets exist that can be used to bring about your desired future?

Cascade is blessed with an abundance of assets, many of which are related to nature and recreation opportunities. These "beautiful and bountiful recreational opportunities" include the lake and accompanying assets and activities, like boating, fishing, camping and swimming; the river and related assets such as the white water park, and rafting; the golf course, a fishing pond, hiking, snowmobiling, geothermal waters, skiing (the Hasbrook Trail), an outdoor recreation program, a spectacular view, open space, barns and ranches, the dark sky, and the Strand. The wildlife, clean air and water are also much appreciated by residents.

Economic assets, in addition to the natural amenities that attract visitors, include the golf course, two car dealers, agriculture, the drug and grocery stores, gas stations, medical center, Ashley Inn, veterinarian, coffee shop, airport, Roxy theatre, Kayak school and Midas Gold. Related to natural and economic assets are local events such as the 4 Summit Race, a baseball park and tournaments, including the annual Redneck Baseball tournament, the Tamarack Resort, Midas Gold, a fourth of July celebration.

Socially, Cascade has got it going on as well. A number of projects and programs can be attributed to the leadership emerging from the Horizons program, a poverty reduction and leadership development program in which Cascade participated between 2006 and 2008. These include the art center, community gardens, Valley Home Companion, 4 Summit Race, the art walk and chalk on the walk, among other impacts.

We heard the people in the community are the greatest asset, along with the small town feeling, the school, and caring and involved individuals like Shauna Arnold. The 4H program, American Legion, the emergency response departments and volunteers, the food pantry, library, local government and community programs at the courthouse also receive high scores for making Cascade a great place to live.

Newspaper headlines exercise

In addition to the community listening sessions described above, the listening session facilities also led an exercise during the community meeting held on Tuesday, April 26 that invited community members to break into small groups to develop future headlines they would like to see in the Star-News and other local publications. Each group shared their headlines, and then everyone in the room was invited to “vote” for the headlines they would most like to see within each of the three Cascade Community Review focus areas. Because the subject came up prominently during the meeting, a fourth group of headlines related to youth was also created. The headlines receiving the most support by those present at the meeting are as follows:

Economic Development

- *After a Decades-long Wait, Cascade and Bureau of Reclamation Agree to Build a Marina on Lake Cascade*
- *Grant Creating Cascade Community College Boosts Small Town While Benefitting Idaho’s Educational Goals*

Civic Life and Community Involvement

- *Marina Opens at Lake Cascade after Governor Signs Bill*
- *City of Cascade Develops Recreational Apps Funded by Google Grants*

Housing

- *Free Geothermal Heating for First 100 Homes Built in Cascade*
- *Four New Condos Open at Chief*

Youth

- *Cascade Farmers Market Supports Youth Entrepreneurs—Provides Space & Marketing*
- *Cascade Youth Council Starts a Micro-Enterprise Fund for Youth-run Businesses*

Recommendations and Resources from the Listening Session Leaders

On behalf of the entire Visiting Team and based on what they heard while facilitating the listening sessions, Visiting Team members Lorie Higgins and Kathee Tifft offer the following recommendations:

- **LSGBS!** This is an acronym for *Let Something Good Be Said*, a philosophy local leader, Shauna Arnold, lives by. Backbiting and a lack of cooperation on some issues are perceived to be holding the community back. Another guide to behavior that supports rather than hinders community change include *THINK before you speak; is it True, Helpful, Inspiring, Necessary and Kind?* Another idea is to have coffee with someone you don't like or someone you've been told you shouldn't like! You are all you've got – make it work!
- **McCall Syndrome:** If we collected a dollar for every time we heard residents did not want to “become like McCall,” we could have fixed a handful of Cascade's potholes! It's good to know where you don't want to go, but it might be more useful to focus on what you DO want to be – where you want to go.

Resources

- Global Cardboard Challenge (organize a youth event to make some giant robots and other cardboard creations)
<http://imagination.org/our-projects/cardboard-challenge/>
- Ingredients of an Entrepreneur-Friendly Community – Center for Rural Affairs
<http://www.cfra.org/renrewrural/entrepreneurial-communities>
- Community Branding (what do you want to be when you grow up?)
<http://www.rogerbrooksinternational.com/>
- Community Conversations: organize some discussions around some of the issues raised in this review. University of Idaho Extension can help get a conversation series going. For more information about the benefits and approach to community conversations, see the West Virginia Center for Civic Life website <http://www.wvcivicliflife.org/>

PART IV FOCUS AREA REPORTS

Part IV of this report includes the predominant community comments and concerns recorded by the Visiting Team within each of the three selected focus areas. It also includes the opportunities, recommendations, and resources identified by the Visiting Team. The Visiting Team notes the interrelated nature of many of the issues and opportunities in this section of the report.

Economic Development

Community Comments and Concerns

The economic development-related comments and concerns frequently voiced by Cascade residents and leaders during the community review fell into the following themes or categories:

A desire for specific types of businesses, goods, and services

Through the survey and in conversations held during the community review, residents indicated they want to see the following goods and services expanded or made available in Cascade:

- Fresh fruits and vegetables
- Youth services and facilities
- Entertainment, recreation, and parks
- Farmer's market
- Library services
- Retail stores
- Visitor information and services (e.g. lodging)
- The Strand walking/biking path

When asked by the survey to identify specific types of stores and employers they'd like to see in the future, Cascade residents mentioned the following most frequently:

- Hardware store
- Grocery store
- Restaurants
- Manufacturing
- Local newspaper

Former industrial properties recognized as an asset

Most if not all Cascade residents are aware of the 100-acre former Boise Cascade lumber mill site along the Payette River. This area, along with an adjoining 90-acre, is owned by a single property owner. Much of this area is now referred to as Kelly's Green Project. A portion of it is being used for Kelly's Whitewater Park and for the recently-completed Southern Valley County Recreation District's Aquatic and Recreation Center. A new Idaho State Parks and Recreation office and visitor center is now under construction at the southern-most portion of the property.

Other areas near the airport have been identified as appropriate for industrial development (e.g. light manufacturing) by the community. Clearly, the community sees development and redevelopment in these areas as key to Cascade's future.

“Good jobs with good wages”

Before and during the Community Review, a large number of Cascade residents and community leaders talked about their desire to see economic development efforts that diversify local job opportunities. There is significant wariness about putting too much emphasis on tourism and resort or second home property development. In other words, it seems the community wants tourism and related services to be *part of* its economic picture; it does not want tourism to *be* its economy. Currently, seasonal, service-oriented, low-wage, and part-time jobs are not difficult to find. The community would like to see more full-time, year-round, living wage jobs. Numerous Cascade residents must commute to jobs in Donnelly, McCall, and elsewhere to find such employment.

Cascade residents and leaders envision a community that has some jobs directly or indirectly related to tourism, but also jobs in tech-based businesses, light manufacturing, resource industries, home-based teleworkers, and goods and services needed by both residents and visitors.

The Visiting Team perceives much of the community's interest in having diverse employment opportunities is connected to a desire to: (1) increase the availability of living wage jobs, (2) maintain a focus on family-friendliness, and (3) reduce the shoulder season phenomenon associated with tourism.

Boom and bust

Support for well-rounded diverse employment opportunities is also related to a desire to avoid the “boom and bust” cycle associated with a dependence on tourism (e.g., Tamarack Resort) and natural resource industries (e.g., Boise Cascade). Tamarack's downturn during the Recession beginning in 2007-2008 remains fresh in the minds of residents and community leaders. One Cascade resident described it as a “lingering hangover”. While economic conditions have improved to some degree in recent years, there is some fear of the “bust” that comes after the next “boom”.

Concerns and questions about proposed expansion of Midas Gold

Cascade leaders are both excited and cautious about the proposed Midas Gold mining operation. Because the mine is located in an unincorporated section of Valley County, Yellow Pine, Hanger Flats and West End areas Cascade will not see a direct increase in property tax revenues. The proposed mining activity will last approximately 20 years, with 3-5 years needed for construction. Once fully operational, the mine will employ approximately 400 people, half of which will be on-site at any one time. An influx of Midas Gold workers and their families could stress housing, schools, transportation and infrastructure without the benefits of added property taxes. At the same time this influx may benefit local businesses and lead to the attraction and creation of Midas Gold suppliers and other support businesses.

At the time this report was written, the project was going through the environmental review process under the National Environmental Policy Act (NEPA). It is during this process that on- and off-site

impacts of proposed mining operations will be evaluated. Midas Gold has hopes to start construction in 2019 and begin mining in 2021 or 2022.

Workforce education

Cascade Home Team members and some businesses talked with the Visiting Team about a need to offer workforce training opportunities in the community to better align the skills and knowledge of the local workforce with the needs of employers. Workforce training may assist the community's efforts to attract new businesses and offer a path towards a "living wage" for those young people who are not planning to attend a 2- or 4-year college or university program.

Desire to maintain and improve infrastructure and other services as growth occurs

The Visiting Team was impressed with the City's knowledge of the capacities and capital improvement needs of its sewer and water systems. City and business leaders recognize the importance of maintaining and improving this infrastructure to accommodate future growth.

During the community review, the Visiting Team learned the capacity of the sewer system could stifle future development. At the time of the community review (April 2016), the Visiting Team was informed that wastewater treatment system was rapidly approaching capacity with a limit of an additional 40 residential connections. Working with relevant agencies (e.g. Idaho Department of Environmental Quality), the City has prioritized improvements to increase aeration in order to reduce biological oxygen demand (BOD) and prevent freezing in winter. Like most rural Idaho communities, Cascade is also working to address inflow and infiltration (I and I) issues by selectively replacing sections of the sewer collection system.

In financing the maintenance and improvement of infrastructure and other services, the following are some of the factors that must be taken into account by the City of Cascade:

- Cascade's mil levy rate is ½ % higher than other communities in the County.
- Higher taxes and hook-up fees are thought to be a disincentive to new development.
- A significant percentage of properties in Cascade are non-taxable (e.g. publicly-owned).
- Some property owners claim the homeowner's exemption on homes that may or may not be their primary residence (e.g. properties at the Leisure Time RV Park).

City leaders expressed a desire to re-evaluate and address how infrastructure and service costs are split between existing residents and new development. We also heard an openness to looking at new ways of thinking about revenue and at ways to reduce costs.

Other infrastructure systems and services discussed during the community review include roads, police, Internet, and geothermal resources (see below).

Geothermal resources seen as economic development asset

Interest in the potential to leverage existing geothermal resources as an economic development asset is high among many residents. There was an entire session devoted to the topic during the community review. This discussion revolved around information that's been collected to date (going back to the

1960s and 70s) and the potential to develop this resource for passive and active heating and/or electrical generation.

To summarize the situation, the school is connected to a geothermal line that runs through town and to the Payette River. This mainline has several “T’s” that would allow other users to connect to it. Business and economic development leaders told the Visiting Team various studies and exploratory drilling have been completed over the years, but it is not compiled in a way that points to a clear direction or next steps.

Planning and zoning policies

Some people involved in economic development and real estate development expressed concerns planning and zoning policies (e.g. development standards) are or could become a limiting factor on new development.

Economic and recreation value of Cascade Lake and State Park recognized

Residents of Cascade and surrounding area love having Cascade Lake in their backyard. They appreciate the wildlife watching, fishing, boating, and other recreation opportunities provided by the lake and its associated amenities. Residents also expressed an understanding that Cascade Lake draws visitors from across the region and state – visitors who can provide important support to local businesses. Finally, we heard much appreciation for the positive working relationship between the community and the Idaho Parks and Recreation Department.

In terms of desired improvements, the Visiting Team heard many people express interest and support for a new, but modestly-sized marina. A new observatory, state park office/visitor center building were also mentioned by community and State Parks and Recreation leaders.

Economic Development Opportunity Areas

The Visiting Team’s opportunity areas and recommendations for economic development are based on the above comments and concerns identified before and during the community review.

The Visiting Team views economic development in the broadest terms possible including, but not limited to, business retention and expansion, business attraction, downtown development, infrastructure development, transportation, housing, medical/healthcare, arts & culture, etc. The most common definition across the world for economic development is, “a rise in real per capita income.” Achieving the success implied in the definition means wrapping your arms around all of the community’s assets and opportunities.

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

ED Opportunity Area 1: Increase living wage jobs through business creation, expansion, and recruitment

Below the Visiting Team offers a variety of ideas Cascade could pursue to increase the number of year round, living wage jobs available to current and future residents. “Living wage” can be defined various ways. In general terms, it is the wage that can meet the basic needs to maintain a safe, decent standard

of living for an individual within the community. If they are earning a living wage, an individual working 40 hours a week, with no additional income, should be able to afford the basics for quality of life, such as, food, shelter, utilities, transportation, health care, and minimal recreation. In contrast, a “family wage” is a wage sufficient to raise a family that includes one or more children.

Increasing the number and diversity of stable, year round living wage jobs will respond to the community’s desire to not become dependent on often lower wage, seasonal, part-time jobs associated with tourism and related services. An increase in year round living wage jobs will also reduce the need to for some to commute outside of the Cascade area for employment.

Recommendations

ED 1.1 Continue working with regulatory agencies to complete the aeration improvements at the wastewater treatment lagoons constraining future development at the time of the community review .

ED 1.2 Using interviews and/or other types of information gathering, seek to understand the barriers that have prevented successful business start-ups in Cascade.

ED 1.3 Likewise, identify factors that allow some Cascade businesses to thrive.

ED 1.4 Develop and market geothermal assets available in Cascade and surrounding area. Specific ideas identified by the visiting team include:

- Development of geothermal resources will likely require public-private partnerships.
- Create a geothermal development strategic plan that builds upon existing information and identifies capital improvements and economic development opportunities.
- Sponsor a business plan completion for proposals that use geothermal water.
- Continue to investigate the feasibility of greenhouses heated by geothermal water. We think this idea has merit in part because community support for and interest in locally produced food is high.
- Investigate the potential to develop a hot spring recreation amenity or business at Flat Creek.

ED 1.5 The Visiting Team believes Midas Gold’s proposed expansion plans, if ultimately achieved, have some potential upsides for Cascade. However, we also feel Cascade should continue to pursue other economic development strategies, irrespective of the project. Other Visiting Team thoughts and recommendations related to Midas Gold project include:

- Confer with the Idaho communities of Challis and Clayton (Custer County) to hear the lessons they’ve learned about the operation and impact of the Thompson Creek Mine.
- As part of its Midas’s permitting and environmental review processes, the City of Cascade should ensure anticipated impacts on infrastructure and services such as roads, water, sewer, housing, and health care be clearly documented.
- Work with Midas Gold to establish a strong desire for mining operations to source goods and services from Cascade businesses. Work with Midas Gold to facilitate the identification and

creation of such businesses. For goods and services not available in Cascade, work with Midas Gold to attract those businesses to the community.

ED 1.6 Work with the property owner to encourage completion of a site utilization study for the area near the airport zoned for industrial uses.

ED 1.7 Celebrate the opening or expansion of businesses by organizing an event held on an annual or other regular basis. Alternatively, incorporate the celebration of new businesses into an existing community event.

ED 1.8 Develop a nonprofit business created and run by high school youth.

ED 1.9 Encourage emerging and potential community leaders to participate in the Northwest Community Development Institute sponsored by the Idaho Department of Commerce.

ED Opportunity Area 2: Increase workforce education opportunities

Below the Visiting Team offers recommendations in response to business, economic development, and other community leaders' comments about the need to create opportunities for residents to increase their knowledge and skills in order to take advantage of current and emerging employment opportunities. Such opportunities will help better align the workforce with the needs of employers.

Recommendations

ED 2.1 Communicate with existing employers to more thoroughly understand the strengths and limitations of the available workforce. Also, seek to understand and address any factors that make recruiting employees to Cascade and South Valley County difficult.

ED 2.2 Incorporate a makerspace in the plans for a new Cascade library. Alternatively, a makerspace can be developed at the school. Either way, makerspaces are typically joint projects of the school, library, local employers, and other partners. Sometimes known as fablabs, they serve both an educational and economic development mission. In such facilities, tools like design software, 3D printers, and laser cutters are shared, thus allowing students and entrepreneurs to share the costs of maintaining the equipment. Having the library or school host the space may make it easier to secure grants and donations for acquiring the equipment. User fees can be charged to help defray operating expenses.

Regardless of its location, the key is creating a space that can adapt to a wide variety of uses and shaped by educational purposes as well as the students' creative goals. Sometimes, skills developed through makerspaces directly apply to the workforce needs of local employers.

One option is to set up a temporary Makerspace at the school, and then relocate and expand on it at a future new library. See Civic Life and Community Involvement Opportunity Area 3 for more information.

ED 2.3 Make sure employers in Cascade are aware of and benefitting from workforce development funding, apprenticeship programs, and other resources available through the Idaho Department of Labor.

ED Opportunity Area 3: Promote the Cascade area to potential visitors, businesses, and residents.

Community promotion or marketing can happen on two inter-related levels. First, marketing helps bring visitors to the area. Information provided *in* the community helps visitors find recreation opportunities and services they need. Secondly, promoting Cascade and southern Valley County can make potential employers aware of properties, infrastructure, and quality of life assets that attract new employers to the area.

The Visiting Team’s recommendations in the context of marketing for tourism and business recruitment purposes reflect the information and guiding principles below.

- Studies commissioned by the Tourism Division at the Idaho Department of Commerce have documented the following trends related to tourism in Idaho:
 - 83 % of travelers on overnight marketable trips to Idaho were most likely to engage social media by posting photos online, reading travel reviews, and viewing photos online. The implication for Cascade is that businesses and attractions need to be online and engaged in using social media sites like Trip Advisor and Yelp.
 - 81% of the visitor market are repeat visitors. The implication for Cascade is that local businesses and attractions need to do their best to capture visitor contact information and directly engage and market to those visitors to get repeat business and personal testimonies.
 - A majority of visitor trips are to visit friends and relatives. Almost half of all visitors rely on recommendations from friends and family to determine what businesses and attractions to patronize during their visit. Therefore, it’s important for businesses to cater to both locals and visitors.
 - Most visitors to Idaho like to do outdoorsy activities. The implication for Cascade businesses is to partner with nearby attractions to maximize play, shop and stay opportunities.
- People are drawn to places that offer them things to do.
- People are increasingly “shopping” for places to go and things to do on-line. If they can’t go on-line and see what your community has to offer, they’re far less likely to visit. Images, videos, and comments written by other visitors (“are all important forms of visitor-related (aka “user generated” marketing.
- Some people who come to know a place as a visitor eventually become residents. Sometimes, they bring businesses with them or start a business after they relocate.

Recommendations

ED 3.1 Pursue Cascade or southern Valley County branding strategies that reinforce the message that Cascade is a family-friendly place to live and recreate. The goal is to cultivate an identity that distinguishes Cascade and Southern Valley County from the McCall area and to go after niche markets going unserved or underserved in the County.

Community branding is an often misunderstood concept. Some people see the word “brand” and think of brands used to identify cattle. Given this association, it’s easy to see why some people think a community’s brand begins and ends with its logo. In reality, a logo is just one component of community branding. A community’s or other geographic area’s brand is defined by the perceptions, opinions, and knowledge that potential visitors, residents, and business owners think of when they hear the community’s name. Smart communities develop strategies (including, but not limited to a logo) that influence the brand in a way that supports the community’s vision.

A community’s brand is true and authentic, as opposed to something invented or contrived. The Visiting Team suggests Cascade’s efforts to influence its brand should focus on defining “family-friendly”. What activities are family-friendly? What are some examples of activities that are not family-friendly?

Alternatively or in addition to a Cascade-specific effort, branding is often approached from a regional, multi-community perspective, which may make sense in the case of Valley and possibly Adams County.

Why is it important for communities to brand themselves?

- to distinguish yourselves from other communities
- to focus target marketing efforts to give the right information to the right people
- because resources are limited in rural communities and you want to make sure you’re not running in circles or guessing/experimenting
- to attract funding support from stakeholders and funders
- to change public perception about your community for the better, if current perception is negative or a blank stare
- to inspire creation of new businesses that connect to the brand

Roger Brooks is a community branding guru. If you can’t afford Brooks, study branding plans he has developed and study his process through inexpensive webinars he offers regularly. For more information: <http://www.rogerbrooksinternational.com/>, and to see a recently completed plan for the Tri-Cities area in Washington: <http://bit.ly/1kBH82.XXX>.

ED 3.2 Develop ways for visitors to share (on-line) about their Cascade experiences. Such testimonials - in the form of personal stories – are invaluable.

ED 3.3 Make sure current and future available commercial and industrial properties are posted on Gem State Prospector. Finding new tenants or owners for vacant buildings will increase commercial property values and help shift the tax burden away from single family home owners.

ED 3.4 Particularly in the downtown area, the community should explore options for encouraging temporary or pop-up businesses in empty commercial spaces. These uses help attract people by reducing the number of vacant buildings. They also might allow an entrepreneur to prove the viability of a business idea, laying the foundation for a permanent venture.

ED 3.5 Develop strategies to connect with adults young and old who grew up in Cascade. Whether they are in their 30's and starting a family or in their 70's and looking for a place to retire, let former residents know the community welcomes them back with open arms. Whether they ultimately move back or not, these people will often support community projects with donations, expertise, or both. Communicating with them when they are in town for high school reunions is just one way to stay in touch with them.

ED Opportunity Area 4: Cascade Lake Marina

Support for the idea of creating a marina on the lake near Cascade came up several times during the community review. Likewise, this idea was received positively by the Visiting Team. Our recommendations regarding this project are summarized below. Developing a breakwater to prevent

damage to moored boats is seen as a necessary component but also is a significant financial hurdle. Other concerns included the fear that a marina, if not properly conceived and managed, could draw



people and activities that are not consistent with Cascade's family-friendly identity. Many residents expressed a goal that a new marina not be developed to include commercial enterprises that would have a negative impact on downtown businesses. The cost of marina development, possibly requiring approval by the Idaho Legislature, were also identified as a factor. Obviously, this project will require significant coordination and collaboration with both Idaho State Parks and Recreation and U.S. Bureau of Reclamation.

Recommendations

ED 4.1 Working with Idaho State Parks and Recreation, Bureau of Reclamation, and other key stakeholders, engage the community in an effort to create a vision and master plan for an appropriately-sized, family-oriented marina on Cascade Lake. Some additional thoughts regarding this recommendation include:

- Review the Lake Cascade Marina Preliminary Study (2004) to identify still-relevant goals and strategies and take note of changing conditions.

- The marina does not necessarily need to be publicly-owned or operated, but it should be available to the general public.
- Involve existing lake users who live outside the Cascade area by, for example, conducting a survey.
- Gather information from other marinas around the state (whether State of Idaho affiliated or not) that have features you might want to emulate. For example, Cascade might consider a marina similar to the one on Lucky Peak Reservoir on the Boise River, where docks and other marina facilities are employed on a temporary seasonal basis and removed during winter months.
- Engage key stakeholders at the outset and keep them informed (e.g. federal and state officials, offices of the congressional delegation).

ED 4.2 Once established, develop cross-marketing efforts between the marina and Cascade businesses. For example, offer a discount on short-term boat moorage to customers who stayed at a local hotel or ate in a local restaurant. Also, consider offering a discount to Cascade residents.

ED Opportunity Area 5: Creative approaches to financing infrastructure and other services

The Visiting Team suggests there are several strategies available to the City of Cascade to help the community maintain its fiscal health going forward. The recommendations presented below include both cost cutting measures and potential sources of revenue. They also address balancing the costs of increasing and maintaining infrastructure between existing residents and new development as growth occurs.

Recommendations

ED 5.1 Consider contracting with Valley County for law enforcement. If implemented, this idea could potentially save money and protect the City from the liabilities of having its own police force. Information provided during the community review indicate a savings of \$100,000-\$150,000 annually.

ED 5.2 Investigate the formation of a South Valley or Valley County Highway District. The concept here is to get the city out of the street construction and maintenance business. The potential upside is that costs of maintaining roads shifts to a larger tax base, because the boundaries of the highway district would extend beyond the city limits. Creating a highway district may also generate savings by eliminating duplication and by increasing the ability to purchase things like gravel and asphalt in greater quantities at lower unit costs. If the community deems formation of a highway district not preferable at this time, the City and County should look for ways of sharing equipment and joint purchasing as a way to stretch both of their budgets.

ED 5.3 Consider using local improvement districts (LIDs) for infrastructure improvements. Local Improvement Districts are a way to fund and finance small infrastructure improvements without putting any additional burdens on tax payers. The concept is “He who benefits, pays.” Because LID’s may be financed by debt and repaid overtime without a city or district wide vote, this tool could be used as a

carrot to encourage development or at the very least an alternative to charging upfront development fees.

ED 5.4 Conduct an analysis to determine if impact fees could be an appropriate or cost effective alternative or supplement to the existing service activation fee. This analysis should include the administrative costs of establishing and collecting impact fees. In Idaho, impact fees can be collected for improvements to public facilities necessitated by new growth. Such facilities include:

- Water supply production, treatment, storage and distribution facilities;
- Wastewater collection, treatment and disposal facilities;
- Roads, streets and bridges, including rights-of-way, traffic signals, landscaping and any local components of state or federal highways;
- Storm water collection, retention, detention, treatment and disposal facilities, flood control facilities, and bank and shore protection and enhancement improvements;
- Parks, open space and recreation areas, and related capital improvements; and
- Public safety facilities, including law enforcement, fire, emergency medical and rescue and street lighting facilities.

ED 5.5 In situations where a property owner or developer is paying 100% of the cost to develop new infrastructure (e.g. a street), establish provisions that allow that property owner or developer to be reimbursed for a portion of the cost by property owners or developers who subsequently benefit from the improvement. Such provisions spread the cost of new infrastructure among multiple subdivisions.

ED 5.6 Consider asking Cascade voters to support a resort city local option sales tax (LOT). By Idaho Code, a resort city is “a city that derives the major portion of its economic well-being from businesses catering to recreational needs and meeting needs of people traveling to that destination city for an extended period of time.” (Chapter 10, Title 50, Idaho Code). Establishing the tax requires 60% voter approval.

As of this writing, 13 Idaho cities have a local sales tax in addition to the state sales tax. These local sales taxes are sometimes also referred to as local "option" taxes because the taxes are decided by the voters in the community affected. The list of cities includes Donnelly, McCall, and Riggins.

Resort cities have a choice in what's taxed and can include everything that's subject to the state sales tax. Some, but not all, choose to limit the local sales tax to lodging, alcohol by the drink, and restaurant food.

Revenue from the 2.5% local option sales tax in Stanley is used to help fund the city park, cemetery, streets, snow grooming, law enforcement, and assistance for city-based organizations such as fire volunteers, emergency personnel, and the Chamber of Commerce. Salmon has a 4% local option tax on motel rooms. This revenue is used for maintenance and operation of the Salmon Valley Community Pool, city promotion and development, visitor information, special events, economic growth, marketing, and development of recreational opportunities.

If the City does pursue the LOT option they should state up front (i.e. on the ballot) what items will be taxed and how the new revenues will be used. Donnelley and McCall use a process where programs and projects compete for use of the funds much like a grant competition.

The table below estimates additional revenue generated under different local option sales tax scenarios.

Local Option Sales Tax Percentage	Estimated annual revenue generated with local option tax on lodging + liquor by the drink (based on \$1.7 million in sales)	Estimated annual revenue generated with local option tax on restaurant meals (based on \$3.5 million in sales)
1%	\$17,000	\$35,000
2%	\$34,000	\$70,000
3%	\$51,000	\$105,000
4%	\$68,000	\$140,000

ED 5.7 Work with Idaho Department of Commerce, USDA Rural Development, and other applicable agencies to determine if and how a community income survey should be completed in order to establish eligibility for certain infrastructure and community facility funding programs.

Economic Development Resources

There are several Idaho Smart Business Development Centers connected to universities and colleges around the state that offer dependable, no-cost business coaching to business owners and entrepreneurs. One of them is at Boise State University. Go to <http://idahosbdc.org/>.

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

USDA Rural Business Development Grant Program can fund many projects that support business development and job creation. Contact Tim Wheeler (a member of the Cascade Community Review Visiting Team at timothy.wheeler@id.usda.us or 208-378-5623.

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

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

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

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

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

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

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

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

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

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

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

Idaho 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.

Idaho National Laboratory Regional Mini-Grants: The grant will support classroom instructional resources, materials, and laboratory equipment which is used to integrate the concepts of STEM across all disciplines. The grant will be awarded to a school rather than to an individual teacher, and the equipment will become and remain school property. Go to <https://www.inl.gov/inl-initiatives/education/k-12-stem-grants/>.

The Idaho National Laboratory Extreme Classroom Makeover Grant Program provides schools with up to \$10,000 to upgrade science laboratories or transform classrooms into modern STEM learning environments. Go to <https://www.inl.gov/inl-initiatives/education/k-12-stem-grants/>.

Several public libraries have developed and are developing Makerspaces. They represent an excellent opportunity for idea and information sharing. Libraries in Parma and Aberdeen are two examples. Go to <http://www.parmacity.net/library> and <http://aberdeen.lili.org>, respectively.

Battelle Energy Alliance corporate awards grants for projects aimed at spurring technology-based economic development, entrepreneurship and innovation in the region. Priority is given to projects that focus on connecting industry partners, universities, start-ups and economic development organizations that drive job growth. Go to <https://www.inl.gov/inl-initiatives/economic-and-workforce-development/>.

The Northrop Grumman Foundation is welcoming submissions for its Fab School Labs online contest, a program that provides public middle schools with an opportunity to make their dreams of a state-of-the-art science lab a reality with grants of up to \$100,000. The contest is designed to drive students' interest in science, technology, engineering, and mathematics by giving public middle school teachers and school administrators the chance to create the STEM lab of their dreams and provide students access to learning tools and technologies that stimulate as well as teach. Teachers, principals, and school administrators are encouraged to submit photos and a video along with their application to help tell their story. (Videos may not exceed two minutes in length and photos are limited to twenty per application.) After semi-finalist schools have been chosen and announced at the end of August, the public will be invited to vote for their favorites on the Fab School Lab Face book page. The winning schools will team up with Fab School Labs contest partner Flinn Scientific, Inc. to design a state-of-the-

art lab complete with all the tools, resources, and furnishings needed. Go to www.fabschoollabs.com.

The Bank of America Charitable Foundation's goal is to build pathways to economic progress, including addressing social justice issues that are fundamentally connected to income mobility. Funding is directed to meet the needs of low-income communities, with a particular focus on revitalizing neighborhoods, educating the workforce for 21st century jobs and addressing basic needs, such as hunger and homelessness. Go to http://about.bankofamerica.com/en-us/global-impact/charitable-foundation-funding.html#fbid=Vf_VfglpQU3/hashlink=housing.

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

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

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

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

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

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

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

The Workforce Development Training Fund – WDTF – can reimburse employee training costs to eligible companies that are bringing jobs to Idaho, adding jobs through expansion or upgrading skills of current workers who are at risk of being permanently laid off. Go to <http://labor.idaho.gov/dnn/idl/Businesses/TrainingResources/WorkforceDevelopmentTrainingFund.aspx>. Also check out the new Micro Grant and Sector Grant programs.

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

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

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

Created and maintained by the Idaho Department of Commerce, Gem State Prospector is an on-line inventory of available buildings and properties in the state. Businesses and the real estate agents looking to expand or relocate in Idaho use this website to identify potential sites. Go to <http://www.gemstateprospector.com/>. The Idaho Department of Commerce offers periodic trainings for people interested in using Gem State Prospector. Change to Andrea Vlassis-Zahn, 208.287-3163, andrea.vlassis-zahn@commerce.idaho.gov.

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

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

Tourism Cares is a non-profit offering grants and technical assistance for the preservation, conservation and restoration of cultural and historic sites and visitor education. Go to <http://www.tourismcares.org/>.

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

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

Destination Development International is a community branding and tourism consulting firm based in Seattle offering several branding-related workshops, trainings, and a resource book entitled “Your Town:

A Destination” (<http://tinyurl.com/7v5l6h9>). Notes from a presentation by one of the book’s co-authors are available here: <http://tinyurl.com/6mchhttp>. Additional contact information: <http://www.destinationdevelopment.com>, Roger Brooks, 206-241-4770.

Valley County Economic Development Council, Andrew Mentzer, Director, admin@wcmcdc.org, 208-398-3321.

Attending the annual Governor’s Conference on Recreation and Tourism is an excellent opportunity to learn tourism development and marketing best practices from experts, colleagues, and other communities. Go to <https://commerce.idaho.gov/tourism-resources/tourism-industry-development/icort/>.

Housing

From the outset, the Visiting Team recognized that the housing issues and expectations of Cascade posed significant challenges involving market conditions, climate and landscape, lack of available funding to support housing market diversity, and the social and community impacts of private interests. None of these challenges are easy to resolve, but understanding the why and how of the issue means local residents and leadership can come together to prioritize outcomes and cultivate policies and strategies. First, let's look at the basics:

The American Fact Finder (2015 tables) shows the following estimates for Cascade:

Total housing units	693
Occupied units	310
Owner occupied	210
Renter occupied	100
Vacant units	383
Detached single family units	345
Mobile/factory-built homes	258
Cost-burdened renters (%)	53.1%

At first glance, it would seem Cascade doesn't have a housing problem, but instead has a surplus of vacant homes. A deeper look reveals more complexity.

Community Comments and Concerns

Throughout the pre-review planning process and the community review itself, Visiting Team members assigned to the housing focus area heard the same basic themes expressed by Home Team members, business owners, and residents. Some are unique to Cascade, while others are familiar to most communities.

Housing shortage for families, workforce and seniors

72% of the Valley County housing stock is taken up by short-term rentals and vacation or second homes. It goes without saying that this is a difficult thing to resolve, since it pits the interests of private property owners against those of the larger community—including neighborhood security and integrity, a stable and productive labor force, and reliable services and civic involvement.

Construction quality issues

We were told some builders were constructing homes not suited to Cascade's heavy winter and snow loads, both in terms of structural integrity and insulation values. Examples of this seemed to center on what locals referred to as the 'Pumpkin Patch,' which they characterized as a hastily completed

subdivision near Tamarack with poorly insulated units that result in unsustainable resident costs and tremendous energy waste.

Market unpredictability and inflation

Many local housing stakeholders told us as soon as a new house is completed, its appraised value is less than the cost of construction. The scenario described to us implied builders of speculative (aka “spec”) homes weren’t anticipating the market or were not building to actual demand. While this might make sense in an isolated market event—such as happened during the most recent recession—we simply couldn’t understand why it would continue as a persistent pattern.

Perspectives from different housing stakeholders

- *Builders* felt fees and codes were inconsistent across jurisdictions and increased costs, which created a disincentive to residential development. *Realtors* noted historically low listing numbers and that very few (16%) of purchases involved buyers planning to be full-time residents. Because of building techniques and conditions, they noted only about 50% of properties were eligible for financing, and nothing on the market would be eligible for FHA loans (under \$180,000). They said the highest demand from prospective buyer and residents was for detached single-family homes in good condition and priced between \$120,000 and \$180,000.
- *Property managers* confirmed the recent increase of short-term rentals had resulted in loss of so much local rental inventory they were simply unable to house prospective clients—a first in their memory. They also pointed to a ‘shadow inventory’ of vacant platted building lots whose owners were in a holding pattern...waiting until either prices went up or city fees and barriers shifted to create development incentives.

One local property manager expressed concern there were simply no options for families, and the only two rentals available at the time were short-term rentals that the owners planned to move into eventually. She stressed market conditions had become “much worse” in recent years. She used to see ‘for rent’ signs throughout the community, but said so many homes were purchased during the recession that “some prospective renters stay in tents until they can locate a rental through word of mouth.” She noted rents had increased 30% in the few years prior to the Review.

“There’s a desperation in people looking for rentals these days,” she stressed. She had been fielding calls from folks who needed a rental urgently, having given up housing elsewhere to move to Cascade with all their belongings and unrealistic expectations.

- *Appraisers* shared some interesting perspective. They felt “state pressure for local appraisers to increase rates.” When asked to explain this they described how Tamarack, White Tail Ranch, and Jug Handle Ranch affected ‘mass appraisal,’ which tends to obscure and influence localized markets. Those who protested inflated property values generally prevailed when they had good data to back up their claim. We invited them to comment on the “cost to build vs. market value” question posed above. “That’s the way the market goes,” was their response.

Cost factors they pointed to included location, site conditions, construction quality, whether the property would be a second home or primary residence, and things such as gentrification and infill, which can inhibit resale value. All agreed they had never appraised a new construction single-family rental that penciled out, and that the area needed some fourplex or larger developments.

All of the groups we talked with agreed Cascade needed higher wages to create more opportunity and balance in the housing market.

- *Business impacts.* We heard from business owners/employers who stressed the lack of housing posed a significant recruitment/retention issue. Here are some examples:

- We heard from the CEO of the local medical center who extended an offer to hire a new radiology tech out of Washington. Two weeks before start date, the individual called to back out due to lack of housing. During tourist season they need to bring on temp contract workers and must base their pay rate on the ability to find housing. They have had to pick up leases—



- where possible—on units vacated by employees leaving the area.
- The manager of the Lakeshore Club described an acute shortage of housing for employees, which meant several employees pitched tents in his backyard or slept on a hide-a-bed. Housing costs at the time were \$900-\$1,000/month for a two bedroom—if available. At the time of the review he had nine full-time staff with two on call. He planned to hire six more staff for the restaurant and 3 for the golf course to accommodate fishing and snowmobile derbies along with other events. An ideal solution would be more apartments.
- Prior to the review, we learned Lake Cascade State Park had six permanent staff and had acquired three homes to house up to half their full-time employees. This is because the Idaho Department of Parks and Recreation understood its mission could not be well served without staff based in Cascade. Even with housing resources, park staff found the local job market limited, which made the high cost of living on a single income extremely difficult. An even greater challenge is faced by seasonal park employees whose pay is completely inadequate to cover housing and other costs to stay in town.

Impacts on workers and other community members

When asked about the main barriers to resolving the housing market, some residents pointed to exclusionary attitudes among some locals and to regulatory barriers (local planning and zoning rules) that limit options, particularly for newcomers or outsiders. We also heard about 'anti-rental housing attitudes,' or NIMBY as a barrier.

Many suggested more people in the community need to be involved in the government and willing to accommodate/support new residents and new ways of thinking.

Personal stories

- *Pumpkin Patch.* One respondent described poor construction and no insulation in the unit she shares with her family. They sensed it was not built to local climate standards when their heating bills topped \$500 and later discovered that only half the walls in the house contained insulation. These units were initially built for Tamarack workforce; Most are 1500 sq. ft. three-bedroom homes.
- *Code challenges.* Another local said she searched for homes in Valley County and found multiple options that were below code. Eventually found one place that was overpriced but met their needs.
- *Couch surfing.* A third reported staying with a family member and on a never-ending quest for housing. Word-of-mouth seems to be the only way to find jobs or housing. Waiting lists are so long that clients must leave the area to find shelter...losing jobs and support networks.

Other comments

- *"Contradictory feelings towards growth," "Community split on need for more housing," "Negative perception of 'affordable' housing and low-income tenants."* As in anything involving growth and change, there are bound to be diverse opinions. Those who enjoy secure and stable housing, a decent quality of life and are otherwise content may prefer the status quo; less so those struggling to achieve those same goals, employers looking for a more reliable and productive workforce or public and private institutions that need to keep essential services and professionals nearby and available.
- *"Limited sewer capacity, fees, cost of construction," "Building/buying in the city limits is cost prohibitive," "Infill development preferred yet prohibitive." "Minimum square footage (720 sq. ft.) and lot sizes undermine affordability and efficiency."* There is a common tension between limiting regulatory burdens and municipal fees on the one hand, and ensuring new development doesn't burden existing ratepayers on the other. It is a balancing act.
- On this topic, we heard from city staff about local government perspectives on reducing lot sizes and minimum square footage requirements. They described concerns that at least one existing mobile home park was not paying enough toward utilities (sewer and water), possibly due to an historic agreement with a past administration. As a result, they felt other residents subsidized the cost of service delivery, and they were reluctant to allow similar developments.

Visiting Team observations

A few baseline realities

- Cascade and neighboring communities in Valley County have already thoroughly explored the local housing market; several detailed studies exist to help understand challenges in land availability and cost, NIMBY and zoning requirements. These are important resources. As in any market, supply and demand dictate what is built and where — and at what price.
- Visiting Team members lack the expertise in construction or development practices needed to offer useful recommendations on the question of builders consistently losing money on residential construction. As mentioned earlier, we don't understand how this could be a widespread/perennial issue if builders were tracking market demand closely.
- The role housing plays in local community and economic stability cannot be overstated, nor can the threats to creating or preserving sustainable local housing markets in destination/resort communities such as Cascade. For the purposes of this section, we generally avoid the term 'affordable housing,' since affordability is relative and applies to every income level. Housing that requires no more than 30% of total household income is considered 'affordable' to that household. That being said, a market without housing that accommodates a range of needs and income levels—for instance, the essential workforce that keeps a community stable, interesting and prosperous—can quickly turn a resort community to 'just a resort.'
- It's also important to understand a broader concept of subsidy. "Workers provide a subsidy to employers and customers by commuting long distances or compromising health and safety in order to provide service... at a price we consider affordable." — *'Planning Behind'* thebluereview.org (May 2016)

The observations presented above are not meant to judge or take sides on any local opinions or practices; we are merely presenting information relevant to the housing questions, concerns and goals put to us by community leaders and residents. It's up to locals to determine the policy directions that support the desired future.

Housing shortage: short-term rentals

To varying degrees, U.S. and other housing markets—and housing itself—have gone from being driven by household formation and local population growth to being reduced to a 'transactional commodity.' In other words, investors may not distinguish between a residential portfolio in Valley County and pork belly futures on the stock exchange. As homes and cabins are commodified, investors look to strip-mine housing markets and communities for



a return, as opposed to a young family, new hire or retiree looking to settle in Cascade and call it home. This puts the fate of communities and neighborhoods in the hands of remote investors.

This is distinct from traditional ‘familycabins’ under long-term ownership by families or groups who spend significant, regular time in Cascade, to the point where they build relationships with local residents and businesses.

As mentioned above, approximately 72%—a significant percentage—of Valley County’s housing market consists of ‘cold beds’—short-term rentals and/or vacation homes. These might be part of the ‘sharing economy’ under platforms like Airbnb, Vacasa, or VRBO. Or they are family cabins, second homes used on the weekends or sporadically throughout the year by a single owner or group of owners. Either way, these units are effectively unavailable to the local workforce, or those wishing to establish full-time residence in and around Cascade.

Locals—from residents and local government to Realtors, employers and appraisers—pointed out the impacts of these units on year-round residents and neighborhoods. The nature of short-term rentals means local residents or law enforcement have no sense of who is an authorized user from one week to the next—paying guests and burglars look the same when loading up a car. We also heard some short-term guests lacked consideration for neighbors, drinking heavily, playing loud music, lighting fireworks, discharging firearms, and overindulging in general.

Note that a slight majority of Cascade residential units (55.2%) show as vacant. A quick search for short-term rentals breaks down as follows: 20 units appear on FlipKey, 59 on Vacasa, 79 on Airbnb, and 192 on VRBO. These totals may capture some rentals outside the Cascade city limits, but the data provide a general scope. Together, this adds up to approximately 350 short-term rental listings in or adjacent to Cascade, a large portion of the total 693 units based on the 2015 data.

Every short-term rental unit means one less unit available to local employers, workers and others looking to call Cascade home.



Short-term rental policies: various approaches

Some communities have taken a strong position to preserve housing for residents:

- Berlin, Germany also assessed the impact of short-term rentals on their residential market, local economy and community stability. They evaluated the challenges faced by similar cities where ‘cold beds’ had begun to displace long-term rentals or homes for permanent residents. Ultimately, the city and its residents passed a prohibition on permits for new short-term ‘whole-house’ rentals—while still allowing residents to rent out rooms or a portion of a home as long as the primary owner/tenant maintains active residency. Existing permits are grandfathered in, but anyone in violation of the new ordinance faces fines up to 100,000 Euros.
- The Swiss took things even farther, and in 2012 went so far as to amend their constitution through a very close national referendum. By law, no more than 20% of the housing stock in any city or canton can consist of ‘cold beds.’ Tourism is an essential part of the Swiss economy, and preservation of mountain landscapes and agricultural traditions featured into the discussion. Many Swiss describe what planners call a ‘triple bottom line’ motivation in their approach to limiting development: water and air quality are held as essential to both national security and Swiss tourism; likewise Alpine agriculture and dairy. And finally, maintaining a healthy and diverse housing market is seen as a long-term investment in social stability that pays ongoing dividends while limiting social costs.

No one is suggesting these options are the right fix for Cascade. With so much of the local housing stock already lost to the short-term market, the horse is pretty much out of the barn door—and the barn has likely been converted to an Airbnb. But that doesn’t mean Cascade cannot learn from and adapt efforts from other communities like Sandpoint, Boise, and other Idaho communities.

Like Cascade, Sandpoint has struggled with the effects of ‘ghost neighborhoods,’ high concentrations of short-term rentals and second homes. They elected to develop a measured approach that allowed for limited short-term rental housing under certain conditions, including these examples:

- Owner-operators are limited to no more than two properties.
- A ‘managing agent or agency’ must be capable of responding to issues on short notice.
- Permits for short-term rentals are issued to specific owners and are revoked upon sale or transfer of the property to a new owner.
- Short-term rentals cannot be located within 300’ of other similar properties, except in multifamily complexes of ten or more units.

Below is the purpose statement of the Sandpoint ordinance:

3-12-1: PURPOSE:

The purpose of this chapter is to protect the character of the city's residential neighborhoods by limiting and regulating the vacation home rental occupancy of dwelling units.

In the adoption of these regulations, the city finds that the rental of dwelling units for periods of thirty (30) days or less has the potential to be incompatible with surrounding residential uses. Therefore, special regulation of dwellings used for vacation home rental occupancy is necessary to ensure that these uses will be compatible with surrounding residential uses and will not materially alter the neighborhoods in which they are located. (Ord. 1281, 5-15-2013)

In a background document prepared by the City of Boise Planning Department for Council review, several regulatory options—some limited to specific neighborhoods or districts and some citywide—are provided for consideration. The document acknowledges the tension between owners wishing to capitalize on their property and those who argue that this constitutes “an unlawful commercial use in a residential district.” Various regulatory options for consideration involve performance-based limits such as maximum occupancy limits, rental period/frequency, parking requirements noise level limits, mandatory designated representative, and safety, as well as permitting requirements.

Other Idaho cities are currently evaluating their positions on short-term rentals based on best practices in other jurisdictions. As time goes by, the Association of Idaho Cities and the Idaho Chapter of the American Planning Association will serve as good resources for information on local solutions.

Housing Opportunity Areas and Recommendations

Since household needs and incomes are diverse, there is no ‘one-size-fits-all’ solution. Most communities will benefit from expanded housing supply—at all types and price points. Cascade has several tools at its disposal to create incentives to desired outcomes. It should be noted that the most recent 2017 Cascade Comprehensive Plan Update features a detailed housing section with a specific goal to, “Meet the housing needs of all residents with maximum efficiency of public services.” The plan outlines three main objectives:

1. Provide a range of housing options that are affordable, safe, and attractive.
2. Encourage infill of housing where infrastructure currently exists.
3. Encourage housing location and neighborhood design based on efficient delivery of public services. Facilitate walking, cycling, and other alternative modes of transportation, while preserving desired open space and critical environmental areas.

Here are a few suggestions to address these three objectives:

Preserve the existing housing stock

Along with constructing new housing, preserving the housing you have by encouraging rehabilitation and proper maintenance of older homes will help the community meet its housing needs. Programs that support energy efficiency improvements have the added benefit of reducing utility bills.

Tax Credit (Section 42) or HOME Financed Multifamily Housing

This option is used to develop and manage mixed-income multifamily rental property. In exchange for the federal financing support, the properties are deed restricted, meaning a portion of the total units will be maintained with rents affordable to tenants below the area median income. All units are built to the same standard—some with market rents and others below market. Everyone pays rent, and this type of property typically houses workers earning up to an average of \$20/hour. These two financing options are best utilized by housing developers with experience and capacity to manage often-complex federal requirements. The programs are administered in Idaho by the Idaho Housing and Finance Association.

Accessory dwelling units, or ADUs

An ADU is generally defined as a small studio or one-bedroom second unit added to a single-family lot that can be used as a rental unit or for a relative to occupy. Boise, for instance, has allowed ADUs with administrative approval for nearly 20 years. In many cases, these can be converted garages or outbuildings, basement or upstairs apartments, or new construction subject to setbacks and specific building codes. ADUs are widely recognized as an easy way to increase rental capacity where appropriate. ADUs can be:



- Internal to the main dwelling
- Attached to the main dwelling
- Constructed over a detached garage
- May be a free standing structure



'Tiny' or Small-Footprint Homes

Under the current Boise City Code, a small-footprint house (or a ground-bound 'Tiny House' on a fixed foundation) could be approved as an ADU, although the allowance does not currently extend to homes on trailers. For this type of housing, challenges in Boise and elsewhere include developing defensible and proportionate impact fees, design criteria and taxing policy that supports the cost of service delivery.

In terms of siting small-footprint home, their size lends them to development on otherwise substandard lots, or on parcels split off larger lots. This approach would require addressing existing minimum square footage and lot sizes, and adjusting them as needed to support the level of housing diversity and price points needed in Cascade. In many cases, communities simply need to take a step back from old mindsets around planning and building codes.

Zoning codes typically allow planned unit developments, or PUDs with a variation from normal code standards. In the case of multiple small-footprint units, a *Cottage Home* PUD could be considered to support shared parking, driveways, storage space and open space. (We heard of a platted PUD during the review.)

Housing coops/EAH

Not to be confused with *co-housing*, housing cooperatives are common in many countries and cities. Switzerland has a coop tradition that originated in the early 1900s. A group of resident/owners pool resources and capacity to build or acquire/rehab housing to meet their individual member needs. In many cases this involves some form of multifamily/shared-wall housing. We might also think of this as very similar to a condo model.

The coop members can be individuals or institutions, such as the State Department of Parks and Recreation, a Medical Center or school district. If the latter, this would also be a form of 'employer-assisted housing,' or EAH. Rents can be subsidized by the employers or reflect market rates. Since rental availability is seen as a recruitment/retention barrier, this might be one way to address the issue. This allows the partners to build units that meet the needs of full-time or seasonal staff.

Mutual self-help housing

This USDA Rural Development program gives 'very-low- and low-income families a chance to build their own affordable homes.' Grants are made to a local project sponsor, a qualifying organization that recruits and supervises groups of individuals and families that provide most of the construction labor on a block of homes. This is modeled in part after the traditional 'barn raising,' with the project sponsor offering technical assistance and oversight. In addition to their sweat equity, participants may be eligible for low-interest financing and down payment assistance.

Asset mapping

The City of Cascade in partnership with local realtors, appraisers, and landowners can work together to produce a vacant land inventory. As part of this process, work to identify the percentage of taxed and non-taxed land, private and public land, and underutilized property. Where appropriate (and assuming willing partners), land swaps—streamlined process—can create opportunities.

Land banking

When prices are high this isn't an easy option; but private and public employers should anticipate an eventual market downturn and be prepared with resources to reclaim local housing stock or acquire buildable sites to create desired housing types. One model used elsewhere is the community land trust, which involves property held in trust by a community entity.

In this model, land is made available to those identified as part of the essential local workforce—first responders, health care professionals, teachers, public works, etc. In some cases, individuals are given a long-term land lease and can build homes. The cost of the land and any improvements is indexed to a constant such as the Consumer Price Index. The property can be transferred or sold to other eligible workers—with the trust holding the right of first refusal. This allows the homeowner to see some appreciation, but preserves affordability within the community. The point is, this is not intended for speculative investment, but to create a perpetual asset to help stabilize the community and economy.

Review and revision of comprehensive plan, zoning ordinance, and subdivision ordinance

This was a recommendation of the April 2016 Community Review, and it's nice to see this goal achieved in early 2017. Locals supported reevaluating zoning to ensure it met current community needs and reflected changing conditions. Some of the actions recommended during the revision include issues discussed during the 2016 community review:

- Modify the zoning ordinance to allow mixed office/residential or “live/work” development that includes housing on upper floors of commercial buildings.
- Encourage infill and redevelopment of buildings in the CBD that include upper-floor residences.
- Consider zoning changes to allow for detached accessory dwellings in the original town grid.
- Participate with Valley County in the creation of a new *Housing Needs Assessment and Community Housing Plan*.
- Adopt and help implement the Community Housing Plan and housing-related goals and objectives found in the Cascade Comprehensive Plan
- Consider revisions to the zoning ordinance to permit a wider variety of housing types
- Integrate affordable housing units spatially and aesthetically into the community
- Enforce building codes

- Revise the multi-family zoning standards and regulations to increase the options for density and housing types and to define the appropriate locations for each type of project so that existing neighborhoods are not adversely impacted.

With the above statements in place as goals and strategies, we suggest the zoning and subdivision ordinances be reviewed and quite likely amended so they are consistent with the comprehensive plan language.

Housing trusts and other tools to reduce housing costs

Residents support other suggestions, including funding for the West Central Mountains Housing Trust. Some states and jurisdictions have used real estate transfer fees or inclusionary zoning for this purpose. In Valley County and elsewhere in Idaho, opposition to these mechanisms has come from a handful of realtors and high-income property owners opposed to what they perceive as a ‘forced subsidy.’ But other real estate professionals understand that support for a housing trust fund is what Alexis de Toqueville called “the peculiar genius of American society,” or “self-interest properly understood.”

Something at the beginning of this section bears repeating here—a different take on ‘forced subsidy.’ “Workers provide a subsidy to employers and customers by commuting long distances or compromising health and safety in order to provide service...at a price we consider affordable.”

Imagine a community with no access to health care, nail salons, coffee, fresh produce, wine bars or decent food; no police or fire response; no water, sewer, trash or utility service; and no one to hire when something needs to be repaired, refueled or serviced. Many households wouldn’t last a week; they would have their home on the market while they relocated to a community with the lifestyle—and its underlying infrastructure and services—they depend on. Soon, supply would outstrip demand and the real estate market would correct accordingly. When the people who keep things running are priced out, you can quickly go from a ‘resort community’ to a ‘resort.’

The residents of Cascade, Valley County, and the West Central Mountains are starting to think more about enlightened self-interest; they understand investing in diverse housing types and price points can lead to greater long-term stability for everyone. And from the follow-up to the 2016 review, it appears the necessary partnerships and planning may soon yield results.

Housing Resources

2017 Cascade Comprehensive Plan Update Go to <http://tinyurl.com/ydb5ztor>

Prospects for New Housing Cooperatives: Feasibility Study for Housing Cooperatives in the Northern Rockies. June, 2016 <http://tinyurl.com/koecdeu> | Montana Cooperative Development Center, NeighborWorks Montana

Idaho Housing and Finance Association, Project and Business Financing. Go to www.idahohousing.com

Mountain Plains Equity. Go to <https://www.mpequity.com/>

Southwest Cooperative Housing Authority. Go to www.sicha.org.

Community Builders. Go to www.communitybuilders.org.

Affordable Housing Online/Valley County stats. Go to <https://affordablehousingonline.com/housing-search/Idaho/Valley-County#income>

Housing Toolbox for Western Policymakers (Mostly Idaho). Go to <http://fairhousingforum.org/uncategorized/toolbox/>

Idaho Department of Commerce. Go to www.commerce.idaho.gov.

USDA Rural Development | Multi-Family Housing Programs | Single Family Housing Programs | Mutual Self-Help Assistance Grants | Housing Preservation Grants. Go to <https://www.rd.usda.gov/id>.

The Housing Company. Go to <http://www.thehousingcompany.org>

NW Integrity Housing. Go to <http://nwintegrityhousing.com>

Community Frameworks. Go to www.communityframeworks.org

Resident Owned Communities — ROCUSA. Go to <https://rocusa.org>.

Housing Assistance Council | Rural Voices | *Innovation in building technologies for affordable rural housing (Volume 21, No. 3)*. Go to <http://www.ruralhome.org>

More Guests, Empty Houses: Airbnb is great for tourists. Is it great for the housing market?— Slate (February 2014). Go to <http://tinyurl.com/mbn6266>.

Housing Diversity = Community and Economic Success. Go to <http://tinyurl.com/o6nksw4>.

Did Airbnb Kill the Mountain Town, an article in Outside magazine, July 11, 2017. Go to <https://www.outsideonline.com/2198726/did-airbnb-kill-mountain-town>.

Maintained by the Association of Idaho Cities, the Municipal Research and Services Center is excellent source of information and example ordinances on a variety of planning issues, including housing. Go to <http://mrsc.org/Home/Explore-Topics/Planning/General-Planning-and-Growth-Management/Accessory-Dwelling-Units-in-Plain-English.aspx>. for a large volume of information about permitting accessory dwelling units.

Go to <https://accessorydwellings.org/what-adus-are-and-why-people-build-them/> for a one-stop source about accessory dwelling units.

“Mountain Towns Learn to Love – and Regulate Short Term Rentals”. Denver Post, February 20, 2016. Go to <http://www.denverpost.com/2015/02/20/mountain-towns-learn-to-love-and-regulate-short-term-rentals/>.

Colorado Association of Ski Towns offers a publication called Vacation Home Rentals: Issues, Emerging Trends, and Best Practices. Go to <http://coskitowns.com/wp-content/uploads/2016/11/VHR-report-6-12-15-FINAL.pdf>.

American Tiny House Association. Go to <http://americantinyhouseassociation.org/>.

Civic Life and Community Involvement

Community comments and concerns

As described in the “Community Expectations and Identification of Focus Areas” section found in Part II of this report, the Civic Life and Community Involvement focus area included topics such as volunteerism, leadership and organizational development, community culture, public communication, collaboration and coordination between community organizations, and recreation and cultural facilities (e.g. parks, amenities for biking and walking, and venues for community events).

The Visiting Team noted the following civic life and community involvement themes before and during the community review:

Record of community accomplishment and strong civic groups

Through printed information and site visits, Cascade Home Team leaders made the Visiting Team aware of the many past and ongoing community and economic development efforts in the community. Many of these efforts have been made possible by volunteer effort. In short, such efforts are tangible evidence the community can work together, raise funds, and complete projects. Recently completed or ongoing projects and events Home Team members and other Cascade residents brought up most frequently during the community review included:

- Main Street improvements
- Kelly’s Whitewater Park
- Southern Valley County Recreation and Aquatic Center
- The Strand
- Armstrong Park improvements
- Firewise & community gardens
- Youth leadership
- Valley Home Companion Show
- Participation in America’s Best Community competition

Organizationally, the Visiting Team was particularly impressed with the successful efforts of the Horizon’s Lifestyle and Education Team and associated Cascade Cultural Arts Center. Likewise, American Legion Post #60, the library, food pantry, Roxy Theater, schools (including the Alzar School), U of I Extension, Cascade Chamber of Commerce, and the community center struck the Visiting Team as particularly important community assets and organizations. We also heard positive comments about Cascade’s strong relationships with local, regional, and statewide entities such as Idaho Parks and Recreation, and Valley County Economic Development Council/West Central Mountains Economic Development Council.

High priority on youth and families

The Visiting Team frequently heard the Cascade residents speak about the importance of youth and families to Cascade’s identity. Whether the subject was economic development, housing, parks and recreation, or other topics, support for youth and families was a consistent priority. For example,

“family-friendly tourism and recreation” is a term that came up multiple times during the community review.

Improvement of park and recreation facilities a priority

Cascade residents described several park and recreation improvements that were planned, under construction, or completed at the time of the community review. We were impressed with the clarity with which community leaders spoke about these projects. We also appreciated the incorporation of environmental and creative education components into some of these projects.

At the time of the community review, Cascade community leaders shared information about a number of park and recreation improvements to be considered. Most of these improvements are envisioned for the Kelly’s Green Project portion of the former Boise Cascade site.

The owners of the property have dedicated a parcel of the land on the former mill site to nonprofit uses. This area is referred to as Kelly’s Green Project. It is the owners’ intent to deed out this land to nonprofit and government organizations with the promise they dedicate two-thirds of the area they plan on using as “green space”.

Recently, the ‘Horizons Lifestyle and Education Team’ created a ‘Horizons for Recreation Initiative’ that looks at the redevelopment of the property from a larger community and economic development perspective.

In summary, Home Team members described their vision of a river recreation corridor centered on the former Boise Cascade Mill property. As we heard it, this vision includes the Valley County Fairgrounds, though possibly in a different location. We also heard residents talk about their desire for community gathering (or event) spaces.

A partial list of completed, planned, and potential projects Home Team members described during the community review includes:

- Southern Valley County Recreation and Aquatic Center (completed subsequent to the community review)
- Kelly’s Whitewater Park
- Improvements that connect Armstrong Park to other existing and planned facilities related to Kelly’s Green Project
- Racquet sports park featuring pickleball courts, tennis courts, multi-purpose court/outdoor ice rink, and outdoor fitness equipment
- Renovation, relocation, or expansion of sports fields
- Dog park
- Trails or walks that have a focus on songbirds and the solar system
- Greenhouses (heated with natural hot water)
- Sustainable, native-plant, and wildlife habitat-oriented landscaping

Community support for biking and walking

Community support for making conditions more safe and enjoyable for walking and biking throughout Cascade was equal to the enthusiasm for existing and planned park and recreation amenities. We heard some interest in facilitating walking and biking between the former Boise Cascade mill site and the downtown area. As evidence of the community's desire to improve conditions for walking and biking, Cascade created a "Mobility Team" in place that completed the *City of Cascade Activity Connection Plan* in the summer of 2015. This plan prioritizes a variety of pedestrian and bicycle-related improvements, but it does not provide cost estimates or suggest funding sources.

Coordination and communication

Many Cascade residents and leaders shared their perception that coordination and communication between different community organizations and projects could be improved. This lack of communication has resulted in multiple events happening on the same day. Improvement in this area would make more efficient use of available volunteer effort and funding.

There are lots of competing or parallel ideas and projects related to creating Cascade's desired future. These efforts have various cheerleaders who pour their heart and soul into individual projects. This tendency for multiple projects being worked on simultaneously may be contributing to a belief that volunteers and leaders feel like they are spread too thin. (See "*Some Residents Looking for Opportunities to Become More Involved*", below.)

The Visiting Team was informed there is no coordinated, comprehensive community calendar, though the idea has been discussed previously and during the community review.

Desire for community education opportunities

While some opportunities have been developed through, for example, the Cascade Cultural Arts Center and the Food Pantry, interest in additional community education opportunities came up in different ways during the community review. An ongoing effort to envision a new library is perhaps, in part, a response to this interest.

Some residents looking for opportunities to become more involved

The Horizon's Education and Lifestyle Team has the most extensive list of people in the community (approximately 500 people) who have expressed interest in events, projects, and associated volunteer opportunities. The Team has about 75-100 people it considers actively involved.

Several leaders of organizations expressed that volunteers and especially organization leaders are spread very thin. Experience in the community is that there is a decent-size, active pool of volunteers exists—primarily in association with the Horizon's Team, but that it's difficult to get people to step up into leadership roles or to follow through on tasks without continual guidance.

In both organized meetings and informal conversations, multiple Cascade residents expressed their opinion that becoming involved in various community projects or community conversations is not

always easy. Some people shared they do not feel invited to express their ideas or become involved as community volunteers or leaders.

The Visiting Team also heard several people talk about the challenge of connecting with part-time residents and building connections between them and full-time residents.

Other individuals shared their desire to see the community become more welcoming to new residents (full- and part-time) and businesses.

Civic Life and Community Involvement Opportunity Areas

CL Opportunity Area 1: Improving communication and coordination among community organizations, local government, and residents

The Visiting Team developed the following recommendations after participating in and listening to Cascade residents and leaders talk about their desire to improve communication and coordination between different organizations based in Cascade and the region.

The Visiting Team anticipates the Horizons Lifestyle and Education Team, in collaboration with the City and other community organizations, will serve a leadership role in reviewing and acting on the following recommendations. The Horizons Team is responsible for an impressive list of community projects and programs. Many of them focus on new opportunities for young people.

Recommendations

CL 1.1 Develop one relatively low maintenance on-line community calendar. Any community leader or volunteer or a pre-screened list of same should be able to add events to this calendar, subject to review by a calendar administrator. Alternatively or in addition, create a webpage (possibly on the City's site) that has links to all existing community calendars maintained by specific organizations.

CL 1.2 Develop an on-line forum for communication among residents. Nextdoor.com is one option; Some communities also use Facebook in this way. Whatever the platform, ground rules protocols for joining and participating should be clear.

CL 1.3 The community calendar described in CL 1.1 and/or the communication forum described in CL 1.2 should include an up-to-date listing of volunteer and leadership opportunities in the community.

CL 1.4 Employ bulk text messaging to get time sensitive community information to residents. Some local law enforcement and emergency service agencies use this tool; it can be expanded to get the word out about a variety of community issues and events.

CL 1.5 Place greater emphasis on creating consensus regarding the highest priority projects. This will help generate greater momentum and volunteer effort behind a fewer number of projects.

CL Opportunity Area 2: Encouraging volunteerism, leadership development, and mentoring

No community can succeed without support and active participation of a broad variety of residents. In the case of Cascade, this includes both year round and part-time residents. The following recommendations are intended to make it easier for all residents (of all ages) to know about opportunities to become involved in various current and future community development projects. These recommendations reflect the following principles regarding volunteer recruitment and retention. They also recognize volunteers often become future leaders, given the proper support and mentoring.

Recommendations

CL 2.1 Develop committees focused on specific topics, including, for example: arts, outdoor recreation, biking/walking, etc.

CL 2.2 If one does not exist, develop a skills and interest bank so the passions and talents of both full- and part-time residents can be called upon to support future community projects.

CL 2.3 Use the principles of “appreciative inquiry” to discover how lessons learned from past successes can be applied to future projects. See Appendix F for more information.

CL 2.4 The Horizon’s Lifestyle and Education Team should engage its leadership in a strategic planning effort to establish a long-term vision, goals, and strategies. Once its vision and goals are clear, the group should then assess the degree to which continue success would be supported by transitioning to a professional nonprofit with a paid executive director or coordinator. In other words, the group should be clear about what could be accomplished with a paid staff person that cannot



be accomplished at present. Alternative ways to increase capacity without having a paid staff person should also be considered. For example, could the Horizon’s Team increase its capacity by combining with another local or regional organization?

CL 2.5 Continue to develop leadership and personal development opportunities for youth that includes, for example, creating a mayor’s youth advisory council, appointing youth representatives to City boards, commissions, and committees, developing a youth-led community improvement project, and organizing youth field trips to city council meetings and/or inviting city leaders to speak in school classrooms.

CL 2.6 The Alzar School is a tremendous resource. Involving these kids and the outdoor recreation community at-large into somehow developing a stake in or tie to Cascade's future development will do wonders for creating reasons for these people want to return to Cascade in the future.

CL 2.7 Have participant or attendee sign-up lists at community events and meetings to give residents an opportunity to express their interest in becoming more involved in the community. In order to support efforts to increase the involvement of part-time residents (see CL 2.6), such sign-up sheets should ask people if they are full-time or part-time residents.

CL 2.8 Develop strategies to engage part-time residents in the community. For example, focus groups consisting of part-time residents and/or a survey of part-time residents could help identify the most promising strategies. Also, an ad-hoc advisory committee consisting of part-time residents could be established and consulted as needed to increase involvement of part-time residents. Members of this committee could also become actively involved in reaching out to other part-time residents.

CL 2.9 Encourage other employers to follow the lead of Umpqua Bank by allowing employees to serve as community volunteers (within clear limits) during work hours.

CL Opportunity Area 3: Continue redeveloping the former Boise Cascade mill site (Kelly's Green Project, Whitewater Park, etc.)

The Pickard's have dedicated a parcel of the land on the former mill site to nonprofit uses. This area is referred to as Kelly's Green Project. The plan is for the Pickard's to deed out this land to nonprofit and government organizations with the promise that they dedicate two-thirds of the area they plan on using as "green space". There have been discussions with the Cascade School District about building a track and football field. There has also been interest in creating a dog park on a portion. During the Home Team listening session the need for access to fresh fruit and local options was identified which led to the idea of constructing greenhouses with geothermal resources on the parcel.

Recently, the Horizons Lifestyle and Education Team has recently created the 'Horizons for Recreation Initiative', an asset-driven economic development plan that proposes to could include a racquet sports park, outdoor fitness area and multi-purpose sports court/ice rink, sustainable landscaping using native plants, and other amenities on the former mill site.

Brownfields and environmental covenants

Redevelopment of the former Boise Cascade mill site must take into account environmental covenants and other policies related to contamination stemming from historic uses. An environmental covenant is a legal instrument recorded on real property and governed by the Uniform Environmental Covenants Act (Idaho Code §55-30). An environmental covenant is commonly used as a component of a risk-based cleanup to control the potential risks posed by residual contamination, protect the integrity of the cleanup action, and ensure continued protection of human health and the environment. An environmental covenant is created by a written agreement in which the parties bind themselves, and their successors in interest to the land, specific conditions, and obligations and/or restrictions of land use, also called activity and use limitations.

Activity and use limitations run with the land. They are often used to prevent exposure to contaminants by limiting their pathways, such as extraction of ground water, excavation of soil, or the exposure to vapors in a structure. The type of land use may also be restricted to nonresidential uses only. The activity and use limitations may also be written to only apply to specific portions of properties, the restricted areas, and may also be removed if certain conditions specified in the environmental covenant are fulfilled.

A summary of covenants in place with respect to various portions of the property are found in Appendix G. In general, these covenants prohibit the extraction of groundwater and the development of residential (including hotels and motels) or agricultural uses on the property. The covenants *do* provide for commercial and industrial uses.

CL 3.1 Work with the landowner to explore development of an overall master plan for the former mill site property. The graduate program in bioregional planning and community design could be contacted to determine their interest in developing the master plan as a student project. Other recommendations related to redevelopment of the area include:

- Any remaining parcels that have not been assessed should be tested for potential contaminants associated with historical uses of the site.
- Use street, sidewalk, pathway, and signage improvements to develop a stronger physical connection between the former mill site and the downtown area.
- Be open to for-profit and/or nonprofit businesses locating in Kelly's Green Project to generate job opportunities and tax revenue.
- Further explore the idea of relocating the existing athletic fields on the south side of Cascade to the former mill site, and then make the current athletic field site available for housing.

CL Opportunity Area 4: Continue pursuing other placemaking opportunities

In many ways, Cascade is doing an impressive job of planning for and completing projects that make the community a more appealing place to live, work, visit, and run a business. The following recommendations address such topics as bike and pedestrian circulation, wayfinding, downtown revitalization, and areas or facilities for special events and community gathering places; many of them take advantage of what the Visiting Team views as a community asset: strong interest in and support for the arts.

Recommendations

CL 4.1 Complete improvements in the downtown area that make it a more inviting place for both residents and visitors. Specific examples include:

- Public art
- Community-oriented downtown façade facelift project
- Murals (restore existing and/or create new ones)

CL 4.2 Organize downtown improvement efforts around the National Trust for Historic Preservation’s 4-Point Approach for Downtown Revitalization and consider participating in the Idaho Department of Commerce’s Main Street Program. See Appendix I for more information.

CL 4.3 Develop Cascade as a hub or center an arts/artisan community. Clearly, the existing Cascade Cultural Arts Center would play a central role in such an effort. Specific strategies that would help achieve this goal include:

- Develop an arts council
- Create an artist-in-residence program in the school
- Make it easier to the arts and artists to have a presence on Main Street (e.g. use empty storefronts as temporary art galleries)
- Create an arts incubation space/studio and/or cooperative gallery on Main Street as an offshoot of the Cultural Arts Center.
- Encourage arts activities (e.g. public art, art events) that are consistent with and reinforce Cascade’s vision and identity as a family-friendly and outdoor-oriented community.
- Investigate participation in the “Community Scholarship Program” offered by the Idaho Commission on the Arts. See Appendix J for more information.



CL 4.4 Develop a community or Southern Valley County wayfinding plan to help visitors easily find their way to community services and amenities once they are in or passing through the area.

CL 4.5 Continue pursuing improvements that make walking and biking in the community more safe and enjoyable. The Visiting Team was impressed by the progress made in this area, as represented by the completion of the *City of Cascade Activity Connection Plan* and the *City of Cascade, Idaho Bicycle & Pedestrian Plan* (June 2015). These plans prioritize improvements that build on The Strand and connect important destinations in the community (notably including Kelly’s Whitewater Park and old mill site). The Visiting Team supports the improvements identified through these previous planning projects and hopes the funding and other resources

found at the end of the Civic Life and Community Involvement will help the community find the resources to complete the highest priority projects.

CL Opportunity Area 5: Use existing partnerships to develop shoulder season opportunities

The Visiting Team learned about several ideas to develop new education and recreation opportunities that celebrate Cascade’s identity, history, and natural heritage. Some of these projects were in the planning stages, while others were still very much in the idea stage. In the recommendations below, the Visiting Team responds to some of these projects and offers a few ideas of its own that leverage existing

assets such as Kelly's Whitewater Park. This opportunity area also includes support we noted for increasing community education opportunities.

Recommendations

CL 5.1 Continue pursuing dark sky policies and projects, including policies related to outdoor lighting and an observatory.

CL 5.2 Develop projects and events that celebrate the Cascade area as a prime area for birding. Such activities should engage both visitors, part-time residents, and year-round residents. Information about quality birding opportunities (and other things to do in Cascade and surrounding area) should be regularly posted Facebook pages for birders and birdwatching in Idaho (e.g. "Idaho Birding").

CL 5.3 Identify opportunities further develop: (1) Cascade Lake as a destination for fishing (summer and winter) and other water sports, and (2) the Cascade area as a place for snowmobiling, hunting, and other types of wildland recreation.

CL 5.4 Continue developing Kelly's Whitewater Park and this section of the Payette River (e.g. between Cascade and Cabarton) for family-friendly water sports recreation. Provide opportunities for water craft rentals.

Civic Life and Community Involvement Resources

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

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

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.

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.

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

publications related to community leadership and development). Go to <http://www.heartlandcenter.info/publications.htm>, 800-927-1115.

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

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

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

Idaho National Laboratory's Community Donations. Idaho National Laboratory (INL), on behalf of corporate funds provided by Battelle Energy Alliance, funds philanthropic projects from nonprofit agencies that focus on health and human services, disadvantaged youth, environmental projects, civic affairs, or culture and the arts. Go to <https://www.inl.gov/inl-initiatives/community-outreach/>.

Karma for Cara Foundation has a microgrant program that encourages kids 18 and under to apply for funds between \$250 and \$1,000 to complete service projects in their communities. Whether it is turning a vacant lot into a community garden, rebuilding a school playground or helping senior citizens get their homes ready for winter, we want to hear what project you're passionate about. Go to <http://karmaforcara.org/get-involved/apply-for-a-microgrant/>.

"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.

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>.

Learn about the City of Glens Ferry's downtown revitalization efforts here:

<http://glensferryidaho.org/downtown/>. Volunteer labor and financial sponsorship of individual downtown furnishings (lights, benches, etc.) by individuals, businesses, and community organizations significantly contributed to the success of this effort.

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

The National Main Street Center is a membership organization that offers a number of downtown improvement resources. A basic membership is \$350 per year. Go to <http://www.preservationnation.org/main-street/>.

The Idaho Main Street Program is a licensed partner of the National Main Street Center and offers help for communities interested in pursuing the Main Street™ model.

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

Operation Facelift is a project of the Southern Idaho Economic Development Organization that's inspired many Idaho communities to spruce up their downtowns. Go to this article:

http://www.expansionsolutionsmagazine.com/091011_siedo or call 208-731-9996.

Tactical Urbanism: Short-term Action for Long-term Change is a highly regarded book discussed during the Cascade Community Review. Go to <https://islandpress.org/book/tactical-urbanism>. A tactical urbanism materials and design guide is available here: <http://tacticalurbanismguide.com/>.



The community-built Winthrop Ice Rink in Winthrop, WA is a successful example of a project that is comparable to the ice rink/sports courts project contemplated as part of the Horizon's for Recreation Initiative. The facility is used as an ice rink in the winter (it is artificially refrigerated) and as pickleball courts and roller-skating rink in the summer. Go to <http://winthroprink.org/>. Contact Connor Walsh, Rink Manager, Cwalsh@Winthroprink.org, 509-996-4199.

Dark Sky Community Guidelines published by the International Dark Sky Association. Go to http://www.darksky.org/wp-content/uploads/bsk-pdf-manager/IDSC_Guidelines_Oct2015_9.pdf.

PART V FINAL THOUGHTS & NEXT STEPS

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

Becoming an Entrepreneurial Community

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

Many of the opportunities and recommendations described in this report will help Cascade become more entrepreneurial. For overall guidance and assistance with this process, the Visiting Team encourages the communities to give special consideration to the recommendations and resources identified in the Economic Development focus area beginning on page XXX, and *Part V* beginning on page xxx.

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

Community Coaching for Grassroots Action

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

Why it Matters

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

Speaking of funding, Appendix K contains “Quick Tips for Grantwriters” prepared by Jerry Miller with the Idaho Department of Commerce.

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 Cascade to revisit these principles often and apply them as appropriate:

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

A Last Word.... for Now

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

Top Ten Attributes of Successful Communities

1. Evidence of an inclusive culture

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

2. Invest in the future – built to last!

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

3. Participatory approach to decision making

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

4. Creatively build new economic opportunities

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

5. Support local businesses

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

6. Deliberate transition of power to new leaders

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

7. Strong belief in and support for education

Good schools are the norm and centers of community activity.

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

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

9. Willingness to seek help from the outside

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

10. Communities and regions are self-reliant

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

APPENDICES

Appendix A: Cascade Community Review application

Appendix B: Visiting team member contact and biographical information

Appendix C: Total In-kind Value of Cascade Community Review

Appendix D: Survey form and summary of results

Appendix E: Cascade Community Review master schedule, listening session schedule, and focus area itineraries

Appendix F: Principles of appreciative inquiry

Appendix G: Summary of covenants for former Boise Cascade mill site

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

Appendix I: National Trust for Historic Preservation's 4-point Approach to Downtown Revitalization

Appendix J: Community Scholarship Program (Idaho Commission on the Arts)

Appendix K: Quick Tips for Grant Writers

Appendix A: City of Cascade Community Review Application

Idaho Community Review Application - 2015

Our Community Review Team agrees to accept the terms and conditions of the Community Review process.

Community: City of Cascade

Main Contact Person:

Mayor Rob Terry

P.O. Box 649

Cascade, ID 83611

Office: 208-382-4279

Cell: 208-315-1880

Focus Areas:

- Economic Development
- Housing
- Civic Life & Community Involvement

Please briefly describe the process used to select your focus areas:

The group began by discussing each topic area and brainstormed community concerns related to each topic. While the team members were able to find relevant discussion related to each topic area, housing and civic life seemed to be connected to many of the other focus areas of concern. Housing was identified as a need in order to support economic development in the area. It was also identified that housing was needed in order to attract and retain quality professionals to the area as well as provide suitable housing options for local residents. Gaps in community services were identified, for example, opportunities for life-long learning, estate planning, the preservation of open space, and programs to serve the youth and seniors were discussed. It was identified that an increase in civic engagement would help to serve some of these needs and assist in the creation of a well-rounded community.

Names/phone numbers/Email addresses of the three focus area leaders:

Economic Development

Rob Terry

208-315-1880

mayorrob@cascadeid.us

Housing

Jonne Hower

208-866-5688

jonne.hower@gmail.com

Civic Life & Community Involvement

Shauna Arnold

208-634-6906

skhines@frontiernet.net

In the focus areas identified, what specific issues does your community want to address?

We would like to address the following:

1) Economic Development

- Vocational training
- Business development and enhancement
- Development of local entrepreneurship and business start-ups
- Competitive advantages and initiatives to attract and retain businesses

2) Housing

- Alternate models (i.e. housing trusts, accessory housing units) to meet the variety of needs within our community
- Infrastructure demands and phase II of the facility-planning study for lagoon enhancement
- Current and future infrastructure needs
- Seasonal employment housing opportunities

3) Civic Life & Community Involvement

- Ways in which we can engage more people in tackling community concerns; for example, issues revolving around, land use planning, education, seniors/youth, transportation, community design/identity, health care, and art, historic, and recreational resources
- Leadership development and skill-sharing
- Need to centralize/coordinate information
- Development of a Cascade Community Foundation
- Ways to attract and retain citizens

What are your community's intentions or plans with respect to prioritizing and taking action on the recommendations provided by the Community Review? What individuals and/or organizations in your community can provide the necessary leadership going forward?

Our initial intentions/plans, with respect to prioritizing and taking action on the recommendations provided by the Community Review, will be to ensure the public is aware of the outcomes of the project and the documentation is available for them to review to provide further insight and direction. Our core Cascade Community Review Team, with the engagement of interested community members and organizations, will prioritize projects and take action on these projects. Cascade has many dedicated and diverse community organizations for our core team to draw upon to help implement the prioritized projects. This includes the University of Idaho Extension - which will take the role as community facilitator to work with each action team for four-to-12 months post-community review. The Extension Educator plans on partnering with U of I Community Development Specialist to implement leadership development through

the Community Coaching for Grassroots Action programming. As appropriate, the core team will identify and seek grant opportunities, additional technical assistance, and employ best practices to facilitate the identified projects. We will find ways to implement the suggested recommendations to improve communication, decision making, and leadership. We will continue to build on the existing collaboration and coordination that takes place regularly in our community.

Cascade Community Review Team Members

- Rob Terry - Mayor of Cascade
- Theresa Perry - Lake Cascade State Park Manager; Horizons' Lifestyle and Education Team President
- Melissa Hamilton - U of I Extension Educator
- Jonne Hower - Horizons' Lifestyle and Education Team Member; Valley County Economic Development Council, Chamber of Commerce Member
- Scotty Davenport - Business Owner; Valley County Economic Development Council, Chamber of Commerce Member
- Shauna Arnold - Horizons' Lifestyle and Education Team Secretary/Treasurer; Business Owner

Community Support

Cascade School District
American Legion Post 60
Horizons' Lifestyle and Education Team
Cascade Chamber of Commerce
Local Business Owners
City of Cascade Personnel
Valley County Extension Office
Valley County Sherriff's Office
Cascade Police Department
Cascade Ranger District, USFS
Lake Cascade State Park
Valley County Economic Development Council
Southern Valley County Recreation District
EMS/Rural Fire Department
Local Churches
Alzar School
Home School Co-ops
Boy Scouts
Cascade Community Center
Cascade Medical Center

Kelly's Whitewater Park
Cascade Food Pantry
4 Summit Challenge Bike Ride and Cascade Gravel Grinder Challenge Committee
Cascade Mobility Team
Idaho Fish and Game
Cascade Civic Groups
Cascade Sports Park Committee
Valley County Pathways
Valley County Commissioners
Cascade City Council

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).

- Strategic planning
 - Three Community Review team members serve on the Valley County Economic Development Council (VCEDC): Cascade Mayor Rob Terry, representing the City of Cascade; Business owner Scotty Davenport, representing Cascade Chamber of Commerce; and member-at-large, Jonne Hower.
 - VCEDC Strategic Plan (see attached) - www.valleycountyedc.org
- Business development/enhancement/revitalization:
 - 2014 Business Plan competition (county-wide and held in McCall) - (summary attached)
 - 2015 Biz Week – *Entrepreneurship for Everyone* at High School, *Social Media and Marketing* (summary attached)
 - *Business Fundamentals* or *Steps to Starting a Business* workshops: currently under discussion with Small Business Association (SBA) staff.
 - Monthly /semi-monthly mentoring and coaching sessions: currently under discussion with SBA staff
- 2014 Business Plan competition: VCEDC sponsored a Valley County-wide Business Plan Competition in March, 2014, modeled on the format discussed in the book *Startup Communities: Building an Entrepreneurial Ecosystem in Your City*, by Brad Feld. There were 12 business plans submitted for a total of \$1450 in cash prizes, all contributed by local business or interested groups. Prior to the competition's deadline, McCall College hosted three business plan-related workshops and two computer-lab sessions to support the competition. Although the classes and computer labs were free and advertised county wide, no Cascade residents participated in these McCall sessions. Cascade may need more focused support to more fully participate in this initiative.
- 2015 Biz Week: VCEDC pilot tested a focused “Business Week” concept in Cascade in March 2015. This included a three-day *Entrepreneurship for Everyone* interactive

presentation to the Cascade High School's senior economics class. Also, there was a well-attended evening workshop on Social Media and Marketing. The presenters (staff from the SBA) also conducted an informal needs assessment via discussion with downtown Cascade business owners and/or operators. Participants at the Social Media workshop requested additional training and support in use of social media. Results from the informal needs assessment suggest an interest in on-going business counseling and educational development in small business finance and marketing.

- Valley/Adams County Planning Council is a cross-county collaborative effort to enhance infrastructure projects.
- Cascade is receptive and exploring collaborations with outside agencies and organizations. For example, in 2014, there were discussions with MicroEnterprise Training and Assistance (META) in Boise, Idaho regarding the possibility of META's opening a satellite office in Cascade. META was pursuing grant funding for this endeavor, which they did not receive.
- Through the generous contribution of an anonymous local resident, there is a small fund, administered by the Idaho Community Foundation, established for economic development activities in Cascade.

Enhancement, revitalization, and clean-up projects have occurred and/or are ongoing.

- Cascade Community Garden is an educational demonstration garden showing the types of vegetables, herbs, spices, and fruits that grow well in the short growing season of our area, hoping to encourage people to plant their own gardens. Different planter styles are represented that will enhance the ease of gardening and esthetics of a yard and garden. Produce from the garden may be harvested for sharing at weekly community garden potlucks. The majority of the produce goes to the local food pantry.
- Pride of the Pantry Plots is a volunteer-led initiative supporting the Cascade Food Pantry's effort to provide healthful food to local residents. Community members can rent a plot (raised bed) for a year to grow their own produce to harvest. Thirty-two beds are made available community members.
- Firewise Garden was established (through a partnership with Friends of the Library, Cascade Library, Alpha Nursery and Cutting Edge, Idaho Firewise, and Valley County Fire Working Group) to implement a fire-wise educational garden within the fenced area in front of The Recycled Book. The garden serves as a demonstration area for ideas on how to landscape around resident's homes to keep them fire safe.
- Senior Center Park was enhanced by Horizons' Lifestyle and Education Team with plantings and a watering system. In the future Horizons' will be partnering with the Float Your Boat program (FYB). The FYB program allows local kids to complete community-service hours to earn their own kayaks, stand up paddle boards, and river gear. The kids will be required to complete 60 hours of community service and participate in four educational classes. The continued maintenance of the Senior Center Park will be one of the projects for this program.
- The Story Walk is children's stories on reader boards along the walking path at Armstrong Park that encourage kids and adults to get out together and fosters literacy.

- Walking Tour of the Strand is a self-guided walking tour of The Strand coupled with displays of *Advice from a River* to enhance and increase understanding of the cultural, historical, and natural features in and around the Cascade area.
- Armstrong Park Mound has been divided into six sections with sponsoring organizations weeding their section of the mound. Weed cloth was put down, irrigation fixed, and ground-cover material placed over the entire mound. Groups continue to maintain their sections.
- The Cascade Mobility Team is working with New Mobility West to enhance the vibrancy of the City of Cascade through the development of an integrated multi-modal transportation system for youth, local residents, and visitors. The team will be working with New Mobility West and Vitruvian Planning (a contracted consultant) to develop an updated Capital Improvement Plan that will incorporate various aspects of a multi-modal transportation system.
- Horizons' Lifestyle and Education Team hosted a University of Idaho community workshop, Building Individual & Community Resources. This workshop engaged community members in the discussion of poverty and what actions can be taken to reduce poverty in our community.
- Cascade Cultural Arts Center is focused on providing spaces and opportunities for people to express their artistic talents, exploring and featuring different artistic avenues that meet the needs of our community, celebrating and featuring a wide array of artistic projects and programs inside and outside our community, generating connections across an expanding network of individuals and groups who embrace the cultural arts, and raising an awareness of the cultural arts in our community.
- Annual Sports Park/Fischer Pond cleanup days
- 4th of July annual downtown clean up
- State Highway 55 Adopt a Highway Program
- Enhancements to Idaho State Parks facilities within and adjacent to city limits.
- The Long Valley Gardeners developed and continue to enhance the Kirby Garden. The garden demonstrates the ability to utilize green spaces in the most unlikely outdoor nooks and crannies. It inspires people to utilize small spaces to create a pocket of relaxation, revival, and creativity.
- Portico for Senior Center was funded through an ITD grant requested by a partnership between The Horizons' Lifestyle and Education Team and Treasure Valley Transit. \$50,000 was received to construct the portico. The structure provides the seniors an area where they can safely load and unload the vehicles and accessibility for individuals with various levels of mobility. The structure also provides protection from the weather for the bus/van, hence extending usability.
- The group, Friends of the Cascade Public Library, has recently begun seeking funding for construction of a new library.
- The Cascade Food Pantry acquired a new facility in 2014 with a higher capacity to serve the needs of the community through facility enhancements and educational programming.

- Kelley's Whitewater Park, "one of the premier whitewater parks in the country," continues to enhance its facilities/grounds each year.
- The Southern Valley County Recreation District is pursuing a large capital campaign project to raise money for a recreational facility that will include a swimming pool.
- Geothermal discharge line was put in from the schools' geothermal heating system. This would be a potential heating source for businesses to tap into.

Every community we visit faces challenges involving disconnects or conflict among groups. We understand this, and we aren't interested in taking sides or judging. Please identify (in general terms) any recent or anticipated controversies involving local leadership or civic organizations that have a bearing on this Review. Are there any issues that might limit local participation or implementation of the Review or resulting recommendations? How might they be addressed during the Review? We can discuss details later.

Possible anticipated controversies involving local leadership or civic organizations that may have a bearing on this review are as follows:

- Generational friction
- Separation of County/City due to geographical and socio-economic factors
- Disjointed thinking between previous administration and current administration
- Economic factors and governmental policies and practices, which inhibit investors from effectively moving forward with housing and business development.

Issues that might limit local participation or implementation of the Review or resulting recommendations would be funding limitations, time constraints, and ADA accessibility.

Any issues that may limit the Community Review process can be addressed during the review by involving all stakeholders, giving everyone a voice, recognizing and respecting differences, and ensuring that stakeholders are aware of the procedures, outcomes, and opportunities.

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.

Projects to examine

- The influence of Tamarack revitalization and how it would affect Cascade
- The influence of Midas Gold development and how it would affect Cascade
- Planning and zoning policies in relation to existing and new development infrastructure requirements for businesses and housing developments
- The influence of undeveloped property and vacant buildings adjacent to and within city limits
- Connectivity between focal points within the city and impact areas

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


- Bond for sewer infrastructure, total \$3.2 million - passed in 2012.
- Western Federal Lands Transportation Department funding received for Lakeshore Drive, Phase I, Grant: \$1.1 million.
- Local Rural Highway Investment Program \$100,000 grant for Cabarton Road improvements received in 2012.
- Local Rural Highway Investment Program Phase II for Cabarton Road Project - was not funded.
- School bonds, passed 2013 and 2015, most current bond passed with 75% approval.
- A variety of fundraisers have supported projects in our community and contributions have ranged from \$2,000-\$25,000. Examples of these projects include, but are not limited to, the Pine Street Connector Trail to The Strand, operation/maintenance of the Cascade Cultural Arts Center, renovation of Armstrong Park, Walking Tour of The Strand with art and poetry sections, The Story Walk at Armstrong Park, money to support Cascade Schools' Music Dept, and community enhancement elements throughout town.
- America's Best Community Grant application was submitted March 2015. This is a multi-county grant application to increase community development and create positive change within our communities.

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

To the best of our knowledge we have addressed this question throughout the application.

Which month do you prefer for your Community Review?

September 2016

Mayor's Signature:  Date 4-13-15

Appendix B: Visiting team member contact and biographical information

Economic Development Focus Area

Jerry Miller, PCED (focus area leader)

Economic Development Specialist
Idaho Department of Commerce
700 West State St.
Boise, ID 83720
Office: 208-334-2650, ext. 2143
Cell: 208-921-4685
Email: jerry.miller@commerce.idaho.gov

Born and raised in Des Moines, Iowa, Jerry attended the University of Iowa, receiving an undergraduate degree in history and political science and a graduate degree in Urban and Regional Planning. Since 1992, Jerry has toiled in the fields of community and economic development, and is currently employed by the Idaho Department of Commerce as an economic development specialist. Jerry is the co-creator of the Idaho Rural Partners Forums and is editor-in-chief of the Show Me the Money funding newsletter. Jerry serves on the board of the Idaho Human Rights Education Center (the Anne Frank Memorial) and will be a class leader at this year's Northwest Community Development Institute. Jerry's passions include Iowa Hawkeye sports, dogs, movies, travel, blogging, and the performing arts.

Tina Elayer

Brownfields Program Specialist
DEQ Boise Regional Office
1445 N. Orchard St.
Boise, ID 83706
Office: 208-373-0563
Email: tina.elayer@deq.idaho.gov

Tina is a Brownfields Program Specialist in the Boise Regional Office at the Department of Environmental Quality (DEQ). She has a BA in English, with a Communication and Journalism emphasis and a BA in Environmental Studies. Tina has 11 years of experience in environmental programs including eight years with DEQ at the State Office. Environmental career began at DEQ supporting Groundwater, Source Water Protection and Watershed programs. After completing her Environmental Studies BA her work shifted into the Mining program where she ran the Preliminary Assessment program for two years. She has also conducted outreach for the Bunker Hill Superfund Site (BHSS) in northern Idaho. More recently, she accepted a position in the Boise Regional Office as a Brownfields Program Specialist and has been providing assistance to communities in an effort to revitalize properties for redevelopment.

Ethan Mansfield

Regional Economist for Southwestern Idaho
Idaho Department of Labor
317 West Main Street
Boise, Idaho 83702
Office: 208-332-3570 Ext 3455
Email: Ethan.mansfield@labor.idaho.gov

Ethan Mansfield is the Regional Economist for Southwestern Idaho with the Idaho Department of Labor. He completed his undergraduate degree in Environmental Studies and Economics at Whitman College in Walla Walla, Washington, where he focused on natural resource economics. Following this, he spent the winter in Breckenridge, Colorado exploring the finer points of being a ski-bum. Realizing that, while he loved skiing, his real passion was community and regional economics, he returned to Idaho and enrolled in the Regional Planning Program with a focus in Economic and Community Development at the University of Idaho in Moscow. He is currently finishing his master's thesis about economic base theory and economic development in the Rocky Mountain West. As a labor economist, his research is focused on the employment and wage dynamics in the high-tech and health care sectors as well as migration and Idaho's demographic composition.

Tim Wheeler

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As a Treasure Valley native, Tim grew up on a 4th generation farm in south Meridian, graduated from Kuna High School, and earned a degree in Business Management from Boise State University. After spending several years in the private sector, Tim joined USDA, Rural Development in 2005 as a Business Program Specialist. During his tenure, he has had the privilege of being involved in many economic development related projects in Southwest Idaho that have benefitted rural communities and rural small business. Tim and his wife Karen have two young children that keep them on their toes.

Housing Focus Area

Erik Kingston, PCED (focus area leader)

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Erik has managed IHFA's Housing Information and Resource Center since 1998, after serving three years as IHFA's Senior Communications Coordinator. Responsibilities include program development, contract management, community outreach, fair housing education initiatives and strategic planning for a range of housing and community development efforts. He is project coordinator for www.housingidaho.com, co-author of IHFA's Workforce Housing Toolkit: Simple Steps for Stronger Communities and author of the 2011 Housing Assistance Guide for Idaho. Erik is a long-time planning member with the Idaho Community Review Team, board member of the Idaho Rural Partnership, and a graduate and faculty member of the Northwest Community Development Institute. He currently serves as a member and web moderator for the Idaho Fair Housing Forum (www.fairhousingforum.org) the East End Neighborhood Association's Armory Committee (www.reservestreetarmory.com), and the Boise/Eagle Tour de Coop (www.boisechickens.com). He has over 30 years of professional experience in the areas of nonprofit management, grant administration, disability rights, refugee and immigrant empowerment, the performing arts and grassroots community activism. In addition to professional activities, Erik has spent time driving thirsty cattle through dry country and working underground in a Central Idaho hard rock mine. He really likes his current job.

Jerome Mapp

Planning and Facility Management
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Jerome Mapp established the firm Planning and Facility Management (PFM) in 1987. With forty-three years of local government and private sector experience, Mr. Mapp provides land use planning and technical assistance in the fields of urban design, downtown revitalization, housing, facility planning, feasibility studies, special studies, grant-writing and administration.

John Meyers

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

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

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

Civic Life and Community Involvement Focus Area**Lori Porreca, PhD (focus area leader)**

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Lori has over nine years of experience working in the public, non-profit and private sectors assisting communities in a variety of planning and development efforts including policy analysis for agricultural land management, recreation and master plan development, zoning, land use and food policy analysis, grant writing and fundraising, volunteer coordination, and outreach/collaboration with the general public, elected officials, professionals and stakeholders. She has designed curriculum and outreach education for traditional classrooms and community settings. She has six years of experience designing and implementing socioeconomic, land use, policy and community planning studies in local food system assessment, community perception studies, agricultural land use change assessment, natural

resource assessment. She has worked with focus groups, individual and group interviews, community and landscape surveys, and has experience writing and presenting reports, factsheets, articles, and plans for public and professional audiences. Lori has a Masters in Landscape Architecture and Environmental Planning and a Ph.D. in Sociology from Utah State University. Currently, Lori works as a community planner for the Federal Highway Administration and has responsibility for the livability program.

Deanna Smith

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Deanna is a Project Manager for Idaho Smart Growth (www.idahosmartgrowth.org), a statewide non-profit organization whose mission is bringing people together to create great places to live through sensible growth. She holds a Charrette Management and Facilitation Certificate from the National Charrette Institute and has over 30 years experience in community work as a facilitator. Her interest in and experience with development controversy started during her five years as East End Neighborhood Association Board President. Since, she has assisted developers and neighborhoods on many controversial projects. She can be contacted at: deanna@idahosmartgrowth.org or (208) 333-8066.

Listening Session Leaders

Lorie Higgins

Associate Professor and Extension Specialist
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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.

Kathee Tiftt

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Kathee has taught early childhood classes and directed the infant/toddler center in an alternative high school, wrapped loads at a sawmill, provided care in a toddler classroom and conducted home visits in an Early Head Start program, cleaned residential homes and private businesses, managed a clothing consignment store, provided security at a blues concert, and planted trees at a nursery.

Currently, Kathee is an Associate Professor in the University of Idaho Extension System focusing on leadership and community development programs and serving as the Department Chair for Nez Perce County Extension. As a member of the University of Idaho Extension Community Development Team, she has been instrumental in the design and implementation of the Community Coaching for Grassroots Action (CCGA) program focused on helping communities develop a vision and build leadership capacity to move toward prosperity for all community members. In partnership with the Spirit Center at the Monastery of St. Gertrude, Kathee provides the Leadership to Make a Difference Institute (LMDI), an intensive training focused on basic leadership skills to help people develop confidence in their leadership abilities and the courage to take action to effect change. She also is involved in a multi-state effort to develop a mapping technique for assessing the impact of community development initiatives.

Coordination and Report Writing

Jon Barrett

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Jon grew up in Colville, Washington. His career in community and economic development began soon after graduating from Washington State University with a degree in Landscape Architecture. He has worked on staff and in a consulting capacity with numerous rural Idaho and Washington communities. From 1997-2006 he was the co-executive director of Idaho

Smart Growth. He started his own consulting business in 2007 to provide services to government agencies, tribes, and nonprofit organizations. Jon has served as IRP's Acting Executive Director since April 2015.

Jon is a graduate of Leadership Idaho Agriculture and has also completed advanced training in mediation, fundraising and other topics. He has expertise in project management, group facilitation and multi-interest collaboration, organizational development and strategic planning, community design, policy development, and grantwriting. In 2004 the Idaho Planning Association recognized Jon as Idaho Planner of the Year.

Jon enjoys Idaho's rural communities, mountains, trails, and trout streams.

Appendix C: Total In-kind Value of Cascade Community Review

Documentation of Cash and In-Kind Value for Cascade Community Review					
This table created by Idaho Rural Partnership, 3/2/17					
\$15,125.00	Direct expenses covered by Idaho Rural Partnership				
\$3,343.00	Direct expenses covered by City of Cascade, local employers, and community organizations (cash)				
\$26,847.21	In-kind contributions (time, travel, printing expenses) provided by visiting team members				
\$2,750.00	In-kind contributions from the community (facilities)				
\$797.48	Cost or value of food provided by City of Cascade and community review home team (food)				
\$48,862.69	Total, direct expenses + In-kind contributions				

Appendix D: Cascade Community Review Survey Form and Summary of Survey Results

*This survey is being conducted as part of the Cascade Community Review happening April 26-28, 2016. **Your response is important to us! Results are confidential and completely anonymous and will only be reported as totals with no identifying information.** Your response will help a team of visiting experts understand issues and opportunities related to economic development, housing, community involvement, and other topics in Cascade and surrounding area.*

*Please complete only one paper survey per household and respond by **Friday, April 15, 2016.***

We welcome additional household member input, please go to

<https://www.surveymonkey.com/r/LN8XDGT> and fill out our online survey.

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

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

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

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

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

	Very Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Very Important
1. Social services such as domestic violence shelter	1	2	3	4	5
2. Airport	1	2	3	4	5
3. Valley County Courthouse	1	2	3	4	5
4. Youth services and facilities	1	2	3	4	5
5. Strand walking/bike bath	1	2	3	4	5
6. Retail stores	1	2	3	4	5
7. Professional or personal services	1	2	3	4	5
8. Entertainment, recreation, and parks	1	2	3	4	5
9. Library services	1	2	3	4	5
10. Availability of recreational equipment (e.g. jet ski, snowshoes)	1	2	3	4	5
11. Big box/chain store	1	2	3	4	5
12. Geothermal development (e.g. greenhouses & heating district)	1	2	3	4	5

13. Availability of fresh fruits and vegetables	1	2	3	4	5
14. Public transportation	1	2	3	4	5
15. Farmer's market	1	2	3	4	5
16. Visitor information and services. (e.g. lodging)	1	2	3	4	5
17. Comment about other types of businesses, services, and jobs you would like to see increased or improved: <hr/> <hr/> <hr/>					

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

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
1. I am satisfied with the quantity and quality of information provided by the City of Cascade.	1	2	3	4	5
2. I am satisfied with the City of Cascade website. (http://www.cascadeid.us/)	1	2	3	4	5
3. I am satisfied with the Chamber of Commerce website. (https://cascadechamber.com/)	1	2	3	4	5
4. I am satisfied with the Valley County website. (http://www.co.valley.id.us/)	1	2	3	4	5
5. I am satisfied with the level of coordination and communication between the City of Cascade and Valley County.	1	2	3	4	5
6. I would like to be better informed about community issues and projects.	1	2	3	4	5
7. I am satisfied with opportunities to be involved in decisions affecting the community.	1	2	3	4	5
8. I generally trust City Council to make decisions for the community.	1	2	3	4	5
9. I am happy with my involvement in community issues and organizations.	1	2	3	4	5

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

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

11. What prevents you from supporting Cascade's locally owned businesses more often? (Check all that apply)

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

12. How do you prefer to receive community information? (Check all that apply)

- U.S. Mail
- Email
- Phone
- Social Media (Facebook, Twitter, etc)
- Newspaper
- Community Bulletin Boards

Part 5: Demographics.

- 1. Where do you live? Within Cascade city limits Outside city limits
- 2. Do you commute to another community to work? Yes No
 Don't work Retired
- 3. Gender Male Female
- 4. Age group under 25 25-35 36-45
 46-55 56-65 over 65
- 5. How many years have you lived in Valley County? 0-10 11-20 21+
- 6. Are you a year-round or part-time resident? Year-round Part-time

We end with these final questions:

What are the 2-3 best reasons someone would want to: visit, move to, or work in Cascade?

Best reasons to visit

Cascade: _____

Best reasons to move to

Cascade: _____

Best reasons to work in Cascade:

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

Survey Results Summary

Demographics

- 54% of respondents live outside the city
- 46% live in the city
- 93% full time residents
- 7% part time residents
- 66% female
- 23% retired
- 53% over age 55

Infrastructure – High Satisfaction

- Fire department
- Food bank
- Local law enforcement
- Emergency health care/EMS
- Parks

Infrastructure – Low Satisfaction

- Condition of city streets
- Internet service
- Bike and pedestrian access, sidewalks
- Drug and alcohol programs

Economic Development – High Satisfaction

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

Business, Services, and Jobs – Most Important to increase or improve

- Availability of fresh fruits & veggies
- Youth services and facilities
- Entertainment, recreation, and parks
- Farmer's market
- Library services
- Retail stores
- Visitor information
- Strand walking/bike path

Community Involvement and Information

- Residents want to be better informed about community issues and projects
- General satisfaction with involvement in communities issues and organizations
- Residents want to have greater trust in city leadership and see better coordination between city and county

Community Involvement and Information

- Factors that prevent residents from being more involved in the community:
- Lack of time
- Lack of information about opportunities
- Survey respondents prefer to receive information by email and snail mail

Best reasons to move to Cascade

Fishing_{Slow} Housing_{Kids} Quality of Life_{Love}
Family_{Small Population} Live_{Relaxed}
Small Town_{McCall} Recreation
Nice People_{Community} Job
Beautiful_{Outdoor Activities} Schools
Move to Cascade_{Friendly People} County

Best reasons to work in Cascade

Small Town Travel Housing Lifestyle Local Recreation
Traffic Hard Close to Home Valley County
Commute Good People Live Outdoors
Jobs Kids Community Walk to Work
Low Life Cascade Retired Beautiful Look
Support Unless Friendly People Think

Best reasons to visit Cascade

Nice People Experience Lots Access Community
Safe Outdoor Relax Beautiful Sports
Recreation Quiet Lake Quality of Life
Friendly Paced Small Town Wonderful
Camping Boating Kelly's Whitewater Park

Appendix E: Cascade Community Review master schedule, listening session schedule, and focus area itineraries

**Cascade Community Review
Master Schedule**

April 26-28, 2016

Tuesday, April 26

3:00 – 4:15 pm Bus tour with home team
Begin and end at Ashley Inn

4:30 – 5:30 pm Home team listening session
Ashley Inn

5:45 – 6:45 pm Dinner
Ashley Inn

7:00 – 9:00 pm Town Hall Meeting
Ashley Inn

Wednesday, April 27

8:00-8:45 am Breakfast
Presentations: (1) History/settlement of Cascade – Jonne Hower, (2) Horizons Lifestyle and Education Team (LET) – Shauna Arnold
Location: Ashley Inn

9:00-11:45 am: Focus area meetings and site visits (see individual itineraries)

12:00-1:00 pm Lunch
Presentations: (1) Overview of City of Cascade – Mayor Rob Terry, (2) Geothermal opportunities – Scotty Davenport
Location: Ashley Inn

1:00-5:00 pm Focus area meetings and site visits (see individual itineraries)

5:00 - 6:00 pm Dinner
Presentation: A Brief History of the World - Tamarack and Midas, Dave O’Brien (To be confirmed)
Location: Ashley Inn

6:15-7:15 Visiting team meeting
Location: Ashley Inn

Thursday, April 28

8:30 - 9:30 am	Breakfast Location: Ashley Inn
9:30 - 12:00 am	Visiting team meets to develop focus area and listening session presentations Location: Ashley Inn
12:00 - 1:00 pm	Lunch Location: Ashley Inn
1:00 - 4:00 pm	Visiting team develops focus area and listening session presentations Location: Ashley Inn
4:00 - 5:30 pm	Downtime for visiting team
5:30 - 6:30 pm	Dinner Location: Ashley Inn
7:00 - 8:30 pm	Community meeting featuring visiting team presentations w/ Q & A Location: Ashley Inn

Economic Development Focus Area Itinerary
Cascade Community Review

Your focus area: Economic Development

Top Issues

- Influence of Midas Gold and how it would affect Cascade
- Business development and enhancement
- City revenue streams now and in the future
- Current City infrastructure and its limitations
- Geothermal potentials for the City

8:00 – 8:45 am Breakfast

9:00 – 9:45 am Topic: Midas Gold-potential impact for Cascade

Location: City Hall

Other invited participants: Belinda Provancher

10 – 10:30 am Topic: Revenue stream

Location: City Hall

10:45 – 11:30 Topic: Potential site development for economic development

Location: Business park, county fairgrounds

11:45 – 12:45 pm Lunch

1:00 – 2:15 pm Topic: Geothermal potential

Location: City Hall- Recreation District

Other invited participants: Scotty Davenport, Ben Wellington SVCRD

2:30 – 3:30 pm Topic: City Infrastructure

Location: City Hall- Site Visits

3:45-4:45 pm Topic: Brownfield sites within Cascade's impact area

Location: City Hall - KWP

5:00 pm Dinner

Housing Focus Area Itinerary
Cascade Community Review

8:00 – 8:45 am Breakfast

9:00 – 10:30 am Focus Area meetings/site visit #1

Topic 1: Midas Gold – possible development

Location: City Hall

Other invited participants: Belinda Provancher, Midas Gold; ED team; Housing team

Topic 2: Future Revenue streams for Cascade – is housing development an option?

Location: City Hall

Other invited participants: ED team

10:45 – 11:45 am Focus area meeting/site visit #2

Topic: Building in Valley County

Location: Ashely Inn

Other invited participants: Troy Huckaby, Bob Brown (Focus questions: 1. what is percentage of year-round home building vs retirement/second home building? 2. building codes (city & county requirements), 3. City zoning requirements (no 2-story, no residential down town street level))

11:45 – 12:45 pm Lunch

1:00 – 2:15 pm Focus area meeting/site visit #3

Topic: Real Estate market in Cascade and immediate vicinity

Location: Ashely Inn

Other invited participants: Realtors from Cascade Lake Realty, Blue Ribbon Realty, Century 21 Realty (Focus questions: 1. What percent of your business in the last 3 years is to year-round residents vs second/retirement homeowners? 2. What percent is entry level or starter homes? What is your experience with buyers who require financing or mortgages? 3. What percent of your business is with out-of-area investors who “park” money in land?)

2:30 – 3:45 pm Focus area meeting/site visit #4

Topic 1: Appraisal vs market value

Location: Lake Shore Restaurant

Other invited participants: Ron Harper, appraiser, now retired

Topic 2: Employers' difficulty recruiting staff due to housing limitations

Location: Lake Shore Restaurant

Other invited participants: Chris Bjornberg (Cascade Medical Center), Theresa Parry (Idaho State Parks), Pal Sartori (Cascade School District), John (Lake Shore Restaurant, owner)

Topic 3: Realities of being a landlord

Location: Lake Shore Restaurant

Other invited participants: Ben Wellington, Jackie Lee (via phone if she is well enough; her gall bladder removal surgery was earlier this week)

3:45-4:45 pm Focus area meeting/site visit #5

Topic 1 (30 minutes): Existing rentals and potential areas for development

Location: Driving tour – Post Office apartments, Wellington Apt, Claremont Apt, Skyline Dr mix year-round & second homes, Lake View Terrace, Luke's corner

Other invited participants: Housing Team

Topic 2 (30 minutes): Story Time

Location: Ashley Inn

Other invited participants: Life in housing NOT built to Valley County climate requirements,
Belinda Provancher; House-buying Melissa Hamilton; Apartment shopping, Alyssa Moreno

4:59-5:00 Meditation Hour

5:00 pm Dinner

Focus Area Itinerary for Civic Life and Community Involvement
April 27th

Top Five Issues

1. What are the barriers to increased community involvement?
2. How can we engage more people in tackling community concerns?
3. Need to centralize/coordinate info.
4. Leadership development and skill-sharing
5. Ways to attract and retain residents.

9:00-10:00

Site - Cascade Cultural Arts Center/Library

Topic - Horizons' and The Ice House/How can we engage more people? Leadership and skill sharing.

Presentation/Tour by Rachel Huckaby and Shauna Arnold. Also, attending Rachel Smith and kids, Pam Holden, Kaylee Arnold, and Bonnie Johnson. - confirmed

10:15-11:45

Site - State Parks/Big Sage

Topic - State Parks and BOR - activities and community involvement

Presentation/Tour by Parks Director David Langhorst, Tracy, and Wayne Chapman; BOR - Krystal Clair (Rec. Planner and Mark Arana (Natural Resource Manager) - confirmed

1:00-2:15

Site - Community Kiosk/Roxy Theatre

Topic - Centralize/Coordinate Information

Presentation - Shauna Arnold/Anne Young - confirmed

2:30-3:30

Site - Rec. Center/KWP/The Strand

Topic - Activities and community involvement/Ways to attract and retain residents?

Presentation/Tour - Rob Wold - confirmed

3:45-4:45

Site - Food Pantry/4:15 - Sports Park (Fischer Pond/Comm. Garden)

Topic - Barriers to Involvement

Presentation/Tour - Brian Hines - confirmed/Ronn Julian - confirmed

Community Listening Sessions

Wed., April 27

<u>Time</u>	<u>Stakeholder Group</u>	<u>Location</u>
10:00 am	Horizons/Faith Leaders/Social Services	Ashley Inn
2:00 pm	American Legion/Aux	Ashley Inn

Appendix F: Principles of appreciative inquiry

Rather than focusing on what has not worked or what has not been accomplished in the past, we encourage you to step back and ask yourselves what has worked best. What events and physical improvements are you most proud of? What have you been able to accomplish when a significant number of people and resources are aligned in the same direction?

If 100 people in the Cascade and Southern Valley County answered these questions, consensus about the most successful accomplishments would become clear. Establishing this consensus could be done via individual interviews or by conducting a large group forum. The kind of introspection we're suggesting naturally leads to questions such as:

1. What were the factors, skills, relationships, and agreements that made these successes possible?
2. Are there certain key ingredients our most successful accomplishments have in common?

By asking and answering these questions for yourselves, you begin to see the truth about successful collective action demonstrated by your lived experiences, as opposed to hoping it can be learned from a book, training, or an outside consultant.

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

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

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

- Dream – Residents explore how past experiences can apply to the community’s future. They imagine what could be for the community (i.e. visioning).
- Design – The actual development of the plan that describes how the ideal complement of past success and future possibilities would manifest itself.
- Deliver – Creating the mechanisms and reinforcing existing capacities to make the dream a long-term reality.

Appendix G: Summary of covenants for former Boise Cascade mill site

There existing environmental covenants on the former Boise Cascade lumber mill site are as follows:

- North Log Yard Parcel (Instrument #347300). Parties- Office Max and Cloverdale Turf Farm and Nursery, 11/18/2009. Warranty Deed, 6/6/2015- (Instrument # 391731). Property transferred to Friends of Kelly's Whitewater Park, Inc.
 1. There shall be no extraction of groundwater under the Property for any purpose, including, without limitation, drinking by animals or human beings, irrigation or an industrial or commercial use.
 2. The Property, and any portion thereof, may be used for commercial and industrial uses only. The Property shall not be used for residential purposes, agricultural purposes, or any permanently occupied human habitation (including hotels or motel s), school, day care or hospital.

- Boise Cascade Middle 20 Main Outer (Instrument #363781). Parties- Office Max and DEQ, 10/27/2011.
 1. The Property, and any portion thereof, may be used for commercial and industrial uses only. The Property shall not be used for residential purposes, agricultural purposes, or any permanently occupied human habitation (including hotels or motels), school, day care or hospital.

- Boise Cascade South 40 Main Outer (Instrument # 347301). Parties- OfficeMax, Cloverdale Nursery and Turf Farm, Inc., and DEQ. Special Warranty Deed- OfficeMax to Cloverdale Nursery & Turf Farm, Inc., 11-18-2009 (Instrument # 347302).
 1. There shall be no new ground water wells used for any purpose, including, without limitation, drinking by animals or human beings, irrigation or an industrial or commercial use on the Property. Water may be used from the existing wells at the time of the execution of this Environmental Covenant only with the Department's prior written approval once the then-current Property Owner conducts sampling and analysis of those wells to ensure the groundwater from those wells meets then current standards established in the Idaho Ground Water Quality Rules, IDAPA 58.01.11 and demonstrates to the Department that these standards have been met.
 2. The Property, and any portion thereof, may be used for commercial and industrial uses only. The Property shall not be used for residential purposes, agricultural purposes, or any permanently occupied human habitation (including hotels or motels), school, day care or hospital.

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



Contact and Information

Lorie Higgins, higgins@uidaho.edu
 208-885-9717
 Kathee Tiff, ktiff@uidaho.edu
 208-799-3054
<http://cd.extension.uidaho.edu/leadership/>

COSTS AND COMMUNITY RESPONSIBILITIES

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







PARTNERS

The University of Idaho Extension Community Development Team, with faculty located in all regions of the state, focuses on Leadership, business and economic development and community design. Co-chairs are Harriet Shaklee (hshaklee@uidaho.edu) 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.

Appendix I: Summary of the National Trust for Historic Preservation's 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>.

Appendix J Information about the Community Scholarship Program (Idaho Commission on the Arts)



FOLK & TRADITIONAL ARTS COMMUNITY SCHOLARS PROGRAM

The Community Scholars Program at the Idaho Commission on the Arts is a training opportunity for Idahoans to learn how to identify, document, and present representations of their community's traditional arts, folklife, and worldviews.

With the idea that nobody knows a community better than its own members, the Community Scholar Program engages populations directly by teaching its members to document themselves. A short workshop is offered to teach both the basics of oral documentation as well as an overview on the fundamentals of folklife studies. Participants learn how to collect, interpret, archive, and present their subjects.

Interested participants might include:

- Those who work in heritage and cultural tourism.
- Cultural organizations (museums, arts councils, historical societies, and genealogists).
- Students, educators, and librarians.
- Artists, actors, and musicians.
- Anyone with an interest in community development and documentation.

Following the workshop, the scholars are let loose to interview, photograph, uncover, and discover the people, places, and things they decide form the foundation of their community's identity. After a determined time the group will reform, compare documentation, and decide as to what capacity the collected material will be presented. Results of the fieldwork, then, are available for local, regional, or statewide exhibits, publications, educational programs, or whatever the community sees fit.

Examples of potential projects might include:

- A traveling photo exhibit of local ranching and farming customs and practices.
- A driving tour of the region focused on cultural heritage tourism.
- The development of educational curriculum for local schools.
- A regional heritage festival.
- A website devoted to the traditional cultural expressions of a particular place, a specific community, or a geographic area.

Training serves as an investment and the work accomplished through the investment adds value to the historic and living traditions of the community. By nurturing appreciation, Community Scholars help to preserve, perpetuate, and celebrate a community's diversity and cultural legacy.

For more information contact: **Steven Hatcher, Folk Arts Director, Idaho Commission on the Arts**
208-334-2119, steven.hatcher@arts.idaho.gov

Appendix K: Quick Tips for Grant Writers

Compiled by Jerry Miller, Idaho Department of Commerce
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Quick Tips for Grant Writers

Tip # 1 – Give your group a business image makeover – Today’s grant makers are paying more attention to the ability of a grant seeker to deliver upon their promise of a successful project. Developing management expertise and sound accounting practices will tell potential grant makers that your group is a good risk.

Tip # 2 – Develop Good Projects – A former boss of mine used to tell prospective grantees “We fund projects, not ideas!” What this statement really means is that every detail needs to be well thought out, budgeted and verified before submitting an application. I tell grant seekers that they need to break their projects into individual tasks. When each task has assigned to it budget, deadline, responsible person and a method for determining whether or not the task is completed they are then ready to think about looking for grants.

Tip # 3 – Become Tech Savvy – Both government and private grant makers are using the internet to screen and gather applications and collect administrative information. Grant seekers need both a fast internet connection (DSL or better) and a computer that won’t freeze while using the internet. Another thing to watch for is the differences between the printed page and an online submittal box. What really looks nice on paper may look terrible when copied and pasted into box. Pay extra attention to proof reading when filling out an online grant application.

Tip # 4 – Build Partnerships – I’ve said it before and I will say it again grant makers are risk averse creatures. Any thing you can do to mitigate that risk will improve your success. Partnerships are an excellent tool for increasing the pool of available resources while reducing risk. This is especially true when a newly formed or inexperienced group is going after a grant. Partnering with a group with a good track record of success will alleviate the fear that a grant maker may have with working with an inexperienced group.

Tip # 5 – Timeliness is next to... - Patience is not a virtue for those of us who work for grant makers. Our bosses are always on our case to closeout projects. So to keep our bosses happy those of us in the grant making business seek projects that we are certain will quickly be completed. I go by a 24 month rule. If a project can’t be reasonably finished within 24 months of being funded then it is too big and needs to be broken down into phases or smaller projects.

Tip # 6 – Don’t Lie – Those of us that work in grant making arena are cynical and distrustful of every proposal we review. Grant reviewers take pride in catching liars and often bet big money with colleagues to see who can catch the most lies. The other thing you should know about the grant making community is that we like, no let me strike that, we LOVE to gossip. So the bottom line is don’t lie or even fudge facts, figures and timelines. You will get caught and everyone will know. Not only will lying hurt you but through guilt by association hurt the reputations of similar groups.

Tip # 7 – Ask Questions? – The only stupid question is the one that goes unasked. Ask questions early, often and until you are blue in the face. See the handout *Questions to Ask Before Writing a Grant* for a list of questions.

Tip # 8 - A good need statement will... - Most applications will ask for some sort of need or purpose statement. Even though the application guidelines may not explicitly say so most grant makers want you to...

- Explain why your community/constituency needs the proposed project.
- Describe what will happen if your project isn't funded or is delayed?
- Use numbers to quantify the problem or issue.
- Show that your community/constituency is more needed than others seeking the same grant.
- Avoid generic statements

Tip # 9 – A good project description will... - A common mistake found in most project descriptions or scopes is that they are written in technical language. Who are we kidding grant writers are lazy and it is easier to copy and paste a consultant or engineer's description than taking the time to write or adapt their own. Because we are essentially cowards those of us in the grant making world will use boards and volunteer reviewers to do our dirty work for us. On rare occasions we will find folks who know the subject matter better than we do but those instances are rare. So to maximize the chance that the reviewers reading your application will stay awake **ALWAYS USE PLAIN ENGLISH!** Additionally a good project description or scope will tell the reviewer...

- What you are doing?
- Where are you doing it (attach maps)?
- How much are you doing?
- How are you doing it (staff, contractors, consultants, volunteers)?

Tip # 10 – Triple Check the numbers - If lying grant writers are the scum of the earth, mathematically challenged grant writers are their first cousins. Nothing says "We can't be trusted" better than a grant application chalk full of budget errors and inconsistencies. To leave no doubt that you did indeed graduate from the third grade make sure your numbers are...

- Consistent- Make sure your budget numbers match budget figures in other parts of the application.
- Accurate - Triple check your math.
- Documented - Budget figures should be supported by studies, and empirical data.
- Screened for hidden administrative cost – This is especially important when working with government grants since they may contain prevailing wage (Davis-Bacon) or environmental review requirements.

Tip # 11 – Matching funds – Even if it isn't required documenting matching funds goes a long way to elevate your proposal above the crowd. Matching funds tell the grant maker that your board, community and constituents are fully invested in the project and committed to its long term sustainability and success. In the event of cost overruns matching funds alleviate fears that your group isn't prepared for the unexpected. Many grant opportunities requiring match will allow you to use a combination of cash, other grants and volunteer efforts to meet minimum thresholds. If using volunteer services as part of your match check with the grant maker to see if they have any special rules, rates or record keeping requirements for counting volunteer or in-kind match.

Tip # 12 – Deadlines – This can be confusing. Some grant notices will list a date and not say if it is a "postmark" or an "on my desk" deadline. Unless otherwise stated assume that any listed deadline is an "on my desk" deadline. If hand delivering your application makes sure you note the person accepting your application and ask them to date stamp or date and initial each copy of your proposal and ask for a receipt.

Tip # 13 – Follow up - Contact the grant maker three working days after the submittal deadline to see if your grant made it on time or if there are any immediate clarifications that need to take place.

Tip # 14 – Rejection – A loser isn't someone who is unsuccessful, a loser is someone who does not turn failure or rejection into a learning opportunity. It is not personal. There is never enough money to fund every request. Ask for feedback and find out if there are some fixes that will make the proposal better the 2nd time around. Look for other sources of funding.

Tip #15 - Don't confuse grant making with fundraising – Most grant makers want to fund new and innovative programs and projects that are sustainable after closeout. If you are looking for grants to make payrolls and pay the rent then you are wasting your time. Most grant makers will not provide funding for operations and many will not allow fund grant writing or administrative expenses.

Tip #16 – Thank Before You Bank – Successful grant seeking is about building relationships. A good thanking strategy lays the foundation for future grants. Every grant seeking effort should be followed up by thanking...

- Individuals - Start with the individual(s) who answered your questions and assisted you through the process. To really stand out use the old fashion hand written note.
- Bosses – Thank the managers, boards, and CEOs of the organization providing the grant. Mention by name the individual(s) who helped you through the process.
- Organization – Offer a public thank you to the organization providing you with a grant. The thank may take the form of an ad, an acknowledgement on your website, social media, newsletters, formal letter and/or all of the above.