



Lost Rivers Valley Community Review

September 23-25, 2014

Economic Development

Community Design and Identity

Civic Life and Community Involvement

Report printing courtesy of Idaho Transportation Department

Lost Rivers Valley Community Review Report

September 23-25, 2014

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

For more information call 208-780-5149 or visit www.irp.idaho.gov.



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Additional Participating Agencies and Organizations

City of Hailey
Dept. of Community & Regional Planning, Boise State University
Southern Idaho Rural Development

ACKNOWLEDGEMENTS

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

Sammy's Mini-Mart
Arco Deli Sandwich Shop
A & A
The Spice of Life
Jake's Travel Plaza
Bear Bottom Inn
Bargain Barn
Arco Lion's Club
Mackay EMT's
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Chandos Gamett
Rose Bernal
Ron Oxley
Vernon Roche and Mackay Buses
Butte County Joint School District
Mackay Joint School District
Arco Advertiser
Local News 8, Idaho Falls
The Blue Review

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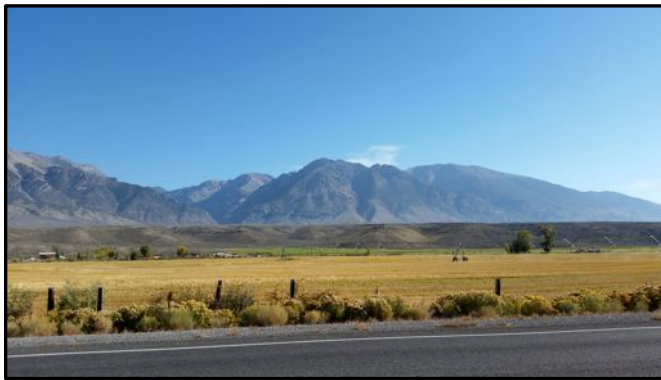
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PART I EXECUTIVE SUMMARY

Arco/Butte County and Mackay submitted separate applications for community reviews to the Idaho Rural Partnership in March 2014. Both applications are found in Appendix A. In early communication between IRP and leaders in both communities, it was decided to conduct one regional assessment named the Lost Rivers Valley Community Review. Residents from Moore, Howe, and Butte City also participated. The community review was conducted from September 23-25, 2014.

As with the 33 other community reviews that have been completed since 2000, direct costs to the communities were limited to the cost of mailing a survey to area households and food and transportation for the visiting and home team for the three-day period.



The Lost Rivers Valley Community Review concentrated on the three focus areas selected by community and economic development leaders: (1) economic development, (2) community design and identity, and (3) civic life and community involvement. As described in this report, the communities requested that specific topics be included within each focus area. In addition to the mailed survey described

above, the review also included two town hall community meetings (one in Mackay and one in Arco) and a series of community listening sessions with selected stakeholder groups in both communities. Summaries of the community listening sessions and the opportunities identified by the visiting team are found below.

Summary of Community Comments and Concerns

The following comments and concerns were raised frequently by residents and leaders of the Lost Rivers Valley in various meetings and conversations that took place during the community review.

- There's a strong desire for more employment and housing options. New jobs and homes are seen as key to avoiding what residents might fear most: further loss of businesses, services and infrastructure (e.g. schools), tax base, and people.
- There's a noticeable awareness of and pride in the valley's farming, ranching, mining, and logging heritage. At the same time, we also heard an acknowledgment that agriculture, while still an anchor industry, has changed significantly over the decades and that commercial logging and mining is unlikely to return to what it once was.
- There's some optimism that tourism could be a bigger part of the valley's economic future, but it's cautious. We noted some strong opinions that the Lost Rivers Valley should not be modeled after the Wood River Valley with respect to demographic characteristics, economy, and real estate development.

- Residents place a high priority on maintaining the unique identity of each community. There's also a sense of competition and some hard feelings community have towards each other related to past history. The visiting team wonders if some of this "old baggage" might be keeping communities and organizations from looking toward the future and working effectively together.
- The visiting team repeatedly heard residents and leaders talk with pride about community history and in certain events and accomplishments: Mackay BBQ, Mine Hill, Lost Rivers Medical Center and related facilities, Atomic Days, schools, airports, parks, Number Hill, Hawkbill submarine sail, outdoor recreation activities, and the ATV-friendliness of the communities are just a few examples.
- Lost Rivers Valley residents and leaders expressed uncertainty and trepidation about the future. While it wasn't dominant, it's not hard to find pessimistic and defeatist attitudes. People expressing such attitudes might say that like it or not, economic conditions in the Lost Rivers Valley will be pretty much the same 10-20 years from now because they haven't changed much in the last 10-20 years.
- Residents want their community to have attractive, vibrant, and well-maintained downtowns, public places, and neighborhoods they can be proud of.
- Many leaders of government entities (e.g., cities) and community-based organizations told us that resident will volunteer for events and short term projects, but it's more difficult to find people willing to make longer term volunteer commitments or step into leadership roles. The communities clearly help people and families in times of difficulty or crisis, but there seems to be a reticence among some to invest time and emotion into significant community and economic development projects because of a fear they won't be completed or successful.

Summary of Community Listening Sessions

Community listening sessions were held with the home team and seven (7) other stakeholder groups. These focus group-like sessions are described in detail beginning on page 19. In summary, many residents of the Lost Rivers Valley told us they do NOT want a future that includes (in no particular order):

- School and business closures
- Decreasing population (including youth)
- Loss of health care services
- Empty buildings
- Over regulation
- Bad roads

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

- Residents to support local businesses
- Promoting the Lost Rivers Valley as a region
- Fewer political conflicts

- More living wage jobs
- Activities for youth
- Greater community pride (as evidenced, in part, by beautification and property maintenance)
- Young families

Summary of Opportunity Areas Identified by the Visiting Team

The visiting team identified the following opportunity areas within each of the three selected focus areas. Specific recommendations under each opportunity area are found in Part IV of this report.

Economic Development

Opportunity Area 1: Support entrepreneurial development

Opportunity Area 2: Retain and expand your existing businesses

Opportunity Area 3: Let the secret out: develop and market your unique visitor-related attractions and services

Opportunity Area 4: Revitalize and reenergize your downtowns

Community Design and Identity

Opportunity Area 1: Revitalize neighborhoods and improve housing

Opportunity Area 2: Invest in the improvement of roads and other infrastructure

Opportunity Area 3: Clarify and share the identity or brand of the Lost Rivers Valley

Opportunity Area 4: Helping visitors find their way

Civic Life and Community Involvement

Opportunity Area 1: Improve communication

Opportunity Area 2: Encourage sustained leadership and volunteerism

Opportunity Area 3: Develop community events

Opportunity Area 4: Invest in new and improved recreation facilities

A Fourth Focus Area

In Part V of this report, the visiting team offers observations, recommendations, and resources regarding another topic that came up often during the community review: the need and desire for collaboration and coordination within and between communities in the Lost Rivers Valley.

About Change

The visiting team ends this executive summary with some comments about change. We believe that change is one thing Lost Rivers Valley communities — and in fact all communities — can count on. Given your location in the region and your high quality of life, the region is poised to grow and change whether you guide it or not. New people will move into the community. Others will move away. Businesses will come and go. No community stands still, frozen in time.



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

After the Community Review

Many Idaho communities are successfully using the momentum and ideas generated by community reviews to make considerable progress in the areas of organizational development, multi-stakeholder collaboration, public policy reform, and grant funding for programs and capital improvements. In the area of fundraising, in particular, they are finding it beneficial to refer to the third-party validation found in the pages of this report in requests for funding. They have also found that community reviews inspire residents to become more involved as volunteers for nonprofit organizations and city governance.

As described by the Community Coaching for Grassroots Action brochure found in Appendix F, low-cost post-review follow-up assistance is available through the University of Idaho Extension and/or other partner organizations.

PART II BACKGROUND & OVERVIEW

Description of the Idaho Community Review Program

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

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

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 14-18 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 Lost Rivers Valley Community Review visiting team. The review process also includes community listening sessions, which are open-ended, focus group-like discussions with key stakeholder groups.



Preston Community Review Visiting Team, left to right: Tobin Dixon, Jerry Royster, Randy Shroll, Cathy Bourner, Micah Austin, Julia Oxarango-Ingram, Chris St. Jeor, Kathee Tift, Erik Kingson, Mike Field, Ted Vanegas, Andrew Crisp, Tim Solomon, Jon Barrett,

The visiting team spent three days in the Lost Rivers Valley to learn about issues and opportunities through tours, meetings, listening sessions, and interviews with community leaders and residents. The review concluded in Arco on the evening of the third day with a public presentation of preliminary opportunities, recommendations, and resources.

The program cannot instantly resolve all issues, but the 33 communities that have participated in the program since 2000 have evaluated it as an invigorating, validating, and unifying experience. Many communities have subsequently used community review recommendations to help obtain funding for infrastructure, downtown revitalization, and other projects. Community reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow-up prioritizing and project development.

Coordinated by the Idaho Rural Partnership, the Lost Rivers Valley Community Review was a collaborative project of IRP member organizations and agencies, the City of Arco, the City of Mackay, Region IV Development Association, Inc., and USDA Rural Development. Additional local funding partners and other supporting agencies and organizations are identified in the front of this report.

Purpose, Use, and Format of this Report

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

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

Community Comments and Concerns

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

Opportunity Areas

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

Recommendations

Each opportunity area includes multiple recommendations or strategies offered by the visiting team. As indicated by the formatting, some recommendations are applicable to all Lost Rivers Valley communities, others are more specific to Arco, and still others are more applicable to

Mackay. Some recommendations involve supporting, improving, or redirecting objectives the community is already pursuing. Other recommendations suggest completely new initiatives.

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

Resources

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

A Fourth Focus Area

In Part V, the visiting team offers additional opportunities, recommendations, and resources under a fourth focus area: coordination and collaboration within and between communities and organizations.

Pre-Review Planning and Training

The City of Mackay and City of Arco/Butte County submitted separate community review applications to the Idaho Rural Partnership March 2014. These applications are found in Appendix A. In discussion with leaders from both communities, an agreement was reached to include Arco, Mackey and the other Lost Rivers Valley communities (i.e., Howe and Moore) in a single community review.

In July 2014 the IRP Community Review Ad-hoc Planning Committee and home team leaders began weekly planning meetings via conference call. Clarifying the community review focus areas and developing a pre-review community survey of Lost Rivers Valley households were at the top of the group's list of priorities.

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

- Economic Development
- Community Design and Identity
- Civic Life and Community Involvement

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

Home Team Training

On Thursday, August 28, 2014, available visiting and home team members met at the Arco—Butte Business Incubation Center for a two-hour training and orientation session. Earlier that day, home team representatives Mike Field and Jon Barrett conducted a listening session with about 20 Butte High School students and were given a tour of the school by Superintendent Spencer Larsen. Mackay Mayor Wayne Olsen then took Mike and Jon on a cold, wet, but informative ATV tour of the Mackay Mine Hill.

Approximately 15 people attended the training/orientation session. It allowed participating members of the home team to understand the purpose of the community review, discuss the three focus areas, talk about the proposed schedule, and identify remaining tasks.

Monetary Value and Costs Paid by Cities in the Lost Rivers Valley

The in-kind value of the Lost Rivers Valley Community Review exceeded \$50,000. 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 three 14-hour workdays. Now add in the cost of preparation, travel, follow-up, and report production. These costs are generously covered through donations by participating agencies, organizations, and businesses and are supplemented with private sector donations. We encourage the community to take advantage of opportunities to use the dollar cost value of the community review as in-kind match when submitting future funding requests.

Recent Community and Economic Development Efforts

Lost Rivers Valley community leaders and residents have many reasons to be proud of recent and ongoing community and economic development efforts. These efforts consist of capital improvement projects, organizational development efforts, and initiatives related to planning or policy. These accomplishments, in part, have helped facilitate the creation of numerous new businesses in the recent past. These accomplishments are described in both community review applications and were discussed during the review itself. The following summary is not intended to be all-inclusive.

Recent and Ongoing Capital Projects

Arco

- Infrastructure improvements for new Family Dollar store
- New ambulance
- Main Street clean-up project
- Lost River Medical Center capital improvements, equipment upgrades, and debt elimination
- Water system improvements (ongoing)
- Bottolfsen Park playground improvements

Mackay

- Mackay Main Street improvement project
- Oscar Wornek Business Park remodel
- Infrastructure improvements for 14-acre technology park
- Operation Facelift (involving one commercial building)
- Numerous locally funded school improvement projects (e.g. playground, computers, etc.)

- The Lost Rivers Valley communities host many annual events. The Rally in the Pines ATV gathering is a relatively new event that takes place each summer in the Mackay area.

Moore

- Moore Community Center project

Planning, Policy, Design, and Organizational Development Initiatives

- Business retention/expansion marketing projects
- Peaks to Craters Scenic Byway marketing project
- Lost Rivers Economic Development strategic planning process
- Lost Rivers Economic Development board training

Community Expectations and Identification of Focus Areas

As described previously, community reviews concentrate on three subject or “focus” areas identified by the home team. Early in the planning process, the home team reached an agreement on the three focus areas that were relevant to all Lost Rivers Valley communities. As noted below, home team leaders from Mackay and Arco requested that the focus areas address specific needs, opportunities, and challenges within each area. These expectations were expressed in the two applications received by the Idaho Rural Partnership and were also discussed with the home team in the months and weeks leading up to the review. The home and visiting team leaders used this information to create the review’s detailed agenda. See the “Community Comments and Concerns” section for each focus area in Part IV of this report for a summary of what we heard from leaders and residents during the community review.

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.

In general, Arco and Mackay’s community review applications expressed a desire for economic sustainability by fostering varied employment opportunities, balancing growth and the environment, and responsible and creative development opportunities that reflect local values.

Home team leaders asked the visiting team to respond to the following economic development-related issues and opportunities identified prior to the community review. They are also described in the two community review applications (Appendix A).

- How can the Lost Rivers Valley attract employers to locate at the technology and business parks in Mackay and at the Business Incubation Center in Arco?
- What are effective ways to create new jobs by using the Valley’s existing assets? These include natural resources and related recreational opportunities.
- What can the communities do to support the creation of new businesses in general, and businesses that export products or services in particular?

- What incentives and other strategies should the Lost Rivers Valley communities use to encourage downtown revitalization?
- Make the communities more attractive places to live and raise kids by, for example, developing new recreational and entertainment opportunities. (See also Civic Life and Community Involvement focus area.)
- What can the communities do to encourage people to slow down, stop, and shop when visiting or passing through the Lost Rivers Valley? (See also Civic Life and Community Involvement focus area.)
- What can the communities do to market themselves not just as a place to visit, but as a place to live?

Community Design and Identity

The community design and identity focus area often includes identifying and developing the qualities of a community that make it unique. The home team asked the visiting team to assess the following topics under this focus area.

- How can the communities best maintain and improve infrastructure? In Arco, for example, streets were identified as a particular concern.
- What can the communities do to encourage the rehabilitation of existing housing and development of new housing, reduce the current vacancy rate, revitalize neighborhoods, and inspire pride in the communities.
- What strategies and resources should the communities look at to preserve historic sites and structures? In the case of Mackay, this includes the Mine Hill and related tour.
- In Arco, how can the community best tell the story of its historical and current relationship with the Idaho National Laboratory site?
- In Mackay, what else can the community do to celebrate its mining, agriculture, and logging heritage?

Civic Life and Community Involvement

The civic life and community involvement focus area is typically about leadership development, increasing volunteerism, and improving communication between the city leaders, community organizations, business community, and residents. It can also include coordination and cooperation with other organizations in the region.

The home team asked the visiting team for feedback on the following specific issues under this focus area:

- How can we increase the involvement of retired residents, community organizations, the INL, and other employers in efforts to improve the quality of education in schools? Developing the schools' science, engineering, and math programs is of particular interest.
- Recommendations and resources to help the community realize the goal of building a rubberized track in Arco suitable for high school track and field meets and other events.
- What other recreational improvements should the communities pursue?
- How should the Lost Rivers Valley communities develop existing visitor-related

attractions, events, and services?

- What new visitor attractions and services should be developed?
- How should the Lost Rivers Valley communities market themselves as a destination or place to stop for tourists?
- How can we increase the number of youth and young adults involved in community organizations (e.g., volunteer fire departments)?
- How can municipal governments and community organizations better inform residents about community issues and volunteer opportunities?
- How can the Lost Rivers Valley communities develop a strong, mutually beneficial relationship with the Idaho National Laboratory?

Putting it all Together

In their community review applications, both Mackay and Arco expressed their intent to use the community review to develop strategic plans that outline a path toward attracting businesses, residents, and visitors to the Lost Rivers Valley.

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 the Lost Rivers Valley communities 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 survey gave the visiting team information to compare with comments gathered through public meetings and face-to-face conversations conducted during the community review.

Survey questions were developed in July 2014. Survey topics included the following:

- Infrastructure and services
- Employment and economic development
- Available goods and services
- Public involvement and information

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

The Lost Rivers Medical Center Foundation provided an initial list of Lost Rivers Valley addresses. Commercial, public, and vacant properties were removed from the list, resulting in a total of 1,179 total residential addresses that received a survey in the mail. The table below identifies the number of addresses to which surveys were sent in each community:

<u>Community</u>	<u>Number of households receiving a survey</u>
Arco	418
Moore/Darlington	306
Mackay	350
Howe	105

The 1,179 surveys were mailed to these households in mid-August, 2014. An additional 100 surveys were provided to Lost Rivers Economic Development for hand delivery to Butte City residents and households living in apartments or mobile home parks.

The 304 completed surveys received at the Idaho Rural Partnership offices were recorded using www.surveymonkey.com. The 25% response rate is slightly above average compared to surveys conducted as part of previous communities around the state. The mailed survey form and a summary of survey results are included as Appendix C. The summary of survey results reflect the aggregate responses from all Lost Rivers Valley communities. The survey results for individual communities are available from Lost Rivers Economic Development and the Idaho Rural Partnership.

Summary of Survey Results

The survey form began by asking respondents to identify the community in which they live. Thirty-eight percent of survey respondents live in Arco, 31.6 % in Mackey, 18.8% in Moore, 3.6% in Howe, and 7.9% live in Butte City or other unincorporated area of Butte County or southern Custer County.

A slight majority of survey respondents (56%) were female. A large majority of respondents (85%) were 45 years of age or older. Similarly, more than half of survey respondents (65.5% have lived in the Lost Rivers Valley for more than 20 years.

A majority of residents responding to the survey (54.7%) live with one other person. A large percentage of respondents (80.3%) do not have children enrolled in public school.

Infrastructure and Public Services

Survey respondents from communities across the valley expressed the highest and lowest degree of satisfaction with the following types of infrastructure and public services:

Highest Satisfaction

- Fire department
- Sewage treatment services
- Water services
- Quality of library
- Emergency health care/EMS

Lowest Satisfaction

- Condition of city streets*
- Bicycle and pedestrian access
- Availability of sidewalks
- Availability of local arts, cultural,
- Entertainment opportunities
- Quality of parks

*Satisfaction with the condition of streets was lowest in Arco, followed by Moore.

Economic Development and Local Businesses

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

Highest Satisfaction

- Appearance of public buildings
- Level of business involvement in the community
- Housing affordability
- Internet service affordability

Lowest Satisfaction

- Availability of local jobs
- Quality of local jobs
- Variety of local businesses
- Availability of job training programs

In addition, survey respondents living in Arco expressed a lower level of satisfaction with the appearance of downtown, relative to the other communities.



When asked to indicate the importance of providing or improving various types of businesses and services, survey respondents revealed that youth services and facilities, retail stores, and professional or personal services were the *most* important.

Another survey question asked residents to identify factors that prevent them from supporting locally

owned businesses more often. The two most frequently identified factors were: (1) cost, and (2) services and products I need are not available locally. A large number of respondents (45.7%) said nothing prevents them from supporting locally owned businesses.

Community Involvement, Information, and Leadership

The survey asked residents to indicate how strongly they agreed or disagreed with a series of statements related to community involvement, information, and leadership. Survey respondents indicated strong interest in being better informed about community issues and projects. A large percentage also indicated they are satisfied with their level of involvement in community issues and organizations. A slightly lower number of residents said they are satisfied with opportunities to be involved in decisions affecting the community. There was a relatively lower level of agreement with the following statements:

- I generally trust my City Council to make decisions for the community.*
- I am satisfied with available community websites.
- I am satisfied with the quantity and quality of information provided by my city.

*Arco residents responding to the survey indicated a higher level of trust in the City Council, relative to respondents in the other communities.

When asked to identify factors that prevent them from being more involved in their community, residents of Lost Rivers Valley communities indicated the following most often:

- Nothing. I am happy with my level of involvement.
- Lack of time
- Family responsibilities
- I am not asked to become involved.

By a significant margin, Lost Rivers Valley residents prefer to receive information about local issues and events through their local newspaper. This is particularly true for survey respondents in Arco and Moore. Mailed flyers and community boards were also recognized as important sources of information (with bulletin boards being especially important in Mackay). Facebook and other social media, radio and television, and community websites were relatively less important to survey respondents. These results might be different if a larger number of young adults completed the survey.

Key Participating Individuals

The success of the Lost Rivers Valley 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. Candice Larsen provided important leadership and administrative support. Other key home team members who invested much time and effort before and during the community review included Jim Wayslow, Chad Cheyney, Otto Higbee, and Bob Burroughs. Also critical was the leadership of home team focus area leaders Mike Foster, John Durfee, and Wayne Olsen in Mackay and Rose Bernal, Clay Condit, and Shelly Shaffer in Arco and Moore. The following people did a great job inviting residents to participate in listening sessions: Candice Larsen, Bridget Severe, Otto Higbee, Chad Cheyney, Shelley Shaffer, Chandos Gamett, and Bob Burroughs.

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 the primary contacts for visiting team leaders.

Visiting Team Leadership

The visiting team was comprised of 14 community and economic development professionals who were recruited based on their experience and expertise in the three selected focus areas. They came from local, state, regional, and federal agencies, universities, nonprofit organizations, and private businesses. Contact and biographical information for all visiting team members is included in this report as Appendix B. The following people served as visiting team focus area and listening session leaders:

Visiting Team Focus Area Leaders

Randy Shroll, Idaho Department of Commerce	Economic Development
Micah Austin, City of Hailey	Community Design and Identity
Mike Field, Idaho Rural Partnership	Civic Life and Community Involvement
Kathee Tift, University of Idaho Extension	Listening Sessions
Erik Kingston, Idaho Housing and Finance Association	Listening Sessions

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

Known as the ad-hoc committee, the following individuals began meeting with home team leaders in July 2014 to coordinate review planning and recruit people to the visiting team. The committee is grateful to the Association of Idaho Cities for providing meeting space and teleconference services.

Visiting Team Ad-Hoc Planning Committee

Jon Barrett	Clearstory Studios
Mike Field	Idaho Rural Partnership
Vickie Winkel	Idaho Rural Partnership
Erik Kingston	Idaho Housing and Finance Association
Jerry Miller	Idaho Department of Commerce
Jerry Royster	U.S. Dept. of Housing & Urban Development
Micah Austin	City of Hailey
Ted Vanegas	Idaho Transportation Department

Review Itinerary

The home and visiting team focus area leaders named above jointly developed the overall master schedule, listening session schedule, and detailed itinerary for each focus area. This information is attached as Appendix D.

The review officially began at 1:00 pm, Tuesday, September 23 with a bus tour of the Lost Rivers Valley communities of Mackay, Moore, and Arco. This tour began and ended in Mackay. It was followed by a listening session with the home team at the Mackay Elementary School gym. Community listening sessions are described in detail beginning on page 19. The evening ended with dinner, followed by a town hall meeting (also held at the gym). This meeting used a rotating small group format to provide interested residents and leaders an opportunity to express their ideas and opinions and respond to questions from the visiting team within each of the three focus areas.

Wednesday, September 24 began with breakfast at the Mackay Senior Center during which Mayor Wayne Olsen gave a presentation on the history of Mackay. Following breakfast, the visiting team split up to conduct listening sessions and participate in a series of meetings and sites visits related to each of the three focus areas.

Highlights of the itineraries for Wednesday morning in Mackay and afternoon in Arco are summarized below.

Economic Development

Mackay

- Meet at Bear Bottom Inn to discuss economic development challenges and opportunities.
- Tour sites and assets with infrastructure in place. Examples include business park, technology park, downtown, museum, golf course, tourist park, and rodeo grounds.
- Tour areas and natural resources with development potential, but limited infrastructure. Examples include Mine Hill, Mackay Reservoir, Mt. Borah, and airport.
- Further discussion at Bear Bottom Inn about additional recreation and natural resource opportunities.

Arco

- Meet at Arco-Butte Business Incubation Center to discuss:
 - Opportunities to create, expand, and recruit exporting businesses
 - Development of a merchandizing or marketing plan for the Lost Rivers Valley
 - Supporting the growth of agricultural businesses and other natural resource sectors



Community Design and Identity

Mackay

- Meet at Mountain Arts Center for discussion about community design and identity issues.
- Van tour of Mackay from the perspective of a visitor, looking at community entrances, signage, first impressions, amenities and services.
- Walking tour of downtown
- Reconvene at Mountain Art Center for closing discussion.

Arco

- Discuss infrastructure opportunities and challenges by touring Arco streets, housing, and water and sewer system.
- Walking tour of downtown commercial and public buildings and visit to Idaho Science Center/Hawkbill submarine sail, Bottolfsen City Park, and Governor Bottolfsen home.

Civic Life and Community Involvement

Mackay

- Meet at Mackay City Hall to discuss possible radio station project.
- Visit fire station to discuss volunteer needs and challenges.
- Visit the following properties and attractions to discuss potential improvements: business park, Mine Hill/Rio Grand Canyon, baseball field near elementary school, tourist park.

Moore

- Tour Moore Community Center with Mayor Pearson and Vice President Amy Bogart.

Arco

- Visit Lost River Medical Center.
- Meet at Business Incubation Center to talk with project proponents about opportunities and potential improvements related to recreation, tourism, and community events (e.g. track and field facility, ATV course, Atomic Days, etc.).

As described in Part III on page 19, community listening sessions were conducted with selected stakeholder groups while the three focus areas followed the itineraries above. Wednesday, September 24 concluded with dinner at the Business Incubation Center.

The visiting team re-convened in Arco the morning of Thursday, September 25 to compare notes, debrief, gather additional information, and prepare four presentations—one for the listening sessions and one for each of the three focus areas. These presentations were given at a community meeting following dinner on Thursday night at the School Auditorium in Arco.

Publicity and Public Participation

The home team made significant effort to make residents and business owners in the Lost Rivers Valley aware of opportunities to participate in the community review. The cover letter included with the community survey in August 2014 announced the community review and encouraged participation. Coverage of the community review by the Arco Advertiser was excellent, with the review being publicized in the paper at least six (6) times.

Other publicity efforts included the following:

- Over 700 flyers handed out
- Over 100 posters posted around Arco and Mackay
- Community review announcement on two electronic reader boards
- Information e-mailed to parents of students in the Mackay schools
- Posted on various Facebook pages
- Posted on the websites of Lost Rivers Economic Development and Lost Rivers Medical Center
- Personal emails inviting individuals to participate in a listening session
- Word-of-mouth information
- 120 table tents placed in area restaurants



Collectively, the home team's publicity efforts exceeded those associated with previous community reviews.

Attendance at the two large community meetings exceeded what is typically experienced as part of other community reviews. Approximately 35 people attended the community meeting on Tuesday, September 23 in Mackay and about 50 people came to the final presentations on Thursday, September 25 in Arco. These totals include members of the home team. About 10 people from Arco came to the meeting in Mackay and a comparable number of people from Mackay came to the meeting in Arco. In addition, business owners and other people we met in the community were very open and willing to share their ideas, experiences, and perceptions in conversations held on sidewalks and in restaurants and other businesses. Nearly all home team members participated throughout the review. As noted in Part III of this report, participation in the community listening sessions in both Mackay and Arco was very good.

PART III COMMUNITY LISTENING SESSIONS

Community listening sessions are open-ended, focus group-like discussions with key stakeholder groups identified by the Home and Visiting Team. The purpose is simple: we ask open-ended questions of a cross-section of community residents with diverse perspectives, listen to their answers, and reflect back what we hear. The Lost Rivers Community Review included listening sessions with the following stakeholder groups in Arco and Mackay:

Listening sessions held in Mackay

- Community Review Home Team (including Arco, Moore, and Mackay residents)
- Mackay High School students
- Senior citizens
- Public health and safety stakeholders

Listening sessions held in Arco

- Butte County High School students
- Senior citizens
- Community services (included people from Mackay and Moore)
- Public health and safety stakeholders

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

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

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

“Please write down your thoughts on the following questions. During the listening session, we will invite you to discuss items you are comfortable sharing in a group setting. Like asking your doctor for a diagnosis, the process works best when we have your honest experience and perceptions in your own words; your responses will be treated confidentially and will help inform the overall picture of life in your community. Thanks for helping us paint that picture.”

What DON'T you want to see in your community?

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



Exodus of families and businesses

As seen in the above word cloud, a large number of responses had to do with loss of population (particularly families and young people) and a corresponding loss of business and school resources. Many of the other areas of concern are directly or indirectly related to population outmigration: empty buildings, blighted neighborhoods, empty buildings and homes, and a general deterioration and decline of infrastructure and services.

Business closures

Locals were concerned about the number of business closures and empty storefronts, particularly in Arco. We learned that just prior to the review visit, the historic Sawtooth Club closed its doors for the last time. We also learned of some turnover with key businesses in Mackay.

Resource concerns

We heard strong comments about the importance of air and water quality issues. There is distinct opposition to threats to environmental assets, including air or light pollution that threaten the area's 'dark skies.' Many people said they didn't want to see the public locked out



of the surrounding public lands, and expressed anxiety over changes to federal lands management. Some feared a state takeover, while others didn't want to see a national monument.

Loss of schools

This is a serious concern for a large cross-section of the Valley's population. Mackay residents in particular were concerned about the loss of teachers to higher-wage states, and the loss of students, both of which reduces the district's budget and threatens the security of local K-12 schools. (We were impressed with the facilities and students we encountered and agree that district facilities and leadership are true community assets.)

Cultural and Social Concerns

In general, participants told us they did not want to see apathy keep valley residents from engaging in community efforts, they did not want to see an increase in crime, and they did not want to see a lack of pride in the private or public infrastructure (housing, businesses, or local infrastructure). Some mentioned that they didn't want the area to turn into a Jackson Hole or Sun Valley, which we understood to be consistent with fear of losing a 'small-town' rural feel to the communities.

Another aspect of this relates to the Valley's 'self image.' Many comments involved concern over weeds, trash and an overall sense of disinvestment. This includes empty buildings and houses left to deteriorate, which is seen as perpetuating a culture of blight. We heard concerns about vandalism, drug use and other indicators of a troubled community. Session participants don't want to see the area wind up as a backwater retirement or bedroom community.



What DO you want to see in your community?

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



Buy local

This was a common response among a few groups, but beyond buying or shopping local we also heard a variation: ‘contract local.’ This was aimed at the area’s larger players (and yes, INL was mentioned) in the hopes of moving more dollars through the local economies where possible. As in other towns, residents are becoming more conscious of the ‘power of local,’ where each dollar spent at a locally owned retail or service provider can circulate up to seven times. This was also tied to comments about the need for more local employment opportunities, especially for youth.

Infrastructure

We heard a few remarks about improving local infrastructure (primarily roads and sidewalks), with one participant adding, “so I don’t have to wear a kidney belt” when driving the local roads. Some comments mentioned unpaved or muddy, rutted roads specifically.

More dialogue and collaboration

Several residents expressed a desire to engage with other valley communities and local partners (including INL and Craters of the Moon) in joint projects. This stemmed from comments

Mystery of the Low-Income Households

One common refrain we heard had to do with ‘low-income households.’ The wording across several groups was so similar it almost appeared to be scripted. The gist of this concern seemed to involve the perception that Arco in particular has been targeted as a referral or destination community for ‘households with federal rental assistance vouchers from outside the area.’

The theory we heard expressed to support the above claim is that Arco is small enough to be walkable and features high-quality, readily available medical services. The primary concerns we heard were that: a. these households are using services supported by local taxes, and b. this influx of financially stressed households was leading to an uptick in local crime.

Observation

It is true that Arco has one of the state’s highest rental vacancy rates ($\pm 35\%$) so there would seem to be housing stock available, although much of it is considered ineligible for federal rental assistance because of lead-based paint or other housing condition issues. Mackay, on the other hand, has a relative low rental vacancy rate ($\pm 3\%$).

We wanted to follow up on this issue, so did some checking with both Idaho Housing and Finance Association (IHFA administers the Section 8 Housing Choice voucher program) and the Idaho Health and Welfare Navigator program (this program provides case management and intake/referral services for elderly/disabled households, low-income households or individuals and families in crisis).

According to IHFA records over the past three-plus decades, there have been a total of three (3) households receiving Section 8 assistance in Arco, the last one moving out in 2012. Mackay currently has two households receiving Section 8 assistance. The contact with the Health and Welfare Navigator program was surprised to hear about the local perception. Navigators (and other case managers) are reluctant to refer clients to communities without job opportunities or a variety of supportive services. The Navigator did point out that in some cases Arco residents had requested one-time assistance with household expenses (such as rent).

It is possible that low-income households (including persons with fixed incomes—i.e., elderly/disabled) may choose to relocate to Arco independently, despite the lack of employment options or diverse services. We were unable to find evidence of any coordinated referral effort, however. It is beyond the scope of this report to speculate about a causal link between household income and crime rates in Arco.

Shrinking tax base

Many participants pointed to the small—and getting smaller—tax base, an effect directly related to the previously mentioned population exodus. We did hear that INL contributes significantly to the local tax base in Butte County; so much so that some perceive the area may be ineligible for certain grants. We were unable to examine this assertion, however.

Observation

This is a common challenge for many small towns. Just like owning a home, it takes a certain base amount to pay the bills. Every local government has to cover a few essentials like administration, communicating with residents, public health and safety, and buying or maintaining streets, pipes and lights. Beyond the essentials, budgets are an expression of local values and priorities.

As state and federal funding sources change or are reduced, costs are increasingly shifted to local government—even as people move away and take their taxes with them. At the same time Idaho, unlike other states, currently makes it extremely difficult for local government to generate revenue through things like a local option tax. This makes the ‘shrinking tax base’ even more of a challenge.

Attitudes and perceptions

We heard a fair bit from folks throughout the Lost Rivers Valley involving disagreements and perceptions involving water, and changes to the downstream valley that some attribute to the creation of Mackay Reservoir in 1918.

Relationship to INL

This topic, and the feelings about it, was complex. Arco owes much of its existence to INL, and the town’s fortunes have been intimately linked to the site and national energy policy.

What assets exist that support the future you want?

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



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

People

We heard many references to the friendly, hard-working and generous people of the Lost Rivers Valley. Because of the proximity to INL, this area is home to a disproportionately high number of PhDs, engineers, chemist and physicists. The area also boasts individuals with expertise in the areas of agriculture, outdoor recreation and mining. This mix of traditional land-based skills and advanced science brain trust represent a truly unique asset mix, and many are willing to contribute time and energy to mentoring young people.

Organizations

We heard many references to (and gratitude towards) the civic, volunteer and educational organizations that provide services to make life better for residents.

These include:

Chambers of Commerce	Future Farmers of America (FFA) Senior centers
Lions Club	U of I Extension
Mackay Women’s Club	Arts Council
Faith groups	Troop Boosters
South Custer County Historical District	Parks & Recreation
Lost Rivers Recreation District	EMS and Fire volunteers
4-H	Mine Hill Preservation
ATV clubs	Humanities Council
Scouts, Veterans of Foreign Wars (VFW)	Lost Rivers Economic Development (LRED)
American Legion	Business Incubation Center (BIC)

Places

From the Lost River, White Clouds and Pioneer Ranges to the Mackay Reservoir and Craters of the Moon, the Lost Rivers Valley possesses many destination landscape and natural features. Not only do locals appreciate having these national assets in their backyard, they also recognize the associated tourism, recreation and economic importance. We also heard references to the historic importance of the ER-1 reactor and other sites of interest involving the development of atomic energy.

Mining history is also recognized as an asset by locals, reflected in the work of volunteers to preserve and promote the Mine Hill and other locations. Beyond specific locations or industries, the area is widely known for hunting and fishing resources, ATV trails, Hang gliding, climbing and both motorized and non-motorized backcountry travel.

Observations and Recommendations

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

We did hear and observe a few common themes:

Fear of loss

This is something we notice across rural Idaho. In some cases, rural residents seem to have a generalized fear of change or loss, with blame externalized to government at some level.

- medical/traditions/youth/schools
- population/post office/businesses
- Jobs and housing

Fear of the new/unknown

One of the great assets about rural communities and small-town culture is knowing your neighbors and fellow residents, and the familiarity and predictability that come with that. Most small towns enjoy low crime rates, and when someone needs help, neighbors come together to lend a hand.

As any small-town resident will tell you however, there can be a downside. What we heard here as in other towns is that because the pool of leaders and community volunteers is limited, it can be difficult to introduce new ideas or perspectives on persistent challenges. A group of long-time volunteers or can develop a certain way of doing things that works great for them, but may not seem welcoming or inclusive to newcomers. It always helps to evaluate processes and outcomes periodically; sometimes the old ways are the best, and sometimes embracing a new technology or strategy might improve the end result.

Perceptions. Frankly, we're not sure what to suggest in terms of the 'Welfare people' or 'low-income' issue. One thought is to separate out 'belief' from 'evidence' to understand if there really is a cause-and-effect relationship between income and some of the negative impacts people proposed (i.e., increased crime).

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

1. Ask yourselves "what am I personally willing to contribute or sacrifice to make my community stronger, more prosperous and more resilient?" If the answer is 'nothing,' there is little incentive for anyone else to invest time and energy in your community.

2. Today's perceived adversary may be tomorrow's ally.
3. Are there areas of common interest where people can explore cooperation and collaboration? Sometimes this means a small, uncontroversial project or simply sharing meals, stories or hobbies. Seek opportunities to reach across boundaries and establish communication with those outside your 'orbit.'

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. Many of them are directly or indirectly related to job creation. For example, improving streets and increasing the quality of available housing will help businesses recruit employees to the area.

Economic Development

Community Comments and Concerns

Lost Rivers Valley residents and community leaders expressed many comments and concerns related to job creation and economic development. The most often heard opinions and statements are summarized below.

The communities recognize their assets

Lost Rivers Valley leaders and residents expressed pride in the region's many assets. In some cases, residents have regularly stepped up to support taxing themselves to continue improving them, despite recent job losses in the region. These assets include, but are not limited to public infrastructure. Specific assets mentioned frequently before and during the community review include:

- Mackay and Arco airports
- Schools
- Lost Rivers Medical Center in Arco and the clinic in Mackay
- Natural resources/public lands
- Developable land
- Technology and business parks in Mackay
- Business Incubation Center in Arco
- High quality sewer, water, and electrical services at reasonable cost
- Fire protection and EMT services
- Idaho National Laboratory
- Craters of the Moon National Monument

Anxieties and uncertainties

The visiting team heard many people in the Lost Rivers Valley express uncertainty and fear regarding an unknown future. We noted sadness about some of the businesses that have closed in the recent past and fear that the future could bring future losses: loss of more businesses and jobs, schools, historic buildings, population (including young people). A

perception or understanding that additional population decreases could place some or all schools at risk of closing was a dominant concern in Mackay.

In community listening sessions and other meetings during the community review, many residents shared a belief or understanding that social service providers in southern Idaho are encouraging the people they serve to relocate to the Lost Rivers Valley because of the relatively low cost of living. Some residents are concerned that this phenomenon could be reducing the median income while driving up the need for mental health and other services.

The quantity of available water was another source of concern or anxiety for residents. In short, the water supply is more limited than it has been historically, meaning that the valley may not be able to accommodate a new manufacturing or other business that requires a large amount of water.

Desire for new jobs

Like many rural Idaho communities, people who live in the Lost Rivers Valley want the future to include an increase in job opportunities. If it does not, there is a fear that young people who want to continue their education beyond high school won't have the option of returning to the valley as adults. Residents spending their shopping dollars in the Pocatello area was also widely recognized as having a detrimental effect on local businesses and job opportunities. The visiting team also heard concerns about the seasonality of economic activity. Many people shared perceptions and opinions about the labor pool, commenting that the work ethic is excellent but also adding that economic development efforts need to better recognize the skills of the workforce.

Finally, the visiting team talked with many people who spoke of how businesses have closed when no family member(s) or other residents stepped up to take ownership or management of the business when the owners were ready to retire.



Call for greater cooperation and coordination

Comments and concerns about roles and relationships between various local and regional organizations were more likely to be expressed by community leaders and business owners. For example, several people expressed an opinion that the marketing of the Lost Rivers Valley to potential visitors and businesses is not being done in a coordinated fashion. From several people, we also picked up on some confusion and lack of clarity about the roles

and priorities of the Arco—Butte Business Incubation Center, Lost Rivers Economic Development, and other organizations. There is a perception that the status quo is resulting in some unnecessary competition and duplication of effort among people who genuinely want

what's in the long-term best interest of the valley and its communities. Please refer to the Civic Life and Community Involvement focus area beginning on page 71 and Part V on page 82 for additional information.

The housing and jobs dilemma

Concerns and comments related to housing came up throughout the community review. In the context of economic development, people in the Lost Rivers Valley talked about a chicken-and-egg dilemma: businesses need more people for both customers and employees and many people are unlikely to relocate to the Lost Rivers Valley if housing that meets their needs and preferences is not available. Also, developers and homebuilders are unlikely to subdivide land and build homes if they are not confident the lots and homes will sell. See the Community Design and Identity focus area for additional information.

Empty and empty-looking commercial buildings

Concern about the number and condition of empty buildings and the condition or appearance of buildings that are being fully or partially used came up frequently during the community review. This concern was primarily directed at commercial buildings, but also included housing.

Interest in tourism-related improvements, services, and marketing

Interest in drawing visitors to the Lost Rivers Valley was one of the most frequently mentioned ideas brought up by residents and visitors. Several people talked about ideas for new amenities and services. Others want the communities to find ways to encourage visitors to spend more time and money in the valley, whether passing through or coming for a specific event or recreational activity. It was felt by many that building a stronger relationship with the Craters of the Moon National Monument and businesses and organizations in the Wood River Valley would have a positive impact.

Many Lost River Valley residents have an ambivalent attitude about the Sun Valley area. They want more people to visit and recreate in the Lost Rivers Valley and they are okay if some of these people come from Blaine County, but we think it's fair to say residents do not want Mackay and Arco to *become* Ketchum and Hailey in regards to land development and culture.

Residents also identified a need to be more positive ambassadors for their own communities – when talking with visitors, businesses who might want to relocate, and prospective residents.

Economic Development Opportunity Areas

The visiting team's opportunity areas and recommendations for economic development are based on the above comments and concerns identified before and during the community review. Collectively, they will help the community and the region create new jobs by supporting entrepreneurs, the growth of existing businesses, and the recruitment of new employers to the area. They will also help support downtown revitalization. Each opportunity area includes a set of recommendations. Where identified by the visiting team, recommendations apply:

- to all Lost Rivers Valley communities
- more specifically to Arco
- more specifically to Mackay

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

All of the economic development opportunity areas described below are connected to the following goals:

- Develop employment opportunities that allow the communities to retain their youth, enable them to return as young adults, and/or stop the loss of young families currently being observed.
- Attract new people and families to the Lost Rivers Valley.
- Encourage development of new businesses and retain and expand existing businesses that provide goods and services locally and export them out of the valley.
- Develop Lost Rivers Valley as attractive place for active retirees.
- Develop amenities and services to attract visitors.
- Farming, ranching, INL, health care, and government are the anchor sectors that directly and indirectly support a variety of businesses. While historically significant, mining and logging are not likely to return in a significant way.
- A focus on growing entrepreneurial talent and opportunity should be the first priority followed by a focused business attraction effort that takes advantage of and builds on existing assets.
- Continued engagement in the Eastern Idaho Economic Development Partners (EIEDP), Idaho Economic Development Association, and similar organizations is key to future success.

Economic Development Opportunity Area 1: Support entrepreneurial development

Below the visiting team shares its recommendations to help current and future residents create successfully create and develop new businesses.

Recommendations: All Communities

ED 1.1 Create ways to present information about the assets of the Lost Rivers Valley to visitors. This information might encourage them eventually relocate to the Lost Rivers Valley to raise their family, operate a business, or enjoy retirement. Specific markets to target include: mountain climbers and backpackers, hunters and fishers, ATV enthusiasts, active retirees or soon to be retirees, and people who grew up in rural Idaho.

ED 1.2 Review city and county policies to identify opportunities to remove or reduce barriers to creating small businesses—including home-based businesses within city limits and unincorporated areas.

ED 1.3 Take advantage of available training and mentoring opportunities for entrepreneurs starting new businesses. On-line and face-to-face trainings and other types of assistance are

widely available on topics such as business planning and modeling, financing, research and development, government contracting, permit and licensing requirements, and marketing.

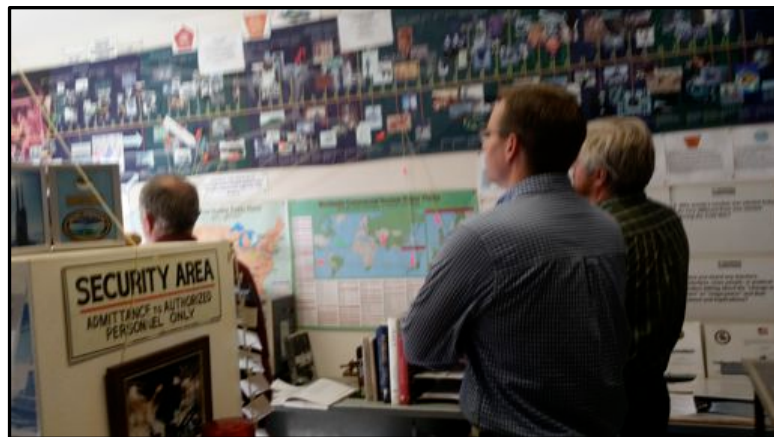
ED 1.4 Create a business mentoring or internship program that connects interested youth with business owners and community leaders. This would create opportunities for students to see how a business runs from the ground up and possibly show them a way they can stay in the Lost Rivers Valley (or return after post-high school education) to start or manage a business as an adult.

ED 1.5 Create a program to publicly celebrate the opening of every new business. Also celebrate important business anniversaries.

ED 1.6 Look for opportunities to replicate the model successfully used by Sammy's to create a nonprofit business. In addition, some communities are creating community-owned business to fulfill an unmet need for specific goods and services.

Recommendations: Arco

ED 1.7 The Lost Rivers Valley — and Arco specifically—is an excellent location to establish a nonprofit or for-profit remuseum due to the proximity of the Idaho National Laboratory. Remuseums display and sell one of a kind surplus items from the worlds of science, industry, and technology.



Hobbyists, artists, and science and technology enthusiasts are all drawn to this always-changing collection of items that cannot be found anywhere else. Some remuseums offer classes and shop space to foster creativity and STEM education. See the Resources section for information about a remuseum in Garden City, ID.

Recommendations: Mackay

ED 1.8 Build relationships with people building second homes in the Lost Rivers Valley to create an angel investor group that can finance and mentor emerging entrepreneurs. It's important to establish a proper structure and ensure rate of return and exit strategy for the investors. The fund also needs to be professionally managed with oversight by a board or loan committee.

Economic Development Opportunity Area 2: Retain and expand your existing businesses.

National research shows that up to 80% of new jobs are created by existing businesses in a community, as opposed to businesses that relocate to that community. In general, the visiting team recommends that economic development efforts in the Lost Rivers Valley place greater emphasis on retaining and expanding your current employers. Attracting businesses from outside the Valley is more difficult and costly. Such businesses don't have the same commitment to the communities and can leave as quickly as they came.

Recommendations: All Communities

ED 2.1 Formally develop a business retention and expansion program, focusing on important industries and employers: agriculture (e.g. hay and ranching), tourism, etc. The purpose of this program is to help local business identify unique challenges and opportunities. It also creates an opportunity to better match K-12 and workforce education opportunities with the needs of local employers. Most business retention and expansion visitation programs share the following objectives:

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

ED 2.2 Businesses should take advantage of the different workforce training programs that are available.

ED 2.3 Support and encourage business owners who may want to retire or otherwise sell their business in coming years to develop business succession plans (also known as exit plans). Waiting until the point of retirement to plan for someone to buy the business is often too late, resulting in closed businesses and empty buildings. Experts generally agree that business succession planning should begin about 15 years before retirement. This time frame allows the current owner's successor to learn the business and hone his or her skills.

Business owners will find that a succession plan will:

- Signal to their employees that you're focused on their long-term future by protecting your business from the havoc of an unknown future.
- Assure clients and customers and helps preserve their confidence in your business because they know that it will continue to provide products and/or services without interruption.
- Help focus the successor's and other employees' attention on the competencies they need to do an excellent job.

- Put more focus on developing talent from within the business and community. People will know that with targeted education, training, and coaching, they could move into key positions. This boosts overall motivation, morale, and satisfaction in the business.
- Guide the financial model and growth decisions of the business in a way that will help avoid the creation of costly barriers to a successful future transition.

The U. S. Small Business Administration's SCORE program (Service Corps of Retired Executives) recommends that business owners use the following as a guide to complete a business succession plan:

1. Choose the successor. Often, this is a current employee or family member. To increase objectivity, the business owner might want to seek the advice of trusted advisors in this process. Your attorney, accountant, financial planner, insurance professional, and other people who know you and your business can all be helpful.
2. Develop a formal training plan for the successor. Identify the critical functions of the business in order to develop a successful training program for the successor. It's also important to have your successor work in each of these areas. Immerse the successor in the business so he or she sees both the depth and breadth of the operation.
3. Establish a timetable. Set up a timetable for training and for shifting control of the company. If the transition is to be successful, the current owner, successor, and other employees need to know who is in charge of what and when. The successor can't succeed if he or she is overruled routinely. Also, a timetable helps motivate the successor to move through his or her training program quickly and successfully, with a clear understanding of what the coming roles and responsibilities are going to be when the departing owner moves out of day-to-day operations.
4. Prepare for retirement. It's also important for the outgoing business owner to outline a plan for their transition away from officer and operations manager for the business. The retirement plan may encompass recreation, travel, community service or another business venture, for example.
5. Install the successor. For maximum success, the successor should be installed in the outgoing owner's lifetime. Once this is accomplished, the retiring owner needs to be prepared to let the successor carry out the role for which he or she has been trained. Ultimately, the successor's success or failure is up to him or her.

ED 2.4 Locally create or otherwise take advantage of regional and on-line opportunities that provide training on business-related topics. Specific training topics that should be promoted include business succession planning (ED 2.3), on-line marketing/website development, social media, business planning and modeling, financial management, and customer service.

ED 2.5 Place a high priority on encouraging your businesses to provide high quality customer service by, for example, developing customer service training opportunities. You won't compete with bigger cities on price, but you can offer memorable experiences and a friendly attitude that visitors will tell their friends and family about.

ED 2.6 Any future business attraction efforts should focus on:

- Individual entrepreneurs and stable, small businesses requiring 15 employees or less.
- Businesses that are back office, manufacturing, and research & development that do not require store fronts to survive.
- New or expanding recreation technology businesses that cannot afford the higher real estate and other costs in the Wood River Valley.
- Businesses that would be well-suited to locating in the technology park in Mackay.
- Marketing the Lost Rivers Valley as a whole, as opposed to individual communities.



ED 2.7 Develop the capacity of Lost Rivers Economic Development and Arco-Butte Business Incubation Center to jointly respond to people and companies who want to visit or know more about assets and opportunities in Lost Rivers Valley — sometimes on very short notice. It's critical to be prepared to answer their questions when a potential business comes knocking on your door.

ED 2.8 All available commercial and industrial properties should be posted on the

State of Idaho's Gem State Prospector website. See Resources section.

ED 2.9 Make sure all land development processes and application forms are clearly communicated and available on websites maintained by the cities of the Lost Rivers Valley.

Economic Development Opportunity Area 3: Let the secret out: develop and market your unique visitor-related attractions and services.

Developing the Lost Rivers Valley potential to attract more visitors will create new employment opportunities and diversify the local economy. We're not recommending that the economic future of the Lost Rivers Valley be modeled after the Wood River Valley, but we are suggesting that developing tourist-related services, attractions, and marketing will increase your economic diversity and resiliency. Below, the visiting team offers several tourism-related recommendations that came up in all three of the community review focus areas. They reflect the following guiding principles:

- Visitors are drawn to places and communities that offer things to *do*.
- Tourism-related services and activities will be more successful if they reflect the history, culture, and natural assets of the Lost Rivers Valley.
- Focus on developing experiences and opportunities that are not readily available in the Wood River Valley
- Tourism is one area in which cooperation and coordination between the Lost Rivers Valley communities has great potential.
- Increasingly, visitors are using the Internet to decide where and how they will spend their time and money. In their research and planning, visitors are being increasingly influenced by the reviews, images, videos posted by *other* visitors (e.g. information

found on Youtube, Trip Advisor, Facebook, and other social media and consumer websites). This “user-generated content” is becoming increasingly important; smart communities and businesses learn how to encourage it.

- People and families visiting the Lost Rivers Valley may become residents and business owners in the future.

Recommendations Related to Visitor Attractions and Services

Recommendations: All Communities

ED 3.1 If possible, the Lost Rivers communities should develop a regional consensus regarding the designation of Craters of the Moon as a national park and then communicate this consensus to the National Park Service and the Idaho congressional delegation.

ED 3.2 Develop and market the Lost Rivers Valley as the ATV Capital of Idaho. An on-line search indicates no other community or region in the state is using this label. Across the country, the states, communities, and regions below have actively cultivated an identity as a hub for ATV riding. Don't reinvent the wheel. Learn from them. Go visit them if you can. See the Resources section for website links and other information.

- Gillette, Wisconsin (population 1,303) located 30 miles northwest of Green Bay has trademarked the designation “ATV Capital of the World”. In 2007, the community had one ATV for every four residents. Below is a list of services and amenities offered by Gillette, as identified on their website:
 - Access to thousands of miles of great ATV/UTV trails and routes which leads into Upper Michigan.
 - Free truck and trailer parking in city park.
 - Unloading Ramp for those transporting their quads in a pickup truck.
 - The Gillett MX track where you can ride ATVs and Motorcycles. Owned and operated by the Gillett Rail Runners ATV Club.
 - Access to local businesses via city streets that have been opened for ATV use.
 - A great location for our very own Headquarters where you can get information (including current maps) about ATViing in the area.
 - An extremely ATV/UTV friendly community.
 - Camper Sanitary Dump Station (No Charge)
- In its tourism marketing, Idaho's Silver Valley (Kellogg, Wallace, other communities) uses the designations “ATV Capital of the World” and “Silver Capital of the World”.
- The western portion of West Virginia had developed an identity as an ATV hub with a large system of interconnected trails (e.g., Hatfield-McCoy Trails).
- Statewide, Utah has made great strides in ATV trail system development and marketing. The 2,000-mile Paiute ATV Trail System is thought by many to be the best trail system in the world. It provides direct access to 15 communities in South-Central Utah. The trail mileage is primarily on Forest Service and BLM land.

The visiting team encourages residents and business leaders to consider the following ideas and principles related to developing the Lost Rivers Valley as Idaho's premier destination for ATV riding:

- Collaborate with the U.S. Forest Service, Bureau of Land Management, and the communities to develop the trail system on a regional scale so that it connects Challis, Mackay, Moore, Arco, and Howe. The larger the trail system, the more ATV riders will come back each year to ride a different part of the system. Trail riders should be able to access the trail system from the center of downtown in all communities.
- A logo should be developed for the Lost Rivers Valley ATV trail system. The logo should emphasize scenic beauty (perhaps incorporating Borah Peak), family-friendliness, and history. It should also reference the entire Lost Rivers Valley.
- Specific ATV riding areas (existing and potential) that were mentioned during the Community Review include Antelope Creek, Cherry Creek, Loon Creek, Cedar Creek, Leslie Butte, Mammoth Canyon, and Copper Basin
- As is the intent with the Mackay Mine Hill tour, continue linking ATV riding to other activities such as geocaching, poker runs, ATV jamborees, wildlife watching, etc.
- Develop more ATV-centric signage in the Lost Rivers Valley communities (see CD 4.2).
- Identify area residents willing to serve as ATV ride guides or ambassadors.
- Consider instituting a trail pass system to fund maintenance, improvements, and marketing.



Annual passes could be purchased on-line or in the communities. Passes for the ATV trail system in West Virginia are \$26/year for residents and \$50/year for non-residents. Other trail systems solicit donations, sell trail stickers for a nominal fee, and use other fundraising strategies. They generally rely heavily on volunteers.

- To ensure a safe, positive experience for everyone, trails and trail segments should be clearly identified as being appropriate for families/beginning riders, intermediate rider, and experts.
- Develop and market a series of suggested ATV riders (e.g. 1 hour, 2 hour, 4 hour, all-day, etc.) and designate them as being oriented toward beginner, intermediate, and advanced riders.
- If possible, document the number of ATVs per capita in the Lost Rivers Valley.
- Proactively communicate with local and visiting ATV riders to learn about the services and attractions desired by participants and to prioritize related improvements. The Rally in the Pines ATV event presents an excellent opportunity to collect this information.
- It's critical that on-line maps, printed maps, and trail signs give riders complete confidence about where they are and how to get to their intended destination.

- Make sure the Lost Rivers Valley ATV trail system is being promoted on on-line ATV websites such as www.rockymountainatvtrails.com. This site does not list ANY ATV trails in Idaho. Getting listed is as simple as sending an email to the site's creator.
- Solicit financial support from companies that manufacture ATVs and related clothing and accessories. A mutually beneficial relationship with Rigby, ID-based Klim should definitely be cultivated (<http://www.klim.com/>). Polaris, Kawasaki, Honda, Arctic Cat, Yamaha, Suzuki are all sponsors of the National ATV Jamboree happening June 23-27 in Fillmore, UT (<http://atvutah.com/fillmore/index.htm>).

ED 3.3 Develop geo-caching as a recreational activity for both ATV riders and visitors.

ED 3.4 In terms of interpreting your history, don't forget to include the colorful characters of your past (e.g. Rudy Leeman), not just events and places.

ED 3.5 Package different recreation and tourist activities together so that visitors can picture themselves enjoying several activities in a weekend. Develop 2-hour, 6-hour, and 1-3 day itineraries that include both free and paid activities.

ED 3.6 Support the continued improvement of RV parks and other RV-related facilities and services.



ED 3.7 Develop a historic building tour of both Arco and Mackay. Use interpretive signs along the tour routes. The tour should provide information about noteworthy individuals and significant events. In other words, use these signs to tell the story of each community, not just the story of particular buildings.

ED 3.8 Support the development of agritourism activities and commercial enterprises. Agritourism is defined broadly as any agriculturally-based operation or activity that brings visitors to a farm or ranch. It can include a variety of activities, including buying produce direct from a farmstand, navigating a corn maze, picking fruit, feeding animals, or staying at a farm bed and breakfast.

ED 3.9 For additional ideas, see Community Design and Identity Opportunity Areas #3 and #4.

Recommendations: Arco

ED 3.10 Communicate with the hang gliding community to identify services and facilities that would draw more hang gliding events and enthusiasts to the Lost Rivers Valley.

Recommendations: Mackay

ED 3.11 Continue to develop the Mackay Mine Hill as a significant attraction. This recommendation is closely related to ED 3.2 above. As is, the Mine Hill is a very impressive volunteer-driven accomplishment with much potential. Here are the visiting team's suggestions regarding the Mine Hill tour:

- Increase the profile of signage in town directing people to the Mine Hill Tour. For example, there should be a high profile sign on Custer Ave. and/or the Mine Hill Tour should be referenced or incorporated into the Mackay community entrance signs.
- Create a guided tour program using volunteers.
- Gain a better understanding of who is taking the mine hill tour. How many people annually? What percentage are using ATVs they own vs. rented ATVs vs. cars and trucks?
- Eventually, obtain a 4- or 6-passenger ATV to take small groups who cannot or prefer not to drive.
- Create one or more Mine Hill marketing videos for use on Youtube, Facebook, and websites promoting the Lost Rivers Valley. Incorporate the use of GoPro cameras mounted to helmets or ATVs. Also include video footage of visitors talking about their experience of the tour.



ED 3.12 Encourage and support absentee owners of home and cabins who want to make their properties available for short term rental (e.g. nightly, weekend, weekly) and develop related cooperative marketing strategies.

ED 3.13 Continue to investigate the feasibility of developing one or more new visitor-related attractions. Specific ideas mentioned during the community review include:

- alpine slide
- zipline
- tubing/sledding hill with rope tow and artificial snow
- ice skating rink
- cross country ski and mountain biking trails

Recommendations Related to Marketing

Recommendations: All Communities

ED 3.14 Your on-line and other marketing efforts should promote the Lost Rivers Valley as a destination. Resist the temptation to continue having completely separate, unrelated marketing efforts for each community.

ED 3.15 Complete an audit of your existing printed and on-line marketing material by pretending to be a visitor or potential visitor looking for information about the Lost Rivers Valley. Use the results of this audit (and the visiting team's other recommendations) to develop a prioritized list of marketing improvements or changes. What information about services and attractions are available and not available on-line? The visiting team observed that the Valley has developed a LOT of printed promotional material over time. It's time to weed out the most dated material and possibly consolidate/update. Do not continue using outdated promotional material. At present, your on-line presence (e.g. Youtube, Facebook, TripAdvisor) is minimal.

ED 3.16 Include Craters of the Moon National Monument representatives and build mutually beneficial marketing agreements with the National Park Service. The 200,000 people who annually visit Craters of the Moon should have every opportunity to learn about attractions, events, and services in the Lost Rivers Valley. The Craters of the Moon website (<http://www.nps.gov/crmo/index.htm>) contains no information about Arco, Mackay, or the Lost Rivers Valley. This is both a problem and an opportunity.

ED 3.17 More clearly understand people currently drawn to the Lost Rivers Valley for recreation and other activities and identify the most cost-effective marketing strategies to reach them. One example might be ATV-related organizations, organizations, and publications. In general, three types of visitors spend time in the Lost Rivers Valley:

- People who come to the Lost Rivers Valley as their destination. Some of these folks likely have friends or family in the area.
- People passing through the Lost Rivers Valley who are on a central Idaho tour that includes Wood River Valley, Stanley, and Challis.
- Tourists on a larger vacation that might include Island Park, Yellowstone Park, and Grand Teton Park, and Jackson Hole.

Use surveys, comment cards, and/or personal communication to learn all you can about the demographic characteristics of visitors, how they learn about the Lost Rivers Valley, the types of activities they would like to do, how businesses can better serve them, and what they enjoy least and most about the valley. You can also gather valuable information by talking with business owners.

ED 3.18 Marketing efforts should also reach demographic segments that have historically not visited the valley. Do not be exclusionary or polarizing in your marketing. All are welcome.

ED 3.19 Create a digital identity that highlights culture, history, recreation, and natural amenities. The Lost Rivers Valley should have its own YouTube channel.

ED 3.20 Develop easy ways for visitors to post (on-line) stories and photos about their experiences in the Lost Rivers Valley. Would-be visitors will find this information and use it to decide if they want to visit. It is viewed as impartial, unbiased, trustworthy information – as opposed to marketing spin written by the community trying to sell itself. Visitor reviews (also known as “user generated content”) are analogous to customer reviews people read when contemplating a new cell phone, car, kitchen appliance, or other product.

ED 3.21 Encourage businesses to take advantage of trainings and other types of technical assistance about social media marketing. Alternatively, organize and host a social media marketing training in the Lost Rivers Valley (to which folks in Carey, Fairfield, Challis, Stanley, Island Park, Dubois, etc. would be invited).

ED 3.22 Organize one or more meetings with people and organizations in the Wood River Valley involved in tourism to explore opportunities for cooperative, mutually beneficial marketing strategies.

Economic Development Opportunity Area 4: Revitalize and reenergize your downtowns

The visiting team heard many people in both Butte County and southern Custer County express a desire to see vacant and vacant-looking downtown buildings renovated and reused. The visiting team encourages the communities to pursue such efforts. Walkable downtowns with attractive buildings and streetscapes will draw more people. In turn, more people in the downtown area (whether visitors or residents) will benefit existing businesses and inspire new businesses and other investments. Below, the visiting team offers a variety of recommendations related to leadership, building renovation, pedestrian environment, events, and leadership in downtown areas.

Recommendations: All Communities

ED 4.1 Successful downtown revitalization efforts do not involve the creation of an artificial architectural theme. Do not create a contrived “theme” that is not part of your actual history. To thine own self be true!

ED 4.2 Engage absentee building owners in all downtown revitalization efforts.

ED 4.3 Develop temporary displays and/or pop up businesses for vacant storefronts. Owners of vacant store fronts should be encouraged to allow community organizations, artists, and schools to fill in windows with art displays or information about community projects, history, or other culturally significant subject. This would give your downtowns a more lived in and inviting appearance. Such displays should be changed more than once per year.

ED 4.4 Work with building owners to better understand the condition of downtown buildings and the barriers to completing structural, safety, and façade rehabilitation projects. Technical assistance is available for such assessments.

ED 4.5 Use the National Trust for Historic Preservation’s Four Point Approach to downtown revitalization. This is the approach endorsed by the Idaho Department of Commerce’s Main

Street Program. The four points of the approach — Organization, Promotion, Design, and Economic Restructuring— work together to build a sustainable and complete community revitalization effort. See Appendix E for additional information.

ED 4.6 Participate in the regional Operation Facelift project or complete building clean-up projects using this approach. See resources section for more information.

ED 4.7 Keep in mind that façade renovation projects do not have to result in the exact replication of historic facades, but they should incorporate elements that reflect your architectural heritage.



ED 4.8 Engage youth groups, high school athletic teams, and other organizations in downtown improvement projects (painting, landscaping, etc.). Such projects could become fundraisers.

ED 4.9 Consider creating a downtown capital improvement fund with annual and long term funding goals. Communities that start such funds now for

improvements that might not take place for 5 or 10 years down the road will find themselves with significant matching funds for grants.

ED 4.10 On a trial basis initially, encourage downtown businesses to stay open until 7:00 pm on the same day each week. Also encourage businesses to be open on Sunday.

ED 4.11 Continue making downtowns in Lost Rivers Valley communities the focal point for a variety of community events.

ED 4.12 Identify buildings appropriate for renovation, and then work with the owners to find needed funding and other resources. While we did not conduct a formal or complete assessment, the visiting team identified the following buildings as having potential for restoration. The team recognizes that building restoration cannot be accomplished without the support and participation of the building owners.

Arco

- Grand Avenue Hotel (eligible for listing on National Register of Historic Places)
- The Governor Bottolfsen house

Mackay

- Clock Store
- Movie theater/playhouse and adjacent space to the west
- 2-story building in which Ken's Club is located
- Gas station/garage with white stucco exterior

Economic Development Resources

The College of Business at Idaho State University offers its Bengal Solutions programs to connect the expertise of the College's faculty and graduates with businesses and entrepreneurs. Consulting is provided at an affordable cost to business owners. Go to <http://www.isu.edu/cob/bengalsolutions.shtml>. Contact Jeff Street at 208-282-2504 or strejeff@isu.edu.

The Idaho Small Business Development Center located in Idaho Falls and affiliated with Idaho State University is a source of various types of assistance for people wanting to grow or start a business. Contact 208-523-1087. Go to <http://www.idahosbdc.org/locations/region-6-idaho-state-university-idaho-falls/>.

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

USDA Rural Development Business Enterprise Grant Program can fund many projects that support business development and job creation. Go to http://www.rurdev.usda.gov/BCP_rbeg.html. Contact Dale Lish, dale.lish@id.usda.gov, 208-785-5840, ext 119.

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

The Idaho Latino Economic and Development Center based in Blackfoot assists low- and moderate-income Latinos and other minorities to build strong businesses by offering trainings, micro-lending, and other forms of assistance with financing, which transform lives, strengthen families, and build sustainable communities. Go to <http://www.idaholead.org/>. Contact Sonia Martinez, 208-251-0925, soniam@idaholead.org.

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.

The Remuseum in Garden City, ID is an outlet for surplus materials and equipment related to science, technology, and government. It is also a drop off point for electronics recycling. Go to <http://reuseum.com/about-us/>. Call 208-375-7507.

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>.

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

State of Idaho Industrial Revenue Bonds. Industrial revenue bonds provide businesses with a potentially lower cost alternative source of funding for purchasing and improving upon industrial facilities. The lower cost is realized because the bonds issued under this program are tax-free. This incentive might entice investors to accept a lower rate of return. Go to http://commerce.idaho.gov/assets/content/docs/IRB_GUIDE_2010.doc. Randy Shroll, 208-334-2650, ext 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 Eastern Idaho Entrepreneurial Center (E-Center) is a Rexburg-based nonprofit providing value-added business consulting through a network of local university students, government leaders, and business professionals. Go to <http://www.idahoecenter.org/about/>. Will Jensen, Executive Director, 208-356-5009, w.jensen@rbdcenter.org.

Fill-in-the-Blank Business Recruitment Workbook. This workbook was designed for downtown and commercial district revitalization organizations that want to improve the mix of businesses in their districts by helping existing businesses thrive, and by recruiting new businesses to fill gaps in the market. Go to: <http://www.DowntownDevelopment.com/fibbr.php>, 1-800-232-4317.

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

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

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

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

Retail in Underserved Communities from the Urban Land Institute explores factors that hamper retail development in some lower-income communities and offers solutions to overcome the dearth of shopping options for neighborhood residents. The report defines underserved communities as those that fall into one or more of four categories: urban locations lacking businesses, underserved markets, locations without cultural offerings, and isolated rural or small towns. “Although several causes are often identified as common to underserved markets, the essence of the problem is most often weak market conditions,” says the report. “The creation of a local economy where investors, property owners, the government and retailers make market-rate decisions and obtain satisfactory returns on investment is critical to success.” Go to <http://uli.org/wp-content/uploads/ULI-Documents/Retail-in-Underserved-Communities.pdf>.

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 TechConnect, Rick Ritter, rick.ritter@idahotechconnect.com, 208-562-3700.

Idaho National Laboratory’s Technical Assistance Program provides technical expertise to state and local government, and regional small businesses. The requesting organization can receive, at no cost to it, up to 40 hours of laboratory employee time to address technical needs that cannot readily be met by commercially available resources in the region. Go to <http://tinyurl.com/992ayxe>. Stephanie Cook, Stephanie.cook@inl.gov, 208-526-1644.

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>.

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 is available here: <http://tinyurl.com/6mchhttp>. Additional contact information: <http://www.destinationdevelopment.com>, Roger Brooks, 206-241-4770.

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.

Harvest Hosts is a network of farmers, winemakers, and attractions that invites self-contained RVers to visit their vineyards and farms and stay overnight for free. Food producers in the Rigby area can join this network. Go to www.HarvestHosts.com.

The Business Alliance for Local Living Economies is a national alliance of nonprofit, government, and private sector partners providing assistance to communities and regions working to encourage strong support for locally owned businesses. Go to <http://www.bealocalist.org>. Go here for a copy of BALLE's excellent resource: *Local First: A How-to Guide*: <https://bealocalist.org/local-first-how-guide>.

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

Several Idaho communities have established "shop local" campaigns and organizations. Examples include: Boise, Eagle, Nampa, Moscow, Coeur d'Alene, Sandpoint, Preston, and Idaho Falls. The Boise project is called Think Boise First. Go to www.thinkboisefirst.org.

Fred Walters, architectural historian with the Idaho Heritage Trust, will tour historic buildings and give ideas as well as roughly evaluate condition of structures. Contact Executive Director Katherine Kirk at 208-549-1778. Go to <http://www.idahoheritage.org/>.

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.

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.

Zoning Practice, a monthly publication of the American Planning Association, provides useable information about current trends in zoning and subdivision codes. Go to <http://www.planning.org/zoningpractice/>.

Planning Commissioners Journal (publication) and Planners Web (website) are excellent resources related to all aspects of planning and zoning administration. Go to <http://pcj.typepad.com/>.

For examples of Idaho communities that do a good job explaining planning and zoning processes and providing applications on-line, see the following:

- McCall (<http://www.mccall.id.us/departments/community-development/planning-and-zoning-2.html>)
- Coeur d'Alene (http://www.cdaid.org/index.php?option=com_content&view=article&id=79&Itemid=481)
- Jerome (<http://www.ci.jerome.id.us/city-government/planning-and-zoning.html>)

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

The Sierra Nevada Geotourism Project contributes to the economic health of the region by promoting sustainable tourism and is a partnership between Sierra Business Council, Sierra Nevada Conservancy and the National Geographic Society. Go to <http://sierrabusiness.org/what-we-do/projects/356-sierra-nevada-geotourism>.

West is Best: How Public Lands in the West Create a Competitive Economic Advantage is a research paper published by Headwaters Economics in November 2012. Go to <http://headwaterseconomics.org/land/west-is-best-value-of-public-lands>.

The Rural Growth Trifecta: Outdoor Amenities, Creative Class, and Entrepreneurial Context, an article in the Journal of Economic Geography, May 17, 2010. Go to <http://joeg.oxfordjournals.org/content/early/2010/05/12/jeg.lbq007.full.pdf+html>.

Rural Tourism Marketing is a blog and a consulting firm by the same name. Got to <http://ruraltourismmarketing.com/about/>. Contact Joanne Steele, Owner and CEO, Joanne Steele, Owner and CEO, ruraltourismmarketing@gmail.com, 530-235-4404. Consider Joanne's on-line training "Take Control of Your Internet Marketing" at <http://www.takecontrolofyourinternetmarketing.com/>.

The Idaho Department of Commerce's Division of Tourism offers assistance and information to tourism-related businesses and organizations that promote tourism. They also administer the Idaho Travel Grant program that provided funding to tourism development and marketing efforts. Go to <http://commerce.idaho.gov/tourism-grants-and-resources/itc-grant-application-process/>.

Trail Towns: Capturing Trail-based Tourism is a free document published by the Allegheny Trail Alliance in Pennsylvania. It is oriented toward bike trail systems but contains best practices that can be applied to ATV trails. Go to <http://www.atatrail.org/docs/1TTManual.pdf>.

The website for Gillette, WY, self-proclaimed ATV capital of the world, is <http://atvcapitaloftheworld.com/>.

Created by an individual ATV enthusiast in Utah, <http://rockymountainatvtrails.com/index.html> and <http://www.UtahATVTrails.com> are two sites providing information about ATV trails and trail systems.

<http://www.atvutah.com/> is a comprehensive site built as a way for Utah ATV enthusiasts to get the latest information on Utah ATV riding trails, clubs, and events. Go here for information about the Paitue Trail: <http://www.atvutah.com/southern/paiute.htm>. Contact Gary Bushman, 800-282-3857.

The Hatfield-McCoy Trails are comprised of eight separate trail systems. Go to <https://www.trailsheaven.com/> to learn about all of them and to see how they are marketed.

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

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

Western Office National Trust for Historic Preservation. Go to www.PreservationNation.org. Sheri Freemuth, AICP, Program Officer, P.O. Box 9107, Boise, ID 83707, 208-891-4121, sheri_freemuth@nthp.org.

The City of Nampa created a revolving loan fund for restoring building facades in its historic downtown. Go to <http://ci.nampa.id.us/downloads/30/FA%C3%87ADE%20IMPROVEMENT%20PROGRAM.doc>.

Southern Idaho Rural Development is involved in successful business creation and downtown revitalization efforts in Shoshone and other southern Idaho communities. Contact Julia Oxarango-Ingram, 208-309-3090, sird4u@gmail.com.

"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.

Project for Public Spaces is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Our pioneering placemaking approach helps citizens transform their public spaces into vital places

that highlight local assets, spur rejuvenation and serve common needs. Go to <http://www.pps.org/>.

Some communities have used New Markets Tax Credits to rehabilitate historic buildings, which then become the cornerstones of their downtowns. In Idaho, New Market Tax Credits are administered by the Montana Community Development Corporation. Go to <http://mtcdc.org/loans/new-markets-tax-credits/>. Contact Dave Glaser, 406-728-9234 ext 211, daveg@mtcdc.org.

The National Park Service has a historic tax credit that can be paired with New Market Tax Credit. Go to: <http://www.nps.gov/tps/tax-incentives.htm>.

The HUD Hope VI Main Street grant program provides grants to small communities to assist in the renovation of a historic or traditional central business district or “Main Street” area by replacing unused commercial space in buildings with affordable housing units. The objectives of the program are to redevelop Main Street areas, preserve historic or traditional architecture or design features in Main Street areas, enhance economic development efforts in Main Street areas, and provide affordable housing in Main Street areas. Go to <http://www.grants.gov/web/grants/view-opportunity.html?oppld=235258> or contact Jerry Royster from HUD at: jerry.royster@hud.gov.

Rocky Mountain Power provides energy efficiency evaluations. Contact Tim Solomon, timothy.solomon@rockymountainpower.net, 208-359-4285.

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

USDA’s Farmer’s Market Promotion Program (FMPP) offers grants to help improve and expand domestic farmers’ markets, roadside stands, community supported agriculture programs, agri-tourism activities, and other producer-to-consumer market opportunities. Go to <http://www.ams.usda.gov/AMSV1.0/FMPP>.

For an example of an event in Michigan that builds on local food, art and heritage, go to <http://www.artsandeats.org/index.html>.

Learn about the City of Glenns Ferry’s downtown revitalization efforts here: <http://glennsferryidaho.org/downtown/>. Volunteer labor and financial sponsorship of individual downtown furnishings (lights, benches, etc.) by individuals, businesses, and community organizations significantly contributed to the success of this effort.

Idaho Department of Commerce – Community Development Block Grant Program can fund lighting, street trees, sidewalk, and other downtown project. Go to

<http://commerce.idaho.gov/communities/community-grants/community-development-block-grant-cdbg>. Contact Sharon Deal, sharon.deal@commerce.idaho.gov, 208-287-0774.

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

Created and maintained by the Idaho Department of Commerce, Gem State Prospector is an on-line inventory of available buildings and properties in the state. Businesses and the real estate agents looking to expand or relocate in Idaho use this website to identify potential sites. Go to <http://www.gemstateprospector.com/>. Contact Jerry Miller, jerry.miller@commerce.idaho.gov, 208-287-0780. The Idaho Department of Commerce offers periodic trainings for people interested in using Gem State Prospector. Contact Jenny Hemly, 208-287-3169, Jenny.hemly@commerce.idaho.gov.

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/>.

City of Idaho Falls Downtown Design Guidelines. Go to http://www.connectidahofalls.com/uploads/1/9/4/6/19463751/if_downtown_design_guidelines.pdf.

Department of Labor Workforce Investment Act (go to <http://labor.idaho.gov/dnn/Default.aspx?alias=labor.idaho.gov/dnn/wia>) and State Workforce Training Funds (go to <http://labor.idaho.gov/dnn/idl/Businesses/TrainingResources/WorkforceDevelopmentTrainingFund.aspx>).

The Work Opportunity Tax Credit (WOTC) is a federal tax credit for hiring Veterans, long-term unemployed, food stamp recipients, etc. Go to <http://labor.idaho.gov/dnn/idl/Businesses/HiringIncentives/WorkOpportunityTaxCredit.aspx>.

The University of North Dakota Center for Innovation Foundation is a statewide network of nine angel investment funds. The Center also helps entrepreneurs, innovators, and students launch new ventures, develop business and marketing plans, access university talent, and secure financing. For more information, go to www.innovators.net. Contact Tom Kenville, 701-777-3132.

Angel Capital Association (ACA) (<http://www.angelcapitalassociation.org/>) and Global Accelerator Network (GAN) (<http://gan.co/>) provide important information on the new and proposed rules on general solicitation for entrepreneurs and members of the startup support community. There are important issues and complications that entrepreneurs and the professionals who support them need to know to protect themselves in this new financing world.

In 2013 the Idaho Department of Commerce awarded a Gem Grant to Bannock, Bear Lake, Caribou, Franklin, Oneida, and Power Counties in S.E. Idaho to purchase "Executive Pulse," a

successful Business Retention and Expansion resource for economic development specialists in the region. Go to <http://www.executivepulse.com/>. Contact Randy Shroll, Idaho Department of Commerce, 208-334-2650 ext. 2124, randy.shroll@commerce.idaho.gov.

The Yellowstone Business Partnership uses training, research, and other forms of support to help businesses and communities in the Greater Yellowstone Area achieve the following goals: (1) promote green building and development, (2) encourage responsible business practices, (3) advance new options for regional mobility, and (4) support four-season economies for gateway communities. Go to <http://www.yellowstonebusiness.org/>. Contact Jan Brown, jbrown@yellowstonebusiness.org, 208-406-522-7809. YBP's Turning on the Off-Season report is available here: <http://www.yellowstonebusiness.org/wp-content/uploads/2013/05/turning-on-the-off-season.pdf?bff6a5>.

The Workforce Training and Community Education program at the Eastern Idaho Technical College in Idaho Falls. Go to <http://tinyurl.com/c4swclx>.

Community Design and Identity

Community Comments and Concerns

Residents of the Lost Rivers Valley communities expressed to the visiting team many comments and concerns related to community design and identity. As described previously, the home team requested that this focus area include infrastructure, housing, and historic preservation.

Desire to preserve and share your history

Residents of the Lost Rivers Valley residents and leaders we talked with during the community review proudly shared their knowledge of the area's history. We learned that each community



has its own unique history and how these histories are related and predominantly connected to natural resources: water, forests products, farm and range land, and mining. Particularly in the case of Arco, history also includes the community's unique relationship with the Idaho National Laboratory. We also noted that the stories that tell the history of the Lost Rivers Valley and its communities are about individual

people as much as they are about events and places. We heard significant interest in incorporating the history of the communities and of the Lost Rivers Valley in economic development and community design projects.

Importance of outdoor recreation

Clearly, many residents of the Lost Rivers Valley appreciate living an outdoor-oriented lifestyle. Using all terrain vehicles (ATVs) for recreation and transportation purposes is an important part of the identity of Lost Rivers Valley communities. In recognition, communities have enacted ordinances and other policies related to the use of ATVs on public streets. We heard many people use the term "ATV-friendly" when describing their community. The visiting team also learned about community events related to outdoor recreation.

Concerns about housing

As previously described under the Economic Development focus area, the visiting team heard numerous comments and concerns about the condition and supply of housing and related attractiveness of neighborhood. The most frequently mentioned comments are paraphrased as follows:

- A high percentage of housing is vacant and in substandard, uninhabitable condition. The visiting team heard this comment in Butte County more than in southern Custer County. Some residents perceive that this housing is suppressing the value of *all* housing. They want to see this housing either renovated and occupied or removed because of the poor impression it gives visitors and potential residents.
- Much of the available housing does not offer the square footage, modern qualities, and

amenities desired by potential residents and families (e.g. engineers and other professionals at the INL). It is known that people have turned down professional job offers due to insufficient housing.

- Due to housing condition, cost, and other factors, families who move to the area have difficulty finding housing that meets their needs. There is a dominant perception that there is not enough “middle class” or “entry level” housing.
- The limitations of the housing stock are viewed as a barrier to attracting a significant employer.
- Some people we spoke with also believe available homes are overpriced given their quality, size, and condition.

Overall satisfaction with community infrastructure

Overall, satisfaction with community infrastructure is high, although residents and economic development leaders recognize that a limited supply of water means that a manufacturing or other business requiring large amounts of water would not be attracted to the Lost Rivers Valley. The airports, health care facilities, and schools were often mentioned as being important infrastructure assets.

Condition of streets a big concern

The visiting team repeatedly heard about the poor condition of local streets. This concern was voiced in both the upper and lower valley, but more frequently came from folks in Butte County. In general, residents of Lost Rivers Valley communities want to see streets cleaned up and improved. Specific issues with streets include potholes, poor drainage, dust, and a lack of paving in some places. Most of the concern about streets seemed to be focused in residential areas.

Some people also expressed concern that in some cases it's not safe or convenient for students to walk or bicycle to school. At the same time, others said they feel putting in sidewalks everywhere would take away the small town, rural feel.

In commercial areas, residents expressed a desire to see streets cleaned up and modified to make them more walkable and attractive. The visiting team also heard significant support to make community entrances more distinctive and memorable. Residents hope such changes would encourage visitors or people otherwise traveling through the valley to stop and explore for an hour, a day, or overnight.

Community Design and Identity Opportunity Areas

Community Design and Identity is abbreviated as ‘CD’ throughout this section.

Community Design and Identity Opportunity Area 1: Revitalize neighborhoods and improve housing.

The visiting team saw and heard about the need to improve the existing housing stock and increase the variety of housing in the Lost Rivers Valley communities. In particular, the team noted the relatively large number of homes sitting vacant. Some of them appeared to be in an unlivable condition. This situation appeared more visible and received more discussion in Arco.

A review of Census and American Community Survey data, and market data from real estate agencies affirms the comments and concerns voiced by residents and community leaders. See the table below. With 24.8% of homes unoccupied in Arco, and 28.4% unoccupied in Mackay, the housing markets are woefully out of balance. The overstock of homes is having a profound effect on the housing market.

	2008-12 ACS ARCO		2008-12 ACS MACKAY		2010 Census ARCO		2010 Census MACKAY	
	Est	%	Est	%	Est	%	Est	%
HOUSING OCCUPANCY								
Total housing units	610	100.0	341	100.0	504	100.0	352	100.0
Occupied housing units	459	75.2	244	71.6	417	82.7	247	70.2
Vacant housing units	151	24.8	97	28.4	87	17.3	105	29.8
Homeowner vacancy rate		3.1		3.4		1.5		2.8
Rental vacancy rate		37.1		2.6		20.1		8.8

With respect to the age of housing, 82.6% of Arco's housing stock, and 70.7% of Mackay's, was built before 1980. Homes built prior to 1978 contain lead-based paint. Lead is a highly toxic metal that may cause a range of health problems, especially in young children. Additionally, the poor condition of much of this housing stock exacerbates the situation.

	2008-12 ACS ARCO		2008-12 ACS MACKAY	
	Est	%	Est	%
YEAR STRUCTURE BUILT				
Total housing units	610	100	341	100
Built 2010 or later	0	0	2	0.6
Built 2000 to 2009	2	0.3	33	9.7
Built 1990 to 1999	44	7.2	22	6.5
Built 1980 to 1989	60	9.8	43	12.6
Built 1970 to 1979	75	12.3	73	21.4
Built 1960 to 1969	100	16.4	41	12
Built 1950 to 1959	193	31.6	37	10.9
Built 1940 to 1949	56	9.2	9	2.6
Built 1930 or earlier	80	13.1	81	23.8

Only 25% of respondents to the Community Review Survey were satisfied with the availability of the housing stock; just 16% are satisfied with the quality, and just less than 32% think it's affordable.

A declining population (9% over 4 years in Arco; 4% in Mackay) most likely means the housing market will only get worse if action isn't taken. Below the visiting team offers several housing recommendations.

Recommendations: All Communities

CD 1.1 Form a housing task force or housing authority made up of stakeholders, affordable housing agencies, Public Housing Agencies, Lenders, REALTORS, and elected officials to develop strategies that address the community's housing problems. Also consider inviting state and federal agencies.

CD 1.2 Develop a housing needs assessment to identify the future housing needs of the communities, what trends the demographics and economic data foretell, what strategies you want to employ, and the resources to support the work.

CD 1.3 As part of the housing needs assessment, conduct a housing conditions survey to help identify which vacant homes are suitable for moving, which are feasible to rehabilitate, and which should be razed, if any. The survey could be a good project for local high school students or regional college students with support and guidance as needed. Contact Erik Kingston at erikk@ihfa.org for more information. For a brief overview of the housing needs assessment process and terminology, visit www.fairhousingforum.org and search for "housing needs assessment."

CD 1.4 Employ community visioning to allow neighborhood residents a voice in what their neighborhoods will become, or transition to.

CD 1.5 Review and possibly amend code enforcement ordinances and evaluate enforcement procedures to address health and safety concerns of unmaintained, deteriorating properties (commercial and residential).

Why does the appearance of properties matter? Maintained properties convey the message to both locals and visitors that residents care about each other, are proud to live in their community, want to participate in improving it, and are optimistic about the community's future. When they go home, visitors will talk about their experience of the communities in the Lost Rivers Valley. What would you like them to say to friends and family? Do you want them to come back? As the adage goes, "You never get a second chance to make a first impression."

CD 1.6 If they do not exist, create an annual community clean up day, weekend, or month in Lost Rivers Valley communities.

CD 1.7 Create an annual community garage sale or flea market.

CD 1.8 Provide low cost incentives for property owners to renovate their homes (whether owner- or renter-occupied).

CD 1.9 Create a "paint the town" or similar project that provides volunteer labor to help senior citizens and others on limited incomes paint their homes or complete minor improvement projects. Typically, businesses, churches, and other community organizations adopt specific

houses. Even if the program completed only one house or project per year, it would make a big difference over time. This same principle can be applied to commercial buildings.

CD 1.10 Create an awards program for the most improved residential and commercial properties in the community.

CD 1.11 Publicize existing government and nonprofit programs and financing opportunities related to home renovation and energy conservation.

Recommendations: Arco

CD 1.12 Partner with other appropriate organizations to explore relocation homes to other communities in need of housing (e.g. communities in the Wood River Valley).

CD 1.13 If a sufficient number of suitable homes aren't moved, the community should seriously consider razing homes to remove the blight (an eligible activity of CDBG funding) and thus bring the balance needed for an active market. Brownfield grants have also been used to remove blight, and communities have used eminent domain to facilitate the neighborhood change.

CD 1.14 Salvage existing homes for building materials if they cannot or will not be rehabilitated to a livable condition. Sell to existing recycled building materials stores in the region or encourage the creation of a for-profit or nonprofit business in the Lost Rivers Valley that sells salvaged building materials.



CD 1.15 The Pretty City Committee in Arco should focus on Arco's housing and neighborhoods, identifying and prioritizing appropriate goals and strategies. It's an excellent group to spearhead the "paint the town" project (CD 1.7, above).

Community Design and Identity Opportunity Area 2: Invest in the improvement of roads and other infrastructure

The visiting team's general assessment is that the communities of the Lost Rivers Valley are doing an excellent job of maintaining and improving infrastructure. Water and/or sewer projects, for example, have been completed in both Mackay and Arco in recent years. As noted under Community Concerns and Comments, residents and leaders would like to see local roads improved. This was a particularly dominant theme in Arco. In some cases, streets are not paved or have needed to be repaved for many years.

The visiting team concurs with community members who expressed recognition that visitors and potential residents initially base their impressions of the valley and its communities on the things

they can see and directly experience: the streets, downtown areas, homes, and public properties.

Below, the visiting team offers several ideas related to streets, other infrastructure, and property maintenance. Additional recommendations related to parks and recreation are found under the civic life and community involvement focus area.

Recommendations: All Communities

CD 2.1 Prioritize local streets for reconstruction or repaving.

CD 2.2 Use appropriate treatments to maintain existing unpaved roads in order to create a neat, aesthetically pleasing road environment.

CD 2.3 Investigate the option of creating a local improvement district to help fund street reconstruction projects.

CD 2.4 Engage residents, youth, and the schools in efforts to improve conditions for walking and biking, focusing on creating safe walking/biking connections between popular destinations such as schools, parks, library, and grocery stores.

CD 2.5 Work with the Idaho Transportation Department to explore traffic calming possibilities for Highway 20/26 and 93 in Arco and Highway 93 in Mackay. Enter into these conversations with the knowledge of what's been accomplished in other Idaho communities with a major commercial street that's also a state highway (Driggs, for example).

Recommendations: Arco

CD 2.6 The Arco airport is a significant regional asset that should continue to be maintained and improved.

Recommendations: Mackay

CD 2.7 Investigate whether or not any city in the Lost Rivers Valley is eligible to create a resort city local option sales tax. Establishing the tax requires 60% voter approval. It can be applied to any combination of lodging, alcohol by the drink, and restaurant food. Especially in the case of lodging, visitors pay this tax, not residents. 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).

As of this writing, 13 Idaho cities have enacted the local option sales tax. Revenue from the 2.5% 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.

CD 2.8 The home team confirmed the visiting team's perception that the Mackay airport is in need of improvements. Specific repair, maintenance, and improvement projects identified include:

- Resurface runway
- Remodel existing FBO (fixed-base operator) facility or demolish and construct new building. The fixed-based operator is a public service or private business providing aeronautical services such as fueling, hangering, tie-down and parking, aircraft rental, maintenance, flight instruction, etc. In layman's terms, it is the airport office.

CD 2.9 Continue to improve broadband service in the Lost Rivers Valley. Acting on this recommendation might involve conducting a broadband demand survey to determine what residents and businesses want/need.

CD 2.10 If they are not already in place, consider establishing reserve funds for future capital improvements related to streets, water, and wastewater treatment capital improvements. Such funds increase the communities' success at obtaining project financing by demonstrating community commitment and providing an important source of matching dollars.

Community Design and Identity Opportunity Area 3: Clarify and share the identity or brand of the Lost Rivers Valley

Pursuing the recommendations in this opportunity area will help the individual communities and the valley as a whole become clearer about what you are known for — or for what you want to be known. Community values, culture, history, landscape, and recreational activities, for example, all play a part in defining your brand or identity. In other words, your brand is about who you are and what you do. It is true and authentic. A contrived or invented brand is doomed to fail. In the context of tourism, it's also about communicating the *experiences* you offer visitors (who may become future residents and business owners). This opportunity area is closely linked to Economic Development Opportunity Area 3.

Recommendations: All Communities

CD 3.1 Take advantage of free and low-cost opportunities to learn about community branding principles and best practices.

CD 3.2 Develop the Lost Rivers Valley brand and incorporate messages and images consistent with the brand in all marketing efforts. Community branding is also known as place branding and destination branding.

When undertaking a community or regional branding process, some communities create a tagline and a logo and think they're done. In reality, logos and taglines are marketing messages that reinforce your brand. Rather than being rolled out one day, a community or regional brand is earned over time through word of mouth, social media, and other forms of publicity. A community doesn't suddenly wake up one day with a brand; it is the result of many coordinated

actions and decisions. The development of a brand requires consistent effort by key champions.

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

With its location at the intersection of Highways 93 and 20, the visiting team perceives Arco as a gateway, hub of commerce, and regional crossroads. We think of Mackay as more of a regional recreation destination.



The benefits of developing your regional brand include:

- Distinguish yourselves from other regions and communities.
- Focus target marketing efforts to give the right information to the right people.
- Resources are limited in rural communities and you want to make sure you're not running in circles or guessing.
- Attract support from stakeholders and funders.
- Change public perception about your community for the better, if current perception is negative or a blank stare.
- Local residents will present a more consistent image when communicating with out of area family and friends and they'll know what's available, what's new, and what's in the works.
- Inspire creation of new businesses that connect to the brand.

Whose job is it to market/brand the Lost Rivers Valley?

- Anyone who is going to be involved in using/promoting the brand
- Anyone who is going to benefit from using the brand
- Business owners/business groups
- Nonprofit and government economic development and tourism organizations
- Local government (city and county)
- State community development agency

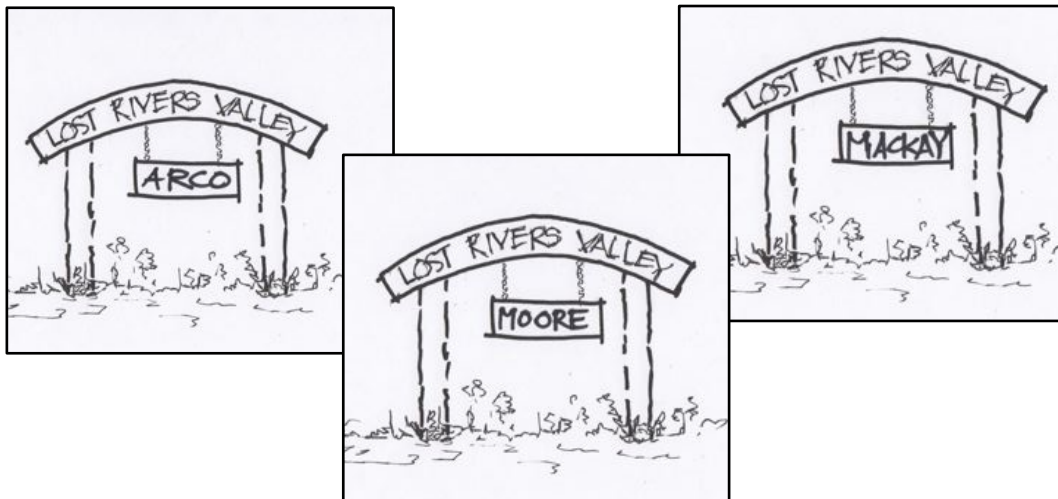
Here are tips for getting started on a community branding process with limited experience and funding:

- Engage retired/semi-retired folks with expertise. If nothing else, have lunch with them and pick their brains.

- Solicit assistance from state and regional organizations involved in tourism marketing; also free or low-cost on-line webinars.
- Talk to people in other communities/states who've had success.
- Individuals and firms have created branding blogs. Subscribe to them.
- Seek help from college and university classes, individual students, and Americorps volunteers.
- Focus on the Internet. Increasingly, it's where people are looking for the information and the return on investment is high.

CD 3.3 Explore opportunities to use public art to help communicate the Valley's brand; even better if this art is created by local artists.

CD 3.4 Create consistent community entrance or gateway signs for Howe, Arco, Butte City, Moore, and Mackay that identify each community as part of the Lost Rivers Valley. Consider incorporating current event information. Conceptual diagrams are provided below.



Recommendations: Arco

CD 3.5 Support efforts to build on Arco's historically significant role in nuclear technology. For example, the nuclear museum in Arco should be expanded or become a major feature of a larger museum that interprets the history of Arco and lower Lost Rivers Valley.

Community Design and Identity Opportunity Area 4: Helping visitors find their way

This visiting team identified many opportunities to help visitors orient themselves and find activities, amenities, and services once they arrive in the Lost Rivers Valley. We frankly didn't see a lot of signage of this kind while in the area for the community review. Increasingly, this kind of information is also being provided on-line.

Recommendations: All Communities

CD 4.1 Develop a wayfinding system for the Lost Rivers Valley. Guiding principles for such a system include:

- Complete an audit of existing directional and informational signs in Lost Rivers Valley communities.
- Use the signage to reinforce the brand of the Lost Rivers Valley (See Recommendation CD 3.2).

CD 4.2 The wayfinding system described above should include, if not focus on, ATV trails and facilities. This recommendation is closely related to recommendation ED 3.2 on page 37. A system of ATV signs and maps will increase the number and variety of people coming to the Lost Rivers Valley to enjoy ATV-related recreation. Signs at trailheads and intersections give riders confidence about where they are going, how long it will take to get there, and how to get back to their point of beginning or ultimate destination. Such information helps riders — particularly those not as familiar with the area — feel safe and comfortable.

CD 4.3 Develop or improve centrally-located visitor information centers or kiosks in Arco, Moore, and Mackay.

CD 4.4 Clear, consistent wayfinding signage is particularly important to direct people to the following destinations and services:

- Car and RV parking
- RV parks
- ATV trail system
- Visitor information
- Museum
- Parks and golf course
- Downtown
- Public restrooms
- Access to public lands

Community Design and Identity Resources

[Design Sparks Rural Development](http://www.communitymatters.org/event/design-rural-community-development?mc_cid=3be1f1796d&mc_eid=332ff2b438): Rural places are emerging as hot spots for community design. Learn how your community can get in the game with this webinar recording, featuring Emily Pilloton of Project H along with Mark Rembert and Taylor Stuckert of Energize Clinton County. Go to http://www.communitymatters.org/event/design-rural-community-development?mc_cid=3be1f1796d&mc_eid=332ff2b438.

The Idaho Humanities Council provides grant funding for projects and events related to history, culture, and identity. Go to www.idahohumanities.org. 208-345-5346.

Idaho State Historical Society's Community Enhancement grants can fund interpretive signage, brochures, and history-related audio and video projects. Go to

<http://history.idaho.gov/community-enhancement-grants>. Keith Peterson, keith.peterson@history.idaho.gov, 208-882-1540.

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

Main Street: When a Highway Runs Through It is an excellent book published in 1999 by the Oregon Department of Transportation to educate communities about pedestrian safety and community design associated with highways within city limits.

<http://www.contextsensitivesolutions.org/content/reading/main-street/resources/main-street-when-a-highway/>.

ArtPlace is an organization working to accelerate creative place making in the United States offers grants to projects that involve arts organizations, artists, and designers working in partnership with local and national partners to make transformative impact on community vibrancy. Go to <http://www.artplaceamerica.org/>.

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

The National Endowment for the Arts (NEA) is offering Our Town grants to support creative placemaking projects that contribute towards the livability of communities and help transform them into lively, equitable, and resilient places with the arts at their core. The Our Town program supports arts engagement, cultural planning, and design projects. The NEA is also offering a new project category this year, funding up to five projects carried out by arts or design service organizations, or other national or regional membership organizations, that provide technical assistance to those doing place-based work. The goal is to expand the knowledge base about creative placemaking to their members and the field. Go to <http://arts.gov/grants-organizations/our-town/application-calendar>.

University of Idaho Extension Specialist, Lorie Higgins developed the Two Degrees Northwest artisan trail guide for nine counties in north central Idaho and southeastern Washington to help visitors locate place-based businesses (“place-based” means tied to place – this kind of development can’t be off shored). Go to <http://www.2dnw.org/>. Contact Lori Higgins, Director, 208-885-9717, Higgins@uidaho.edu.

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

Idaho Health & Welfare Community Activity Connection Grants. Go to [http://www.healthandwelfare.idaho.gov/Health/IdahoPhysicalActivityandNutrition\(IPAN\)/PhysicalActivity/tabid/1970/Default.aspx](http://www.healthandwelfare.idaho.gov/Health/IdahoPhysicalActivityandNutrition(IPAN)/PhysicalActivity/tabid/1970/Default.aspx) and <http://www.cdc.gov/obesity/downloads/UrbanDesignPolicies.pdf>.

Idaho Smart Growth (ISG) provides assistance to communities working to become more walkable and bikable as they grow. Go to www.idahosmartgrowth.org. Contact Deanna Smith

or Elaine Clegg at 208-333-8066. Go here for a copy of ISG's Safe Routes to School Local Policy Handbook and Best Practices for Idaho:

http://www.idahosmartgrowth.org/app/uploads/2014/05/safe_routes_to_school_bp_final-compressed.pdf.

The Idaho Department of Transportation (ITD) has a website with information and links to ITD initiatives related to bicycling and walking, tips and resources for bicycling and walking in Idaho, information on how bicycle and pedestrian projects are implemented, as well as useful links to other organizations that are committed to bicycle and pedestrian mobility. Go to

http://itd.idaho.gov/bike_ped/proposals.htm and http://itd.idaho.gov/bike_ped/FundingGuide2013.pdf.

ITD also publishes a funding catalog of federal, state, and local funding opportunities for transit, bicycle and pedestrian facilities. The catalog also includes technical assistance grant opportunities for strategic and comprehensive planning. Go to

http://itd.idaho.gov/bike_ped/Funding%20Guide.pdf.

The Local Highway Technical Assistance Council provides assistance regarding transportation planning and funding to local jurisdictions in rural Idaho. Contact lhtac@lhtac.org or 208-344-0565.

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

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

For information about internships at INL, contact Erin Hanson, INL Internships, 208-526-0318 or erin.hanson@inl.gov.

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 is available here: <http://tinyurl.com/6mchhtp>. Additional contact information: <http://www.destinationdevelopment.com>, Roger Brooks, 206-241-4770.

Teton Valley, Idaho Falls, Cascade, and Caldwell are four Idaho communities that have completed processes or planning related to branding. Teton County: Reid Rogers, Teton Valley Chamber, 208-354-2500, wwa@pdt.net; Idaho Falls: Robb Chiles, Idaho Falls Chamber of Commerce, 208-523-1010. rchiles@idahofallschamber.org; Cascade: Katrin or Ashley Thompson, Ashley Inn, 208-382-5621.

Red Lodge, Montana (www.redlodge.com), Door County, Wisconsin (<http://www.doorcounty.com/>), and Methow Valley, Washington (http://www.methow.com/about_links.php) are three places outside Idaho that have benefitted from community branding efforts.

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

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

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

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

The USDA Rural Development Community Facilities (CF) Program has a limited amount of grant funds available to assist in the development of essential community facilities (including infrastructure, streets, roads, and bridges) in rural areas and towns of up to 20,000 in population. Grants are authorized on a graduated scale. Applicants located in small communities with low populations and low incomes will receive a higher percentage of grants. Grants are available to public entities such as municipalities, counties, parishes, boroughs, and special-purpose districts, as well as non-profit corporations and tribal governments. Contact Dale Lish, dale.lish@id.usda.gov, 208-785-5840, ext 119.

For additional Rural Funding Resources see <http://ric.nal.usda.gov/Rural-Federal-Funding-Database>. Also see A Guide to Funding Resources is available here: <http://www.nal.usda.gov/ric/ricpubs/fundguide.html>.

The Center for Transportation Studies at the University of Minnesota publishes a Gravel Road Maintenance and Design Manual. Go to <http://www.mnltap.umn.edu/publications/videos/gravelroadmaintenance/>.

The Transportation Research Board publishes resources related to selecting chemical treatments for unpaved roads. Go to <http://docs.trb.org/prp/14-3437.pdf>.

HUD's 203(k) Rehab Mortgage Insurance: Section 203(k) insurance enables homebuyers and homeowners to finance the purchase (or refinancing) of a house and the cost of its rehabilitation through a single mortgage. Where homes don't require structural work or new additions, FHA's Streamlined 203(k) program permits homebuyers and homeowners to finance up to \$35,000 into their mortgage to repair, improve, or upgrade their home. Go to http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/203k.

HUD's Good Neighbor Next Door Program: Law enforcement officers, pre-Kindergarten through 12th grade teachers, firefighters and emergency medical technicians can contribute to community revitalization while becoming homeowners through HUD's Good Neighbor Next Door Sales Program. HUD offers a substantial incentive in the form of a discount of 50% from the list price of the home. In return you must commit to live in the property for 36 months as your sole residence. Communities contact their local HUD Office to collaborate on identifying and designating revitalization areas. Once designated, eligible Single Family homes located

in revitalization areas are listed exclusively for sale through the Good Neighbor Next Door Sales program. Properties are available for purchase through the program for seven days. Go to http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/reo/goodn/gnndabot.

HUD's HOME Program: This program helps to expand the supply of decent, affordable housing for low- and very low-income families by providing a formula grant to the Idaho Housing and Financing Association (IHFA). IHFA uses their HOME grants to fund housing programs that meet local needs and priorities. IHFA may use their HOME funds to help renters, new homebuyers, or existing homeowners. Go to <http://www.idahohousing.com/ihfa/grant-programs/home-program.aspx>.

Tax Credits: The Low Income Housing Tax Credits (LIHTC) Program is based on Section 42 of the Internal Revenue Code. Its purpose is to provide the private market with an incentive to invest in affordable rental housing. Federal housing tax credits are awarded through IHFA to developers of qualified projects. Developers then sell these credits to investors to raise capital (or equity) for their projects, which reduces the debt that the developer would otherwise have to borrow. Because the debt is lower, a tax credit property can in turn offer lower, more affordable rents. Go to <http://www.idahohousing.com/ihfa/multifamily-housing/low-income-housing-tax-credits-lihtc.aspx>.

USDA RD's Rural Repair and Rehabilitation Loan and Grant: The Very Low-Income Housing Repair program provides loans and grants to very low-income homeowners to repair, improve, or modernize their dwellings or to remove health and safety hazards. Rural Housing Repair and Rehabilitation Grants are funded directly by the Government. A grant is available to dwelling owner/occupant who is 62 years of age or older. Funds may only be used for repairs or improvements to remove health and safety hazards, or to complete repairs to make the dwelling accessible for household members with disabilities. Go to http://www.rurdev.usda.gov/HAD-RR_Loans_Grants.html.

USDA RD's Rural Housing Guaranteed Loan: Applicants for loans may have an income of up to 115% of the median income for the area. Area income limits for this program are here. Families must be without adequate housing, but be able to afford the mortgage payments, including taxes and insurance. In addition, applicants must have reasonable credit histories. Go to http://www.rurdev.usda.gov/HAD-Guaranteed_Housing_Loans.html.

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

Center for Community Progress' Technical Assistance Scholarship Program (TASP): TASP is designed to bring significant technical assistance (TA) within reach of communities working to reclaim neighborhoods from vacancy and abandonment, while piloting new solutions to advance

the field as a whole. Go to <http://www.communityprogress.net/technical-assistance-scholarship-program-pages-462.php>.

HUD's Lead-Based Paint Hazard Control (LHC) and the Lead Hazard Reduction (LHRD) Grant Programs: The purpose of the LHC and the LHRD grant programs is to identify and control lead-based paint hazards in eligible privately owned housing for rental or owner-occupants. Go to http://portal.hud.gov/hudportal/HUD?src=/program_offices/healthy_homes.

HUD's Healthy Homes Demonstration Grant Program: This program develops, demonstrates, and promotes cost-effective, preventive measures for identifying and correcting residential health and safety hazards. The Notice of Funding Availability is published online. Go to http://portal.hud.gov/hudportal/HUD?src=/program_offices/healthy_homes.

Blueprint for Action to Prevent Childhood Exposure to Lead: National Center for Healthy Housing released this report that describes the actions the government, advocates, and the private sector must take to protect children from a disease that affects over a half-million children. Go to <http://cirrus.mail-list.com/healthyhomesnet/68705941.html> and http://portal.hud.gov/hudportal/HUD?src=/program_offices/healthy_homes/healthyhomes/lead.

NCHH Launches New Resource Library: Healthcare Financing of Healthy Homes. The National Center for Healthy Housing (NCHH) launched a new suite of online resources to help public health and housing agencies understand and identify opportunities to partner with healthcare entities in the provision of better quality housing. The new resource library consolidates the vast array of informational resources on healthy housing and healthcare financing into a one-stop location. Users can learn about strategies for financing healthy homes activities (such as asthma trigger management and lead poisoning prevention) through read real-world case studies, information about emerging opportunities, and links to relevant resources and background materials. Go to <http://nchh.org/Resources/HealthcareFinancing.aspx>.

Healthy Homes Training: HUD, in collaboration with the EPA and through the National Center for Healthy Housing (NCHH), offers technical assistance and training to individuals, contractors, state and local health and housing departments, nonprofit organizations, insurance companies, real estate developers, and others interested in lead poisoning prevention and methods for lead hazard control, IPM and radon education, and other healthy housing issues. Additionally, NCHH operates the National Healthy Homes Training Center and Network, a partnership that brings together public health and housing practitioners to promote practical and cost-effective methods for making homes healthier through the use of the [Seven Principles of Healthy Housing](#). It also serves as a forum for exchanging information on new research and best practices. Go to <http://www.healthyhomestraining.org/>.

Moving or Razing Homes: The following articles highlight successes other communities had in removing blight and balancing their housing markets:

Blighted Cities Prefer Razing to Rebuilding. Go to http://www.nytimes.com/2013/11/12/us/blighted-cities-prefer-razing-to-rebuilding.html?pagewanted=all&_r=0.

Detroit fights blight by selling off vacant homes. Go to <http://bigstory.ap.org/article/detroit-fights-blight-selling-vacant-homes>.

Watch the first demolition in Flint's \$20.1 million teardown program. Go to http://www.mlive.com/news/flint/index.ssf/2013/10/watch_the_barth_street_beginni.html.

Technical Assistance Scholarship Program (TASP): The Center for Community Progress has launched the Technical Assistance Scholarship Program (TASP). TASP is designed to bring significant technical assistance (TA) within reach of communities working to reclaim neighborhoods from vacancy and abandonment, while piloting new solutions to advance the field as a whole. TASP recipients each receive up to 200 hours of direct technical assistance. A team of experts will work with recipients to assess, reform, develop, and/or implement systems to address large-scale vacancy and abandonment in their respective communities. With this program, Community Progress aims to develop innovative models and approaches that will not only serve the technical assistance recipient, but will also help to inform the stabilization and revitalization efforts of communities across the country. Questions about this program may be submitted to RFA@communityprogress.net with "RFA Question" in the email subject line. No phone calls. Go to http://action.communityprogress.net/p/salsa/web/common/public/signup?signup_page_KEY=7961.

Housing Assistance Council has a comprehensive collection of research, manuals, etc. Go to <http://www.ruralhome.org>.

The Local Initiatives Support Corporation is dedicated to helping community residents transform distressed neighborhoods into healthy and sustainable communities of choice and opportunity — good places to work, do business and raise children. LISC mobilizes corporate, government and philanthropic support to provide local community development organizations with loans, grants, technical assistance and other services. Go to <http://www.lisc.org>.

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

The Building Material Thrift Store in Hailey is run by the Wood River Land Trust. <http://www.buildingmaterialthriftstore.org/Site/Welcome.html>, 208-788-0014.

Fundable.org has ideas and examples for community cleanup fundraisers. Go to <http://www.fundable.org/fundraising-ideas/community-cleanup-fundraisers/>.

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

USDA Rural Development offers grants and low interest loans to help low income property owners address maintenance needs. Go to <http://www.rurdev.usda.gov/MO-fact504.html>.

The Association of Idaho Cities may have model nuisance ordinances and enforcement strategies that could be shared with Lost Rivers Valley communities. Go to <http://www.idahocities.org/>.

The Citizens' Institute on Rural Design™ (CIRD) provides communities access to the resources they need to convert their own good ideas into reality. CIRD works with communities with populations of 50,000 or less, and offers annual competitive funding to as many as four small towns or rural communities to host a two-and-a-half day community design workshop. With support from a wide range of design, planning and creative placemaking professionals, the workshops bring together local leaders from non-profits, community organizations, and government to develop actionable solutions to the community's pressing design challenges. The community receives additional support through webinars, conference calls, and web-based resources. Go to <http://rural-design.org/about>. To start with, go to their website and sign-up for free email updates.

Boise Neighborhood Housing Services (BNHS) organizes both Paint the Town and Rake the Town events. BNHS has a long history of sharing and mentoring rural communities with similar events. Go to <http://www.nhsid.org/what-we-do/paint-the-town-boise>. Contact Lesley Krone, lkrone@nhsid.org, 208-258-6215.

Information about organizing a community clean-up fundraiser is found here: <http://www.fundable.org/fundraising-ideas/community-cleanup-fundraisers/>.

Kansas State University Extension publishes a free guidebook on conducting a community clean-up/fix-up campaign. Go to <http://www.ksre.ksu.edu/bookstore/pubs/MF931.pdf>.

Many Idaho cities have organized daylong or weeklong community clean-up events. Rathdrum, St. Anthony, Blackfoot, Post Falls, and Shelley are just a few examples. This list also includes two cities that might have a lot in common with Grand View — Idaho City and Melba. To see a slide show of a 2011 clean-up day in Idaho City, go to <http://www.youtube.com/watch?v=3eLLPF-pXm0>.

The Friedman Airport in Sun Valley area has been working on improving public understanding of the airport as an economic driver and on improving passenger service from western metropolitan areas. Go to <http://www.flysunvalleyalliance.com/documents/PRSunValleyreceivesfederalgrantfornewnonstopservice.pdf>.

FAA funding and grant data is available at http://www.faa.gov/data_research/funding_grant/.

Bill Statham, Airport Planning and Development, Idaho Department of Transportation, 208-334-8784, bill.statham@itd.idahol.gov.

The National Museum of Nuclear Science & History in Albuquerque, NM may be able to provide assistance and advice regarding the development of the Idaho Science Center in Arco. The museum was established in 1969 as place to learn the story of the Atomic Age, from early research of nuclear development through today's peaceful uses of nuclear technology. Visitors

can explore how nuclear science continues to influence our world. The museum strives to present, through permanent and changing exhibits and displays, the diverse applications of nuclear energy in the past, present and future along with the stories of the field's pioneers. It is a Smithsonian Affiliate and is accredited through the American Alliance of Museums. Go to <http://www.nuclearmuseum.org/>.

Civic Life and Community Involvement

Community Comments and Concerns

The Civic Life and Community Involvement focus area explored leadership development, volunteerism, and improving communication and coordination between the government entities, community organizations, business community, and residents. As requested by the home team, the itinerary for this focus area also included tourism and recreation. This report primarily addresses tourism in the economic development focus area.

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

Community leaders seek ways to encourage sustained volunteerism

The visiting team repeatedly heard about an overall positive, can-do attitude among residents. People definitely turn out to volunteer for various short-term efforts if they hear about the need and if they receive advance notice. The difficulty, say community leaders, is in finding people who will take that next step and make a commitment to serve on an advisory committee, board of directors, or other longer term role. For example, the visiting team learned that of the 20 volunteer fire fighters in the area, only three of them are less than 40 years of age.

To their credit, longtime community and economic development leaders recognized the community review as an opportunity to involve new people and potential leaders. During planning for the community review, one leader remarked, “We don’t want to have meetings with the same people who always get together.”

Several leaders of community organizations expressed a hope that both young people and retirees would become more involved in various roles and projects. School leaders, in particular, are looking for ways to engage more residents in education-related programs and activities. With the nearby Idaho National Laboratory, some recognize a need and opportunity to develop the schools’ offerings in science, engineering, and math.



Important sources of community information

Lost Rivers Valley residents learn about community events, issues, and volunteer opportunities from a variety of sources. Sources mentioned most often during the community review include flyers posted around town, word of mouth, Arco Advertiser, Facebook (especially the Lost Rivers Classifieds page), email and other forms of communication coming from the schools,

VFW in Arco, and American Legion in Mackay. People we met with during the review also see an opportunity to better coordinate communication efforts within and between communities.

Desire to build relationships in the region

The visiting team recorded numerous community comments and concerns that best fall under the heading “Relationships”. We heard many people express a desire for more cooperative and less competitive relationships between the communities of the Lost Rivers Valley and between organizations involved in economic development (e.g. Business Incubation Center and Lost Rivers Economic Development, etc.). We also heard loudly and clearly that residents appreciate and want to retain the unique character and identity of the individual communities.

The region’s relationship with the Idaho National Laboratory also came up frequently, especially in Butte County. Words like “disconnected”, “ambivalent”, and “strained” were used to describe this relationship. We also heard significant hope and optimism that this relationship could change for the better. Many people who brought the topic up want to see a more mutually beneficial and supportive relationship with the INL.

Developing a better connection and cooperative relationship between the Craters of the Moon National Monument and the communities was a hope expressed by several people. Craters of the Moon came up on occasion throughout review, but it wasn’t a dominant topic.

Looking for the improvements, services, and marketing to draw visitors

Visiting team members assigned to the Civic Life and Community Involvement focus area conducted several meetings and site visits to learn about issues and opportunities related to tourism. Tourism-related comments, concerns, opportunities, and recommendations are found within the Economic Development focus area beginning on page 29.

A combination of pride and concern about community events

The events most frequently talked about during the community review included Atomic Days (Arco), Car Show in Moore, Mackay BBQ, rodeos in both towns, and Rally in the Pines (Mackay). The White Knob Challenge bike race was brought up several times, even though it no longer exists. Some people expressed their opinion that there might be too many events for communities of this size to continue supporting. While people from outside the immediate area attend these events (especially Atomic Days and Rally in the Pines), visitors generally have little chance of finding out about these and other events and opportunities either before they arrive or once they are in the valley.

Desire for new and improved recreation and entertainment opportunities

The visiting team heard residents express a desire for several new and improved recreational facilities. We also heard much appreciation for existing facilities like the tourist park, golf course, and rodeo grounds in Mackay and Bottolfsen Park in Arco. If completed, new recreational facilities could become an important draw for visitors. Specific facilities that received significant discussion during the community review included a rubberized track on school property in Arco, ATV/motocross park, improvements to ball fields, swimming pool, theater, skate park, and recreational trail. We also noted a desire for additional winter activities such as sledding, tubing, ice skating, cross country skiing, and ice fishing.

Civic Life and Community Involvement Opportunity Areas

Civic Life and Community Involvement is abbreviated as “CL” throughout this section.

Civic Life and Community Involvement Opportunity Area 1: Improve communication

This opportunity area addresses different types of communication within *and* between communities of the Lost Rivers Valley. Pursuing the recommendations below will help achieve goals such as keeping citizens informed about issues and opportunities for public involvement, reducing redundancy, preventing conflict, and increasing trust and capacity for collaboration.

Recommendations: All Communities

CL 1.1 If they have not been established, each community in the Lost Rivers Valley should have its own future vision of itself functioning as a successful community. Secondly and just as importantly, the communities should be sharing and talking about these visions with each other to identify how they might support each other.

CL 1.2 Identify the organization, people, and process that will bring all the communities and organizations together to develop a comprehensive, valleywide community calendar. Make it easy for organizations to add and remove their own events from the calendar.

CL 1.3 While the Lost River Valley Classified Facebook page serves an important function, it doesn't communicate about community and economic development activities or announce volunteer opportunities. Lost Rivers Economic Development should make better use of its Facebook page to keep residents and leaders informed. March 2013 was the last time information was posted on the page. Setting and achieving the goal of one to two postings per week will make it easier for folks to find LRED and the Lost Rivers Valley through search engines like Google and Bing. Additionally, LRED should work to boost the number of people “Liking” the Facebook page.

CL 1.4 Establish a forum for business-to-business communication that encourages businesses and organizations across the Lost Rivers Valley to promote each other's businesses, projects, and events.

Recommendations: Mackay

CL 1.5 Continue developing a community radio station as is being discussed by folks in Mackay, but extend its programming and listening area to the entire Lost Rivers Valley, possibly reaching north to Challis. The radio station provides an excellent opportunity to convey information about road conditions and closures, forest fires, events, and community affairs. Public safety and homeland security-related founding sources might be able to provide support.

Civic Life and Community Involvement Opportunity Area 2: Encourage sustained leadership and volunteerism

Like many Idaho communities, Arco, Mackay, and the other communities of the Lost Rivers Valley are discovering that achieving community goals increasingly depends on the willingness of residents, businesses, and other organizations to pitch in and get involved. The visiting team's recommendations in this area focus on increasing volunteerism among people who've not been as involved (e.g. newer residents) and supporting people to take on leadership roles in the future. It is the visiting team's observation that these two objectives are equally important.

Recommendations: All Communities

CL 2.1 Develop a comprehensive inventory of existing events, organizations and resources (i.e. human, capital, and built) in the Lost Rivers Valley. This inventory should include the skills of people who have expressed interest in being more involved in their community.

CL 2.2 Develop new opportunities for retired residents and/or INL employees to tutors or mentors for students in the areas of science, technology, engineering, and math (STEM).

CL 2.3 Publicly celebrate the volunteer efforts of individuals and organizations and the accomplishments such efforts have produced.

CL 2.4 Make sure community projects document the number of hours being donated by volunteers. Donated time can often be counted as local match when submitting grant applications. At the very least, it's a clear demonstration of community support.



CL 2.5 Create a local bartering or time bank program that encourages residents and organizations to help each other achieve goals or complete specific projects.

CL 2.6 Form a Lost Rivers Valley community foundation to coordinate and organize human and financial resources across the valley. Community foundations have proven to be a successful way for citizens to invest in their community.

CL 2.7 Reach out to and engage people who completed "sign me up" cards during the Lost Rivers Valley Community Review.

CL 2.8 Create a series of community field trips to provide opportunities to discuss natural resources, infrastructure, economic development, land use, and recreation related issues and opportunities. Such events often reveal opportunities for collaboration and coordination.

Recommendations: Mackay

CL 2.9 Create efforts to identify and stay in communication with seasonal and part-time residents when they are not in the Lost Rivers Valley. Not sure how to best communicate with these folks? Ask them how they prefer to receive information. This type of communication increases the likelihood that they will support community projects and events through donations of time, money, or personal connections.

Civic Life and Community Involvement Opportunity Area 3: Develop community events

In the visiting team's view, communities in Lost Rivers Valley host a large number of events relative to the area's total population. Some home team members and other community leaders talked with the visiting team about a desire to improve coordination, communication, and mutual support between organizations sponsoring events. Some expressed their opinion that there may be too many events for the region's limited population to support. Below we offer related recommendations.

Recommendations: All Communities

CL 3.1 Continue to develop community events that are tied to beloved recreational activities. Examples include ATV riding, hunting, fishing, hiking, hang gliding, dutch oven cooking, gold panning, etc.

CL 3.2 Other event ideas identified by the visiting team include: mountain rendezvous, ATV expo/trade show/gear swap, logging show/contest, Dutch oven cooking contest, sportsman's expo, bluegrass or other music festival, and an expanded farmers market.

CL 3.3 Create a summertime family-oriented outdoor movie series. Several Idaho communities are drawing large audiences to such film showings. A blank wall on a commercial building or a portable movie screen placed in a park are often used.

Recommendations: Moore

CL 3.4 Due to its central location, the new community center in Moore could become an important venue for public meetings and other events of a valleywide nature. This should be encouraged.

Recommendations: Mackay

CL 3.5 Re-establish the once successful White Knob Challenge mountain bike race or create a completely new event revolving around biking. Alternatively, create a new swim-run-bike triathlon event.

Civic Life and Community Involvement Opportunity Area 4: Invest in new and improved recreation facilities

Having access to a variety of recreational opportunities is clearly important to Lost Rivers Valley communities. Different groups of people are developing different recreation facility projects at this time. Some of them are completely new facilities; others involve improving or expanding on what's already in place. We encourage these projects to consider the following recommendations.

Recommendations: All Communities

CL 4.1 Each community — particularly Arco and Mackay— should complete an assessment of park and recreation needs. This assessment will help identify where investments should be made in new facilities and programming. Similarly, it will identify the projects residents are most likely to support with donations of funds and time.



Recommendations: Arco

CL 4.2 The visiting team was impressed by the community's willingness to donate time, equipment, and materials to construct the proposed track around the existing football field at Butte County High School in Arco. Assuming the project moves forward, we encourage you to make the facility available to as many events and activities as possible. For example, the track should be available for use by residents (e.g. walking and running) during daylight hours.

CL 4.3 Continue pursuing the development of a skate/BMX park in Arco. First and foremost, involve kids in the entire process.

CL 4.4 Bottolfsen Park in Arco is obviously an important asset that should be maintained and improved. Needs identified during the community review include improving the softball fields (in order to continue hosting economically significant softball tournaments) and replacing an existing irrigation system that currently uses too much water that's otherwise needed to maintain fire flow.

CL 4.5 Continue to pursue the development of an ATV/motocross park in a location that has direct access to the regional ATV trail system (see ED 2.4). Continue communications with the Bureau of Land Management about the possibility of a land exchange or other strategy to secure the use of the most desirable site. The visiting team's understanding is that approximately 20 acres is required.

CL 4.6 Look for opportunities to extend the greenbelt in Arco so that it clearly connects to Bottolfsen Park and/or other destinations.

Mackay

CL 4.7 Pursue the completion of improvements needed at ball fields on school property in Mackay. These include:

- Renovate the existing field by adding lights and other improvements
- Construct two new fields

CL 4.8 Pursue the replacement of the deteriorating restrooms at the kids park and tank park, making sure the new restrooms are ADA accessible.

CL 4.9 The Tourist Park is a unique and significant asset. Continue pursuing improvements and expansion that address both community and visitor needs. Surveying park users (locals and visitors) would be an excellent way to identify and prioritize improvements.

CL 4.10 Consider instituting a small user fee or install a secure donation box at the Mackey tourist park to help support the development and maintenance of visitor and recreation facilities.



CL 4.11 Continue pursuing the development of a small visitor-oriented park at the corner of Custer Street (Highway 93) and Capitol Ave. in Mackay. Due to its high traffic location fronting the highway, this may be an excellent location for public restrooms, chamber of commerce office, and visitor center. It could serve as Mackay's town square, inspiring the renovation and reuse of nearby buildings and/or development of new structures.

Civic Life and Community Involvement Resources

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

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

The Idaho Commission on the Arts offers their Change Leader Institute, a three-day professional development opportunity designed for arts administrators, as well as all those working on behalf of the arts. Those who attend the Change Leader Institute go on to certify in the program by conducting an arts project in their own community. Go to <http://www.arts.idaho.gov/community/leader.aspx>. Contact Michelle Coleman, Michelle.Coleman@arts.idaho.gov, 208-334-2119, x112.

The Northwest Community Development Institute is designed to train community development professionals and volunteers in the techniques of modern leadership and management of community development efforts. Since the program's inception, hundreds of community leaders from throughout the country have participated in the program. The Institute is offered in Boise on annual basis. The dates for 2014 are July 21-25. Go to <https://secure.meetingsystems.com/nwcdi/>. Contact Jerry Miller, Idaho Department of Commerce, 208-334-2650, jerry.miller@commerce.idaho.gov.

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 for publishes *Better Schools Through Public Engagement* (among many other publications related to community leadership and development). Go to <http://www.heartlandcenter.info/publications.htm>.

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

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

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

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

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

"Collaborative Approaches: A Handbook for Public Policy Decision-Making and Conflict Resolution", Oregon Public Policy Dispute Resolution Center, March 2006 <http://www.orconsensus.pdx.edu/documents/CollaborativeApproachesHandbook-March2006.pdf>.

Love Caldwell is a faith-based project to develop opportunities for civic engagement, bridge building, and community service in Caldwell. Go to www.lovecaldwell.org or call 208-459-1821.

Everyday Democracy (formerly Study Circles Resource Center) helps communities promote dialogue and understanding through small group dialogue. Go to <http://www.everyday-democracy.org/en/index.aspx>. Everyday Democracy also publishes *‘Changing Faces, Changing Communities’*, which is intended to *help communities face the challenges and meet the opportunities raised by the arrival of newcomers and involve public officials*. Go to <http://www.everyday-democracy.org/en/Resource.23.aspx>.

“Fostering Dialogue Across Divides: A Nuts and Bolts Guide from the Public Conversations Project”. This is an excellent 2006 publication available to download or purchase at <http://www.publicconversations.org/node/99>.

Idaho National Laboratory’s Community Giving Program funds philanthropic projects that focus on arts and culture, civic and community, and health and human services. Go to <http://tinyurl.com/c3xrqpw> for complete guidelines.

The National Coalition for Dialogue & Deliberation (NCDD) promotes the use of dialogue, deliberation, and other innovative group processes to help people come together across differences to tackle challenging problems. An impressive variety of resources are available for download at their website. <http://ncdd.org/>, 717-243-5144, info@ncdd.org.

“Governments are from Saturn..... Citizens are from Jupiter: Strategies for Reconnecting Citizens and Government” is a publication available from the Municipal Research and Services Center. It is full of strategies the City could use to reconnect with citizens. Contact information for all strategies is provided. Go to <http://www.mrsc.org/publications/textsrcg.aspx>.

In addition to Facebook, communities are increasingly using on-tools to facilitate communication between residents, city officials, and community-based organizations. These tools help inform and engage community members. Below are few examples of such resources. They are particularly effective ways to reach and involve younger residents.

- WordPress—Use to create blogs. Go to www.wordpress.org.
- Tumblr—Another tool for creating blogs. Go to <https://www.tumblr.com/>.
- Twitter—No, it’s not just for following the latest pop culture sensation. Communities are using them to post information about events, opportunities for public involvement, etc. Go to www.twitter.com.
- NextDoor – Use for creating neighborhood-based social networks. Think of it as Facebook that only people in your neighborhood or community are part of. Go to <https://nextdoor.com/>.
- TinyLetter and MailChimp — Easy, affordable ways to send newsletters by email. Go to www.tinyletter.com and mailchimp.com.

Every parent and grandparent knows that text messaging is another great way to reach teenagers and young adults (and, increasingly, not so young adults). Communities school districts are starting to use them as a quick way to get information to residents and parent. It is also being used by businesses for marketing purposes. This is called bulk or mass texting.

Some web-based text messaging tools focus on emergency notification, others are more general purpose. Examples include:

- <http://www.nixle.com/>
- <https://www.eztexting.com/who>
- <https://www.callfire.com/>
- <https://mobomix.com/>

A directory of skateparks in Idaho can be found at this website:

http://www.concretedisciples.com/skatepark-directory/skateparks/idaho_c182/.

The skatepark in Hailey, ID is a nearby example of a successful project. Go to the park's Facebook page: <https://www.facebook.com/HaileySkate>. Contact the City of Hailey, 208-788-4221. Other skateparks in the area are found in Burley, Blackfoot, Fort Hall, Idaho Falls, Jerome, Sun Valley, and Ketchum.

The Tony Hawk Foundation has provided funding for the construction of skate parks in Buhl, New Meadows, and McCall. http://www.tonyhawkfoundation.org/grant_application.asp.

Idaho State Parks and Recreation offers grants for recreation projects, particularly if they are multipurpose and attract multiple audiences. Go to <http://parksandrecreation.idaho.gov/aboutus/grants.aspx>.

The Association of Idaho Cities can help identify cities with park and recreation donation programs. Go to www.idahocities.org, 208-344-8594.

Rural Development Initiatives (RDI) is a Eugene, Oregon-based nonprofit organization that helps towns and rural partnerships develop and diversify their economies by creating inclusive, long-term strategies and identifying and managing crucial projects. They conduct community trainings on leadership, effective organizations. RDI's work is focused in Oregon but also reaches six western states (including Idaho) and British Columbia. Go to <http://www.rdiinc.org/>.

The Idaho Recreational Vehicle (RV) Program is a grant program that helps public entities develop RV facilities. Go to <http://parksandrecreation.idaho.gov/idaho-recreational-vehicle-rv-program>.

KaBOOM is a non-profit dedicated to the construction of parks and playgrounds. Go to <http://kaboom.org/>.

Idaho Department of Parks and Recreation has grants that may be used for a variety of facilities (trails, RV parking, picnic areas etc). Go to <http://parksandrecreation.idaho.gov/about-parks-recreation#grants>. Kathy Muir, 208-514-2431, kathy.muir@idpr.idaho.gov.

Major League Baseball's Baseball Tomorrow Fund assists communities developing playing fields and provides uniform and equipment to schools and youth baseball organizations. Go to http://web.mlbccommunity.org/index.jsp?content=programs&program=baseball_tomorrow_fund.

The U.S. Soccer Foundation awards grants on an annual basis to support both soccer programs and field-building initiatives in underserved areas nationwide. Go to <http://www.ussoccerfoundation.org/>.

The Saucony Run For Good Foundation supports programs promoting activity and healthy lifestyles for youth. Go to <http://www.sauconyrunforgood.com/>.

The American Medical Association's Healthy Living Grant Program supports grassroots health education programs to develop school and community-based solutions to behavioral health challenges. Go to <http://www.ama-assn.org/ama/pub/about-ama/ama-foundation/our-programs/public-health/healthy-living-grants.page>.

The Find Youth Info website includes resources for positive youth development, which an interagency working group on youth programs define as: "an intentional, strength-based, pro-social approach that engages youth within communities, schools, organizations, peer groups, and families in productive and constructive manner that promotes positive outcomes." Go to <http://findyouthinfo.gov/resources/Positive-Youth-Development>.

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.

The Vermont-based Orton Family Foundation assists rural communities with visioning and long range planning projects. They have worked with Idaho communities including Victor, ID and Blaine County. Of note is their Heart & Soul program. Go to <http://www.orton.org/who-we-are>.

The community of Melba, ID (population 526) raised \$50,000 at their 2014 community auction to support residents facing tough times. The auction has been conducted annually for over 60 years and has become one of Melba's biggest annual events. Go to http://www.idahopress.com/news/local/melba-community-auction-raises-about/article_44bba020-a437-11e4-9ae6-df0c640623e4.html.

PART V A FOURTH FOCUS AREA

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

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

The visiting team has selected Coordination and Collaboration as the fourth focus area for the Lost Rivers Valley Community Review.

Community Comments and Concerns About Coordination and Collaboration

Comments and concerns directly and indirectly related to coordination and collaboration within and between communities in the Lost Rivers Valley were brought up often by residents and leaders during the community review.

In this section of the report, the visiting would like to offer some recommendations in response to what many people gave us as reasons that there has not been more progress made toward improving economic conditions in the Lost Rivers Valley. The most often expressed reasons are summarized below.

Perception that there's lack of confidence that effort will lead to success. This lack of confidence might be keeping individuals, communities and the Lost Rivers Valley as a whole believing that doing nothing is the easiest, and least risky option. Several people gave the visiting team reasons that economic conditions in the Lost Rivers Valley can't or won't change. Others shared that area has no trouble creating an idea or vision about something, but gets stuck and overwhelmed when it's time to take action.

Some people do not want conditions to change. Improving economic conditions often involves growth and development, which can result in unintended consequences. Many people like the Lost Rivers Valley just the way it is, thank you very much.

Divided effort, lack of communication, confusion about who is doing what, and lack of leadership. There also seems to be some lack of clarity about the roles being played by organizations involved in community and economic development.

There's an attitude of scarcity. A lack of funding and other resources was used by several people we spoke with as a reason for not doing anything. It seems that with every potentially positive strategy or project one could talk about, there are always those that will say "Yes, but?"

Recommendation: Encourage a greater degree of collaboration with communities and organizations in the Lost Rivers Valley

We're not suggesting that collaboration is a feel good solution to every problem or opportunity you might undertake, but we are saying collective and mutually beneficial action between communities and organizations with shared interests, where appropriate, can accomplish much more than any organization or community can accomplish by acting alone. Collaboration just makes more things possible.

In our view, collaboration is not simply a tactic or strategy for achieving an end. It is something more encompassing, powerful, and long-term. It is another way of doing business, one in which citizens and community leaders develop a different kind of civic culture that makes the community and the region stronger and more resilient over time. When collaboration succeeds, new networks and norms for civic engagement are established and the primary focus shifts from parochial interests to the broader concerns of the community and region.

Recommendation: One way to encourage a greater degree of coordination and collaboration is to look at what it has enabled in the past. The impressive improvements at the Lost River Medical Center, Rally in the Pines ATV event, new community center in Moore, Mackay Mine Hill project, and community support for schools are just a few examples.

Rather than focus on missed opportunities and deficiencies, step back and discover or remember what has worked in the past by asking a sizable number of people the following questions:

- What community events and physical improvements, and services are you most proud of?
- What were the factors, skills, relationships, and agreements that made these successes possible?
- Are there certain key ingredients the region's most successful accomplishments have in common?

If 100 people in the Lost Rivers Valley answered these questions, consensus about the most successful accomplishments and the keys to their success would become clear. Establishing this consensus could be done via individual interviews or by conducting a large group forum.

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

This approach to organizational development is known as *appreciative inquiry*. 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.

Recommendation: Specific opportunities and recommendations identified in this report that could benefit from (and in some cases might require) coordination and collaboration across communities and organizations include:

- Developing the Lost Rivers Valley as a destination for ATV riders
- Developing a stronger, mutually beneficial relationship with the INL
- Completing a branding process for the Lost Rivers Valley
- Developing a wayfinding system using signs and on-line information
- Marketing the Lost Rivers Valley to visitors
- Attracting businesses to the Lost Rivers Valley
- Creating a business retention and expansion program
- Increasing broadband capacity

Recommendation: Develop a Lost Rivers Valley Action Plan (or strategic plan) that includes a inspiring but realistic vision of the future and clearly establishes the roles city governments, community organizations, businesses, and residents will play in making the vision a reality. Such a plan will give your efforts focus, allow you to speak with one economic development voice, and reduce the two steps back for every step forward phenomenon you have been experiencing. Building the consensus about the future you desire and getting clear about what you need to do to get there will attract the funding and other resources you seek.

Many of the resources in the Civic Life and Community Involvement focus area will help you act on the recommendations above.

We end this section of the report with this quote from James Cash Penney (creator of J.C. Penneys).

“No man can be himself alone; he is the sum of all the influences of all his associations. I am not inclined to think of the Penney Company as a creation of mine. It is bigger than anything one individual could ever create or be. It is the finest example I know of cooperative effort; people sharing in what they helped to create have made it what it is.”

—James Cash Penney

PART VI FINAL THOUGHTS & NEXT STEPS

The visiting team ends its report to the community with the following thoughts. We hope they help you think about what might come next. We encourage you to take advantage of opportunities for continued assistance while at the same time keeping in mind that the future of the Lost Rivers Valley 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 Lost Rivers Valley communities 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 29, and *Part V: A Fourth Focus Area* beginning on page 82.

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 Lost Rivers Valley 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 F. 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.

A Final Recommendation

In the visiting team's experience, the use of certain principles seem to increase success and build capacity regarding a variety of community and economic development issues and opportunities. We encourage the community leaders and residents of the Lost Rivers Valley 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: Arco/Butte County and Mackay Community Review Applications

Appendix B: Biographical and Contact Information for the Lost Rivers Valley Community Review Visiting Team

Appendix C: Community Review Survey Form and Results

Appendix D: Community Review Master Schedule, Focus Area Itineraries, and Listening Session Schedule

Appendix E: Additional Information About the National Trust for Historic Preservation's Four-Point Approach to Downtown Revitalization

Appendix F: University of Idaho Extension's Community Coaching for Grassroots Action Program Brochure

Appendix A: Arco/Butte County and Mackay Community Review Applications

Idaho Community Review Application A Community Visitation Program

Offered in Partnership by the

Association of Idaho Cities, Idaho Department of Commerce, Idaho Transportation Department, Idaho Housing & Finance Association, U.S. Department of Housing & Urban Development, Idaho National Laboratory, University of Idaho, U.S. Department of Agriculture – Rural Development, and Idaho Rural Partnership

Please submit the answers to the following questions. Cities with populations under 10,000 are eligible to apply.

The community review program is an excellent in-kind value for its cost. Idaho cities such as Bonners Ferry, New Meadows, Glens Ferry, Nez Perce Tribe/City of Lapwai, and Driggs have recently conducted successful community reviews for under \$2,500. Estimated costs for a community review through a private consulting firm, including salary, travel, lodging, site visit, data collection, and report fees, is approximately \$50,000 for equivalent expertise from 15-18 community development professionals.

Your community must agree to accept the following responsibilities to ensure the success of the Review:

- Provide mailing labels for the selected households for the purpose of mailing the pre-review community survey.
- Arrange for large and small group meeting sites throughout the Review with community leaders and citizens.
- Appoint a home team leader for each of the community review focus areas (economic development + two other areas selected by the community) who will work with the visiting team leaders to plan and coordinate the community review.
- Appoint a home team leader to coordinate the Listening Sessions. We encourage the home team Listening Session leader to reach out to participants for various stakeholder groups early in the planning process; this helps increase participation in listening sessions, which in turn adds value to session results. Stakeholders should reflect a cross-section of all the residents of the community.
- Participate in weekly planning meetings starting two and a half months prior to the Review.
- Arrange community tours and meeting agendas in the three focus areas you identify
- Pay for postage for the pre-review community survey, group transportation during the community tours, and all team meals. Many communities have partnered with businesses, school districts, and civic groups to share postage, transportation, and meal costs)
- Assign a community member to work with the Executive Director of the Idaho Rural Partnership to help identify businesses within the community that can be approached by the Executive Director to help pay for the IRP costs associated with conducting a community review, i.e. coordinating the Review, travel, writing the Review report. Another possibility for funding is residents themselves. Crowdfunding options (such as www.citizeninvestor.com or other online crowdfunding options) can also be used to fund

local costs. This has the added benefit of promoting the Review and getting residents invested in the process and outcomes.

- Suggest lodging locations for the visiting team and supply related information. Ideally, visiting team members can stay in the community so as to be close to the action and spend our money at local businesses.
- Publicize the community Review to maximize community participation; we cannot stress this enough...the value of this process to your community is directly proportional to resident stakeholder participation. Greater participation in this process often translates into broader support for follow-up efforts to move recommendations into reality.
- Assist with collection of background information and data prior to the community review
- Designate at least two community members to facilitate the follow-up process

Community: Arco/Moore Idaho

Main Contact Person: Candice Larsen (Lost Rivers Economic Director)

Address/City/State/Zip: 700 Butte Ave. Arco, Idaho 83213

Phone, Fax, Email: 208-350-3717 candicelarsen58@gmail.com

Economic development is a required focus area for all community reviews. Circle or write in the two other focus areas your community would like to emphasize. Focus areas might include some combination of the following:

Infrastructure

Land Use Planning

Education

Seniors and Youth

Civic Life & Community Involvement Transportation

Housing

Community Design & Identity

Health Care

Arts, **Historic**, & **Recreation Resources**

Other Focus Area(s): _____

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

1. Economic Development:

Brain Harrell (Butte County Commissioner/Track Committee Member)/
[208-767-3511](tel:208-767-3511)/ kingmtnsupply@hotmail.com

2. Housing/Community Design & Identity/Historic/Infrastructure:

Candice Larsen (LRED Director) 208-350-3717 candicelarsen58@gmail.com

3. Seniors and Youth/Civic Life & Community Involvement/Education/Recreation :

Spencer Larsen (Superintendent: Butte County School District)/

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

1.) **Economic Development:**

One of Arco's concerns is being able to attract families with junior-senior high school aged children to the area. The district offers a limited amount of sporting activities (volleyball, basketball, football, and track/cross-country) and there are not many other activities for preteen and teenagers to participate in. Over the past six years, a community track committee has met on a regular basis to try and find funding for a rubberized regulation eight lane track that would not only provide recreation opportunities for both youth and other community members, but also be a potential source of revenue. A regulation track would allow Butte County to hold track meets.

Besides a track, Butte County would like to offer a greater variety of recreational activities for their youth, other community members and visitors to the area. The city is also looking into the possibility of a skate park, expansion of the green belt and marketing of their current ATV trails.

Butte County and Arco City would like the review to address potential recreational projects that would not only improve the quality of life for their residents, but also be a source of increased income and an attraction for potential businesses/residents.

2.) **Housing/Community Design and Identity/Infrastructure:**

One of the issues that Arco faces is adequate housing for individuals or families wanting to purchase starter or larger homes, built within the last 10 years. According to the 2010 census, only 6% of the homes in Arco had been built in the last 24 years. **No new homes had been built since 2000.** 57% of the homes were built in the 50's or earlier. 83% were built in the 80's or earlier. Over half the homes were valued at \$79,999 or lower. Only 25 homes were valued at \$150,000 or higher. No homes had a value of \$250,000 or above. Most of the homes located in Arco city limits are very small (one to three bedrooms) and in need of repair. 15% (approximately 58) of Arco's homes and more than 25% of Arco's main street buildings/apartments were vacant. Over the past four years the figures have steadily gotten worse.

The old, worn down housing; crumbling curbs; gravel/dirt roads; and vacant apartments/buildings in bad repair keeps rent and mortgages low for residents (median contract rent \$356). However, it hinders the ability to attract potential residents who are looking for higher end homes, who do not want to be bothered with building/remodeling, and/or don't want to live in a "run-down" area. It also influences potential residents' perception of Arco. A recent visitor to the area stated the following: *"Arco was founded in 1901, and currently has a population sitting around 900. In its prime, the city brimmed with over 1,500 people! Sadly, there are more abandoned buildings and run-down businesses in Arco than there are people."* Taken March 11, 2014 from <http://www.lostinidaho.me/2011/07/urban-exploration-welcome-to-arco-idaho.html>

Arco is famous for being the first city lit by nuclear power. Their big event of the year is focused around this historical event. Arco is hoping to resolve some of their aging housing, vacant building/businesses, and infrastructure issues while also maintaining their historic identity through a community design project.

3.) Civic Life & Community Involvement/Seniors and Youth/Education/Recreation:

Arco has a strong foundation of community support. Each year the community rallies around the Christmas auction through donation of product, time, and cash to raise \$50,000 to \$60,000 for Christmas for area children that may have otherwise gone without. Butte County/South Custer County citizens realize that it is through their actions and efforts that their community will continue to grow and prosper. There are a number of potential programs that require strong community involvement/partnerships of retired seniors and youth, with a focus on education and/or recreation which have been discussed and/or are currently in the process of trying to be realized. For some of the current projects, the largest road block is funding. Others have yet to take flight, but willing community members are standing by to see the projects to completion, once partnerships are in place, an action plan is created, and funding is secured.

Some of these projects include: implementation of a Junior Achievement program at Butte County High School; business skill trainings for area businesses conducted by local and community volunteers, a partnership with retired and present INL workers to grow the science, technology, engineering, and math (STEM) programs in the schools/community and implement an all-day Friday internship program with the INL and other local STEM focused organizations; installation of a state approved rubberized track and possibly a skate park; improvements/extension of the existing green belt; and a community center in Moore.

Arco would like the review to address was to bring together our seniors/retired work force to help in the education our youth and other community members needing job skills training. In turn involving our youth and other community members would in service projects that would help see projects to completion.

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

After eight years as Lost Rivers Valley's [South Custer; Mackay (population 506); and Butte County: Moore (population 180); Arco (population 942); Howe (population 328); and Butte City (72)] Economic Director, Michelle Holt moved with her family to Rigby. Julie Hayward was hired and worked for just under a year, before moving with her family to Washington. Candice Larsen was hired in March of 2014.

During the eight years that Michelle was director she built a solid foundation for economic development in the area. While Julie was director, she made huge strides in community involvement and renewed excitement for economic development. The Lost Rivers Economic Development (LRED) board has worked closely with the Department of Commerce, county and city officials, community members, and a strategic planner to help create a vision for economic development in the area. The LRED board now consists of strong enthusiastic members from

both South Custer County and Butte County. The communities are working together for positive changes in their valley.

We believe that one of the most important steps in economic development is to create a strategic plan based on an accurate assessment of the communities' strengths and weaknesses. With the current excitement and a new economic development director, Arco is ready to create their strategic plan, roll-up their sleeves, and get started.

The best possible outcome resulting from a community review would be an accurate assessment of the strengths and weaknesses of Butte County's economic makeup and a road map for change that will ensure economic sustainability by fostering varied employment options, business attraction/retention/expansion, tourism, and product exportation, while balancing growth and the environment. Our goal is to provide responsible and creative development opportunities that reflect the values of the citizens of The Lost Rivers Valley's. We believe The Community Review is the perfect opportunity.

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).

- Secured a \$25,000 GEM grant to support infrastructure for the NEW Family Dollar Store
- Secured a \$82,000 Idaho EMS grant for a new ambulance
- Secured a \$6,750 USDA Rural Development grant to implement entrepreneurial development/alumni recruitment marketing (development of a brochure, website, social media, marketing, etc.)
- Business retention/expansion marketing campaigns: Business of the Month Spotlights, 12 days of Shopping Local (December), and Lost Rivers Business Directory
- Peaks to Craters Scenic Byway tourism project was completed in 2013
- Main Street Clean-Up Project
- LRED board members and guests participated with EIEDP in monthly training on the Growth Wheel process.
- LRED just completed their strategic planning process with the help of an outside facilitator. New excitement for economic development is at an all-time high

Identify 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? We can discuss details later.

In the past there has been some concern of burnout. Often the same community members are on most of the boards throughout the community. While this is still true to some extent. New excitement for economic development has attracted five new LRED board members and an increase of community involvement. It has been my experience, that when community members have been asked to participate in a substantial community projects and given plenty of notice,

they come out in force. In 2012, over 100+ Lost Rivers Valley residents participated in a playground installation project for Mackay School District. Some donated materials and cash, many offered the use of their farm equipment, and all participated in the physical labor of installing a playground. Although the project was for the Mackay School District, many residents of Butte County participated in the event.

Butte County School District is currently working on a budget to install a track for their high school through a community service project. When the committee is able to get the financing for the materials, we know that rounding up volunteers for labor will not be an issue. It would not surprise me if many South Custer County residents also helped with Butte County's track project.

Most community members have friends and family in both areas and work well together on service projects that benefit the valley.

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.

We are very interested in the visiting team examining all the projects mentioned above. We hope that their analysis will help in the creation of a strategic plan based on the community's desired direction of economic growth and economic growth opportunities which would provide the greatest ROI.

However if we were to just pick one, both Butte County and Arco City would like the visiting team to examine and suggest possible funding sources for a **regulation eight lane track**, skate park, extension of current greenbelt, and/or other recreational expansion projects. It is hoped that improved recreation opportunities will not only provide a higher quality of living for residents, but also attract others to the area and influence the youth to stay in the area once they have graduated from high school and/or college.

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

- City of Arco passed a 2.4 million dollar bond, secured a \$1,600,000 USDA grant, secured a \$420,000 Army Core of Engineers grant, secured a \$495,000 Indian Community Development block grant, and contributed \$95,000 for an upgraded residential water system which will include a new well, storage tank, main line, feeder lines and meters.
- Lost Rivers Medical Center passed a 5.6 million dollar bond to: retire existing debt service of over 2.5 million dollars, provide a nest egg or the Electronic Health Record System (a requirement for hospitals under the Affordable Healthcare Act), established a Capital Reserve "Hold-Back" Fund to insulate the facility from state and capital hold-backs, and established a Capital Reserve Emergency Equipment Fund.

- Completed Phase II of Bottolfsen park playground in cooperation with *Wish Upon A Star*/Butte County Sheriff's Office.
- Passed a school levy every two years for approximately \$160,000.
- Annual Christmas auction raises on average \$50,000 to \$60,000 for *Shop With A Cop* and *Wish Upon A Star*. Most of the auction items (large and small) come from area residents.
- LRMC Foundation raises on average \$15,000 to \$30,000 from an annual funding campaign, raffle items, and other fundraising events. This year the foundation has put considerable effort into trying to secure funding from local and national foundations. Projected funding raised through grants in one year is \$150,000+. So far \$50,000 has been secured.
- Butte County School District has raised approximately \$130,000 from Idaho and national foundations over the past year and a half for updated technology, desks/chairs, and working drinking fountains.

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

Some of Butte County's annual events include: Annual Chamber Dinner, Spring Fling on King (First Hand Gliding/Paragliding competition of the season), Butte County High School Rodeo, King Mountain Car and Tractor Show, King Mountain Annual Competition, 4th of July Parade, Breast Cancer Awareness Celebration, Atomic Days Celebration, Atomic Days Rodeo, Men's Softball Tournament, Butte County Fair, Rocky Mountain Dance Academy Recital, and Festival of Trees.

The above mentioned community events require a lot of community involvement and community volunteer hours.

We ask that communities participating in the Review process provide brief updates on an annual basis for three years following the Review. These updates will share progress the community has made as either a direct or indirect result of a community review. IRP will use the information to help future visiting team members adjust their discussions and presentations to better meet the needs of participating communities. This information also helps the partnering agencies and organizations measure the impact of Reviews and demonstrate how resources and investments are leveraged through the process. The information is also shared with our funding entities to show the impact their contributions are making to improve the economic and social conditions in rural Idaho communities. This is critical to maintain support for our work with rural Idaho.

What possible dates do you propose for a community review? Last two weeks in September

Mayor's Signature: _____ Date: _____

Idaho Community Review Application

A Community Visitation Program

Offered in Partnership by the

Association of Idaho Cities, Idaho Department of Commerce, Idaho Transportation Department, Idaho Housing & Finance Association, U.S. Department of Housing & Urban Development, Idaho National Laboratory, University of Idaho, U.S. Department of Agriculture – Rural Development, and Idaho Rural Partnership

Please submit the answers to the following questions. Cities with populations under 10,000 are eligible to apply.

The community review program is an excellent in-kind value for its cost. Idaho cities such as Bonners Ferry, New Meadows, Glens Ferry, Nez Perce Tribe/City of Lapwai, and Driggs have recently conducted successful community reviews for under \$2,500. Estimated costs for a community review through a private consulting firm, including salary, travel, lodging, site visit, data collection, and report fees, is approximately \$50,000 for equivalent expertise from 15-18 community development professionals.

Your community must agree to accept the following responsibilities to ensure the success of the Review:

- Provide mailing labels for the selected households for the purpose of mailing the pre-review community survey.
- Arrange for large and small group meeting sites throughout the Review with community leaders and citizens.
- Appoint a home team leader for each of the community review focus areas (economic development + two other areas selected by the community) who will work with the visiting team leaders to plan and coordinate the community review.
- Appoint a home team leader to coordinate the Listening Sessions. We encourage the home team Listening Session leader to reach out to participants for various stakeholder groups early in the planning process; this helps increase participation in listening sessions, which in turn adds value to session results. Stakeholders should reflect a cross-section of all the residents of the community.
- Participate in weekly planning meetings starting two and a half months prior to the Review.
- Arrange community tours and meeting agendas in the three focus areas you identify
- Pay for postage for the pre-review community survey, group transportation during the community tours, and all team meals. Many communities have partnered with businesses, school districts, and civic groups to share postage, transportation, and meal costs)
- Assign a community member to work with the Executive Director of the Idaho Rural Partnership to help identify businesses within the community that can be approached by the Executive Director to help pay for the IRP costs associated with conducting a community review, i.e. coordinating the Review, travel, writing the Review report. Another possibility for funding is residents themselves. Crowdfunding options (such as www.citizeninvestor.com or other online crowdfunding options) can also be used to fund local costs. This has the added benefit of promoting the Review and getting residents invested in the process and outcomes.

- Suggest lodging locations for the visiting team and supply related information. Ideally, visiting team members can stay in the community so as to be close to the action and spend our money at local businesses.
- Publicize the community Review to maximize community participation; we cannot stress this enough...the value of this process to your community is directly proportional to resident stakeholder participation. Greater participation in this process often translates into broader support for follow-up efforts to move recommendations into reality.
- Assist with collection of background information and data prior to the community review
- Designate at least two community members to facilitate the follow-up process

Community: Mackay, Idaho

Main Contact Person: Candice Larsen

Address/City/State/Zip: 700 Butte Ave. Arco, Idaho 83213

Phone, Fax, Email: 208-350-3717 candicelarsen58@gmail.com

Economic development is a required focus area for all community reviews. Circle or write in the two other focus areas your community would like to emphasize. Focus areas might include some combination of the following:

Infrastructure

Land Use Planning

Education

Seniors and Youth

Civic Life & Community Involvement Transportation

Other Focus Area(s): _____

Housing

Community Design & Identity

Health Care

Arts, **Historic, & Recreation Resources**

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

1. **Economic Development:**
Bob Burroughs (LRED President), 208-589-2594, rtb@ida.net
2. **Housing/Community Design & Identity/Infrastructure:**
Ron Oxley (LRED Vice President, Downtown store owner)/ 208-588-2371/
hcbc@atcnet.net
3. **Civic Life & Community Involvement/Recreation/Tourism:**
Wayne Olsen (President, Mackay City Council), 208-588-2802,
council.wayne@gmail.com

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

1.) **Economic Development:**

Within the past five years, Mackay was able to secure a \$480,000 grant in order to install a technology park. Originally, Premier Technology was going to open an armor manufacturing facility. Unfortunately, just after the construction of the building the federal funding that was needed to move forward with the project dried up. Mackay now has a 14 acre technology park just waiting for the right company and/or companies to move in.

Mackay would like the Community Review to specifically focus on how to attract and retain technology businesses.

2.) **Housing/Community Design & Identity/Infrastructure:**

Although the 2010 census lists 25% of the 358 houses in Mackay as for sale or for rent families who move to the area still have a very difficult time finding adequate housing to either rent or purchase. This is due to a number of factors. First, many of the houses currently listed as either for rent or for sale are not actually livable in their current state. Second, many home owners have the houses listed at almost double the actual retail value according to recent sales. They are apparently not in a hurry to sell. Many houses have been on the market for over five years and the owners are not interested in renting. Third, many of the current homes for sale are older, smaller, and in need of repair. 85% of the homes in Mackay have three bedrooms or less. 40% have only one or two bedrooms. Mackay lacks newer homes, with adequate space, and an affordable price for families considering moving to the area. Current homes are either too expensive or too small and in need of major repairs.

Due to the recent layoffs at the INL, Thompson Creek Mine closure, and economic conditions, Mackay has had four businesses on their main street close their doors within the past year. Currently, approximately 25% of the business buildings on Main Street and Custer are empty. A town that once had 5,000 people and numerous businesses now only has a population of 517 and only a handful of business. For Mackay, especially if they lose their schools due to a significant decrease in enrollment, the threat of becoming a town of only a convenient store/gas station is a real threat.

Mackay would like to address how they can grow their community by attracting more businesses/residents, thus helping existing businesses keep their doors open. They would also like to find an economic solution to providing suitable housing for families wanting to relocate to the area. Housing developers are unlikely to invest in a town where there is a steady decrease in both population and businesses. But, potential residents are hesitant to move into a community with housing that does not meet their needs/wants.

3.) Civic Life & Community Involvement/Recreation:

Mackay's downtown has a historic charm of an old western mining town. Many of the historic buildings could be renovated to potentially draw tourism into the historic town. Mackay dates back to 1901 with deep roots in the mining industry. Just behind Mackay, located on Mackay's Mine Hill, area residents and visitors have a unique opportunity to take a self-guided tour of abandoned mining communities, homesteads, and the actual mine itself.

The tour exists of three routes color-marked for three different modes of touring:

- Green Route is accessible to all transportation modes.
- Blue Route is accessible to all transportation modes except low-clearance automobiles.
- Red Route is open only to all-terrain-vehicles (ATVs), bicycles, motorcycles, horses, or hikers.

All of the routes entail a change of elevation from about 6,000 feet at Mackay to about 8,500 feet at the highest point, and take 2 to 8 hours depending on the route selected and mode of transportation. The reviews are spectacular. The tour is memorable and well worth the time.

Unfortunately, the tour is not highly marketed and may be one of "Idaho's Best Kept Secrets." Even though there is a sign mentioning the tour as you enter Mackay, most visitors drive by and don't even notice it. Some may notice the sign, but not really realize they have. The signs do not convey what a spectacular event the tour really is.

Another issue, Mackay and the surrounding area offer a wealth of fishing, hiking, hunting, boating, snowmobiling, and other recreational activities. However, most of the visitors to the Mackay area spend little time in the actual town of Mackay. If they are coming for a weekend of recreation, they often buy all their groceries and supplies before coming to town and may only stop for a tank of gas on the way through.

Mackay is interested in a strategic plan that not only attracts more businesses and residents to the area, but also attracts more visitors to stay and play a day or a weekend in Mackay before heading for the beautiful outdoors.

In order to draw more visitors to stay and play for the day, Mackay is looking into a variety of recreational events/opportunities which could potentially help keep visitors in town for a day or two. Some of which include: ice fishing derbies; snowmobile, bicycle, and ATV Rallies; carnival at the fair and annual bbq; baseball/softball tournaments (would need to find funding for a second field); and possible sledding hill (similar to the one at Bogus Basin).

The Community Review would be incredibly helpful in helping to identify the areas with the greatest ROI and potential marketing strategies to promote Mackay.

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

After eight years as Lost Rivers Valley's [South Custer; Mackay (population 506); and Butte County: Moore (population 180); Arco (population 942); Howe (population 328); and Butte City (72)] Economic Director, Michelle Holt moved with her family to Rigby. Julie Hayward was hired and worked for just under a year, before moving with her family to Washington. Candice Larsen was hired in March of 2014.

During the eight years that Michelle was director she built a solid foundation for economic development in the area. While Julie was director, she made huge strides in community involvement and renewed excitement for economic development. The Lost Rivers Economic Development (LRED) board has worked closely with the Department of Commerce, county and city officials, community members, and a strategic planner to help create a vision for economic development in the area. The LRED board now consists of strong enthusiastic members from both South Custer County and Butte County. The communities are working together for positive changes in their valley.

We believe that one of the most important steps in economic development is to create a strategic plan based on an accurate assessment of the communities' strengths and weaknesses. With the current excitement and a new economic development director, Mackay is ready to create their strategic plan, roll-up their sleeves, and get started.

The best possible outcome resulting from a community review would be an accurate assessment of the strengths and weaknesses of South Custer County's economic makeup and a road map for change that will ensure economic sustainability by fostering varied employment options, business attraction/retention/expansion, and product exportation, while balancing growth and the environment. Our goal is to provide responsible and creative development opportunities that reflect the values of the citizens of The Lost Rivers Valley's. We believe The Community Review is the perfect opportunity.

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)

- Lost Rivers Medical Center passed a 5.6 million dollar bond to: retire existing debt service of over 2.5 million dollars, provide a nest egg or the Electronic Health Record System (a requirement for hospitals under the Affordable Healthcare Act), established a Capital Reserve "Hold-Back" Fund to insulate the facility from state and capital hold-backs, and established a Capital Reserve Emergency Equipment Fund
- DC Books opened a sales center in the Oscar Wornek Business Park in Mackay creating 18 jobs for locals. This business has since closed its doors.
- 2 blocks of new roadway, gutter & decorative street lamps were completed as part of Mackay's Main Streets Improvement Project.
- Secured a \$50,000 Gem Grant to remodel Oscar Wornek Business Park to accommodate DC Book.
- Secured a \$480,000 grant to install a 14 acre technology park
- One Mackay business received a makeover through Operation Facelift, in cooperation with EIEDP.
- Peaks to Craters Scenic Byway tourism project was completed in 2013.
- A few of the business retention/expansion marketing campaigns include: Business of the Month Spotlights, 12 days of Shopping Local (December), and Lost Rivers Business Directory

- LRED board members and guests participated with EIEDP in monthly training on the Growth Wheel process.
- LRED just completed their strategic planning process with the help of an outside facilitator. New excitement for economic development is at an all-time high.

Identify 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? We can discuss details later.

In the past there has been some concern of burnout. Often the same community members are on most of the boards throughout the community. While this is still true to some extent, the new excitement has attracted five new LRED board members and an increase of community involvement. It has been my experience, that when community members have been asked to participate in a substantial community project and given plenty of notice, they come out in force. In 2011, over 50 community members participated in a landscaping project for Mackay School District. In 2012, over 100+ Lost Rivers Valley residents participated in a playground installation project for Mackay School District. Some donated materials and cash, many offered the use of their farm equipment, and all participated in the physical labor. The new LRED director helped organize both of these events. She would put in the necessary work in order to get key community members to personally commit and participate in the Community Review.

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.

We are very interested in the visiting team examining all the projects mentioned above. We hope that their analysis will help in the creation of a strategic plan based on the community's desired direction of economic growth and economic growth opportunities which would provide the greatest ROI.

However if we had to pick one, it would be a focus on finding potential businesses that would be interested in setting up shop in the Technology Park. Everything is in place. The businesses actually get the benefit of owning the land after five years of operation. Mackay just needs the investors/businesses.

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

In the past five years community members have supported two large school levies, supported large and small community volunteer improvement projects, and raised over \$600,000 for the school district through numerous fundraisers and grant proposals. The larger community improvement projects are mentioned above. Smaller community improvement projects have

been completed by 4-H groups, youth church groups, and other civic groups. Mackay community members regularly give of their time in order to better their community.

Lost Rivers Medical Center passed a 5.6 million dollar bond to: retire existing debt service of over 2.5 million dollars, provide a nest egg or the Electronic Health Record System (a requirement for hospitals under the Affordable Healthcare Act), established a Capital Reserve “Hold-Back” Fund to insulate the facility from state and capital hold-backs, and established a Capital Reserve Emergency Equipment Fund

Also, in the past five years Mackay has successfully implemented a Top of Idaho Run / Beer-fest and is currently in the process of planning a large ATV rally for July of 2014.

A few regular fundraising events include: Ivie’s, Bender, River Park Golf Tournament, LRMC Foundation Golf Tournament, School Fundraiser Golf Tournament, Halloween Carnival, and Christmas Bazaar.

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

Some of Mackay area’s annual events include: Mackay Lions Egg Coloring and Easter Egg Hunt, High School Rodeo, Mackay Rodeo, Tri-City Golf Tournament, Summer Saturday Farmers Market, Community Picnic and Fireworks over Mackay Dam, Motorcycle Rodeo, Alumni Golf Tournament, Custer County Fair, 4-H, Mackay BBQ, and Mackay Chamber Christmas Festival.

The above mentioned community events require a lot of community involvement and community volunteer hours.

We ask that communities participating in the Review process provide brief updates on an annual basis for three years following the Review. These updates will share progress the community has made as either a direct or indirect result of a community review. IRP will use the information to help future visiting team members adjust their discussions and presentations to better meet the needs of participating communities. This information also helps the partnering agencies and organizations measure the impact of Reviews and demonstrate how resources and investments are leveraged through the process. The information is also shared with our funding entities to show the impact their contributions are making to improve the economic and social conditions in rural Idaho communities. This is critical to maintain support for our work with rural Idaho.

What possible dates do you propose for a community review?

Last two weeks in September

Mayor’s Signature: _____ Date: _____

Appendix B: Biographical and Contact Information for the Lost Rivers Valley Community Review Visiting Team

Economic Development Focus Area

Randy Shroll (Focus Area Leader)

Business Development Manager

Idaho Department of Commerce

P.O. Box 83720

Boise, ID 83720

Office: 208-334-2470

Email: Randy.Shroll@commerce.idaho.gov

Randy's responsibilities at the Department of Commerce include Business Retention and Expansion and the Idaho Economic Development Rural Professionals Program (a program of state funding for 20 ED Professionals in rural communities statewide). He manages a state-wide team of Professional Economic Development Specialists working out of the Boise office.

He supervises the state Procurement Technical Assistance Center (PTAC), responsible for working with Idaho businesses to land government contracts. He also manages the procedure for the state allocation of tax-exempt bonds to finance qualified projects and programs as allowed by the Internal Revenue Service. Randy is an Idaho native from Nampa and has been with the Department of Commerce 26 years.

He is a graduate of The Economic Development Institute and a Certified Economic Developer (CED), certified by the International Economic Development Council.

Prior to joining the state Randy was an Assistant Vice President, Southwest Division Marketing Manager with First Security Bank of Idaho (now Wells Fargo).

Tobin Dixon

Business Programs Specialist

Rural Development —U.S. Department of Agriculture

1441 Fillmore, Suite C

Twin Falls, ID 83301

Office: 208.734.1324 ext. 121

Email: tobin.dixon@id.usda.gov

Tobin was born and raised on a family farm & cattle operation outside of Idaho Falls. He attended the University of Utah, where he received a Bachelor of Science in Finance. Subsequently he has worked as a banker, a pastor/advisor to college

students, a mortgage lender, a small business owner, and now for the U.S. Department of Agriculture, Rural Development as a Business Programs Specialist. His USDA service area includes all of South-Central and Eastern Idaho. He works out of the Service Center in Twin Falls where he also coaches the Twin Falls High School boys soccer team and resides with his wife & two High School boys.

Timothy L. Solomon

Rocky Mountain Power

127 East Main

Rexburg, ID 83440

Office: 208-356-9529

Email: Timothy.Solomon@rockymountainpower.net

Timothy (Tim) L. Solomon joined Rocky Mountain Power as a customer and community manager in January 2014. He is located in Rexburg, Idaho and provides customer and community management for the northern part of Rocky Mountain Power's Idaho service territory.

From 1997 to 2013, Tim served as the executive director of the Regional Development Alliance, Inc. located in Idaho Falls, Idaho. In 2004, he also began managing the Community Reuse Organization, Inc.

The Regional Development Alliance is a non-traditional venture debt and investment company serving primarily the eastern Idaho region. During Tim's tenure, the Regional Development Alliance invested more than \$31 million in businesses located throughout the region. Businesses receiving funds created more than 5,000 jobs and produced more than \$8 billion in total output to the Idaho economy.

The Community Reuse Organization, Inc. is a personal property management company receiving excess and surplus personal property from the Idaho National Laboratory for use in strengthening businesses and communities. In June of 2013, Tim also took over management of the Idaho Innovation Center, Inc., a 75,000 square foot business incubation facility.

Timothy received both his BA and MA degrees from Utah State University, graduating with honors. He is also a graduate of the University of Oklahoma's Economic Development Institute and is a Certified Economic Developer. He has also received the certified Economic Development Finance Professional designation from the National Development Council.

He is a member of various national organizations including the National Association of Credit Managers and the International Economic Development Council and has received various awards and honors throughout his career. His debut novel, Strings, was published in November 2013 under the pen name T.L. Solomon. He and his wife Beverly live in Madison County, Idaho.

Chris St. Jeor

Regional Economist
Idaho Department of Labor
1515 E. Lincoln Rd.
Idaho Falls, ID 83401
Christopher.stjeor@labor.idaho.gov

Chris was born and raised in small ski resort community in southern California. He attended BYU-Idaho where he received a Bachelor of Science in Economics. During his time in school, Chris worked as an inside sales rep, sales team manager, a junior analyst and a project manager for a venture capital firm. He now works for the Idaho Department of Labor as the Regional Economist for eastern Idaho. He and his wife Erin currently live in Ammon with their two children, Carter (who is two) and Ada (who is eight months old).

Civic Life and Community Involvement Focus Area

Mike Field (Focus Area Leader)

Executive Director
Idaho Rural Partnership
P.O. Box 83720
Boise, ID 83720
Office: 208-780-5149
Cell: 208-867-2004
Email: Mike.field@irp.idaho.gov

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

Andrew Crisp

Graduate Fellow, *[The Blue Review](#)*

Boise State University

1910 University Dr.

Boise, ID 83725

208-860-8571

about.me/andrewcrisp

Andrew Crisp is a journalist, writer and graduate student in the Community and Regional Planning program at Boise State University. He covers urban issues and topics including community development, politics and historic preservation. He also serves on the City of Boise's Ethics Commission. As part of his Graduate Assistantship, Andrew writes and reports for *The Blue Review*, a publication of popular scholarship produced at Boise State

Cathy Bourner

Idaho Dept. of Commerce, Tourism Division

700 West State St.

Boise, ID 83720

Office: 208-334-2650, X2153

Email: cathy.bourner@tourism.idaho.gov

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

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

Community Design and Identity Focus Area

Micah Austin (Focus Area Leader)

Director of Planning and Building

City of Ketchum

480 East Ave. N.

Ketchum, ID 83340

Office: 208-726-7801

Email: maustin@ketchumidaho.org

Micah Austin is the Director of Planning and Building for the City of Ketchum, Idaho. Before coming to Ketchum, he worked for the Cities of Hailey (where he was working at the time of the community review) and Jerome, Idaho, Town of Ellettsville, Indiana, City of Bloomington, Indiana, City of Henderson, Kentucky, and for the State of Indiana Department of Natural Resources (DNR). Micah earned a Master's of Public Administration from Indiana University's School of Public and Environmental Affairs (SPEA) in 2009 and a Bachelor's of Arts in English from Utah State University in 2006.

Julia Oxarango-Ingram

Director

Southern Idaho Rural Development

Cell: 208-309-3090

Email: sird4u@gmail.com

Julia has been involved in community and economic development in Lincoln County, Blaine County, and the Magic Valley for over 14 years. Prior to her present position as the Director of Southern Idaho Rural Development, she was actively involved in creating the Lincoln County Chamber of Commerce. She has also worked for the Hailey and Sun Valley-Ketchum Chambers of Commerce, Arch Community Housing Trust, Habitat for Humanity, and the Blaine County Commissioners. She has led and served on numerous boards and committees related to community and economic development. Julia is also a graduate of the Northwest Community Development Institute.

Jerry Royster

Management Analyst/Regional Sustainability Officer

U.S. Dept. of Housing & Urban Development

800 Park Blvd., Ste. 220

Boise, ID 83712

Office: 208-334-1088 x3017

Email: jerry.royster@hud.gov

Jerry Royster has been with the U.S. Department of Housing and Urban Development since April 1984 (31 years). He began his career in HUD's Office of Single Family Housing, serving in many positions including Chief, Processing Control and Support; Review Appraiser; Construction Analyst; and Housing Specialist.

In 1998, he moved to HUD's Office of Field Policy and Management. Serving as an Analyst for the last 16 years, Jerry works across all of HUD's program lines researching best practices, trends, and current developments relating to housing and community development. He regularly uses that knowledge to creatively solve problems and offer innovative solutions, to market HUD's programs to its partners and clients, and to identify resources for HUD's partners, clients, and customers.

Four years ago Jerry was selected as a Regional Sustainability Officer and currently focuses most of his time on HUD's Sustainable Housing and Communities Initiative promoting integrated regional planning that will help communities provide more transportation choices; promote equitable, affordable housing; enhance economic competitiveness; develop transit oriented strategies, mixed use development and land recycling; coordinate federal policies and remove barriers to collaboration; and helping communities invest in healthy, safe, and walkable neighborhoods. He is also HUD's grantee liaison to the two-state, four-county, Greater Western Yellowstone Consortium, helping them to be successful as a recipient of HUD's Sustainable Communities Regional Planning Grant.

Ted Vanegas

Idaho Transportation Department
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Email: ted.vanegas@itd.idaho.gov

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

Listening Session Leaders**Kathee Tift**

Extension Educator
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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.

Erik Kingston, PCED

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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.

Coordination and Report Writing

Jon Barrett

Clearstory Studios

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Jon created Clearstory Studios in 2007 to provide community and economic development, strategic planning, and consensus building services to local and state agencies, tribes, and non-government organizations. He has over 20 years professional experience. In that term, he has worked as a community planner, consultant, and Co-Executive Director of Idaho Smart Growth, a statewide non-profit organization. He brings to this work his skills and passionate belief in the transformative power of clear communication. He is a Certified Grant Administrator. In 2004 the Idaho Planning Association named Jon 'Idaho Planner of the Year'. Jon is originally from Washington and has lived in Idaho since 1997.

Appendix C: Community Review Survey Form and Results

LOST RIVERS VALLEY COMMUNITY REVIEW SURVEY

This survey is being conducted as part of the Lost Rivers Valley Community Review happening September 23-25, 2014. Your response will help a team of visiting experts offer recommendations to improve our communities and create new jobs. Results are confidential and will only be reported as totals with no identifying information. Please complete only one survey per household and respond using the enclosed envelope by **September 5, 2014**.

Please begin the survey by indicating the community in which you live:

Arco Mackay Howe Moore Butte City Other _____

In Parts 1, 2, and 3 of the survey, please indicate which community you are rating for each individual survey question by placing the corresponding community codes (shown below) in the far right column. In Part 1, for example, if you live in Arco and are evaluating Arco's school facilities in question #10, place a "1" in the far right column. If you live in Moore, but use the library in Mackay, place a "2" in the far right column.

Community codes: Arco=1, Mackay=2, Howe=3, Moore=4, Butte City=5, Other=6

Part 1: Infrastructure: In this section, please rate your satisfaction with public infrastructure and services you use according to the instructions above. Write "N/A" (not applicable) in the far right column if you do not use or receive a particular service.

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	Community
1. Condition of city streets	1	2	3	4	5	
2. Bicycle and pedestrian access	1	2	3	4	5	
3. Availability of sidewalks	1	2	3	4	5	
4. Local law enforcement	1	2	3	4	5	
5. Fire Department	1	2	3	4	5	
6. Water services	1	2	3	4	5	
7. Sewage treatment services	1	2	3	4	5	
8. Quality of airport	1	2	3	4	5	
9. Quality of library	1	2	3	4	5	
10. Condition of school facilities	1	2	3	4	5	
11. Quality of K-12 education	1	2	3	4	5	
12. Availability of general health care	1	2	3	4	5	
13. Availability of emergency health care/EMS	1	2	3	4	5	
14. Availability of social services (e.g. food bank, domestic violence shelter, drug and alcohol treatment programs)	1	2	3	4	5	
15. Availability of day care for children	1	2	3	4	5	
16. Availability of Senior programs	1	2	3	4	5	
17. Availability of fresh fruits and vegetables	1	2	3	4	5	
18. Availability of local arts, cultural, and entertainment opportunities	1	2	3	4	5	
19. Quality of parks	1	2	3	4	5	
20. Availability of recreation programs	1	2	3	4	5	

Part 2: Economic Development: In this section, please rate your satisfaction with each of the following aspects of your local economy according to the instructions at the beginning of the survey.

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

Part 3: Local Businesses and Services: In this section, please tell us how important it is to increase or improve the following businesses, services, and facilities in your community. As in Parts 1 and 2, if you primarily use businesses and services in a specific community, please indicate that in the far right column.

	Very Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Very Important	Community
1. Adult education services (e.g. G.E.D.)	1	2	3	4	5	
2. Youth services and facilities (e.g. teen enter, skate park, scouting, 4H)	1	2	3	4	5	
3. Retail stores	1	2	3	4	5	
4. Professional or personal services (e.g. bank, car repair)	1	2	3	4	5	
5. Farmer's market	1	2	3	4	5	
6. Community events	1	2	3	4	5	
7. Other _____	1	2	3	4	5	

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.	1	2	3	4	5
2. I am satisfied with available community websites.	1	2	3	4	5
3. I would like to be better informed about community issues and projects.	1	2	3	4	5

(Part 4, Continued)

4. I am satisfied with opportunities to be involved in decisions affecting the community.	1	2	3	4	5
5. I generally trust City Council to make decisions for the community.	1	2	3	4	5
6. I am happy with my involvement in community issues and organizations.	1	2	3	4	5

7. How do you prefer to receive information about local issues and events? (check all that apply.)

- Newspaper
- Radio/television
- City, County, or Chamber of Commerce website
- Word of mouth
- Facebook or other on-line social media
- Community bulletin boards
- Flyers received by mail
- Other _____

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

- Lack of time
- Family responsibilities
- 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.
- I don't care to be more involved.
- Other _____

9. What prevents you from supporting locally owned businesses more often? (check all that apply)

- Cost
- Unsatisfactory customer service.
- Local businesses are not open when I need them.
- Services and products I need are not available locally.
- Nothing. Supporting locally owned businesses is a high priority to me.
- Other _____

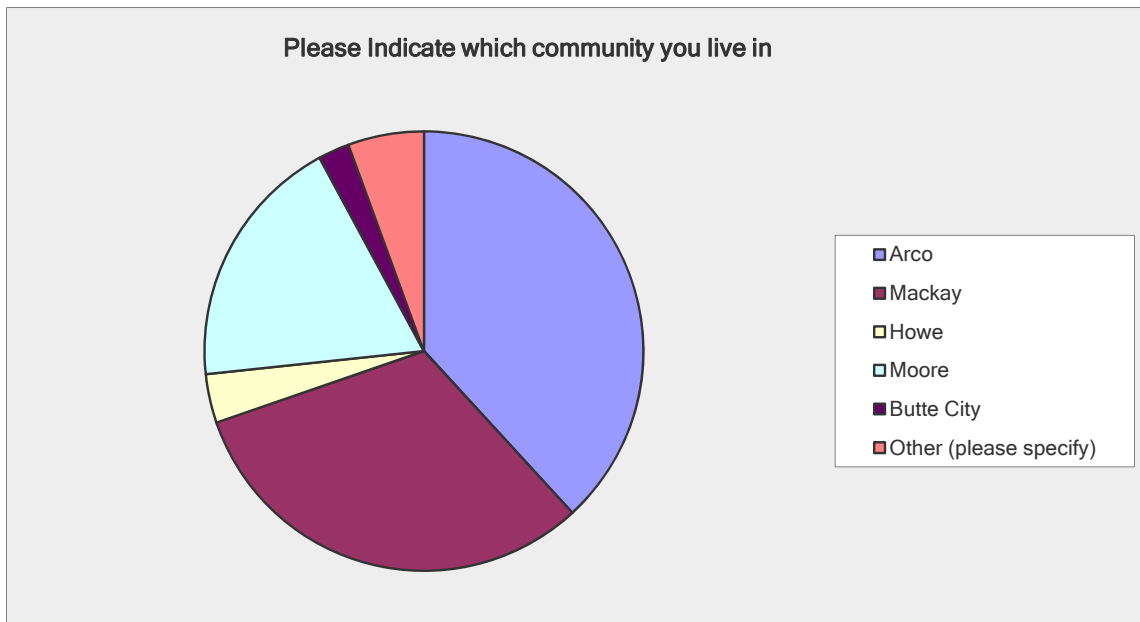
Part 5: Demographics.

- 1. Do you commute to another community to work? Yes No Unemployed Retired
- 2. Gender Male Female
- 3. Age 18-24 25-44 45-64 65+
- 4. How many people in your household? 1 2 3-4 5+
- 5. Do you have children enrolled in public schools? Yes No
- 6. How many years have you lived in the area? 1-5 6-10 11-20 21+

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

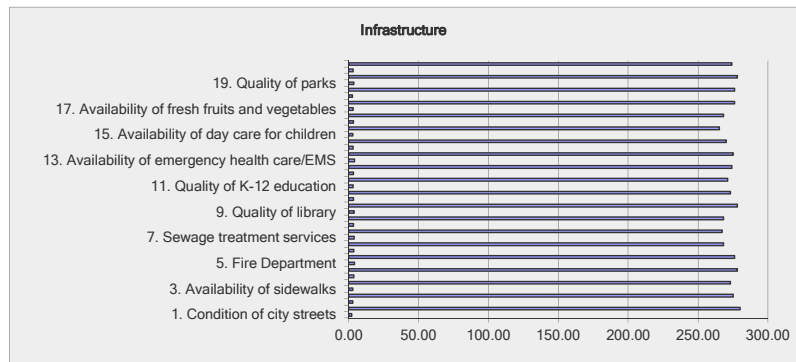
Lost River Community Review Survey

Please Indicate which community you live in		
Answer Options	Response Percent	Response Count
Arco	38.2%	116
Mackay	31.6%	96
Howe	3.6%	11
Moore	18.8%	57
Butte City	2.3%	7
Other (please specify)	5.6%	17
answered question		304
skipped question		0



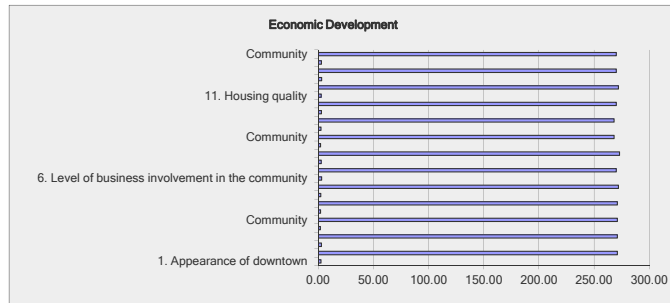
Lost River Community Review Survey

Infrastructure								
Answer Options	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A	Rating Average	Response Count
1. Condition of city streets	137	56	39	50	21	1	2.21	304
Community								280
2. Bicycle and pedestrian access	46	45	112	53	31	17	2.92	304
Community								275
3. Availability of sidewalks	51	52	82	65	38	16	2.95	304
Community								273
4. Local law enforcement	22	36	62	89	93	2	3.65	304
Community								278
5. Fire Department	6	6	47	81	158	6	4.27	304
Community								276
6. Water services'	9	24	71	55	92	53	3.78	304
Community								268
7. Sewage treatment services	4	8	91	54	86	61	3.86	304
Community								267
8. Quality of airport	12	23	120	55	51	43	3.42	304
Community								268
9. Quality of library	6	23	67	95	96	17	3.88	304
Community								278
10. Condition of school facilities	21	40	64	101	50	28	3.43	304
Community								273
11. Quality of K-12 education	27	53	73	69	52	30	3.24	304
Community								271
12. Availability of general health care	20	50	48	112	70	4	3.54	304
Community								274
13. Availability of emergency health care/EMS	5	17	53	92	129	8	4.09	304
Community								275
14. Availability of social services	26	31	105	58	36	48	3.18	304
Community								270
15. Availability of day care for children	16	27	148	33	11	69	2.98	304
Community								265
16. Availability of Senior programs	18	32	104	74	42	34	3.33	304
Community								268
17. Availability of fresh fruits and vegetables	37	65	69	90	35	8	3.07	304
Community								276
18. Availability of local arts, cultural and entertainment	50	78	103	44	20	9	2.68	304
Community								276
19. Quality of parks	10	32	49	148	62	3	3.73	304
Community								278
20. Availability of recreation programs	32	46	95	74	35	22	3.12	304
Community								274
<i>answered question</i>								304
<i>skipped question</i>								0



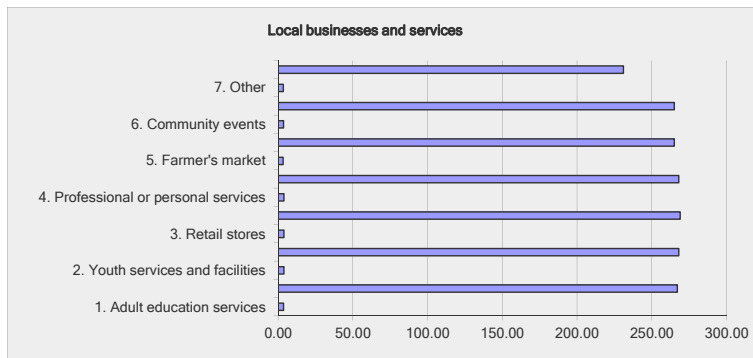
Lost River Community Review Survey

Economic Development								
Answer Options	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A	Rating Average	Response Count
1. Appearance of downtown Community	74	101	49	68	9	3	2.46	304
2. Appearance of public buildings Community	38	73	74	89	28	2	2.99	304
3. Availability of local jobs Community	111	79	80	15	2	17	2.02	304
4. Quality of local jobs Community	89	84	84	26	3	18	2.20	304
5. Variety of local businesses Community	82	105	63	39	8	7	2.28	304
6. Level of business involvement in the community Community	37	55	92	78	33	9	3.05	304
7. Variety of goods available in stores Community	55	88	69	74	11	7	2.66	304
8. Availability of job training programs Community	97	52	109	10	3	33	2.15	304
9. Availability of information and training for people Community	71	45	118	28	9	33	2.48	304
10. Housing availability Community	33	54	121	61	15	20	2.90	304
11. Housing quality Community	49	62	119	40	10	24	2.64	304
12. Housing affordability Community	22	33	128	72	24	25	3.15	304
13. Internet service affordability Community	43	50	93	81	28	9	3.00	304
<i>answered question</i>								304
<i>skipped question</i>								0



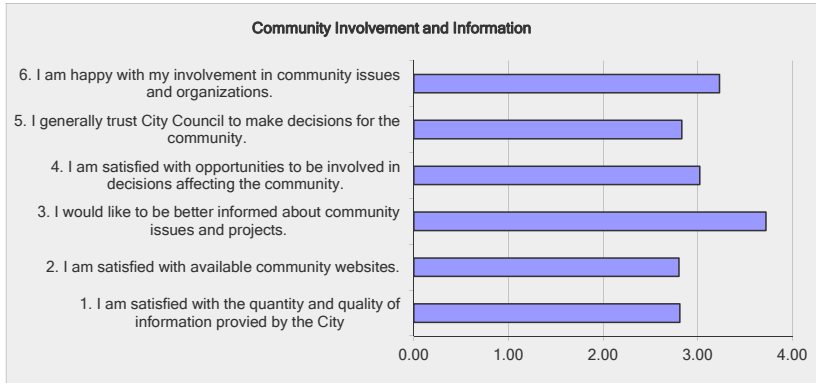
Lost River Community Review Survey

Local businesses and services							
Answer Options	Very unimportant	Somewhat unimportant	Neutral	Somewhat Important	Very Important	Rating Average	Response Count
1. Adult education services Community	17	16	118	83	70	3.57	304
2. Youth services and facilities Community	20	10	82	74	115	3.84	301
3. Retail stores Community	21	14	55	112	101	3.85	303
4. Professional or personal services Community	23	12	71	94	102	3.79	302
5. Farmer's market Community	18	25	130	91	40	3.36	304
6. Community events Community	19	13	96	106	70	3.64	304
7. Other Community	4	0	81	15	26	3.47	126
<i>answered question</i>							304
<i>skipped question</i>							0



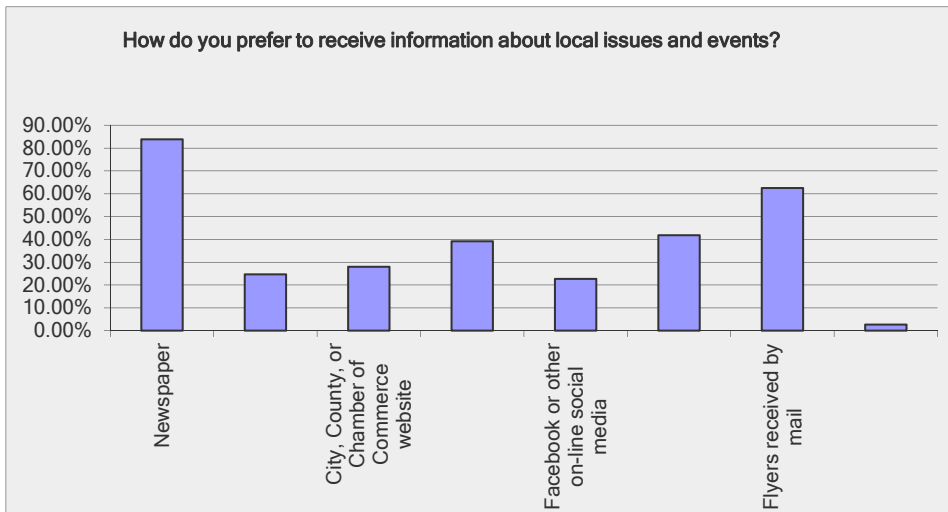
Lost River Community Review Survey

Community Involvement and Information							
Answer Options	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Stongly Agree	Rating Average	Response Count
1. I am satisfied with the quantity and quality of	51	63	98	76	15	2.81	303
2. I am satisfied with available community websites.	38	48	160	48	8	2.80	302
3. I would like to be better informed about community	11	12	113	81	85	3.72	302
4. I am satisfied with opportunities to be involved in	38	50	113	72	30	3.02	303
5. I generally trust City Council to make decisions for the	64	50	83	85	21	2.83	303
6. I am happy with my involvement in community issues	22	40	120	76	38	3.23	296
<i>answered question</i>							304
<i>skipped question</i>							0



Lost River Community Review Survey

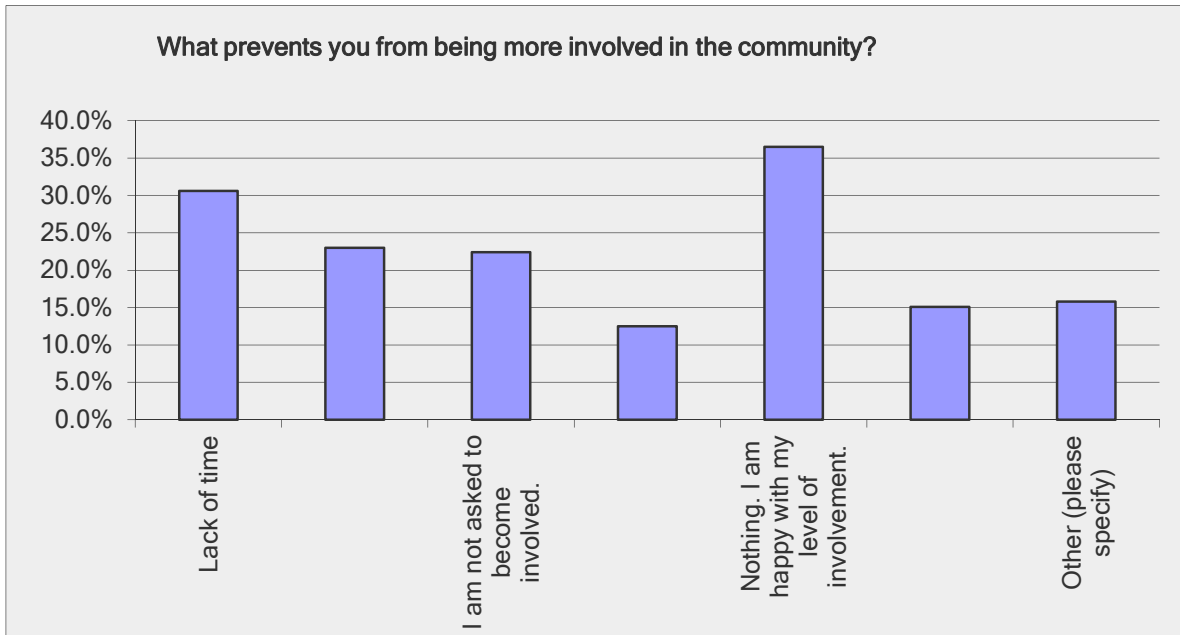
How do you prefer to receive information about local issues and events?		
Answer Options	Response Percent	Response Count
Newspaper	83.88%	255
Radio/television	24.67%	75
City, County, or Chamber of Commerce website	27.96%	85
Word of mouth	39.14%	119
Facebook or other on-line social media	22.69%	69
Community bulletin boards	41.77%	127
Flyers received by mail	62.50%	190
Other (please specify)	2.63%	8
<i>answered question</i>		153
<i>skipped question</i>		151



Lost River Community Review Survey

What prevents you from being more involved in the community?

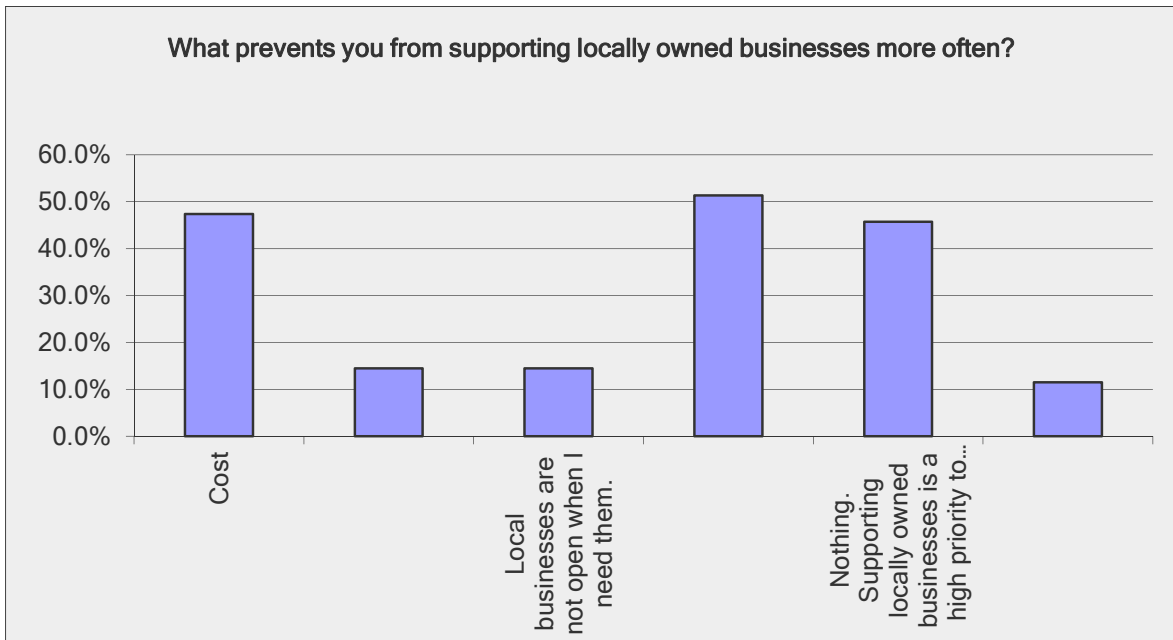
Answer Options	Response Percent	Response Count
Lack of time	30.6%	93
Family responsibilities	23.0%	70
I am not asked to become involved.	22.4%	68
I don't know how to become more involved.	12.5%	38
Nothing. I am happy with my level of involvement.	36.5%	111
I don't care to be more involved.	15.1%	46
Other (please specify)	15.8%	48
<i>answered question</i>		304
<i>skipped question</i>		0



Lost River Community Review Survey

What prevents you from supporting locally owned businesses more often?

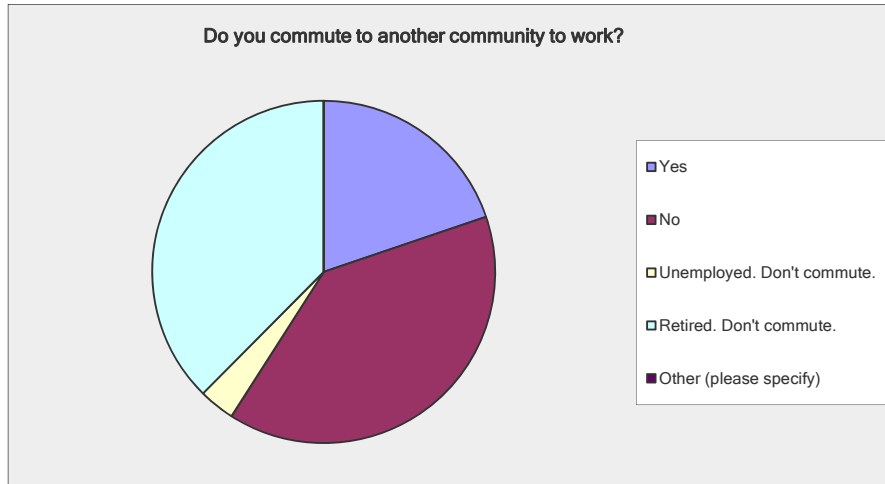
Answer Options	Response Percent	Response Count
Cost	47.4%	144
Unsatisfactory customer service	14.5%	44
Local businesses are not open when I need them.	14.5%	44
Services and products I need are not available locally.	51.3%	156
Nothing. Supporting locally owned businesses is a high	45.7%	139
Other (please specify)	11.5%	35
<i>answered question</i>		304
<i>skipped question</i>		0



Lost River Community Review Survey

Do you commute to another community to work?

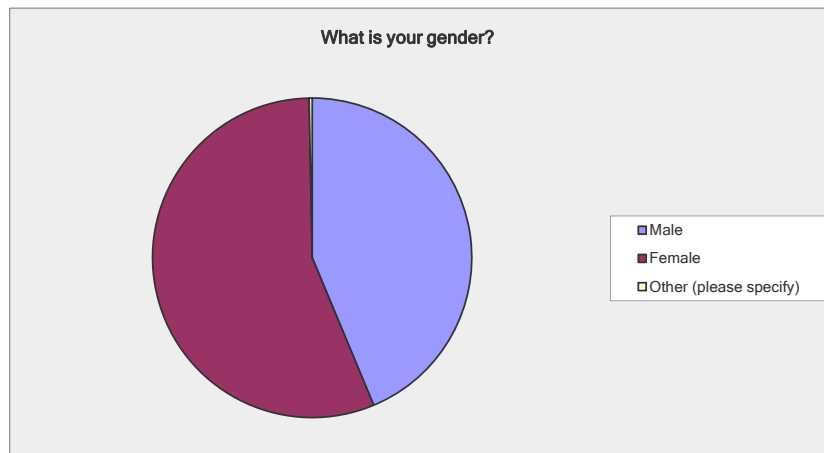
Answer Options	Response Percent	Response Count
Yes	19.8%	59
No	39.3%	117
Unemployed. Don't commute.	3.4%	10
Retired. Don't commute.	37.6%	112
Other (please specify)	0.0%	0
answered question		298
skipped question		6



Lost River Community Review Survey

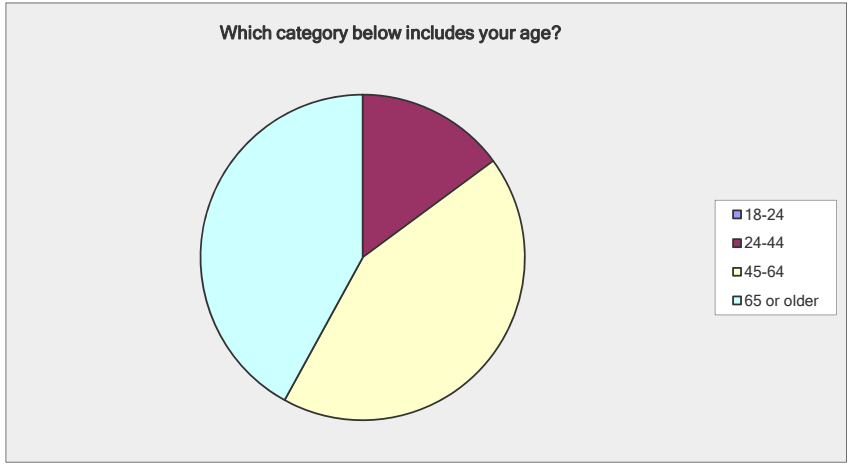
What is your gender?

Answer Options	Response Percent	Response Count
Male	43.7%	131
Female	56.0%	168
Other (please specify)	0.3%	1
answered question		300
skipped question		4



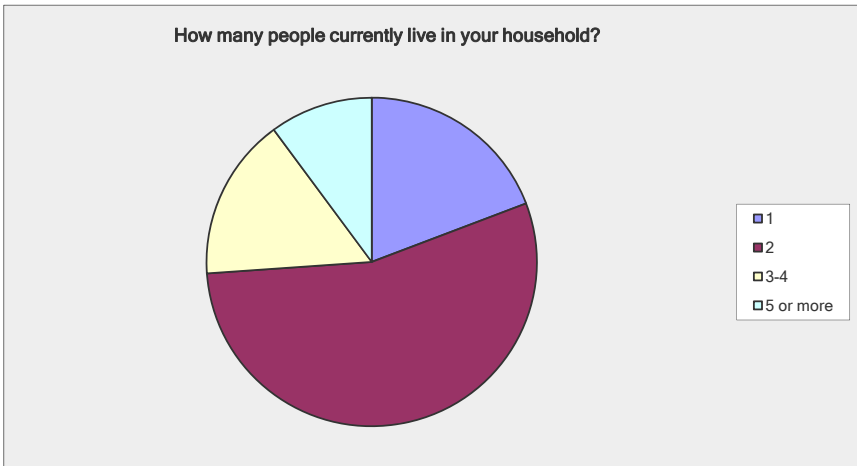
Lost River Community Review Survey

Which category below includes your age?		
Answer Options	Response Percent	Response Count
18-24	0.0%	0
24-44	14.9%	44
45-64	43.1%	127
65 or older	42.0%	124
<i>answered question</i>		295
<i>skipped question</i>		9



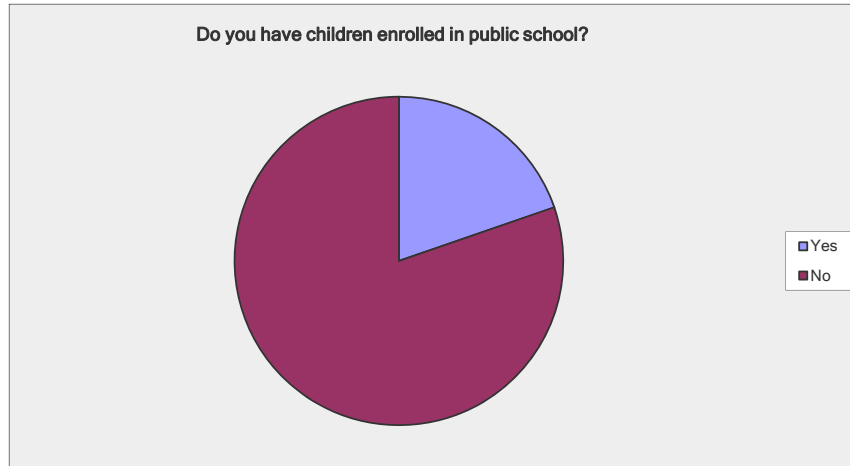
Lost River Community Review Survey

How many people currently live in your household?		
Answer Options	Response Percent	Response Count
1	19.2%	55
2	54.7%	157
3-4	16.0%	46
5 or more	10.1%	29
<i>answered question</i>		287
<i>skipped question</i>		17



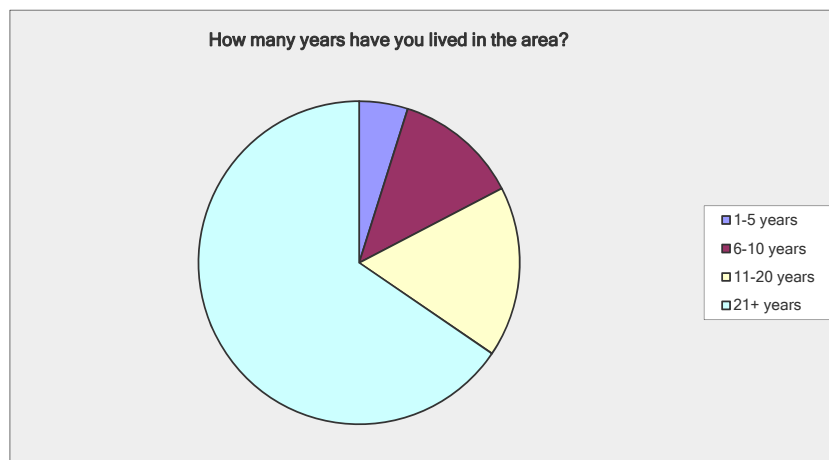
Lost River Community Review Survey

Do you have children enrolled in public school?		
Answer Options	Response Percent	Response Count
Yes	19.7%	57
No	80.3%	233
<i>answered question</i>		290
<i>skipped question</i>		14



Lost River Community Review Survey

How many years have you lived in the area?		
Answer Options	Response Percent	Response Count
1-5 years	4.9%	15
6-10 years	12.5%	38
11-20 years	17.1%	52
21+ years	65.5%	199
<i>answered question</i>		304
<i>skipped question</i>		0



Appendix D: Community Review Master Schedule, Focus Area Itineraries, and Listening Session Schedule

Lost Rivers Community Review Master Schedule

September 23-25, 2014

Tuesday, September 23

- 1:00-4:00 pm Bus tour (depart from Mackay Elementary School, 400 Spruce Street)
- 4:15-5:30 pm Home Team Listening Session
Location: Mackay Elementary School Gym
- 5:30-6:30 pm Dinner
Location: Mackay Elementary School Gym
- 7:00-9:00 pm Town Hall Community Meeting
Location: Mackay Elementary School Gym

Wednesday, September 24

- 8:00-8:45 am Breakfast + presentation(s) relevant to entire visiting team (e.g. community history, infrastructure, etc. of Mackay)
Location: Mackay Senior Center 301 Cedar Ave
- 9:00 am -12:00 pm 1. Mackay meetings and site visits by focus area
2. Mackay community listening sessions

9 to 10 – High School Students at Mackay High School
10:15 to 11 – Seniors at Senior Center
11:15 to 12 – Public Health and Safety at Senior Center
- 12:00 -12:45 pm Lunch
Location: Senior Center
- 12:45-1:15 pm Travel to Arco
- 1:15-5:15 pm 1. Arco meetings and site visits by focus area
2. Arco community listening sessions

1:15 to 2:15 – Seniors at Arco Senior Center
2:30 to 3:45 – Community Services at the BIC
4:00 to 5:15 – Public Health and Safety at the BIC
- 5:30-7:00 Dinner
Location: Business Incubation Center
- 7:15-8:00 pm Visiting team debrief meeting
Same location as dinner.

Thursday, September 25

- 8:00-8:45 am Breakfast + presentation(s) relevant to entire visiting team
(e.g. community history, infrastructure, etc. of Arco/Butte County)
Location: Arco Butte Business Incubation Center, 159 North Idaho Street in Arco
- 8:45-9:15 am Visiting team meeting
Location: Arco Butte Business Incubation Center
- 9:00 am-12:00 pm Visiting team presentation development
Location: Arco Butte Business Incubation Center
- 12:00-12:45 pm Lunch
Location: Arco Butte Business Incubation Center
- 1:00-4:45 pm Visiting team presentation development (continued)
Location: Arco Butte Business Incubation Center
- 4:45-5:45 pm Downtime
- 5:45-6:45 pm Dinner
Location: Business Incubation Center
- 7:00-9:00 pm Community meeting featuring visiting team presentations
Location: Butte County School District Auditorium, 250 South Water Street

Lost Rivers Community Review Master Schedule

September 23-25, 2014

Tuesday, September 23

- 1:00-4:00 pm Bus tour (depart from Mackay Elementary School, 400 Spruce Street)
- 4:15-5:30 pm Home Team Listening Session
Location: Mackay Elementary School Gym
- 5:30-6:30 pm Dinner
Location: Mackay Elementary School Gym
- 7:00-9:00 pm Town Hall Community Meeting
Location: Mackay Elementary School Gym

Wednesday, September 24

- 8:00-8:45 am Breakfast + presentation(s) relevant to entire visiting team (e.g. community history, infrastructure, etc. of Mackay)
Location: Mackay Senior Center 301 Cedar Ave
- 9:00 am -12:00 pm 1. Mackay meetings and site visits by focus area
2. Mackay community listening sessions

9 to 10 – High School Students at Mackay High School
10:15 to 11 – Seniors at Senior Center
11:15 to 12 – Public Health and Safety at Senior Center
- 12:00 -12:45 pm Lunch
Location: Senior Center
- 12:45-1:15 pm Travel to Arco
- 1:15-5:15 pm 1. Arco meetings and site visits by focus area
2. Arco community listening sessions

1:15 to 2:15 – Seniors at Arco Senior Center
2:30 to 3:45 – Community Services at the BIC
4:00 to 5:15 – Public Health and Safety at the BIC
- 5:30-7:00 Dinner
Location: Business Incubation Center
- 7:15-8:00 pm Visiting team debrief meeting
Same location as dinner.

Thursday, September 25

- 8:00-8:45 am Breakfast + presentation(s) relevant to entire visiting team (e.g. community history, infrastructure, etc. of Arco/Butte County)
Location: Arco Butte Business Incubation Center, 159 North Idaho Street in Arco
- 8:45-9:15 am Visiting team meeting
Location: Arco Butte Business Incubation Center
- 9:00 am-12:00 pm Visiting team presentation development
Location: Arco Butte Business Incubation Center
- 12:00-12:45 pm Lunch
Location: Arco Butte Business Incubation Center
- 1:00-4:45 pm Visiting team presentation development (continued)
Location: Arco Butte Business Incubation Center
- 4:45-5:45 pm Downtime
- 5:45-6:45 pm Dinner
Location: Business Incubation Center
- 7:00-9:00 pm Community meeting featuring visiting team presentations
Location: Butte County School District Auditorium, 250 South Water Street

Appendix E: Additional Information About 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 F: University of Idaho Extension's Community Coaching for Grassroots Action Program Brochure



Contact and Information

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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 (hsaklee@uidaho.edu) and Kathie Tift (ktift@uidaho.edu). For more information about Extension programs in Community and Economic Development: <http://ced.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 Kathie Tift (ktift@uidaho.edu).

COMMUNITY COACHING FOR GRASSROOTS ACTION

LEADERSHIP IN ACTION



I suppose leadership at one time meant merely, but today it means getting along with people.
—Melvyn Garber

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 ground-up strategies and develop the networks and good working relationships needed for progress toward prosperity for everyone.

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

CCGA can be implemented in conjunction with the Idaho Community Review process (www.idaho.gov/Home/Community_Review). 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.