

Community Review Report

City of Glenns Ferry

March 6-8, 2012



Community Review Report

for the

City of Glenns Ferry

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The Idaho Community Review Program is a collaboration of federal, state, tribal, and local governments along with the private sector. It is coordinated by the Idaho Rural Partnership. For more information call 208-332-8687 or visit www.irp.idaho.gov.

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OTHER PARTICIPATING AGENCIES AND ORGANIZATIONS

- Association of Idaho Cities
- Clearstory Studios
- Idaho Commission on the Arts
- Idaho Department of Labor
- City of Glenns Ferry
- Glenns Ferry Chamber of Commerce
- Cities of Jerome, Pocatello, and Emmett
- Community Transportation Association of Idaho

ACKNOWLEDGEMENTS

The success of the Glenns Ferry Community Review is due to the many individuals and organizations that generously shared their time, opinions, and knowledge by serving on the Home Team, participating in listening sessions during the review, or completing a survey. The Visiting Team wishes you well as you reflect and act on the observations, recommendations, and resources found in this report.

We appreciate the efforts of Home Team Coordinator David Payne and the three focus area leaders who prepared for our visit and provided support during our time in Glenns Ferry. Numerous individuals, businesses, and community organizations contributed funds so the Home Team could use local restaurants to provide excellent food for all meals. We are also grateful for the support and assistance of the following individuals:

Mayor JoAnne Lanham Will Berg, City Clerk Jeff Cook, City Superintendent Donna Carnahan Jill Laib Dale Smith
Craig Nolte
Connie Wills
Patty Villavicencio
Claudia Guerrero

Harry Knox

The Visiting Team also thanks the following businesses and public facilities that provided meals, hosted listening sessions, or participated in meetings:

Glenns Ferry VFW Hall

Matt Murray

Historic Opera Theater

Glenns Ferry School District #192

Three Island State Park

Glenns Ferry Health Center

Glenns Ferry Senior Center Rural Telephone Company Glenns Ferry Chamber Downtown

Revitalization Committee

Glenns Ferry Chamber Economic

Development Committee

The Stop

Glenns Ferry Pizza

Carmela Vineyards Restaurant

Oregon Trail Cafe

Stew's

Corner Market Fudge Factory Hanson's Cafe

Grandma Gianelli's Bakery

Finally, the Visiting and Home Teams wish to thank Idaho Power and the Federal Reserve Bank of San Francisco for contributions that helped defray the cost of the community survey and meals.

HOME TEAM FOR THE GLENNS FERRY COMMUNITY REVIEW

HOME TEAM COORDINATOR

David Payne

ECONOMIC DEVELOPMENT

Ralph Jones (co-leader) David Payne (co-leader) Matt Murray Cindi Wilde Connie Wills

INFRASTRUCTURE

Traci Stewart (leader) Chris Bryant Jeff Cook Jim Gulch Larry Stevenson

COMMUNITY DESIGN & IDENTITY

Alan Crane (leader)
Will Berg
Billie Dillon
Dale Jeffrey
Harry Knox
Teresa McAllum

LISTENING SESSIONS

Dale Smith

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PART I BACKGROUND AND OVERVIEW

DESCRIPTION OF THE IDAHO COMMUNITY REVIEW PROGRAM

The Idaho Community Review Program provides observations, recommendations, and potential 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 community issues and opportunities. Community leaders initiate a review by assembling a "Home Team" and selecting three subject areas that will be the focus of the review. These "focus areas" become the basis for the creation of the "Visiting Team", a group of 15-20 community and economic development professionals employed by public agencies, non-profit organizations, and private businesses across the state. Appendix A contains biographies and contact information for Glenns Ferry Visiting Team members.



The Visiting Team spends three days in the community learning about issues through tours, meetings, listening sessions, and interviews with community leaders and residents. The review concludes on the evening of the third day with a public presentation of preliminary observations, recommendations, and resources.

The program cannot instantly resolve all issues, but the 23 communities that have participated in the program since 2000 have evaluated it as an invigorating, validating, and unifying experience. Many communities have used community review recommendations to help obtain funding for infrastructure, downtown revitalization, and other projects. Community reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow up activities.

Coordinated by the Idaho Rural Partnership (IRP), the Glenns Ferry Community Review was a collaborative project of IRP member organizations and agencies, City of Glenns Ferry, Glenns Ferry Chamber of Commerce, Region IV Development Association, Inc., USDA Rural Development, and other federal, state, local, nonprofit, and consulting organizations identified in the front of this report. The Idaho National Laboratory, SOS Staffing, Monsanto, CenturyLink, Idaho Power, and Federal Reserve Bank of San Francisco provided additional support.

PRE-REVIEW PLANNING AND TRAINING

In November 2011 the IRP Community Review Planning Committee and Home Team leaders began monthly planning meetings for the Glenns Ferry Community Review.

On Wednesday, February 8, available members of both the Home and Visiting Teams participated in a pre-review training and planning session held at the Glenns Ferry VFW Hall. At this session, Mike Field (IRP), Jon Barrett (Clearstory Studios), Jerry Miller (Idaho Department of Commerce), and Jon Norstog

(formerly Shoshone-Bannock Tribes of Idaho) represented the Visiting Team. About one-half of the Home Team was represented. Those participating in the training included:

Will Berg
Jeff Cook
Alan Crane
Ralph Jones
Harry Knox
David Payne
Larry Stevenson
Traci Stewart

The group spent the evening talking about the history and purpose of the review program, the three focus areas selected by the community, roles of the Home and Visiting Teams, itinerary, and logistics. The meeting ended by watching an inspiring video about 'Amazing Maisie', a woman in Eskridge, Kansas (population 500) who raised money to construct a community swimming pool by recycling aluminum cans for 30 years.

MONETARY VALUE AND COSTS PAID BY GLENNS FERRY

The in-kind value of a community review is estimated at \$50,000-\$70,000. Imagine the cost of hiring 18 professionals in land-use planning, transportation, civil engineering, economic development, tourism, recreation, arts and cultural resources, 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 donated to the community by the participating agencies, organizations, and businesses. These contributions are supplemented with private sector donations.

As with other community reviews, the direct costs to the City of Glenns Ferry and Glenns Ferry Chamber of Commerce were limited to food and transportation for the Visiting and Home Teams during the actual review and any additional staff time spent on planning and preparation. A copy of the community review application submitted by the City of Glenns Ferry in March 2011 is attached as Appendix B.

RECENT COMMUNITY & ECONOMIC DEVELOPMENT EFFORTS

The residents of Glenns Ferry should be proud of their successful efforts to ensure the community's current and future well-being. These efforts consist of capital improvement projects, organizational development efforts, and planning or policy initiatives. The following summary is not intended to be all-inclusive.



RECENT CAPITAL PROJECTS

To its credit, the community has completed several capital improvement projects in the last few years. Collectively and individually, these projects are undeniable examples of a responsible, forward thinking community that wants to create new opportunities and amenities for both residents and visitors. Several notable examples are listed below:

- downtown revitalization project, phase I
- water treatment plan upgrade project
- Snake River boat launch
- school playground project

PLANNING, POLICY, AND ORGANIZATIONAL DEVELOPMENT INITIATIVES

Recent planning, policy, and organizational development initiatives completed or started in Glenns Ferry in the last few years include the following:

- completion of Glenns Ferry Transportation Plan
- creation of Glenns Ferry urban renewal agency
- established membership in Southern Idaho Economic Development Organization (SEIDO)

COMMUNITY EXPECTATIONS AND IDENTIFICATION OF FOCUS AREAS

The Glenns Ferry Community Review was initiated in March 2011 when the Glenns Ferry Chamber of Commerce and City of Glenns Ferry jointly submitted an application to the Idaho Rural Partnership (Appendix B). These two entities considered input from the Southern Idaho Economic Development Organization as they identified the three focus areas on which the review would concentrate. Initially, the three focus areas were identified as economic development, infrastructure, and tourism. During initial conversations with Home Team leaders in November 2011, the community decided to replace tourism with land use planning as the third focus area. Home and Visiting Team leaders agreed to include tourism in the economic development focus area.

Below are summaries of the three focus areas for the Glenns Ferry Community Review, as identified and described by the Home Team. The Glenns Ferry Home Team expressed a desire that all three of these focus areas directly relate to economic development.

ECONOMIC DEVELOPMENT

Economic development is a required focus area for all communities requesting a community review. The Glenns Ferry Home Team leaders asked the Visiting Team to provide observations, recommendations, and resources related to the expansion and recruitment of businesses. Specifically, the Home Team hoped the review would provide recommendations about several currently unused agricultural processing and warehouse facilities and undeveloped properties within and near the rail corridor. The Home Team also voiced strong interest in developing tourism and recreation-related amenities and services that would increase economic diversification. In addition, the community also

requested other issues related to economic development be addressed, including (in no particular order):

- retention and expansion of existing businesses
- development of markets
- improving public participation and engagement
- identification of niche businesses
- continuation of downtown revitalization and other strategies to fill vacant commercial buildings
- expanding river access and use
- floodplain issues
- issues and opportunities related to Exits 120 and 121 on Interstate 84

INFRASTRUCTURE

Glenns Ferry Home Team leaders selected infrastructure as the second focus area out of an interest in planning and financing the maintenance and improvement of the community's sewer, water (both potable and irrigation), recreation, and transportation facilities. Achieving this objective plays an important role in all aspects of economic development and ensuring community well-being. Other topics of interest under this focus area, as identified by the community's application, include:

- expense of using potable (treated) water for irrigation
- access issues within and across the rail corridor
- pedestrian and bicycle safety and mobility
- don't have own police department; public safety provided by county sheriff
- airport

LAND USE PLANNING

The Home Team's selection of land use planning as the third focus area recognizes the considerable amount of developable land in Glenns Ferry and surrounding area. They also made clear their hope and expectation that the Review would provide recommendations related to the re-write of the City's comprehensive plan. This re-write would, among other things, include a clear vision for future residential, commercial, and industrial development and identify the zoning and subdivision ordinance changes and public improvements necessary to make this vision a reality.

Other issues related to land use planning brought up early on by Home Team leaders include the following:

- code enforcement
- quantity and quality of land zoned for industrial uses
- relationship between extension of infrastructure, land use planning, and economic development
- future uses and related infrastructure and access issues on the north side of Interstate 84
- design and development standards for new subdivisions
- continued development of a newly-created urban renewal agency
- public participation in planning issues

- perceived high housing vacancy rate and lack of housing choices
- ongoing downtown revitalization project

PRE-REVIEW COMMUNITY SURVEY

The community review process includes conducting a community survey in the weeks leading up to the review. The survey allowed residents of Glenns Ferry to share their ideas, experiences, and perceptions regardless of whether or not they had direct contact with the Visiting Team. The additional information provided by the survey gives the Visiting Team statistically reliable information they can compare with input gathered through public meetings and face-to-face conversations conducted during the review itself.

The Glenns Ferry Community Review survey was coordinated and tabulated by the Idaho Rural Partnership and the Social Science Research Unit at the University of Idaho. Using the City's utility billing mailing list, blank surveys and a cover letter explaining the purpose of the survey were mailed to 550 single family homes in Glenns Ferry. An additional 70 surveys were hand-delivered to residents of multifamily housing. Of the mailed surveys, 194 were completed and returned, resulting in a response rate of 35 percent. Of the hand-delivered surveys, 21 were returned, yielding a 30 percent response rate. These excellent response rates are comparable to other communities in which similar surveys have been conducted in recent years.

To provide an opportunity for business owners and other people living in outlying communities (i.e., people who did not otherwise receive a printed survey form), the mailed survey was also converted to an on-line form using www.surveymonkey.com. The invitation to complete this on-line version was distributed via email to businesses through the Chamber of Commerce and to other area residents. A total of 24 electronic surveys were completed. Residents in the King Hill area completed nearly one-half of these.

Combined, the two survey methods produced a total of 239 completed surveys. It is not known exactly how many people received the invitation to complete the survey on-line, nor is it possible to document whether or not individuals completed both (mailed and on-line) versions of the survey. For these reasons, the summary of survey results below focus on the more statistically reliable mailed survey. A more complete description of survey methodology and results is found in Appendix D.



The two surveys asked residents identical questions. Home and Visiting Team leaders and the Director of the University of Idaho's Social Science Research Unit developed survey questions in December 2011. Survey topics included infrastructure, transportation, public services, citizen participation in community decision-making, employment, satisfaction with goods and services available through local businesses, housing, and recreation.

SUMMARY OF SURVEY RESULTS

Demographically, 61 percent of survey respondents were female. On average, respondents have lived in Elmore County for 26 years. Fifty-nine percent have attended a City Council or Planning and Zoning Commission meeting.

A complete documentation of survey results for the mailed and on-line versions of the survey are included as Appendices D and E, respectively. Survey results regarding infrastructure and public services, economy and employment, and availability of goods and services are summarized as follows.

INFRASTRUCTURE AND PUBLIC SERVICES

The infrastructure and public services receiving the highest satisfaction ratings, as measured by the percentage of residents who stated they were either "somewhat" or "highly" satisfied with the service or facility, included the following:

- library (66% somewhat or highly satisfied)
- condition of school facilities (66%)
- emergency health care (64%)
- senior programs (63%)
- parks and recreation programs and facilities (60%)

The areas receiving the lowest satisfaction ratings, as measured by the percentage of residents who stated they were either "somewhat" or "highly" dissatisfied with the service or facility, included:

- condition of city streets (87% somewhat or highly dissatisfied)
- quality of sidewalks (63%)
- local arts and culture (48%)
- drug and alcohol treatment programs (47%)
- bicycle and pedestrian access (42%)

ECONOMIC DEVELOPMENT

The three aspects of economic development that received the highest level of satisfaction, as measured by the percentage of residents stating they were "somewhat" or "highly" satisfied, were:

- appearance of downtown Glenns Ferry
- appearance of public buildings
- number of banks and financial institutions

The three aspects of economic development that received the lowest level of satisfaction, as measured by the percentage of residents indicating they were "somewhat" or "highly" dissatisfied included:

- availability of local jobs
- quality of local jobs

availability of vocational or workforce training programs

The Glenns Ferry Community Review survey also included a question intended to identify types of businesses residents feel are important to have the future that do not currently exist. Responses to this question indicate highest community interest in a drugstore, department or variety store, and youth-related services and facilities. Lesser interest was shown for a dry cleaning business. On space provided, survey respondents also wrote-in their interest in a greater number of businesses and services that already exist in Glenns Ferry. These include, for example, restaurants, grocery stores, and doctors.



in

KEY PARTICIPATING INDIVIDUALS

Substantial credit for the success of the Glenns Ferry Community Review should go to Home Team coordinator David Payne and focus area leaders Ralph Jones, Traci Stewart, and Alan Crane. These four individuals began meeting with the Visiting Team leaders in November 2011. They played a major role in planning the review from the community's perspective, recruiting people to the Home Team, and seeing to the needs of the Visiting Team while we were in Glenns Ferry. Equally important was the participation, knowledge, and support of Mayor JoAnne Lanham, City Clerk Will Berg, and City Superintendent Jeff Cook.

Focus area leaders for both the Home and Visiting Teams were as follows:

| | Home Team Lead | Visiting Team Lead |
|------------------------|-------------------------|-----------------------------|
| Economic Development | Ralph Jones/David Payne | Jerry Miller |
| Infrastructure | Traci Stewart | Lori Porreca |
| Land Use Planning | Alan Cran | Jon Norstog |
| Listening Session Team | Dale Smith | Lorie Higgins/Erik Kingston |

The Visiting Team wishes to thank all members of the Home Team for their time and contributions. These individuals are identified by focus area at the beginning of this report. Finally, this review would not have been possible without the active participation of many residents of Glenns Ferry and the surrounding area who chose to spend time attending one or both community meetings and/or talking with various Visiting Team members.

The Visiting Team was comprised of 17 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, tribal, and federal agencies; nonprofit organizations; and the University of Idaho. Jon Barrett, Clearstory Studios, served as Visiting Team coordinator and report writer. Contact and biographical information for all Visiting Team members is included with this report as Appendix A.

Known as the Ad-Hoc Committee, the following individuals worked with the Home and Visiting Team to coordinate review planning and creation of the Visiting Team in the months leading up to the review. 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

Brian Dale US Dept. of Housing & Urban Development

Mike Field Idaho Rural Partnership Lorie Higgins University of Idaho

Erik Kingston Idaho Housing and Finance Association

Jerry Miller Idaho Department of Commerce Lori PorrecaUS Federal Highway Administration

Vickie Winkel Idaho Rural Partnership



REVIEW ITINERARY

The Home and Visiting Team focus area leaders and other individuals named above jointly developed the master schedule and detailed focus area itineraries for the Glenns Ferry Community Review. The schedule and the itineraries are attached as Appendix F.

The review officially began at 4:00 pm on Tuesday, March 6 with a bus tour of the community and surrounding area extending from King Hill to Hammett. The bus tour was followed

by dinner at the Opera Theater and then a community meeting held at the Glenns Ferry School Cafeteria. Using a rotating small group format, this meeting provided interested residents with an opportunity to verbally express their ideas and opinions and respond to questions from the Visiting Team in the context of each of the three focus areas: economic development, infrastructure, and land use planning. Approximately 50 residents attended.

Wednesday, March 7 began at the Three Islands State Park Interpretive Center with breakfast and presentations on Glenns Ferry history provided by Donna Carnahan and on infrastructure issues by City Superintendent Jeff Cook. These presentations were followed by a listening session conducted with

Home Team. Some Visiting Team members were able to enjoy the Interpretive Center exhibits immediately following the Home Team listening session.

Upon leaving the Interpretive Center, the Home and Visiting Team members split into the three focus areas to tour existing assets, challenges, and opportunities and to meet with individuals and community groups.

Lunch on Wednesday was held at the Opera Theater and featured presentations on the downtown revitalization project by Jill Laib and on the recently completed Glenns Ferry Transportation Plan by City Clerk Will Berg. Following lunch, the Visiting Team was treated to a walking tour of the downtown area that focused on revitalization efforts. Highlights of the Wednesday itineraries include the following, by focus area.

ECONOMIC DEVELOPMENT

- South Glenns Ferry points of interest:
 - Three Island Crossing State Park
 - Carmela Winery/Golf Course
 - airport
 - campgrounds
 - Snake River access points
- Central Glenns Ferry points of interest:
 - beet dump
 - industrial properties
 - rail frontage/spurs
 - 28 acres on west end of town
 - western access to south side of tracks
 - old high school/call center
- North Glenns Ferry points of interest:
 - Frontage Road corridor
 - Interstate 84 entrances and exits
 - potential north Glenns Ferry industrial sites
- Meet with motel/B & B/campground owners

INFRASTRUCTURE

- water treatment plant
- meet at City Hall with Jeff Cook and other stakeholders to discuss irrigation, wastewater, water lines
- visit and discuss bridges and rail (with land use planning team)
- visit recreation and visitor amenities and related officials (e.g., State Park, Elmore County Recreation District), community walking trail connecting State Park and downtown, city park

LAND USE PLANNING

- Exit 121 and city-owned land north of interstate
- Fxit 120
- potential industrial area at west end of town
- bridge and rail issues (with infrastructure team)
- existing central industrial area (Idahoan, Curry Grain building, etc.)
- meet at city hall to talk about planning and zoning issues

On Wednesday evening the Visiting and Home Teams reconvened for dinner at Carmela Winery. The Visiting Team ended the day with a 30-minute debrief meeting.

On Thursday, March 8, the Visiting Team spent most of the day at the VFW Hall preparing four individual presentations (one for each focus area and one for the listening session team). Lunch was enjoyed at the Senior Center and a steak dinner was served at the VFW Hall. About 70 Glenns Ferry residents and leaders attended the community meeting that evening featuring the four presentations by the Visiting Team.

PUBLICITY AND PUBLIC PARTICIPATION

Efforts to make Glenns Ferry residents and leaders aware of opportunities to participate in the Community Review began in January when an article announcing the community review and related survey appeared in the Glenns Ferry Gazette. Additional information about the review was found in the Gazette in mid-February. Following the review, articles summarizing review activities and Visiting Team recommendations ran in two separate editions of the Gazette in late March. These numerous articles are included as Appendix G.

During the review, several temporary sandwich boards placed at visible, high traffic locations in the downtown area invited citizens to participate in the community meetings on Tuesday, March 6 and Thursday, March 8. In addition, flyers were posted on community bulletin boards.

Community participation in the review met or exceeded expectations. Response to the community survey, participation in listening sessions, and the Home Team's level of engagement was excellent. Attendance at the Tuesday night community meeting (approximately 50 people) and Thursday night presentations (approximately 70 people) was also high.

The Visiting Team is particularly appreciative of the Home Team's efforts to actively solicit participation in the review by Hispanic residents. This was the first ever community review to offer a Spanish-language version of the survey and also the first to conduct a community listening session in Spanish. These efforts proved very successful and it is hoped this success will inspire additional similar cross-cultural activities in the future.



PART II TEAM REPORTS

This section of the report contains community comments, observations, recommendations, and resources from the four groups that, collectively, comprise the visiting team:

- Community Listening Sessions
- Infrastructure
- Economic Development
- Land Use Planning

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

- home team
- high school government class
- seniors
- city officials (past and present)
- agriculture and business
- Hispanic residents
- family needs providers (health and wellness, human services, churches, etc)

Listening sessions lasted approximately 90 minutes. Participants were not prompted to talk about any specific subjects, nor were the sessions directly associated with any of the three focus areas selected for the review. Facilitators simply ensured stakeholder groups understood the four questions below, recorded comments, and encouraged everyone in attendance to participate in the session. At the end of each listening session, participants were invited to add their name to a list of local folks who want to stay engaged in community and economic development activities. These lists (one for each focus area) are included as Appendix C.

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

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

WHAT DON'T YOU WANT TO SEE IN YOUR COMMUNITY OVER THE COMING 5-10 YEARS?

Listening session participants were clear about what they don't want to see in Glenns Ferry in coming years. The most often repeated responses to this question fell into the following areas.



STAGNATION

Citizens do not want things staying the same or getting worse in Glenns Ferry. The words "stagnation" and "inertia" were mentioned many times in the listening sessions. There is a strong sense that the community feels stuck in a bad place.

DISENGAGED CITIZENS

Many listening session participants told us they do not want to see the continuation of a contentious, divided, and disengaged civic environment. It seems this has gotten worse

of late. People are frustrated about being stuck or in decline. Communication lines are broken, weak, or non-existent in the first place.

NARROWLY FOCUSED ECONOMIC DEVELOPMENT EFFORTS

Citizens we spoke with do not want to see economic development that focuses on one or two strategies. There are many opportunities for enhancing the local economy and citizens would like to see a strategy that fosters diversity.

TAXES VS. ECONOMIC DEVELOPMENT DILEMMA

Public financing and economic development have become a chicken-and-egg stalemate. Locals do not want property taxes to be a disincentive to business development, but without infrastructure improvement, tax revenue needed to provide public services and facilities will continue to rely on residential property owners.

CONFINED ANIMAL FEEDING OPERATIONS

A whiff to the east brings home what some people in Glenns Ferry do not want – CAFOs or large dairies and their potential impacts. Such impacts could affect the local tourist trade and create a permanent barrier to attracting clean and diverse industries with good jobs.

WHAT DO YOU WANT TO SEE IN YOUR COMMUNITY OVER THE COMING 5-10 YEARS?

Residents who participated in our listening sessions clearly want the future of Glenns Ferry to include the following:

MORE JOBS AND BUSINESSES

This desire was often expressed in terms of diversity. Specific type of jobs wanted in the future included tourism, technology, knowledge-based, light industry, and value-added agriculture. There was also an emphasis on business activities that complement one another and community values (i.e., development of one sector shouldn't create limiting factors for the others).

PHYSICAL ENVIRONMENT THAT SUPPORTS WELL-BEING

We heard much interest in amenities and local services that support recreation, clean business, and the health and wellness of residents and visitors. There is general agreement about the need for good roads, sidewalks, curbs, bike and pedestrian pathways, affordable water for trees and gardens, and a sewer system that isn't in danger of overflowing during storm events.

COHERENT COMMUNITY MARKETING STRATEGY

Residents would like to see greater use of the community's existing assets like the fairgrounds and proximity to Interstate 84 to draw people off the freeway. They also want these assets to be connected or packaged more effectively through consistent branding and shared identity. Establishing a shared unique identity will release creativity among locals and businesses and attract visitors and newcomers – "We're Glenns Ferry: friendly people who know how to work."

LOCAL LAW ENFORCEMENT

Many people expressed their desire for local, responsive law enforcement, noting that it takes 30 minutes or more for law enforcement provided by Elmore County to arrive after a call.

ENGAGED AND INCLUSIVE PUBLIC DECISION MAKING

Many people, including the high school students we spoke with, identified a lack of citizen engagement as a problem. Though there is a 'go-to' pool of volunteers, many other residents aren't being tapped. For example, the Hispanic community is clearly not as engaged as they want to or could be. There are many creative and resourceful people in this group who share values and vision with other groups we met. They are willing to help with community improvement activities; they just need to be invited. Bilingual communications will greatly assist recruitment of volunteers and leaders from this half of the community.



At the end of our meeting with Hispanic residents, one older gentleman made a point; "...all this talk is fine, but it doesn't mean much unless we sign a 'contract' with each other to follow through." We couldn't agree more, and most participants signed up on the spot.

CONSTRUCTIVE AND RESPECTFUL PUBLIC DISCOURSE
While we heard about citizens perceived to be opposed
to change of any kind, we didn't notice this attitude
during the Listening Sessions. Participants did, however,

share their belief that some in the community are reluctant to "stick their necks out" or get involved out of fear of reprisal by people who oppose change.

Folks who don't want things to change can often be engaged by asking them to be there to make sure what they value about the community isn't lost in the process of change. Sometimes, people don't mind change; it's just that *they don't want to be changed;* an important but often overlooked distinction. We

didn't see this as a lack of will or willingness among different individuals and groups, but rather that communication either isn't happening, or isn't happening effectively. If that is true, this is an easy fix via facilitated community discussions and planning.

WHAT CHALLENGES EXIST THAT COULD CREATE THE FUTURE YOU DON'T WANT?

NEGATIVE THINKING THAT STIFLES CREATIVITY

We often heard phrases like "we tried that 30 years ago and it didn't work." While there may be some persistent barriers such as limited resources, apathy or low expectations, a lot has changed in 30 years, including technology, economic opportunities, and thinking.

ANTAGONISTIC, DISCONNECTED INTERESTS

In part, this challenge is a product of all that is going on in Glenns Ferry both socially and economically. Bringing all the interests together for constructive planning discussions is the real challenge.

INEFFICIENT USE OF EXISTING RESOURCES

Specific resources named included human, natural, built, and institutional capital. This should be a focus of community discussions. A lot can be done by just enhancing and coordinating the resources that already exist.

INTERNAL AND EXTERNAL ECONOMIC FORCES

Participants expressed awareness that the community cannot do anything about larger economic forces, but can begin laying the stage for growth if economic recovery is indeed on the horizon. We noticed that when "small business" was mentioned, people often equated that term with "retail" or service businesses. It also seems that recruiting industry to town is the major focus of economic development efforts. Research indicates, however, that the biggest job creator is small business, which refers to a broad range of business types.

WHAT ASSETS EXIST THAT SUPPORT THE FUTURE YOU DO WANT?

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

PEOPLE

All of these assets are indicative of the intelligence, passion, values, and creativity of the people of Glenns Ferry:

- partnerships with regional and state agencies
- small town community feeling, caring/giving community

- low crime
- Gem Team

- Chamber of Commerce (including downtown revitalization & economic development committees)
- community events
- can-do attitude
- diverse culture
- ghosts
- Korey Hall Summer Camp

- 4H, FFA, FHLA
- 12 Baskets
- local authors, historians, retired professionals, artists, entrepreneurs, and potential mentors

PLACES

The following attributes related to geographic locations, natural features, and amenities were most frequently identified as assets by listening session participants (in no particular order).

- Three Island State Park
- Oregon Trail
- city park and swimming pool
- fairgrounds, racetrack, and rodeo
- railroad
- camping
- history in spades, historic buildings
- Interstate 84
- location between Twin Falls and Boise and between Portland and Salt Lake City
- two beautiful murals
- available and affordable housing
- school/winning basketball team
- broadcast class and online classes
- great weather

- G. F. Senior Center
- fishing and hunting
- event facilities (e.g., VFW Hall)
- room to grow
- walking path
- U.S. post office
- boat ramps and docks
- sports fields
- scenery
- visitor center
- spiffy downtown, farmer's market, and walking tour
- Elmore Co. Recreation District
- library
- food bank
- state bicycle trials
- Snake River Raft Race
- Moose Lodge
- city hall

FIRMS

Listening session stakeholder groups recognized the following commercial interests as important assets (in no particular order):

- Glenns Ferry Opera Theatre
- railroad
- G. F. Health Center
- wineries

- golf course
- agriculture
- airport
- School of Equine Dentistry

- RTI Rural Telecom
- assisted living facility
- event facilities
- grocery stores
- bakery
- banks
- thrift stores
- motels and B & B
- dentist
- equipment dealers

- RV parks
- hair salon/spa
- gas station/convenience stores
- auto mechanics
- fitness center
- seed company
- guides and outfitters
- Mexican market
- wind turbines
- video store

NATURAL RESOURCES

The following natural resources were identified as important assets.

- clean air, land, and water
- Snake River
- riparian areas
- working lands
- hot and cold water sources

SUMMARY OF LISTENING TEAM OBSERVATIONS

In general, we heard from a variety of people (different ages and cultures) who share similar values, goals and opinions about their vision for Glenns Ferry. Everyone agrees that a diverse economy consisting of 'clean,' living-wage employment opportunities is desirable. No one wants to see more vacant homes, crime or drugs, and everyone wants to see more opportunities for children and youth. Most are in agreement that progress is made difficult when individuals or organizations have a narrow focus or agenda to the exclusion of community interests.

Conflict is natural. Conflict that has no productive end is a boat anchor around the community's neck. Old grudges don't serve anyone, and keep neighbors and stakeholders from working together on areas of mutual agreement. This is not unique to Glenns Ferry. Nearly every Idaho community we have visited faces many of the same realities, relationships, and aspirations.

SOME PARTING THOUGHTS

- Prediction vs. anticipation. While it is difficult or impossible to predict specific future events, we
 can all anticipate potential outcomes based on an understanding of cause and effect. Make use
 of this as you plan to succeed.
- Challenges can motivate. Think about your own response to a challenge. We all want to do our best, since that's what brings honor to ourselves and our family, team, community or country. This is one way to think about moving toward the Glenns Ferry you all say you want. If everyone did his or her best to meet current and future challenges, the possibilities are endless.

Nothing is free. Ask yourselves this simple question as you contemplate your role in Glenns Ferry's future success: "What am I personally willing to sacrifice or contribute to make Glenns Ferry more vital and prosperous?"

RECOMMENDATIONS

- Rethink the value of conflict. With conflict comes needed change, but only if there is a fair and effective way to work through it that involves constructive communication and mutual respect. We observed that much of the conflict in Glenns Ferry to date has not produced positive results. Successful collaborative processes succeed when:
 - All parties commit to show up to every meeting, no matter what. Shared commitment and conversation create bonds of familiarity over time, if not outright friendship.
 - All parties take a long and large view of what shared success means. Reimagine job creation and retention. Research indicates that the biggest job creator is small business, which encompasses a broad range of business types. Boise, Twin Falls, and Glenns Ferry are all potential sources of entrepreneurs with great ideas for products or services; what is needed is an inexpensive incubator or startup location. Focusing on the "gazelles," the start-ups with high growth potential, should be considered as part of the community's economic development strategy. Internet businesses are desirable because they employ and bring new money into the community. For example, Potting Shed Creations in Troy, Idaho (pop. 800) started with two women making pretty packages for seeds and such in their basement. They now employ at least 30 people and ship products all over the world.
- Look for areas of common interest and minimal conflict; that is where partnerships and community efforts can prove their potential.
- Focus on realistic, limited goals to start with. Celebrate successes together. Then progress to more complex challenges, and celebrate some more.
- Make a concerted effort to come together with non-traditional partners to share a meal, a softball game, or other event. Make these regular when possible, and be sure to accommodate everyone's schedule and language.
- Explore local cultures and history together, and make space for local youth to find their way
 forward without the baggage of history. This is an easier bridge to build and maintain than the
 one on Fourth Street.
- Don't wait for government to create bilingual education and communication opportunities; look to existing human capital to get started in this area. Make sure all kids are ready to start school and ensure their continued success by supporting bilingual programs. This not only helps us communicate with one another, but early bilingual exposure makes for smarter, more capable, and more employable teens and adults. It also makes learning a third, fourth, or fifth language easier and boosts self-esteem and social standing. Whatever the language spoken at home, these kids are your future leaders and job creators. Make sure they are prepared in any language.
- Make your list of assets central to all you do. Publicize them. Have young people draw pictures
 and create stories about them. Shout them from the rooftops. Print them on wallet-sized cards.

Celebrate them. Your assets help maintain a focus on what is working well in Glenns Ferry and are what you will build on to create your desired future.

RESOURCES

- University of Idaho Extension offers a variety of high quality, research-based education services, including free entrepreneurship webinars offered live on the 2nd Thursday of each month at noon Mountain time. They are archived and anyone can participate. Lorie Higgins, 208-885-9717, Higgins@uidaho.edu. Go to http://www.extension.org/pages/16076/etc-webinar-archive.
- http://www.foliomag.com/ and http://mashable.com/ to learn about using the Internet and social media to market assets. The "Maps, Apps and Mobile Media Marketing" webinar (link in previous bullet) is an excellent resource for businesses looking to better market themselves in the age of the Internet.
- The Southern Rural Development Center offers a self-paced training on web sites for small Hispanic businesses. Go to http://srdc.msstate.edu/ecommerce/curricula/hispanic_business/.
- Housing Information and Referral Center, http://www.ihfa.org/ihfa/housing-information-and-referral-center.aspx
- For free bilingual online rental listing and locator services, go to http://www.housingidaho.com and www.viviendaidaho.com.
- For information in several languages for Idaho communities and housing consumers, providers, and advocates, go to www.fairhousingforum.org
- Limited English Proficiency how-to guide is found here: http://fairhousingforum.org/lep-limited-english-proficiency-resources/
- Fair housing compliance: local government considerations (what every city and county needs to know). Go to http://fairhousingforum.org/uncategorized/what-every-county-and-city-needs-to-know/
- To learn about the value of bilingual education in early childhood, go to http://en.wikipedia.org/wiki/Cognitive advantages to bilingualism.
- For State resources for bilingual programs under Title III, go to http://tinyurl.com/7sqsfty.
- March 17, 2012 New York Times article about the benefits of bilingualism: http://tinyurl.com/896mvo6.
- This article published by the Center for Rural Affairs highlights the benefits of a culturally blended community. Go to http://www.cfra.org/ruralmonitor/2011/10/13/look-iowas-first-majority-hispanic-town
- Lots of resources can be found at Extension's Diversity, Equity and Inclusion site. Go to http://www.extension.org/diversity.
- Boise is just a hop, skip and a jump away, as is Boise State University and University of Idaho's Office of Community Partnerships. Go to http://www.uidaho.edu/community-connections/office-of-community-partnerships. Assign someone to investigate opportunities for service learning and other outreach assistance from the universities on things like business development, visioning, community design, youth programs, public finance and other topics.

INFRASTRUCTURE

COMMUNITY COMMENTS, CONCERNS, AND QUESTIONS

Conversations with Home Team leaders in the months and weeks leading up to the Review revealed high community interest on the following infrastructure issues: transportation, water, sewer, and recreation.

TRANSPORTATION

The community survey and conversations held during the review confirmed a high level dissatisfaction with existing streets and roads. At least some of this dissatisfaction seems to be associated with the deteriorated condition of asphalt. The Glenns Ferry Transportation Plan adopted by the City Council in May 2011 documented community support for repair and resurfacing (and in some cases redesign) of all or some portions of many streets, including First, Commercial, Cleveland, Madison, and Garfield Avenues. We also heard city leaders and staff recognize the importance of coordinating street improvement and underground utility projects.

The Visiting Team also heard high interest in making the community more attractive and safe for both walking and bicycling. Progress in this area has recently been made with the completion of a new pathway from the State Park to the downtown area, although unforeseen complications and other factors have resulted in at least temporary gaps in the pathway.

All three focus areas heard community concerns and comments about both existing Interstate 84 exits, particularly Exit 120. The most common view we heard among citizens and leaders is that transforming this exit into a full interchange would be an important, positive change for the community. We heard a variety of opinions about the need for new and/or improved crossings of the rail corridor. One view is that the community is vulnerable in the event a future emergency prevents use of the existing Commercial Avenue crossing. The contrasting view we heard is that a cost-benefit analysis does not support this improvement.

NOTE: Visiting Team recommendations regarding Exits 120 and 121 are found in the Land Use Planning section of this report.

SEWER, DRINKING WATER, AND IRRIGATION WATER

Glenns Ferry's sewer and water infrastructure is typical for a rural Idaho community. The water treatment plant has received a significant upgrade in recent years. The cost of drinking water is a significant issue among citizens. Many people expressed frustration that lower cost non-treated irrigation water provided by King Hill Irrigation District is not available to more than 50% of Glenns Ferry properties. This forces many residents on the north side of the community (who don't have access to irrigation water) to use treated drinking water to irrigate their lawns. Consequently, numerous people choose to let their lawns turn brown in the summer rather than paying a \$150-\$200 per month water bill. Some people we spoke with find such lawns make the community less attractive to prospective residents and businesses. The situation also means capacity and energy is being unnecessarily used at the City's water treatment plant.

The Visiting Team was informed that a lack of available water rights approved for non-agricultural use and the cost of acquiring water rights are the two biggest barriers to extending irrigation water to more properties.

Wastewater treatment is handled by a sewage lagoon system with discharge of final effluent to the Snake River. According to Jeff Cook, the system currently operates at about 75% capacity. With both the water and wastewater system, City staff and leaders told us their attention is now turning to replacing aging, deteriorating, and or inadequately-sized underground distribution (in the case of water) and collection (in the case of wastewater) lines. Some of these pipes have been in use since the 1920's.

City and economic development leaders expressed uncertainty about the costs and appropriateness of extending sewer and water service to properties within and beyond the existing city limits where such service does not currently exist.



PARKS AND RECREATION

Most of the discussion about recreation focused on existing physical and natural assets including Three Island State Park, city park and swimming pool, golf course, Snake River, and surrounding public lands owned and managed by the Bureau of Land Management. Residents appreciate all of these assets. We heard significant support for developing and promoting them to visitors.

PAYING FOR INFRASTRUCTURE

Many residents expressed their limited ability to absorb higher utility rates and taxes. In fact, some stated they cannot continue paying current rates and taxes, let alone increases, to fund infrastructure and transportation improvements. We heard more than once that property taxes in Glenns Ferry are already among the highest in Idaho. Some folks shared their belief that commercial and industrial properties and buildings currently sitting idle are forcing residential property owners to shoulder a greater share of the tax burden, relative to the past and/or to other Idaho communities.

HOW INFRASTRUCTURE RELATES TO JOB RETENTION AND CREATION

While interacting with Glenns Ferry residents and leaders, we heard clear recognition of the relationship between infrastructure and job creation. More specifically, there must be infrastructure capacity and utility rates must be reasonable in order to support the creation, retention, expansion, and recruitment of businesses. We heard leaders speak to their belief and understanding that where infrastructure improvements are planned can influence the location, timing, and type of new job creation in the community. We also heard broad agreement that community beautification, park and recreation, and walking and biking improvements would make the community more desirable to visitors and prospective businesses.

INFRASTRUCTURE OBSERVATIONS, RECOMMENDATIONS, AND RESOURCES

OBSERVATION 1: IMPLEMENTING THE NEW GLENNS FERRY TRANSPORTATION PLAN.

Prior to arriving in the Glenns Ferry, the Visiting Team was made aware of the City's new transportation plan. We applaud the community for making this investment in its future. It's now time to begin putting this investment into action.

A copy of the new transportation plan was accessed by at least some team members via the joint City/Chamber of Commerce website (www.glennsferryidaho.org). City Clerk Will Berg also provided a brief presentation on the plan during lunch on Wednesday, March 7.

From what we saw represented in its pages and heard from community leaders, the process used to create the transportation plan did a good job of involving as many community residents as possible, with one possible exception. We saw no indication that the planning process made an effort to reach out to the Hispanic community by, for example, providing Spanish versions of written materials at open houses and other public involvement activities.

To the Visiting Team, the transportation plan's focus on improvement of the Cleveland, Commercial, Madison, and Garfield Street corridors makes sense. Other goals and strategies in the transportation plan related to improving access to and through the potential industrial area on the west side of town, Interstate exit 120, crossing of the railroad tracks, signage, pedestrian and bicycle facilities, and community entryways are addressed below and in the land use planning and economic development sections of this report. The Visiting Team's specific recommendations related to transportation are outlined below.

RECOMMENDATIONS

 Pursue funding and other assistance to implement "Short Range" (1-5 years) projects identified in new transportation plan.

RESOURCES

- Local Highway Technical Assistance Council, <u>www.lhtac.org/</u>, Lance Holmstrom, 208-344-0565, <u>lholmstrom@lhtac.org</u>.
- Idaho Transportation Department (District 3). Mark Wasdahl, Senior Transportation Planner, 208-334-8344, mark.wasdahl@itd.idaho.gov.

OBSERVATION 2: CREATING A MORE WALKABLE AND BIKABLE GLENNS FERRY

The Visiting Team documented significant support for making the community more safe, convenient, and enjoyable for walking and biking. This goal is also documented in the new transportation plan. We encourage a systematic, community-wide approach to creating a bike and pedestrian network. It should emphasize routes that connect destinations important to both visitors and locals. These destinations include:

- downtown
- school
- museum
- city park and pool
- State Park and Oregon Trail Interpretive Center
- Carmela's Winery
- senior center
- library
- RV parks
- Snake River boat launch
- fairgrounds

In addition to these important community features, the bike and pedestrian network should address access for people with disabilities, incorporate and connect to the new pedestrian walkway at multiple points, and explore the potential for extending the pathway along Little Canyon Creek. This network should be identified through clear and consistent signage so as to be easily found by visitors and residents alike.

RECOMMENDATIONS

- Form a bike and pedestrian advisory committee for the purposes of conducting a bike and pedestrian audit, identifying needs and opportunities, and otherwise implementing elements of the new transportation plan related to biking and walking. All of these steps will lead to the creation of a bike and pedestrian network that uses the new path from the State Park to the downtown area as its primary feature.
- Pursue funding and technical support through the Idaho Transportation Department's Safe Routes to School program.
- Engage a facilitator or mediator to help resolve the current impasse related to the new walking/biking path.
- This project represents a great opportunity to engage interested Hispanic residents.

RESOURCES

- The State of Idaho has grant programs for developing recreational facilities, including trails, access roads, waterways, docks, signage, restroom facilities, and so on. Many grants are in the \$50,000-150,000 range. Go to http://parksandrecreation.idaho.gov/recreation/grants/grant-programs.aspx.
- Idaho Department of Lands Community Forestry program. Go to http://www.idl.idaho.gov/bureau/community_forestry/home/index.htm.
- The Idaho Transportation Department has a bicycle and pedestrian coordinator available to support the creation of a bike and pedestrian network. Go to http://itd.idaho.gov/bike_ped/. Maureen Gresham, 208-334-8272, maureen.gresham@itd.gov.
- ITD's Safe Routes to School Program. Go to http://itd.idaho.gov/SR2S/index.html. Jo O'Connor, State Coordinator, 208-334-4475, jo.o'conner@itd.idaho.gov.

- In partnership with the Idaho Transportation Department, Idaho Smart Growth provides assistance to communities assessing and developing Safe Routes to School projects. ISG recently published its "Safe Routes to School Best Practices in Idaho" guidebook. Go to http://idahosmartgrowth.org/images/uploads/files/safe routes to school bp final-compressed.pdf. Elaine Clegg, 208-333-8066, Elaine@idahosmartgrowth.org.
- Staff at the Federal Highway Administration can help with develop a bike/ped advisory committee, conduct audits, etc. Lori Porreca, Community Planner, FHWA Idaho Division, 208.334.9180, ext. 132, lori.porreca@dot.gov.
- The website of the Pedestrian and Bicycle Information Center includes a page with detailed information about completing a walkability assessment or audit. Go to http://www.walkinginfo.org/problems/audits.cfm.
- Main Street: When a Highway Runs Through It is a book by the Oregon Department of Transportation that educates communities about pedestrian safety and community design associated with highways routed through downtowns. Go to http://www.contextsensitivesolutions.org/content/reading/main-street-when-a-highway/.
- The Walkable and Livable Communities Institute offers tools, information, and best practices from across the country. Go to http://www.walklive.org/. 360-385-3421.
- This website describes how the City of Idaho Falls is using and funding crosswalk or pedestrian flags: http://www.communitypathways.com/?q=node/6. Many rural Idaho communities are using them.

OBSERVATION 3: MAINTAINING AND EXPANDING SEWER, DOMESTIC WATER, AND IRRIGATION WATER SYSTEMS City officials are well aware of the need to replace underground sewer and water lines based on an evaluation of age, condition, and adequate size. We encourage the City to move forward with this effort. In the long-term, the City should begin the process of planning for the eventual design and construction of a mechanical wastewater treatment plant.



In the case of irrigation water, the Visiting Team encourages current efforts to expand access to properties on the north side of town. Constructing an underground line connecting the two existing irrigation loops would make progress towards this goal.

As seen by our recommendations below, we also offer some ideas about funding of sewer, water, and irrigation water improvements as well as some additional suggestions that could help lower residents' water bills whether they have access to irrigation water or not.

RECOMMENDATIONS

- Continue to pursue funding to complete a wastewater system master plan.
- Move forward with efforts to evaluate condition of underground sewer and water pipes;
 prioritize for replacement.
- Restructure utility rates in order to account for depreciation of assets and to slowly build up a
 nest egg or reserve fund over time for use as matching funds for grants and loans and/or to
 make capital improvements without loans.
- Review utility billing policies and revise if necessary to make sure owners of vacant commercial or residential buildings are paying the base rate for sewer and water.
- Continue to coordinate replacement of sewer and water pipes with street improvement projects. Primary examples in coming years: Commercial and Garfield Streets.
- Continue working with King Hill Irrigation District, Idaho Department of Water Resources, and funding agencies to extend irrigation water service to the north side of Glenns Ferry by, for example, constructing an underground line connecting the two existing irrigation loops and continuing to lay underground irrigation lines as part of street projects.
- Provide education and incentives that encourage residents and businesses to use water-conserving landscaping in their properties. Known as "xeriscaping", this approach to landscape design, construction, and maintenance would help lower water bills and is aesthetically preferable to the "dead yard", "scorched earth" scenario we heard residents describe.

RESOURCES

- Idaho Rural Water Association. Shelley Roberts, CEO., 208-343-7001 or 800-962-3257, sroberts@idahoruralwater.com.
- Rural Community Assistance Corporation, Jim Wilson, 509-927-6748, jwilson@rcac.org.
- Environmental Finance Center, Boise State University, provides education assistance regarding long term financial planning in the context of infrastructure and other capital improvements. Go to http://efc.boisestate.edu/. David Eberle, Executive Director, 208-426-1567, weberle@boisestate.edu/.
- USDA-Rural Development, Carol Garrison, Community Programs Specialist, 208-459-0761, X116, Carol.Garrison@id.usda.gov.
- United Water provides information about low water conserving landscape design and plant materials ("xeriscaping"). Go to http://www.unitedwater.com/idaho/idaho/xeriscape.aspx.
- An Introduction to Xeriscaping in the High Desert is a published by the City of Pendelton,
 Oregon's Parks and Recreation Department. Go to
 http://www.pendletonparksandrec.com/sites/pendletonparksandrec.com/files/File/XeriGuide.pdf.

OBSERVATION 4: MAINTAINING AND IMPROVING RECREATION INFRASTRUCTURE AND OTHER COMMUNITY FACILITIES The Visiting Team was impressed with the community's park and recreation assets and heard justifiable pride in the city park and its ball field and swimming pool, the golf course, boat launch, and Three Island State Park. Recommendations about publicizing these assets are found in the Economic Development section of this report.

Building on your existing assets will improve the quality of life for residents while making Glenns Ferry a more attractive destination for visitors. We suggest such efforts begin with the proverbial low hanging fruit that can be accomplished at relatively low cost. Longer term, we encourage you to promote greater recreational use of the Snake River and surrounding public lands.

RECOMMENDATIONS

- Begin an effort to upgrade the city park restrooms to include making them ADA accessible.
- Determine community support to develop a skate park. Engage young people in the design, fundraising, and construction if interest warrants.
- Explore expanding the use of the Senior Center for other community uses. It could be used for youth-related and intergenerational events and activities, for example.
- As part of the comprehensive plan update, the community should explore interest and opportunities to establish a new community park along the river.
- Explore expanding use of the Senior Center van for community transportation. This vehicle is a community asset for everyone. All residents contribute to it in some way. For example, paying dollars to the recreation district helps pay for the van. While persons with disabilities and seniors have priority, it should be an asset for everyone to use.

RESOURCES

- 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.
- US Bank Charitable Giving Program. Our advice is to contact the local bank branch manager before engaging US Bank's Idaho donation coordinator. Go to http://www.usbank.com/community/state-contacts-deadlines.html. Tori Van Allen, 208-765-7700.
- 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.
- Community Transportation Association of Idaho facilitates local mobility planning, public outreach, and implementation of local and district mobility plans. They are knowledgeable about the use of senior center vans. Go to www.ctai.org. Brooke Green, District 3 Mobility Manager, 208-559-4402, bgreen@ctai.org.

ECONOMIC DEVELOPMENT

COMMUNITY COMMENTS, CONCERNS, AND QUESTIONS

Like many rural communities in Idaho, a large number of people in Glenns Ferry told the Visiting Team that more and higher paying jobs are needed to:

- keep our young people in the community or allow them to return as adults
- increase the tax base so that the tax burden on residential property owners is lessened
- finance the cost of needed improvements
- support the construction of new homes
- fill our vacant commercial buildings
- bring fresh ideas and future leadership to the community

Several residents told us it's common for people to have two or even three jobs to make ends meet.

We heard a lot of community awareness and pride about the School of Equine Dentistry and World Wide Equine, Inc. We heard this same sort of pride about downtown, the fairgrounds, State Park, city park, and the more recently established wineries in the area.

The community is still recovering from the economic effects of the Simplot Company's decision to consolidate assets by closing their potato processing facility in Glenns Ferry in 2007. This facility remains idle and is now owned by Idahoan Foods. There is a sense of sadness and fear that the community's economic prospects are stuck in neutral or treading water and will continue to do so for the foreseeable future or even indefinitely.

In general, we heard greater emphasis on recruiting new businesses to the community than on retaining existing businesses and/or helping them expand. With respect to recruitment, we perceived a focus on finding larger employers that could take over existing big, unused industrial/processing/storage facilities (e.g. Idahoan plant and Curry Grain building). The thinking – at least among some in the community – seemed to be that big employers must be recruited to replace the big employers that have left.

We heard many people talk about visitors who drive through downtown to get to the State Park, bringing food and other supplies with them. They camp or park their RV at the State Park, then drive through – but don't stop in – downtown. Downtown businesses and the community in general miss out on economic opportunities in the process. Several residents noted and expressed dismay over the lack of modern motel/hotel accommodations in Glenns Ferry and the vacant commercial space in the downtown area.



HOW ECONOMIC DEVELOPMENT RELATES TO JOB RETENTION AND CREATION

Economic development *is* job retention and creation. Like most communities interested in directing its desired future, Glenns Ferry engages in a variety of actions to support the creation of new businesses by current residents, retain and support the expansion of existing businesses, and recruit businesses to the area. Collectively, the purpose of these activities is to promote the standard of living and economic health of the community. They can include, for example, public policy, training, participation in regional efforts, infrastructure investments, and volunteer projects.

ECONOMIC DEVELOPMENT OBSERVATIONS, RECOMMENDATIONS, AND RESOURCES

OBSERVATION 1: FINDING NEW USES FOR EXISTING INDUSTRIAL AND FOOD PROCESSING FACILITIES

All members of the Visiting Team were presented with information about the Idahoan Potato Plant and
Curry Grain Building prior to and during the community review. Clearly, finding new uses for these
buildings and related challenges occupy a good deal of the community's economic development efforts.



IDAHOAN POTATO PLANT

The Idahoan Potato Plant has a lot to offer as either a food processing facility or as an industrial site that might host a number of businesses. In terms of food processing, the facility contains a rail spur, a geothermal well and industrial steam, refrigeration, four receiving bays, loading docks, silos, and an offsite 540 acre farm permitted by the Department of Environmental Quality for wastewater land application disposal. Also on site is a 46,000 square foot potato storage

facility that could easily be converted into manufacturing space and outbuildings used as a quality control lab and office space. Ownership and legal issues involving a nearby co-generation facility appear to be slowing efforts to recruit a new business to occupy this idle facility. The onsite geothermal well could be used to heat industrial scale green houses.

CURRY GRAIN BUILDING

The 90,000 square foot Curry Grain building has a lot of potential. The building is essentially an open rectangle that could easily accommodate a manufacturing assembly line or warehouse distribution hub for goods that do not require refrigeration. Built in the late 70's, the building could probably benefit from some energy efficiency improvements. The presence of several large floor-to-ceiling doors could make the conversion of this building into a few smaller manufacturing businesses feasible. The owners of the Curry Grain building appear willing to lease and/or sell and might be open to the possibility of dividing the building into smaller spaces. An issue affecting the prospect of filling the Curry Grain and Idahoan Plants with a single business is that barriers such as having enough local workers, affordable and contemporary housing stock, and the ability to accommodate the infrastructure demands of a big business scare away potential tenants. The community may be better served by having the Curry Grain

facility divided into smaller spaces that might better fit the community's ability to provided workers, housing and infrastructure services.

NOTE: Observations and recommendations regarding other opportunities for industrial development along the rail corridor and elsewhere are addressed in the Land Use Planning section of this report.

RECOMMENDATIONS

- The community should continue its support for efforts to locate new businesses in the Idahoan facility. The Visiting Team recommends continuing to respond to business attraction leads for the facility by providing information and hosting site visits from potential employers.
- The community should also be prepared for the Idahoan facility to remain idle while its owners work through their issues.
- The community should be open to the idea of redeveloping the Idahoan site into something other than potato/food processing. The land and buildings on the site could be subdivided to house a number of smaller businesses.
- In the event that pieces and parts of the Idahoan facility become available for lease or sale, the community should consider acquiring some of the pieces and parts to expedite redevelopment. For example, if a company is willing to enter into a long-term lease, the new Glenns Ferry Urban Renewal Agency could couple grants with the lease payments to cover the cost of acquiring and improving a building, land parcel, etc.
- The community should open discussions with the Curry Grain building owners about the possibility of subdividing the building into smaller spaces to house multiple tenants. This should not be interpreted as a recommendation to abandon the search for a single business to fill this space but rather a green light to market the building for business attraction leads with smaller space requirements alongside those inquiries requiring larger space.
- The community, in partnership with the Curry Grain Building owners, should conduct a comprehensive review of public services serving the site. This would help the community's economic development partners like the Southern Idaho Economic Development Organization better market the space to those businesses that can reasonably be accommodated on the premises.
- The beet dump, Idahoan, and Curry Grain properties should all be assessed as possible brownfield sites.

RESOURCES

- USDA's Rural Business Enterprise Grant Program could be used to assess the feasibility of new uses for the Idahoan site and/or to plan and design public improvements needed to make the site more attractive to business. Go to http://www.rurdev.usda.gov/BCP rbeg.html. Shannon Madsen, 208-459-0761 ext. 117, shannon.madsen@id.usda.gov.
- The Idaho Gem Grant program can be used to match funds from the USDA RBEG grant or to construct small infrastructure improvements needed to make the Idahoan facility more attractive to new business. Go to http://commerce.idaho.gov/communities/community-assistance/idaho-gem-grants/. Jerry Miller PCED, 208-334-2650 ext 2143, jerry.miller@commerce.idaho.gov.
- Idaho Department of Commerce's Idaho Community Development Block Grant Program and/or the Idaho Rural Community Development Block Grant Program. Assuming that direct and immediate job creation will result, these programs could be used to help the City acquire and improve space for business development by, for example, designating the subject property as an urban renewal area. Go to http://commerce.idaho.gov/development-block-grants/. Dennis Porter, 208-334-2650 ext 2145, development-block-grants/.
- Idaho Housing and Finance Idaho Collateral Support Program could be used in conjunction with a bank loan to lower the amount of upfront cash that a business would need to acquire and/or improve a facility. Go to http://www.ihfa.org/ihfa/small-business-loan-programs.aspx. Cory Phelps, 208-331-4725, coryp@ihfa.org.
- State of Idaho Industrial Revenue Bonds. Industrial revenue bonds provide businesses with a potentially lower cost alternative source of funding for purchasing and improving upon industrial facilities. The lower cost is realized because the bonds issued under this program are tax-free. This incentive might entice investors to accept a lower rate of return. Go to http://commerce.idaho.gov/assets/content/docs/IRB GUIDE 2010.doc. Randy Shroll, 208-334-2650 ext 2124, randy.shroll@commerce.idaho.gov.
- Idaho Department of Environmental Quality's Brownfields Assessment Program funds and conducts environmental assessments of brownfields sites. Aaron Scheff, IDEQ Brownfields Response Program Manager, 208-373-0420, <u>aaron.scheff@deq.idaho.gov</u>.

OBSERVATION 2: RECOGNIZING THE IMPORTANCE OF SMALL- AND MEDIUM-SIZED EMPLOYERS

When evaluated on a return on investment basis, the Center for Rural Entrepreneurship and other organizations document that supporting emerging entrepreneurs and retention and expansion of existing businesses creates new job opportunities more effectively and efficiently than recruiting new employers from outside the community.

Support for existing business owners and would-be entrepreneurs can come in many forms, but often includes information gathering, training, financing, reducing barriers, providing technical assistance, and coaching. In addition, there are ways in which businesses can support each other by forming partnerships and purchasing products and services locally.

Placing greater attention on small and medium size business will increase the community's resiliency and make it less vulnerable to dramatic swings in employment, tax base, and population that comes with a large employer. Also, small and medium sized businesses typically require fewer, if any, infrastructure improvements that are easier for the City to handle.



Glenns Ferry contains small and medium-sized commercial space that might appeal to a variety of private enterprises, including businesses associated with the "creative class". "Creative class" is a catch-all term for the growing number of businesses whose focus is the creation of new products, art, software, and other types of intellectual property. These businesses do not require an urban location because they conduct the bulk of their transactions via the Internet. They are in search of "cool

space" that is affordable and inspires creativity. Often vintage properties located in rural settings fit this bill. Spaces in Glenns Ferry that might be attractive to "creative class" businesses include the former Trophy Club, the Old High School, Bruce's Hot Rod Shop and the Harvester Hotel.

RECOMMENDATIONS

- Create a business mentoring or internship program for youth that would connect interested young people with business 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 and make a living in Glenns Ferry or return to the community as an adult.
- Create a formal business retention and expansion program. This
 can be done through the Chamber's Economic Development
 Committee. It needs to include a structured process for visiting
 with local businesses to address retention and expansion issues.
- Owners of commercial properties listed on Gem State Prospector should try to include interior pictures of the spaces along with the exterior shots currently on the site.

"We're teaching young people how to get a job. We need to teach them how to create a job."

Hama Taam Mambar

- Commercial building owners should be open to the idea of dividing space within their properties so as to broaden the range of potential tenants.
- All business and/or property owners should investigate incentives for making their buildings energy efficient.

RESOURCES

Idaho Power offers a range of services and assistance to commercial property owners and managers. Their 'Easy Upgrades' program provides incentives up to \$100,000 per site, per year for qualifying energy-saving improvements to commercial or industrial buildings. They can also provide energy audits, educational materials, group presentations or seminars, on-site meetings, energy use data that can be used to help identify conservation opportunities. Go to

- http://www.idahopower.com/EnergyEfficiency/Business/Programs/EasyUpgrades/default.cfm. Troy Davies, Customer Representative, 208-642-6293, tdavies@idahopower.com.
- The Idaho Office of Energy Resources offers low interest loans for energy efficiency and can assist businesses and property owners identify tax credits and other incentives for making buildings energy efficient. Sue Seifert, 208-332-1662, sue.seifert@oer.idaho.gov.
- USDA's Rural Energy for America program provides grants for energy efficiency and renewable energy projects. The grants are for directed to private businesses (not municipalities) and can pay up to 25% of project costs. Shannon Madsen, 208-459-0761 ext. 117, shannon.madsen@id.usda.gov.
- The Idaho Small Business Development Center offers classes and counseling for businesses and entrepreneurs on a wide array of topics. Some of the counseling and classes can be accessed online. Go to http://www.idahosbdc.org/center.aspx?center=3040&subloc=0. Betti Newburn, 208-426-3875, bettinewburn@boisestate.edu.
- University of Idaho Extension Educator, Lyle Hansen, is piloting a youth entrepreneurship program in Jerome County this spring. Contact Lyle about possibly delivering the program in Glenns Ferry in the future. Lyle Hansen, lhansen@uidaho.edu, 208-283-1716.
- No cost one-on-one counseling is available to existing and emerging business owners through the Service Corps of Retired Executives (SCORE) program. E-mail counseling is available if a personal visit is not possible. Counseling appointments can be made by calling 208-334-1696 in Boise. SCORE can also be found on the Internet at www.idahotvscore.org.
- 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, and other topics in both English and Spanish. RDI's work is focused in Oregon but also reaches six western states (including Idaho) and British Columbia. Go to https://www.rdiinc.org/. 208-954-9564.
- 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, including youth engagement. Here is an article about a successful youth entrepreneurship program based in Effingham County, Illinois: http://tinyurl.com/82nswjm. Go to: http://www.energizingentrepreneurs.org/site/ to subscribe to their e-newsletter and link to their Facebook page.
- Supporting Entrepreneurs and Small Business: A Toolkit for Local Leaders is a publication recently released by the National League of Cities. Go to http://tinyurl.com/cade6pa to download.
- Idaho TechHelp will provide on-site technical assistance to help businesses become more productive. Go to http://www.techhelp.org/. 208-426-3767, techhelp@boisestate.edu.
- Idaho TechConnect, Rick Ritter, 208-562-3700, <u>rick.ritter@idahotechconnect.com</u>.
- Idaho National Laboratory's Technical Assistance Program helps technology-based businesses to overcome difficult barriers in order to advance these enterprises for business retention, expansion, or creation. Go to

https://inlportal.inl.gov/portal/server.pt/community/technology_transfer/269/technical_assista_nce_program. Stephanie Cook, 208-526-1644, stephanie.cook@inl.gov.

- Executive Pulse is a consulting firm specializing in business retention and expansion. Go to www.executivepulse.com. Laith Ward, 866-397-8573, ext. 2.
- Idaho Department of Labor can assist with getting a business retention and expansion effort off the ground. Brent Tolman, Regional Business Specialist, 208-678-5518, ext. 3120, <u>Brent.Tolman@labor.idaho.gov</u>.
- 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.
- See also resources identified under 'Community Listening Sessions'.

OBSERVATION 3: IMPROVING, CONNECTING, AND MARKETING COMMUNITY ASSETS AND VISITOR ATTRACTIONS This observation can be summarized with one word: communication. Opportunities to improve and coordinate communication efforts to draw business and visitors to Glenns Ferry and to direct them once they are in town were noticed in the context of all three community review focus areas. Taking advantage of them is not the job of any one organization or business; nor is it the job of the City of Glenns Ferry or State of Idaho. It will take a sustained, coordinated team effort in which all involved will benefit.

The Visiting Team encourages residents and leaders of Glenns Ferry to improve communication in the following ways.

SIGNAGE VISIBLE FROM OR JUST OFF INTERSTATE 84

Glenns Ferry's location mid-way between Twin Falls and Boise make it an ideal place for a stop by people traveling either direction on Interstate 84. The Visiting Team sees opportunities to use signage to draw more of these folks off the freeway. We acknowledge that restrictions on the placement of billboards will require some creative thinking. We have further recommendations about welcoming and orienting people as they enter the community. Such signage could be permanent, temporary (in the case of, for example, announcing events), or a combination of the two.

RECOMMENDATIONS

- Encourage use of "Blue" signs on Interstate (\$500 per year) to advertise lodging, camping, food, gas, attractions, etc. at next exit.
- Create a prominent community gateway entry sign or kiosk at one or both Interstate exits to help welcome and orient travelers coming off the freeway. Information should direct people to the downtown area, State Park, and services such as lodging and gas. Information can also be provided about current or upcoming events.
- For westbound traffic on the Interstate, the fairgrounds is very visible and could be used to promote weekend events like the Farmer's market using attractive banners temporarily placed on the buildings. Something like "Farmer's Market Sat 9-3" on the side of the multipurpose building could bring in visitors off the freeway. The school property could serve the same

purpose on the west end of town if the school board is agreeable to some type of billboard or directional signage being erected, at least during the summer months.

SIGNAGE IN THE COMMUNITY

Developing consistent signage that directs visitors to key amenities in the community will help visitors reduce their confusion and quickly become aware of all you have to offer. We also noticed opportunities to address confusing and contradictory information on existing directional signage to the Three Island State Park and Interpretive Center. Clear, well designed signage that conveys something about the community's values and/or heritage (aka "brand") will produce positive economic benefits by increasing the number of activities and businesses people are exposed to on a given visit – whether they are in town for an hour, an afternoon, or a weekend. They will also increase the number of people walking and biking between various attractions.

NOTE: Recommendations related to historical and other types of interpretive signs are found under "Observation 4: Celebrating your history, heritage, and environment".

RECOMMENDATIONS

- In the near term, work with the Idaho State Parks and Recreation to make sure signs directing visitors to the State Park are consistent all the way from the Interstate to the Park.
- Use signs and/or stencils painted on asphalt to identify the path between State Park and downtown. Continue using similar signage or stencils to identify the future bike and pedestrian network. (See Infrastructure section, Observation #2 for more information.)
- In the long term, develop a community wayfinding plan that, when implemented through the placement of consistent signage and other strategies, will help visitors easily find community amenities. This recommendation could be incorporated into the comprehensive plan update process.
- Use temporary (e.g. sandwich board) signs on Bannock Street during large events at the school
 to attract people to the downtown area who otherwise might come and go from the event
 without coming downtown.
- The flowers in front of the concrete/rock "Welcome to Glenns Ferry" sign obscure the bottom row of letters. Flowers are great, but defeat the purpose of a sign if it can't be read because of them. Consider replacing the plants and/or moving them to the sides of the sign.

INTERNET

News flash! The Internet is fast becoming the preferred way people learn about places to visit, move to, or locate a business. If your community is not presented in an appealing fashion or not presented at all on-line, you won't be found. The Visiting Team has a few recommendations that will help increase Glenns Ferry's Internet visibility with respect to community amenities,



businesses, events, existing services, available property, and other assets.

Both the City and business community use the Chamber's web site to provide information and market products and services. The advantage of this shared effort is that it is easy to find Glenns Ferry on the Internet. The website itself could use a bit of freshening. For example, not all of the businesses or "members" have their basic contact information listed on the site. Some of the event information on the site is from last year with no dates, times, or locations for the 2012 events. The home or landing page is not very attractive. There is no mention of the farmers market and some of the other community events on the website.

RECOMMENDATIONS

- Host or travel to a training on social media marketing for Glenns Ferry businesses. To reduce cost, consider making this a regional training available to businesses in nearby communities.
- The community should have its own You Tube channel to highlight attractions like the downtown, events, and other things that make Glenns Ferry unique.
- Photos of historically significant and/or architecturally unique buildings should be made available on the community's websites.
- The Chamber of Commerce-City of Glenns Ferry website could use some updating and a makeover. The home or landing page should contain rotating photos of landmarks and people enjoying themselves in the community. Additional recommendations regarding this website are as follows:
 - City government information should be moved off the home/landing page. This information should be under its own button or section like the button for business/member listings.
 - Remove pages for businesses with their own website. Reduce the number of clicks it takes to get from the chamber's page to the businesses website.
 - Make sure that every member that does not have their own website has a page with at the very least their address and phone number.
 - Make sure that all community events are listed. Remove information for events that have passed.
 - Consider selling rotating banner ads on the home/landing page. The revenue from the ads could be used to help maintain the website.
- Local merchants, especially those that cater to visitors, need to have a presence on the Internet. This is not to say they need to have their own websites. At the very least, they should be taking advantage of free Internet outlets like Facebook, Trip Advisor, Yelp, Urban Spoon etc.
- Local businesses with their own websites should:
 - Contain photos that can be clicked on to expand so that potential customers can view the facilities.
 - Contain photos of people enjoying the facility.
 - Working email links.
 - Avoid misleading information. For example, Lava Hot Springs should not be listed as a local attraction.

LINKING OR CROSS MARKETING

Community comments and direct observation lead the Visiting Team to conclude there is room for improvement in terms of mutually supportive cross marketing between businesses and attractions. As one simple example, it should be easy to find information about the State Park in the downtown area and just as easy for people camping at the park to find information about things to do downtown. The more you link to each other, the easier it's going to be for potential visitors to find you and realize there are many things to see and do.

RECOMMENDATIONS

- Develop a 'community passport'. The passport would be given to people at the downtown visitor center. Businesses and destinations such as the State Park Interpretive Center, Opera Theater, and museum punch the passport as visitors present them. When their passport has been punched or before they leave town, they turn in their passport at the visitor center to receive a small token of appreciation, depending on how many times their passport has been punched.
- Set up a communication structure that uses incentives to encourage businesses and organizations to promote each other's services, projects, and events.
- The Chamber of Commerce should provide all lodging, food, and recreational business with a regularly updated "Things to do in Glenns Ferry" list and map.
- Local businesses should consider creating bundled packages. For example, an RV Park or Bed and Breakfast might team up with a restaurant to offer a night's stay and dinner for one inclusive price or a discount.

YOUR COMMUNITY 'BRAND'

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

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

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

- Target Audience refers to the Category or type of consumers most drawn to the Glenns Ferry area.
- Frame of Reference is about placing the community into a geographical context that has meaning for the brand.
- Point of Difference refers to a unique, distinctive feature or quality of the community. It might
 be as big as a river, as small as a flower, as intangible as an attitude or as solid as a skyscraper. It

- might be a passion or a process, an idea or an inspiration. It might be the cumulative meaning of a number of assets or something singular that stands out.
- Benefit is the way in which the community's point of difference positively impacts consumers.

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

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

RECOMMENDATIONS

- Seek training and assistance to initiate a community branding process. This process could be incorporated into downtown revitalization efforts or in the wayfinding plan recommended above. Resources
- USDA Rural Business Enterprise Grant Program could be used to create an online or virtual business directory. Go to http://www.rurdev.usda.gov/BCP rbeg.html. Shannon Madsen, 208-459-0761 ext. 117, shannon.madsen@id.usda.gov.
- Idaho Travel Council Grant Program. Chambers of Commerce are a target audience for this program. Funded through the hotel/motel tax, these grants can be used to build websites and promote community events. Go to http://commerce.idaho.gov/tourism-grants-and-resources/itc-grant-application-process/. Renea Nelson, 208-334-2650, ext 2161, Renea.Nelson@tourism.idaho.gov.
- The Idaho Division of Tourism Development offers assistance and information to tourism-related businesses. Go to http://commerce.idaho.gov/tourism-grants-and-resources/web-resources/, 208-334-2470.
- Gem State Prospector, Idaho Department of Commerce. Go to http://gemstateprospector.com.
 Jerry Miller PCED, 208-334-2470, ext. 2143, jerry.miller@commerce.idaho.gov.
- Showing the Way: An Introduction to Creating a Successful Community Wayfinding Plan is a highly illustrated book originally created for Montana communities. Go to http://tinyurl.com/7vkzxga.
- 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, and Cascade are Idaho communities that have completed processes or planning related to branding. Teton County: Reid Rogers, Teton Valley Chamber, 208-354-2500, www@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 (<u>www.redlodge.com</u>), 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.
- Show Me the Money, a monthly e-newsletter published by the Idaho Department of Commerce, features information about various funding sources for a variety of community and economic development projects. Email jerry.miller@commerce.idaho.gov to get on the mailing list.
- Host a business luncheon where everyone watches the "Maps, Apps & Mobile Media Marketing" webinar referenced in the Listening Session section of this report, then works together to help each other to learn about and access the many resources provided in that presentation.

OBSERVATION 4: CELEBRATING YOUR HISTORY, HERITAGE, AND LANDSCAPE

Building on and celebrating the community's culture, landscape, and history will improve the quality of life for residents while making Glenns Ferry a more attractive destination for visitors. This legacy and identity is closely tied to the Oregon Trail, agriculture, and the railroad. It can be developed through events, improvement of recreational assets, continued downtown revitalization, and developing the fairgrounds. Here we wish to make an important point that physical improvement is only one aspect of downtown revitalization. To be successful, it must also include promotion of the downtown, recruitment and retention of businesses, and building organizational capacity.

RECOMMENDATIONS

community.

- Continue to pursue the completion of the downtown revitalization project, focusing on the small plaza in front of the Chamber of Commerce/Visitor Center building and expansion of the project south on Commercial Street, across the railroad tracks.
- The Visiting Team encourages signage and plaques on or near buildings describing some of the community's current and former buildings, stories, characters, and history. An example from Riggins, ID is seen in the photo to the right.
- Place greater attention on promotion and business recruitment and retention, since physical improvement is just one aspect of revitalization.
- If it has not already done so, Glenns Ferry should explore becoming a Certified Local Government with the Idaho State Historical Society. Becoming a Certified Local Government may open up opportunities for grants and other resources that otherwise would not be available to the
- Identify and improve a location in the downtown area for RV parking.



- Continue participating as part of the Snake River Water Trail Coalition. The coalition is actively working to create a 205-mile water trail on the Snake River starting at Three Island Crossing State Park, Idaho (in Glenns Ferry!) and ending at Farewell Bend State Park, Oregon for people to explore, respect, and enjoy. A map identifying Glenns Ferry as the starting point of the Snake River Water Trail is included as Appendix H.
- Pursue improvements and expand use at the Elmore County Fairgrounds. The improvements should focus on the multipurpose building that would make it useable year round. The fairgrounds are centrally located between Magic Valley and Boise Valley. Room to do horse activities in the Boise area is quickly shrinking as is room to do motor sports, bird hunting, and other pursuits that naturally fit in Glenns Ferry. The presence of the School of Equine Dentistry and World Wide Equine, Inc. can also draw people and events to the community. There's an excellent opportunity to attract these kinds of activities and shows to your fairgrounds (e.g. racehorse training, sportsmen's shows, art exhibits).
- Add information to the fairgrounds website that describes the facilities available and the terms for using them.
- Continue to develop Glenns Ferry Days or create a new community event that's directly tied to the historical importance of the Three Island Crossing (in lieu of the previous crossing reenactment). Other event ideas offered by the Visiting Team include:
 - An annual multicultural cultural event to honor and celebrate Latin, European, and other cultures represented in the community.
 - Wine festival to encourage community events promoting the area's relatively new vineyards and winemaking enterprises.
 - Horse-related art exhibit or other event focused on horses and horse culture.
- Continue to explore the development of a railroad museum complex. The Visiting Team agrees the former Union Pacific coal chute building is a prime location and that the museum is a great fit for the community given its rail heritage and the fact that several trains pass through the community every day. Rail enthusiasts are fanatical about their hobby and a museum that included a decommissioned engine, railcar, or caboose and a viewing platform

recent years.



Historically, the Glenns Ferry area was known for growing the best melons in Idaho. Explore the potential to establish a small-scale melon growing operation on lands available in or near the City. Such an operation could be planned and run by students as an ongoing school project. The resulting produce could be sold at farmer's markets from Twin Falls to Boise. The proceeds could be used to restore some of the extracurricular school activities that have been cut in

- Agritourism and culinary tourism are growing a cantaloupe festival or u-pick opportunity can bring people to town.
- Create a brochure about birding in the Glenns Ferry area that includes a checklist of migratory and resident birds.
- The chamber should consider customer service or hospitality training for local businesses.

RESOURCES

- Idaho Gem Grant program, Idaho Department of Commerce. Unlike the Community Development Block Grant program, the Gem Grant program uses State funding and the turn around time is relatively quick. Jerry Miller, 208-334-2470, jerry.miller@commerce.idaho.gov.
- 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.
- Idaho Foundation for Parks and Lands provides assistance and funding to protect natural areas and improve public access. Go to http://www.idaholands.org/index. 208-344-7141.
- The Idaho Heritage Trust offers funding and technical assistance for preserving and improving historically significant buildings. Go to http://www.idahoheritage.org/index.html. Katherine Kirk, Executive Director, 208-549-1778, IHT@idahoheritage.org.
- 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 Petersen, 208-882-1540, keith.petersen@ishs.idaho.gov.
- Idaho State Historical Society's Certified Community Program. Go to http://history.idaho.gov/certified-local-government-clg-program. Ann Swanson, 208 334-3861, ext. 104, ann.swanson@ishs.idaho.gov.
- 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.
- 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.
- Western Office National Trust for Historic Preservation. Go to www.PreservationNation.org.
 Sheri Freemuth, AICP, Program Officer, 208-891-4121, sheri freemuth@nthp.org.
- Another resource is the Idaho Department of Lands Community Forestry program. Go to http://www.idl.idaho.gov/bureau/community_forestry/home/index.htm.
- Berks County, PA is a good example of a community that has chosen to center their community vision on agriculture and history, rather than making these secondary or tourist features of the town. Go to http://www.co.berks.pa.us/Dept/AgLandPres/Pages/default.aspx.
- Farmers' Markets and AgriTourism, Idaho State Department of Agriculture, Lacey Menasco, Imenasco@agri.idaho.gov.
- USDA's Value Added Producer Grant program provides funding to help eligible independent producers of agricultural commodities, agricultural producer groups, farmer and rancher

- cooperatives, and majority-controlled producer-based business ventures develop business plans for viable marketing opportunities and develop strategies to create marketing opportunities. VAPG grants facilitate greater participation in emerging markets and new markets for value-added products. Go to http://www.rurdev.usda.gov/BCP_VAPG_Grants.html.
- USDA's Farmers Market Promotion Program (FMPP) offers grants to help improve and expand domestic farmers' markets, roadside stands, community-supported agriculture programs, agritourism activities, and other direct producer-to-consumer market opportunities. Go to http://www.ams.usda.gov/AMSv1.0/FMPP.
- The National Gardening Association is a source of support and information regarding school-based gardening education and projects (e.g. gardens, greenhouses, curriculum, etc.). Funding is available through the Youth Garden Grants program. Go to http://www.kidsgardening.org/ygg.asp. 800-538-7476.
- Murphy Outpost Days is one example of a community event in southcentral and southwest Idaho that may offer ideas and examples for Glenns Ferry. Go to http://www.owyheemuseum.org/default.asp?pageName=Events.
- Show Me the Money, a monthly e-newsletter published by the Idaho Department of Commerce, features information about various funding sources for a variety of community and economic development projects. Email jerry.miller@commerce.idaho.gov to get on the mailing list.
- Southern Idaho Tourism could be an excellent source of ideas, training, and support for the marketing minds of the community and would break the professional isolation that is so common in far-flung communities. Available trainings include regularly scheduled customer service training for businesses and communities. Go to http://visitsouthidaho.com/cake/ and http://visitsouthidaho.com/cake/pdfs/get/customer-service-training/preview. Debbie Dane, 208-732-5569, ddane@csi.edu. NOTE: Glenns Ferry is NOT identified as a southern Idaho community on their website.
- US Bank Charitable Giving Program. Our advice is to contact the local bank branch manager before engaging US Bank's Idaho donation coordinator. Go to http://www.usbank.com/community/state-contacts-deadlines.html. Tori Van Allen, 208-765-7700.
- Franchises/Box Stores. Many national chains/box store-type businesses like to give to projects connected to youth. Since the fairgrounds serves all of Elmore County and many Glenns Ferry residents patronize franchise businesses located in Mountain Home the community should consider soliciting businesses like Wal-Mart and McDonalds for donations to help upgrade the fairgrounds.
- Idaho Department of Commerce's Idaho Community Development Block Grant Program and/or the Idaho Rural Community Development Block Grant Program. Go to http://commerce.idaho.gov/development-block-grants/. Dennis Porter, 208-334-2650, ext 2145.
- Union Pacific Rail Road Foundation makes a number of annual donations in Idaho and has funded the Idaho Historical Society. Go to http://www.up.com/found/grants.shtml#0. 402-544-5600.

- Idaho Commission on the Arts. Michelle Coleman, Community Development Director, 208-334-2119, ext. 112, michelle.coleman@arts.idaho.gov.
- The Idaho Humanities Council provides grant funding to projects and events related to history, culture, and identity. Go to www.idahohumanitiescouncil.org. 208-345-5346.
- Resources for community organizations organizing a community event: http://tinyurl.com/7r954nr.

LAND USE PLANNING

COMMUNITY COMMENTS, CONCERNS, AND QUESTIONS

Community comments, concerns, and questions regarding land use planning were recorded through the community survey, listening sessions, communication with Home Team leaders, and small group and one on one conversations with residents and community leaders.

Much of the discussion related to land use planning revolved around industrial uses within the existing rail corridor and the potential for highway-oriented commercial uses along the two Interstate 84 exits. In the case of retaining and attracting industrial uses, the Visiting Team took many comments and questions about the various geographic areas and strategies available. Home Team

"We don't want to be running around like a chicken with its head cut off."

- Home Team Member

members want to know how to prioritize their economic development efforts in terms of geographic area(s), type of public improvements that would yield the greatest return on investment, and timing.

In 2011 the City Council passed an ordinance creating an urban renewal agency. The ordinance identified the sitting members of the Council as board members for the urban renewal agency, but does not delineate the boundaries of an urban renewal area. We recorded many comments and questions about urban renewal. Again, Home Team members wanted to know what to do next. On a related matter, the Visiting Team heard comments about and visited the 60-acre parcel on the north side of the freeway, near Exit 121. The City purchased this property about 15 years ago with the intent of creating an industrial park and/or designating the property as an urban renewal area. Though we didn't get a lot of information about the history of that previous decision, we did note the opinion of many that the property's isolated location makes its intended use financially unfeasible.

Like the other two focus areas, the land use planning team heard many people talk about the lack of a full interchange at Exit 120. The belief among many is that people (i.e. dollars) are passing Glenns Ferry by because Exit 121 is the only opportunity to exit the freeway if they are westbound. At the same time, we heard some safety-related concerns that new off and on ramps at Exist 120 would increase traffic in front of the school on Bannock Street. A few people also shared an additional concern that a full interchange could hurt existing downtown businesses by encouraging commercial development at the exit. Exit 121, while a full interchange, seems to have topographic and infrastructure challenges that currently increases its development cost.

We clearly heard much community pride and satisfaction with the downtown revitalization project and we were impressed by what's been accomplished by combining grant funding with local donations and good old-fashioned sweat equity. The Visiting Team heard interest in any advice and resources we could offer that would help continue this effort.

The Visiting Team heard concern about the number of vacant homes in the community. It was stated that there are at least 50 such homes at this time. It's commonly perceived that most of them have gone through foreclosure and are now owned by banks. There is also a stated desire in the community to diversify its housing stock. The Visiting Team was provided information supporting the opinion that —

in the past when more jobs were available – a lot of people commuted to work in Glenns Ferry from homes in Mountain Home, Gooding, Wendell, and other communities. For example, it was reported that up to 50 percent of the workers at the now closed Idahoan potato plant were not residents of Glenns Ferry. Conversely, a significant number of Glenns Ferry residents are commuting to jobs in these same communities. The Visiting Team also noted that members of the Home Team and other residents rarely, if ever, talked about areas of the community thought to be appropriate for future housing.

We did hear one or two landowners express frustration about the City's design and development standards for new subdivisions. An example is a requirement for curb and gutter and sidewalks, even if adjacent streets lack these features. The frustration is that complying with these standards is prohibitively expensive.



Numerous times throughout the review, we heard both city officials and business leaders express frustration about the lack of professional, full-time help to follow-up on funding opportunities, coordinate volunteer efforts, work to recruit potential employers, and otherwise lead and coordinate actions to achieve community and economic development goals and objectives. Currently, people who already have full time jobs, businesses, and lives are doing a lot of this work on a part-time, volunteer basis.

We heard several people – especially community leaders – express their awareness that the City last updated its comprehensive plan in 1996. The common view is that it's time to update it again, even if they didn't speak in detail about how this would directly help achieve community and economic development goals.

HOW LAND USE PLANNING RELATES TO JOB RETENTION AND CREATION

Land use planning influences job retention and creation in many ways. Communities wanting to retain and create jobs use the comprehensive plan to convey their desired vision of the future, articulate the kind of development and public improvements that will create this vision, and identify areas appropriate for future commercial, industrial, and residential development. Through a combination of planning and zoning policies and infrastructure improvements, a community can encourage development and redevelopment that leads to the kind of job retention and creation it wants. In addition, job retention and creation is supported by development standards and decision-making criteria that are clear and predictable. At the same time, it is important that permit review processes remain open to creative solutions proposed by applicants. Finally, land use planning also sets the stage for the improvement and expansion of existing recreation and other public amenities that make Glenns Ferry a great place to live, raise a family, and locate a business.

LAND USE PLANNING OBSERVATIONS, RECOMMENDATIONS, AND RESOURCES

OBSERVATION 1: USING THE UPDATE OF THE COMPREHENSIVE PLAN TO PRIORITIZE AND FOCUS COMMUNITY AND ECONOMIC DEVELOPMENT EFFORTS

Glenns Ferry last updated its comprehensive plan in 1996. Since then there have been major changes in the town's economic situation, the types of business and industry it serves, and its demographic profile. We strongly recommend that Glenns Ferry move forward to develop a new comprehensive plan. Our understanding is that the City has at least initiated this process through the completion of the new transportation plan.



Our recommendations below reflect our suggestion that this be a citizen-driven process involving the entire community. The community should draw on technical assistance and facilitation as needed, but we recommend against simply hiring a consultant to write a plan for you.

The Idaho Legislature passed the Local Land Use Planning Act in 1975. Among other things, it requires all Idaho cities and counties to adopt comprehensive

plans. A list of required and optional comprehensive plan elements, as identified in the Local Land Use Planning Act, is included as Appendix I.

The comprehensive plan is roughly analogous to a constitution. It accounts for historic and recent trends. It describes the community's current conditions, values, and aspirations. It is the vision of success the community is working toward. To achieve this vision, zoning and development standards, capital improvements, and job creation activities should all be connected to and in support of comprehensive plan goals and policies.

Updating the plan as we're suggesting IS the means to evaluate and prioritize many of the observations and recommendations under all three focus areas. In other words, we invite you to think of the comprehensive plan as the strategic plan referred to in the City's application for the community review.

Generally, the Visiting Team suggests the comprehensive plan update process gives special attention to the following areas:

COMMUNITY GOALS AND VISION

The big questions in planning are these: Who are we? How did we get where we are? Where are we going? How are we going to get there? Glenns Ferry is at a point of change and possibility. This is the time for the community to come together and look deeply into the future and choose from the range of possibilities open to it. Developing this community visioning process should be built into the front-end of the comprehensive plan update. This vision, then, will guide development of the comprehensive plan. It can also be used to help narrow down the many economic development possibilities.

DEMOGRAPHICS

While it may be true that the community's total population hasn't changed much in the last 20-30 years, the characteristics of your population have. Looking in detail at the community's demographic data will help answer the question "Who are we?" and will also give you a glimpse of who you are becoming. Fortunately, the tract and block-group level information from the 2010 Census is becoming available.

BUILD ON YOUR ASSETS

Glenns Ferry is situated in an area favorable to agriculture, with good soils, a long growing season, ample irrigation water, an attractive and historically intact downtown, and an infrastructure of support services. Other economic assets include its location on a 50-mile stretch of free-flowing Snake River, rail and interstate highway access, available and affordable housing, and an experienced agricultural labor force.

RECOMMENDATIONS

- Initiate the comprehensive plan update process by forming a citizen's advisory committee.
 Members could be recommended by the Planning and Zoning Commission and appointed by the City Council.
- Determine what type, if any, consulting help is desired. Get as clear as possible about the consultant role so that you identify the right person(s). In the Visiting Team's view, a consultant can help you ask the right questions and design a planning and public involvement process that will answer them.

RESOURCES

- Idaho Chapter of American Planning Association. Daren Fluke, President, 208-869-3903, darenfluke@gmail.com.
- American Planning Association's "Community Planning Assistance Teams" program. Go to http://www.planning.org/communityassistance/teams/.
- Web-based visioning and community engagement tools are available to brainstorm ideas, discuss issues, and build consensus. They allow citizens to participate in a confidential, simple on-line forum. Examples include vBulletin, MindMixer, BangTheTable, and FreeForum.org.
- The Orton Family Foundation shares information, best practices, and tools on citizen-driven planning and public participation in rural communities. Stewarding the Future of Our Communities: Case Studies in Sustaining Community Engagement and Planning in America's Small Cities and Towns is one recent publication. Go to http://www.orton.org/resources/stewardship_study.
- Elmore County Growth & Development Department. Alan Christy, Director, 208-587-2142, achristy@elmorecounty.org.
- Givens Pursley Law Firm in Boise has published Land Use Handbook: The Law of Planning, Zoning, and Property Rights in Idaho" (as well as other handbooks of interest to Idaho communities). The handbook provides a complete and readable explanation of comprehensive plans and related requirements found in the Local Land Use Planning Act. To download for free, go to http://www.givenspursley.com/Publications.aspx.

- U of I Extension Jerome County. Go to http://extension.ag.uidaho.edu/jerome/new/. Lyle Hansen, 208-324-7578, http://extension.ag.uidaho.edu/jerome/new/.
- Department of Community and Regional Planning, Boise State University. Go to http://sspa.boisestate.edu/communityandregionalplanning/academic-programs/master-of-community-and-regional-planning/. Susan Mason, 208-426-2658, susanmason@boisestate.edu.
- Building Sustainable Communities Initiative at the University of Idaho is a resource potentially available to assist with updating the comprehensive plan. Go to http://www.bioregionalplanning.uidaho.edu/default.aspx. 208-885-7448, bioregionalplanning@uidaho.edu.
- The City of Greenleaf, Idaho in Canyon County completed its award-winning comprehensive plan in 2006. Go to http://www.greenleaf-idaho.us/Res108CompPlan.pdf.

OBSERVATION 2: MAKING SENSE OF ASSETS AND OPPORTUNITIES FOR INDUSTRIAL AND COMMERCIAL USES Glenns Ferry's large supply of lands historically used for industrial or agricultural processing purposes was discussed in the context of all three community review focus areas. The Visiting Team also toured additional relatively undeveloped potential industrial or commercial areas. Most of these properties are adjacent to the Union Pacific railroad and related spurs lines

The Visiting Team understands the community's dilemma. What should we do next? Where should we focus our efforts? Should we focus on filling existing buildings or encouraging new development? While the short duration of the community review did not allow an in-depth analysis of assets, opportunities, and infrastructure needs of various properties, the Visiting Team offers its first impressions below. Again, the comprehensive plan should include community conversation and further market and development cost analysis of these areas. This analysis should be done prior to designating any parcel(s) within the rail corridor as an urban renewal area.

RAILROAD EAST

This is the existing industrial area of Glenns ferry. It is already served by utilities and is ready for development or redevelopment. The Curry Grain Building is particularly attractive as a candidate for redevelopment or re-use. This is an area where federal "brownfield" resources could be applied.

NOTE: See the Economic Development section of this report for specific observations and recommendations related to the Idahoan plant and Curry Grain building.



RAILROAD WEST

This area is west of Commercial Street and south of the railroad tracks. Largely undeveloped, it is adjacent to as many as five parallel railroad sidings. Some community members feel this area has strong development potential, but there are access, sewer and water infrastructure, and topographic issues that make development costs hard to pin down. In addition, the proximity of the Little Canyon Creek

floodplain make it difficult if not impossible for the City to secure grant assistance to finance infrastructure improvements in this area. The 'Railroad West' area should be designated for study as part of the comprehensive plan update process.

NOBEL INDUSTRIAL PROPERTY

Located on the west side of town, north of the rail tracks (just north of old US 30) this 27- acre parcel has ready access to roads capable of handling trucks, is in close proximity to city utilities, and does not have topography or floodplain issues. With no neighboring residential development, this parcel appears suitable for a company looking to build their own facility.

INTERSTATE 84 EXITS 120 AND 121

As noted under "Community Comments, Concerns, and Questions", all three focus areas heard numerous comments and opinions about the two existing Interstate 84 exits. Converting exit 120 from a half to a full interchange is a capital project identified in the City's new transportation plan.

The Idaho Transportation Department, who has jurisdiction over the Interstate as well as old Highway 30 through town, confirms that a full interchange is not currently warranted based on traffic volume or safety criteria.

The City would likely have better success making a case that a full interchange at Exit 120 is needed for economic development or job creation purposes. Making a community decision that commercial or other development is desirable at this location and concluding that this development is dependent on building a full interchange would be the first step in presenting such a case. The community would consider such a decision through the comprehensive plan update process. If the community desires commercial uses at Exit 120 and/or Exit 121, the comprehensive plan land use map should reflect as much.

CITY-OWNED LAND NORTH OF THE INTERSTATE

The Visiting Team did not hear compelling reasons for the City to hold on to the 60-acre property north of Exit 121 initially acquired with the intention of using it as site of an industrial park. The property also lacks easy access to water, power, and wastewater treatment. We suggest that either alternative public uses be explored or the property be sold and the proceeds used to support other community development or job creation efforts.

WIND ENERGY AND AGRICULTURE

Wind energy development is occurring throughout south Idaho, taking advantage of the areas wideopen spaces and reliable prevailing winds. Glenns Ferry is centrally located in a developing wind energy belt. Wind energy services could be an industry cluster worth pursuing, given Glenns Ferry's industrialzoned land with railroad access. Bringing in large items such as wind turbine blades by rail and moving them out by truck would necessitate infrastructure improvements, particularly the frontage road underpass. At the same time, we did hear some disappointment about the turbines impeding open, scenic views across the open landscape.

RECOMMENDATIONS

- Complete an industrial lands analysis as part of the comprehensive plan update that evaluates and compares existing and potential opportunities for industrial uses in Glenns Ferry. This analysis will lead to a clearer understanding of how much land is realistically needed for industrial purposes over the next 20+ years.
- Complete an analysis of alternative public and private uses for the 60-acre parcel north of the Interstate. The Visiting Team suggests that an ATV/motorcycle park and a shooting and/or archery range should be among the uses considered (possibly in partnership with the Recreation District). This exploration of other uses might involve paying a visit to the Clay Peak Motorcycle Park in Payette County to review what it might take to create a similar facility in Glenns Ferry.
- The community needs to make a decision about whether it wants to encourage commercial development at Exits 120 and/or 121. These decisions are best considered as part of the comprehensive plan update process.
- To help make the necessary decisions concerning Exits 120 and 121, it is recommended that the comprehensive plan process coordinate with Elmore County to look at all land within ¼ mile of both exits to examine the factors below. New off- and on-ramps at Exit 120 should not be further pursued unless and until this analysis and community decision-making is complete.
 - Parcel ownership (public vs. private)
 - Parcel sizes (are they sufficient size for commercial uses?)
 - Distance and costs to hook-up to municipal services
 - Potential impacts of school operations and the School District's level of support for an enhanced interchange at Exit 120
 - Topographical challenges to development (cost to level and prepare the land for a building site)
 - Existing land uses, access points and underpasses on the local road network and how those would be affected by expanded commercial uses
 - Impact on existing businesses
- The Visiting Team recommends that a substantial area around Exit 120 be designated as a site for freeway-related commercial or industrial development. The comprehensive plan should designate at least 200 acres north of interstate 84 to be eventually annexed and provided with city utility service.
- Continue a measured approach to urban renewal by considering urban renewal area designation on a site-by-site basis as development interest in one or specific properties presents itself. For example, if you have a company that's looking at Curry Grain, then you can set up a district that encompasses only that particular site.
- Continue to develop the Chamber Economic Development Committee's capacity to serve as a "fly in" or "ready group" that communicates with potential employers about Glenns Ferry's assets and opportunities. It's critical to be prepared to answer their questions when they knock on your door. This committee should continue building strong relationships with existing businesses, City leadership, and organizations such as the Glenns Ferry School District, Idaho State Parks, etc.

- Fully participate in the rail corridor planning effort being led by Southern Idaho Economic
 Development Organization (SIEDO). Information and recommendations from this project will be
 incorporated into the comprehensive plan update process.
- The community should persuade the owners of available industrial properties to market them on Gem State Prospector. This would allow the owners to test the waters for potential demand.
- If through the comprehensive plan update process it is concluded that Glenns Ferry wants to encourage additional wind energy development, the City should meet with Elmore County P&Z Department to review the future land use designations surrounding Glenns Ferry, identify lands with wind potential, review existing zoning, and look at key view corridors from downtown and other areas to see if it is desirable to protect some vistas from turbine development (e.g. lands south of the river near the boat launch).

RESOURCES

- USDA Rural Business Enterprise Grant Program could be used to assess the feasibility of new uses for the city-owned north interstate property and/or to plan and design public improvements needed to make the site more attractive for recreational use. It could also be used for planning and analysis related to urban renewal. Go to http://www.rurdev.usda.gov/BCP_rbeg.html. Shannon Madsen, 208-459-0761 ext. 117, shannon.madsen@id.usda.gov.
- Idaho Department of Commerce Idaho Gem Grant Program funds can be used to match funds from the USDA RBEG grant or to construct small infrastructure improvements needed to fund improvements that make properties more attractive to new business. They can also be used for purposes related to urban renewal. Go to http://commerce.idaho.gov/communities/community-assistance/idaho-gem-grants/. Jerry Miller PCED, 208-334-2650 ext 2143, jerry.miller@commerce.idaho.gov.
- Clay Peak Motorcycle Park is a Payette County-owned motor sports park. The County received help from USDA RBEG and Idaho Department of Commerce Idaho Gem Grant programs to help with its planning. Go to http://www.claypeak.com/index.html. Allen Scarborough, 208-642-6036, administrator@claypeak.com.
- Lincoln Land Institute's and APA's program called "Industrial Lands Debate: Protect or Reuse?" is a 90-minute webinar on CD-ROM that gives more urban examples and specific industrial corporation examples of planning for the protection of existing industrial lands or reuse to other purposes. Available through the Idaho Chapter of the American Planning Association or from Gem County (208-365-5144).
- "Methods for Evaluating Commercial and Industrial Land Sufficiency: A Recommendation for Oregon Communities" outlines how Oregon communities can provide a sufficient supply of commercial and industrial land for desired economic growth and development. For a free copy, go to
 - http://www.oregon.gov/LCD/docs/publications/Methods for Evaluating Commercial and Industrial Land Sufficiency.pdf?ga=t.
- American Wind Energy Association. Go to <u>www.awea.org</u>
- Idaho Governor's Office of Energy Resources. Go to

http://www.energy.idaho.gov/renewableenergy/.

- Contact other communities and planning departments in areas where a lot of wind farms have been developed to see their pros and cons. Dayton, WA is a small agricultural community that has done a lot of thinking about wind energy planning.
- Gem State Prospector is a website that lists Idaho properties available for industrial and commercial development. There is no charge for posting listings on the site. Go to http://gemstateprospector.com/. Jerry Miller, 208- 334-2650 ext 2143, jerry.miller@commerce.idaho.gov.

OBSERVATION 3: REVIEWING AND UPDATING PLANNING AND ZONING ORDINANCES AND PERMIT PROCESSES

Once they finish an update of their comprehensive plan, most communities go through a process of reviewing and making changes to their subdivision and zoning ordinances to make them consistent with the new plan. It is also a good opportunity to clean up confusing or conflicting code provisions. This review process may well find that a relaxation of some code provisions can be consistent with the community's vision of itself and its future.

In Idaho, cities and counties have almost 100 percent control over how their zoning and subdivision ordinances are written. Idaho Code Title 50, Chapter 13 establishes minimum/basic subdivision standards and must be followed in a local ordinance. Otherwise, each local community can decide how they want to regulate the platting of land and the timing and types of improvements placed on a landowner. Some communities chose to combine the zoning and subdivisions ordinances into one "unified code".

The Visiting Team didn't spend time diving into the details of these ordinances while in Glenns Ferry and – likely because development activity has been slow in recent years – we didn't receive substantial citizen feedback that existing ordinances were a problem. Consequently, we don't have recommendations about specific code provisions. In general, current trends in land use planning and community design favor the following principles:



- encouragement of infill and redevelopment, as opposed to encouraging 'greenfield' development outside existing city limits
- allow for mixing of land uses such as apartment units above ground floor commercial.
- greater variety of housing types and densities
- street design standards that accommodate biking and walking, as well as driving
- greater attention paid to the experience and safety of the pedestrian, esp. in commercial areas
- where possible, new streets connect to existing and planned streets using a traditional or modified grid pattern
- greater attention placed on the form and size of new buildings as opposed to a singular focus on use

greater attention placed on energy conservation in new and re-used buildings

In addition to updating ordinances, it is also important to demonstrate a customer and landowner-friendly attitude by making all permitting processes and applications available on-line. Not only is this important to potential employers and contractors, it also reduces time spent by City staff answering questions and meeting with applicants.

RECOMMENDATIONS

- Offer P and Z training for members of City Council and Planning and Zoning Commission.
- Ensure the new comprehensive plan has a chapter on implementation that clearly delineates how and when the subdivision and zoning ordinances will be reviewed and updated following the completion of the plan.
- Make all P and Z related ordinances, permitting processes, and permit application forms available for download as part of updating or creating a new City of Glenns Ferry website.
- Since Glenns Ferry already has a good sidewalk system and there are many locations where the City wants to continue to provide sidewalks for pedestrians, it is not recommended to completely waive the requirement for sidewalks in the subdivision ordinance. However, one suggestion is to amend the ordinance to allow an applicant to request a waiver (not a variance) as part of their subdivision application. The waiver should <u>not</u> be completely open-ended and should set some minimum findings that must be met before the City Council can approve a waiver. This helps to prevent arbitrary and biased decisions. Below are some examples of waiver findings:
 - The proposed subdivision is an isolated or land-locked parcel that is not contiguous to any existing city sidewalks.
 - The proposed subdivision contains 'X' lots or less and sidewalks are not required.
 - The subject parcel has topographical, environmental, utility or other physical barriers that make construction of a sidewalk unfeasible.
 - The anticipated level of pedestrian traffic for this area does not warrant construction of a sidewalk.

RESOURCES

- The Association of Idaho Cities has also created model zoning and subdivision ordinances that Idaho communities can adapt for use as well as several planning and zoning-related training videos available on-line. Go to http://www.idahocities.org/MediaCenter.aspx?CID=Planning-and-Zoning-7.
- Smart Towns: A Guide to Growth Management for Idaho City and County Officials" is also available in printed and DVD form through the Association of Idaho Cities. Go to http://www.idahocities.org/DocumentCenter/Home/View/192 for a copy. 208-344-8594.
- Western Planner Resources publishes the "Western Planner" magazine and hosts an annual conference. Articles and resources focus on rural communities in the west. This year's conference is August 7-10, 2012 in Billings, MT. Go to www.westernplanner.org.
- 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)

PART III THE FOURTH FOCUS AREA

The three focus areas for the Glenns Ferry Community Review were selected and described by the community. This community-driven approach is one of the Idaho Community Review program's greatest strengths.

But what if the Glenns Ferry Community Review had a fourth focus area? The Visiting Team would like to use the third and final part of this report to offer its observations, recommendations, and resources concerning a focus area *other* than the three areas chosen by the community. Taking a comprehensive look at the survey results, listening sessions, community meeting held at the school, and one-on-one and small group conversations held during the review, the Visiting Team would like to offer what it considers the fourth focus area for the Glenns Ferry Community Review: Civic Life and Community Involvement.

WHY CIVIC LIFE AND COMMUNITY INVOLVEMENT?

About half the communities that request community reviews select *Civic Life and Community Involvement* as a focus area. Such communities are typically looking for ways to engage citizens,



encourage voluntarism, resolve conflict, and increase citizens' trust in government leaders. During its three days in the community, the Visiting Team noted a strong desire among both residents and community leaders to make progress in many if not all of these areas. This desire is also expressed in Glenns Ferry's community review application (Appendix B). For example, "engagement of the citizenry" was included in the community's response to the question, "What is the best possible outcome of a community review in your town?"

INCREASING TRUST BETWEEN RESIDENTS AND CITY LEADERS

The Visiting Team did document a degree of tension and distrust between some residents and city leaders. Listening session participants brought this up most noticeably. "Contentious", "divided", and "antagonistic" were words used to describe the tension that was framed by some as people who want change and growth on one hand and other people who do not support this change and/or support the status quo on the other. This tension is not uncommon in Idaho communities. The Visiting Team's assessment is that the situation encourages cynicism and apathy among the many residents who have no interest in being part of the acrimony. This effectively reduces the number of people engaged in community and economic development activities. Many residents feel frustrated by the situation and do not want to see it continue. Some don't want to get involved in community affairs for fear of repercussions.

We also heard some residents voice a desire for community governance and decision-making to be more transparent and forthright with information. In response, City officials described their efforts and willingness to be transparent.

ENCOURAGING AN INFORMED AND ENGAGED CITIZENRY

We heard from a lot of residents who want to be more involved in community affairs and projects. However, the previously described conflict between competing interests, lack of clear invitations to get involved, or both are keeping them away.

Ironically, there are many creative and resourceful people in this community who share values and vision with other groups we met; they are willing to help with community improvement activities but aren't always sure they are welcome.

At the end of the final presentations the evening of Thursday, March 8, one resident and business owner handed a member of the Visiting Team the quickly-sketched pie chart below to summarize his perception of residents' interest in community involvement.



At the end of the listening session with Hispanic residents, one gentleman made a comment to the effect of: ...all this talk is fine, but it doesn't mean much unless we sign a 'contract' with each other to follow through.

As already noted, the Visiting Team appreciates the efforts made to involve Hispanic residents in the community review. Our observation is that these efforts were very successful. Through them, the Visiting Team learned that the Hispanic community is clearly not as engaged as they want to or could be. We urge the City and community organizations (including Hispanic organizations!) to work together to find ways to involve the entire community as you prioritize and act on recommendations found in this report.

In our view, two important things must happen to grow Glenns Ferry's volunteer spirit:

- Whatever their positions on various issues, community leaders must agree to communicate openly and respectfully with and about each other. Here we are reminded of the quote attributed to President Ronald Reagan: "I've always believed that a lot of the trouble in the world would disappear if we were talking to each other instead of about each other."
- Opportunities to share their ideas and participate in volunteer projects must be widely communicated – in English and Spanish. Residents must be informed about public participation and volunteer opportunities.

Begin volunteer recruitment efforts with the lists included as Appendix C. These lists include names and phone numbers for people who expressed interest in remaining involved in community and economic development efforts after the community review. They are people who participated in one of the listening sessions and/or attended one of the two large community meetings.

DEVELOPING YOUR YOUTH TO BE FUTURE COMMUNITY AND BUSINESS LEADERS

Glenns Ferry's young people want to be called on to make meaningful contributions to the community. We encourage community leaders to create opportunities for dialogue with youth to understand their vision for the community and to identify where and how they want to pitch in on physical improvement projects, research, social media marketing, and other areas. This is also a great way to support their development as future business and community leaders. Some cities have successfully engaged young people by creating a Mayor's Youth Council. Youth development efforts can also involve creating partnerships with the school.

BUILDING CAPACITY

The Visiting Team recorded exasperation among many community and business leaders related to a lack of overall coordination and leadership regarding community and economic development activities. It seemed as though several people and organizations are working on different initiatives, but no one entity or person is watching for funding opportunities or potential businesses coming down the pike or providing overall strategic guidance and facilitation between various efforts. The opinion expressed by some is that opportunities are falling through the cracks because the community is not aware of or cannot respond to funding opportunities and because projects aren't coordinated. In some cases, there may be consensus that a particular project is needed, but no one is available with the capacity (e.g., time) to provide leadership or do the leg work.

Glenns Ferry does not currently have a planning and zoning administrator, grant writer, or economic development person on staff. We understand it's not feasible to fund such positions at this time. We encourage the City and Chamber to work together to brainstorm creative ideas that could increase capacity. These could include, for example, training for existing staff and volunteers, using college student interns, or – in the long-term – creating a unique multi-faceted position within the City that could be responsible for providing overall coordination and grant writing for economic development

projects, as well as support or lead P and Z administration. It's possible such a position could be shared and funded by other governmental entities.

RECOMMENDATIONS

- Use facilitated study/dialogue circles, listening sessions, a survey, or other communication tools to determine what residents appreciate about city administration and where they see room for improvement.
- Increase use of A-frame sandwich boards signs to publicize meetings and events. The City of Kamiah places such signs in the middle of Main Street.
- The City should consider creating a Hispanic Advisory Committee through the Mayor's office. This committee would develop ideas to reach out to and involve the Hispanic people and organizations in community affairs and project.
- The community could create an annual cross-cultural event celebrating the presence of Hispanic and other cultures.
- Consider the creation of a mayor's youth council. Many Idaho communities have done so. Youth councils help train future leaders by giving youth a close up look at the workings of city government and a chance to build their leadership skills. Youth councils are also a ready source of volunteers for community projects.
- If one does not exist, the school district should consider adopting a public service requirement for high school students.
- One way to begin encouraging a greater degree of coordination and cooperation is to look at what it has enabled in the past. Rather than focus on missed opportunities and deficiencies, we encourage you to step back and discover or remember what has worked best in the past by asking a sizable number of people the following questions:
 - What community events and physical improvements are you most proud of?
 - What were the factors, skills, relationships, and agreements that made these successes possible?
 - Are there certain key ingredients our most successful accomplishments have in common?

If 100 people in Glenns Ferry 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.

RESOURCES

- The Cities of Kimberly http://www.meridiancity.org/myac/ have active youth groups that could serve as a model for Glenns Ferry.
- The Association of Idaho Cities maintains a list of resources related to youth engagement. Go to http://www.idahocities.org/index.aspx?nid=142.
- As noted in the economic development section of this report, the RUPRI Center for Rural Entrepreneurship offers publications and webinars on a variety of subjects related to youth development and attracting high school alumni back to the community as young adults. Go to http://tinyurl.com/7wwbf8t for their youth-related resources.
- Idaho Inclusiveness Coalition is a nonprofit organization working to foster diverse and inclusive communities in Idaho. Go to www.idahoinclues.org.
- Governments are From Saturn.... Citizens are From Jupiter: Strategies for Reconnecting Citizens and Government is a publication by the Municipal Research and Services Center in Washington State. Go to http://www.mrsc.org/publications/textsrcg.aspx.
- Reframing Public Participation: Strategies for the 21st Century published in Planning Theory and Practice, Vol. 5, No. 4, December 2004, makes the case that legally required public participation methods in the U.S. do not meet most basic goals for citizen involvement and are counterproductive, causing anger and mistrust. Go to http://www.csus.edu/ccp/publications/reframing_public_participation_final.pdf.
- A Positive Revolution in Change: Appreciative Inquiry, by David Cooperrider and Diana Whitney, Case Western Reserve University, 1999. This document and many other resources related to Appreciative Inquiry are found at the Appreciative Inquiry Commons website. Go to http://appreciativeinquiry.case.edu/.
- Collaborative Approaches: A Handbook for Public Policy Decision-Making and Conflict Resolution,
 Oregon Public Policy Dispute Resolution Center, March 2006. Go to
 http://www.orconsensus.pdx.edu/documents/CollaborativeApproachesHandbook-March2006.pdf.
- Northwest Institute for Dispute Resolution, University of Idaho School of Law, http://www.law.uidaho.edu/default.aspx?pid=66197, 208-885-4977, uilaw@uidaho.edu.
- The Consensus Building Institute (CBI) is a Cambridge, MA- and Missoula, MT-based organization that has worked with hundreds of organizations to build consensus, resolve conflict, and produce mutually beneficial agreements. They offer training and direct consensus-building services. Go to www.cbuilding.org/.
- Everyday Democracy (formerly Study Circles Resource Center). Go to http://www.everyday-democracy.org/en/index.aspx. Their publication Changing Faces, Changing Communities is a multi-session discussion guide designed to help communities face the challenges and meet the opportunities raised by the arrival of newcomers; includes pointers on how to involve public officials. For a copy, go to http://www.everyday-democracy.org/en/Resource.23.aspx.
- "The World Café: Shaping Our Futures Through Conversations That Matter", by Juanita Brown with David Issacs, Berrett-Koehler Publishers, 2005. This book outlines an innovative approach

to discovering collective wisdom through open civic dialogue. Go to http://www.theworldcafe.com.

- "Fostering Dialogue Across Divides: A Nuts and Bolts Guide from the Public Conversations Project." This is an excellent 2006 publication available to download or purchase at http://www.publicconversations.org/node/99.
- The Heartland Center for Leadership Development is a non-profit organization based in Lincoln, Nebraska, that provides information and assistance to rural communities regarding collaboration, leadership development, and strategic planning. http://www.heartlandcenter.info/publications.htm, 800-927-1115.
- Rural Development Initiatives (RDI) is a Eugene, Oregon-based nonprofit organization that helps towns and rural partnerships develop and diversify their economies by creating inclusive, long-term strategies and identifying and managing crucial projects. They conduct community trainings on leadership, effective organizations. RDI's work is focused in Oregon but also reaches six western states (including Idaho) and British Columbia. http://www.rdiinc.org/. Noelle Colby-Rotell, 208-954-9564, nrotell@rdiinc.org.
- University of Idaho Cooperative Extension is facilitating conversation and planning activity as follow-up to the New Meadows Community Review. A similar opportunity could potentially be made available to Glenns Ferry. Lorie Higgins, 208-885-9717, higgins@uidaho.edu.

WHY IT MATTERS

State, federal, and other funding from outside the community are typically needed to accomplish larger-scale community and economic development goals. As all Idaho cities know firsthand, the amount of funding finite while the needs (and competition for funding) are ever increasing. Funding applications that result from the use of the positive, inclusive, agreement-seeking tools and principles above are more likely to be approved by the funding agencies, when compared next to applications from other communities that do not benefit from the



is

same level of broad support at the local level. In other words, using an inspiring planning process will mobilize resources within the community and generate greater support from outside the community.

WHAT NEXT?

This report is a summary of observations, recommendations, and resources provided by the Visiting Team, but it is not a strategic or action plan. We suggest considering creation of such a plan would be an appropriate next step for the Glenns Ferry community. The Visiting Team offers below an outline of a

process for creating an action plan based on this report. This process will likely take one to three months.

- 1. Place community review report and a link to the Idaho Rural Partnership's website on the Glenns Ferry website.
- 2. Make printed copies available to local elected officials and other key stakeholders; place additional copies in the library and publicize their availability.
- 3. Convene Home Team leaders to talk about and agree on next steps that make sense for the community. In other words, review and modify this suggested process as appropriate.
- 4. Invite representatives of the Visiting Team back to the Glenns Ferry for discussion of report observations and recommendations and identification of next steps. Include in this conversation the entire Home Team, business leaders, interested local elected officials, and people who expressed interest during the community review. Offer printed copies of the report to these individuals.
- 5. Divide the working group above into three to four ad-hoc committees, one for each focus area. Recruit additional participants if needed. Ask each focus area committee to review their applicable section of the report in detail and to prioritize next steps for action.
- 6. Reconvene the larger group (created in Step 3) for the purpose of sharing recommended highest priorities for each focus area. As a group, reach consensus on next steps.

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 VISITING TEAM CONTACT AND BIOGRAPHICAL INFORMATION

APPENDIX B GLENNS FERRY COMMUNITY REVIEW APPLICATION

APPENDIX C LISTS OF GLENNS FERRY RESIDENTS WANTING TO PARTICIPATE IN

COMMUNITY AND ECONOMIC DEVELOPMENT PROJECTS

APPENDIX D SURVEY REPORT FROM UNIVERSITY OF IDAHO SOCIAL SCIENCE RESEARCH

Unit

APPENDIX E RESULTS OF SURVEY MONKEY ON-LINE SURVEY

APPENDIX F MASTER SCHEDULE AND FOCUS AREA ITINERARIES

APPENDIX G ARTICLES FROM GLENNS FERRY GAZETTE

APPENDIX H SNAKE RIVER WATER TRAIL MAP

APPENDIX I LOCAL LAND USE PLANNING ACT - COMPREHENSIVE PLAN REQUIRED

COMPONENTS (IDAHO CODE § 67-6508)

APPENDIX A

Glenns Ferry Community Review Visiting Team Biographies & Contact Information

Economic Development

Cathy Bourner

Idaho Dept. of Commerce, Tourism Division 700 West State St. Boise, ID 83720 208-334-2650, X2153 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.

Shannon Madsen

Business Program Specialist USDA, Rural Development 2208 E. Chicago Street, Ste C Caldwell, ID 83605 208-459-0761 ext. 117 shannon.madsen@id.usda.gov



Shannon Madsen is a Business Program Specialist with USDA, Rural Development. As a Business Program Specialist, Shannon administers Rural Development's business development and cooperative services programs.

Promoting a dynamic business environment in rural Idaho is the goal of the Business Programs division of Rural Development in Idaho. Business Programs works in partnership with the private sector and community-based organizations to provide financial assistance and business planning. Business Programs helps fund projects

that create or preserve quality jobs, help agricultural producers & rural small businesses reduce energy costs & help meet the nation's energy need, increase income to agricultural producers through facilitating value-added activities, and promote a clean rural environment.

Shannon attended Eastern Washington University receiving a Bachelor of Administration degree in International Business with minors in Economics and German. She previously worked with the Department of Commerce as a trade consultant. She also worked in the private sector for seven years in international business development. She has been with Rural Development for five years where she began in Housing Programs and transitioned into Business Programs.

Jerry Miller, PCED (focus area leader)

Economic Development Specialist Idaho Department of Commerce 700 West State St. Boise, ID 83720 208-334-2650, ext. 2143 (office) 208-921-4685 (cell) jerry.miller@commerce.idaho.gov



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

John Meyers

Boise Field Office Director, US Department of Housing and Urban Development 800 Park Blvd., Ste. 220 Boise, ID 83712 208-334-1088, X3002 john.w.meyers@hud.gov



John Meyers has been with HUD for eleven years. Before becoming the Field Office Director in Boise (October 23, 2011) he served as Field Office Director for the Springfield Illinois, HUD Office. Prior to that, for eight years he directed the Seattle Regional Office. Before joining HUD, Meyers owned and operated a management consulting firm in Seattle, Washington. During his career, Meyers worked at various levels in both state and federal government. He served terms as: a Regional Public Affairs Officer for (HHS), on state legislative and caucus staffs, and as the chief of staff to a member of Congress.

In 2008 Meyers was appointed to the Secretary of HUD's Field Advisory Committee. Earlier he chaired both the Workforce Planning Task Force for his division (Field Policy and Management) and the committee that designed the HUD small office *Peer Consultation Review Process*. Meyers is a veteran of

the USAF. He is married with two grown children.

Brent Tolman

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



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

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

for the Mini-Cassia Chamber of Commerce for seven years including serving as Board President for one year.

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

Carol Garrison

Community Programs Specialist USDA-Rural Development 2208 E. Chicago Street, Ste C Caldwell, ID 83605 208-459-0761, X116 Carol.Garrison@id.usda.gov



Carol Garrison is the Community Programs Specialist for USDA Rural Development's Western Idaho Area office. In that role, she works with rural communities in 10 counties providing grants and loans for community projects such as planning and construction of libraries, fire stations, senior centers, daycare centers, hospitals, as well as drinking water and wastewater infrastructure. She is involved with all aspects of the projects from processing the application, underwriting, and construction management. She also works with other funding agencies to coordinate multi-agency funding for projects.

Carol has 30+ years of technical and managerial experience. Carol has a Masters degree in Business Administration (MBA) from Purdue University and a Bachelor of Science degree in Chemistry from the University of Alaska.

Brooke Green

District 3 Mobility Manager
Community Transportation Association of Idaho
913 W. River Street, Suite 440
Boise, ID 83702
208-559-4402
bgreen@ctai.org



Brooke Green is the District 3 Mobility Manager with CTAI (Community Transportation Association of Idaho). Serving the Counties of Ada, Adams, Boise, Canyon, Gem, Elmore, Owyhee, Washington, Payette, Idaho, and Valley. Brooke helps to facilitate local mobility planning, public outreach and implementation of local and district mobility plans while building partnerships with local officials and organizations to improve mobility options and resources within District 3. Brooke previously worked with the State Independent Living Council as the Project Director of an AmeriCorps Accessibility Grant advocating for improved assessable

transportation statewide. Her educational background includes BA in Communication and BAS in Marketing Management from Boise State University.

Lori Porreca, PhD (focus area leader)

Community Planner FHWA Idaho Division 3050 Lakeharbor Lane, Suite 126 Boise, ID 83703 208.334.9180, ext. 132 lori.porreca@dot.gov



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

experience designing and implementing socioeconomic, land use, policy and community planning

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

Mark Wasdahl

Senior Transportation Planner Idaho Transportation Department, District 3 208-334-8344 mark.wasdahl@itd.idaho.gov



Mark Wasdahl is the Senior Transportation Planner at Idaho Transportation Department (ITD), District 3, with responsibility for highway corridor plans, project management for local projects, and coordination with local governments in ten counties in southwest Idaho. Prior to joining ITD, Mark worked in planning, data analysis and project management at County, Metropolitan Planning Organization and Special District governments. He is a database developer who has implemented computer based solutions that both reduce project oversight time and increase product quality.

Land Use Planning

Micah Austin

Community Development Director City of Jerome 152 East Ave A Jerome, ID 83338 208-324-8189 X101 maustin@ci.jerome.id.us



Micah Austin joined the City of Jerome in May 2009 and took on the Planning and Zoning responsibilities in October of 2009. In addition to Planning and Zoning, Micah directs all economic development activities, communications, and publications for the City of Jerome. In addition, he is the Director of the Jerome Urban Renewal Agency. Before coming to Jerome, he worked for the Town of Ellettsville, Indiana, for the City of Bloomington, Indiana, for the 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.

Bradley D. Clark, AICP

Planning Director Gem County & City of Emmett 109 S. McKinley Ave. Emmett, ID 83617 208 365-5144 bclark@co.gem.id.us



Brad is currently the Planning Director and Floodplain Administrator for Gem County and the City of Emmett (Idaho), a joint planning office serving both jurisdictions. He has served in this position since December 2005. Previously, he held two different positions over the course of 7 ½ years at the City of Meridian – Planner and Assistant Planning Director. After graduating with a B.A. degree in International Studies from George Fox University in 1990, Brad was employed for over 7 years with Mercy Corps International in Portland, Oregon. He specialized in grant writing and program

development for rural housing, community health, infrastructure and sustainable agriculture projects.

Brad has been a member of the American Planning Association since 2002 and the American Institute of Certified Planners since 2005. He is currently a graduate student at Boise State University in the Masters of Community and Regional Planning program and resides in Emmett, Idaho.

Lon Crowell

Director of Planning & Development Services and Economic Development
City of Pocatello
PO Box 4169
Pocatello, ID 83205
208-234-6583
Icrowell@pocatello.us



Lon Crowell has spent the past 15 years in both private and public sector Planning and is currently the Director of Planning & Development Services and Economic Development in Pocatello, Idaho. Lon also serves as Interim Executive Director of the Pocatello Development Authority, board member of the Bannock Development Authority and Eastern Idaho Development Commission, Chairman of the Pocatello Credit Committee, and member of various other committees.

Previous positions have included; Highland City, Utah as Acting City Administrator, Community Development Director and Planning & Zoning Director, Salt Lake City and Park City, Utah as Staff Planner

for Hoyt Cousins Architecture & Planning, Sandy City, Utah as City Planner & GIS Specialist and Bountiful, Utah as Planning Intern. Planning experience has been all inclusive and ranged from all zoning and planning implementation processes; code writing, public presentation, extensive planning research and creating various types of planning media. Lon believes visualization is a key component to good planning and has 15 years of experience using a wide range of tools from photography and hand illustrations to GIS mapping, AutoCAD, 3D Viz and Adobe Photoshop, Illustrator, InDesign and many more. Lon is AICP certified and a successful advocate of traditional planning methods, compact planning, smart growth and sustainable planning principles. He is a member of the American Institute of Certified Planners, American Planning Association, Idaho Chapter of APA and Urban Land Institute. Lon graduated from the University of Utah in 1996 with a B.S. in Urban Planning.

Mike Field

Executive Director Idaho Rural Partnership 2270 Old Penitentiary Road Boise, ID 83712 208-332-8687 (office) 208-867-2004 (cell) Mike.field@irp.idaho.gov



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

natural resources management. Mike is married to Debbie Field and they are the parents and grandparents of three great kids and five wonderful grandkids.

Jon Norstog, AICP (focus area leader)

Planning Director
Shoshone-Bannock Tribes
P.O. Box 306
Fort Hall, ID 83203
208-478-3837
jnorstog@shoshonebannocktribes.com



Jon is former Planning Director for the Shoshone-Bannock Tribes at Fort Hall, Idaho. He has worked as a consultant with CH2M Hill Inc. and independently. For many years he worked on planning and policy issues for the Navajo Nation, and was a key member of the team that settled the Navajo-Hopi "land dispute." He taught at the University in Bangkok and worked three years on human rights issues with a Sub- commission of the Human rights Commission in Geneva. Jon was born in North Dakota but raised all over the United States. He attended the University of Idaho and the University of Pennsylvania where he studied planning under Ian McHarg.

Listening Session Leaders

Lorie Higgins

Associate Professor and Extension Specialist
Department of Agricultural Economics and Rural Sociology
University of Idaho
P.O. Box 442334
Moscow, ID 83844-2334
208-885-9717 (office)
208-669-1480 (cell)
higgins@uidaho.org



Lorie Higgins is an Associate Professor in the Department of Agricultural Economics and Rural Sociology at University of Idaho. As an Extension Specialist in community development, Lorie's primary role is to assist Idaho communities and organizations with a broad range of programs and projects. Current work includes a regional effort called *Two Degrees Northwest*, to develop, support and promote cultural industries, building an entrepreneurship training program, identifying impacts of the Horizons community development program,

participating in the Idaho Community Review program as a steering committee member and listening session co-leader, and conducting social assessments as part of the UI Waters of the West program. Nationally, Lorie is a leader in the Enhancing Rural Capacity eXtension Community of Practice.

Erik Kingston, PCED

Housing Resources Coordinator
Idaho Housing and Finance Association
PO Box 7899
Boise, ID 83707-1899
208-331-4706
Toll-free 1-877-438-4472
Erikk@ihfa.org



Erik has managed IHFA's Housing Information and Resource Center since 1998, after serving three years as IHFA's Senior Communications Coordinator. Responsibilities include program development, contract management, community outreach, fair housing education initiatives and strategic planning for a range of housing and community development efforts. He is project coordinator for www.housingidaho.com, co-author of IHFA's Workforce Housing Toolkit: Simple Steps for Stronger Communities and author of the 2011 Housing Assistance Guide for Idaho. Erik is a long-time planning member with the Idaho Community Review

Team, board member of the Idaho Rural Partnership, and a graduate and faculty member of the Northwest Community Development Institute. He currently serves as a member and web moderator for the Idaho Fair Housing Forum (www.fairhousingforum.org) the East End Neighborhood Association's Armory Committee (www.reservestreetarmory.com), and the Boise/Eagle Tour de Coop (www.boisechickens.com). He has over 30 years of professional experience in the areas of nonprofit management, grant administration, disability rights, refugee and immigrant empowerment, the performing arts and grassroots community activism. In addition to professional activities, Erik has spent time driving thirsty cattle through dry country and working underground in a Central Idaho hard rock mine. He really likes his current job.

Coordination and Report Writing

Jon Barrett

Clearstory Studios 2412 W. Bannock Street Boise, ID 83702 208-343-1919 208-383-9687 (cell) clearstory@cableone.net



Jon created Clearstory Studios in 2007 to provide community and economic development, strategic planning, and consensus building services to local and state agencies, tribes, and non-government organizations. He has worked as a community planner, consultant, and nonprofit Co-Executive Director. He brings to this work his skills and passionate belief in the transformative power of clear communication. He is a Certified Grants Administrator. In 2004 the Idaho Planning Association named Jon 'Idaho Planner of the Year'.

Please complete this application and return to:

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

Idaho Community Review Application A Community Visitation Program

Offered in Partnership by the
Association of Idaho Cities, Idaho Department of Commerce, Idaho Housing & Finance Association,
U.S. Department of Housing & Urban Development, University of Idaho,
U.S. Department of Agriculture – Rural Development, & Idaho Rural Partnership

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

The community review program is an excellent in-kind value for its cost. Idaho Cities such as Heyburn, Jerome, Hayden, Kooskia, Priest River, Weiser, and Buhl have conducted successful community reviews for under \$2,500. Estimated costs for a community review through a private consulting firm, including salary, travel, lodging, site visit, data collection, and report fees, is well over \$20,000 for equivalent expertise from 15-18 community development professionals.

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

- Arrange for large and small group meeting sites throughout the review with community leaders and citizens
- Appoint a home team leader for each of the three focus areas you identify who is willing
 to work with the visiting team leaders to plan and coordinate the community review
- · Arrange community tours and meeting agendas in the three focus areas you identify
- Pay for group transportation during the community tours and all team meals (many communities have partnered with school districts and civic groups to share transportation and meal costs)
- Make lodging reservations for the visiting team
- Publicize the community review to maximize community participation
- · Assist with survey data collection prior to the community review
- Provide one or two individuals during the review to assist with data entry
- Designate at least two community members to facilitate the follow-up process

| Community: Glenns Ferry, Idaho |
|---|
| Main Contact Person: David L. Payne |
| Address/City/State/Zip: 966 Old Highway 30 Glenns Ferry, ID 83623 |
| Phone, Fax, Email: (208) 366-2276 dpayne8@q.com |
| Names/phone numbers/Email addresses of the three Focus Area Team Leaders: |
| Tracl Stewart (208) 573-2164 |
| Alan Crane dummfarmer@aol.com |
| Ralph Jones Idbluerj@yahoo.com |

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

Local Economic Development Housing

Infrastructure Community Design & Identity

Land Use Planning Education

Health Care Arts, Historic, and Recreation Resources

Seniors and Youth Civic Life and Community Involvement

Other Focus Area(s):

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

- Local economic development citizen input, business expansion, retention, diversification
 The community is hoping to determine the local economic development opportunities including ideas for the development of markets, identification of niche businesses, and the expansion of existing companies, services, and business operations.
 Improving public participation and engagement in economic development activities is also an area of interest.
- 2.) Infrastructure sewer, water, streets, bridges, rail crossings, land use, irrigation
 The community is interested in exploring options for improving the infrastructure to support local
 economic development, residential uses, and industrial/business recruitment. Concerns include sustainable
 water and sewer development, land use decisions and business siting issues, transportation corridors, and
 irrigation.
- 3.) Tourism business potentials, river activities, equine school, sports tournaments, campers/RVers and the State Park, ghost tours in the downtown, walking tours of historic buildings, business guide development

 The community contains several assets that could generate tourism interest and revenues for local business.

 Interstate access is good; however, amenities/tourism related businesses may need to be developed and better marketed to increase the number of visitors/extend # of visitor days.

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

Development of a comprehensive vision and strategic plan for the community. Engagement of the citizenry

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)

- Within the last two years, the City of Glenns Ferry was awarded a CDBG Downtown Revitalization Grant for Phase I of their Downtown Revitalization Plan. The committee applied for an additional CDBG grant for Phase II in fall of 2010. The City did not receive approval during this grant cycle, but plans to resubmit in 2011.
- The community will complete a Comprehensive Transportation Study by summer of 2011.
- The City of Glenns Ferry has joined the Southern Idaho Economic Development Organization (SIEDO) whose mission is to promote regional economic development through expansion of existing business and by implementing a focused marketing program to attract new business to the region.

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.

- Implementation strategies for the Comprehensive Transportation Study as it relates to new economic development projects.
- Develop an overall Urban Renewal strategy that best supports downtown and industrial development plans for community.
- Review infrastructure assets and liabilities for economic development growth, specifically, wastewater, roads, etc.
- Consider redevelopment strategy for Co-Generation Plant and possible geo thermal opportunities.
- Explore additional tourism strategies that compliment the state park and wineries.

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

- Completed first phase of Downtown Revitalization Plan
- Comprehensive Transportation Study complete summer 2011

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

Glenns Ferry was a certified Gem Community.

Starting with the 2010 community Reviews, we ask that communities participating in the review process provide brief updates on an annual basis. These updates will share progress the community has made as either a direct or indirect result of the Community Review. IRP will use the information to help future visiting team members adjust and refine their presentations and discussions to better meet the need of the communities participating in the reviews. A secondary purpose will be to measure the impact of reviews and demonstrate how resources and investments are leveraged through the process. This is critical to maintain support for our work with rural Idaho.

What possible dates do you propose for a community review?

Spring 2012 - needs to be coordinated with the planting season for local agricultural operations.

Mayor's Signature: John Jones

Jondon Date: 3-30-11

Please complete this application and return to:

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

APPENDIX C LISTS OF GLENNS FERRY RESIDENTS WANTING TO PARTICIPATE IN COMMUNITY AND ECONOMIC DEVELOPMENT PROJECTS

The following individuals expressed their interest in continuing to participate in community and economic development efforts. Invitations to indicate this interest were provided during Community Listening Sessions and public meetings during the Glenns Ferry Community Review.

<u>Infrastructure</u>

Jimi Orr 366 – 2306

Jerry Wiggins720 - 5601Jak Krieger866 - 3918Nate Jones599 - 1160

Ken Thompson 590 - 4666

Land Use Planning

Jimi Orr 366 – 2306 John Solosabal 598 – 5953

Wes Wootan 599 – 3131

Economic Development

Ralph Winterbottom 366 - 2167Nancy Orr 366 - 2548Jacky Colson 366 - 7128**David Mowery** 949 - 1111Cindi Wilde 599 - 1505Juanita Garza 366 - 7522Sara Arellano 366 - 2819Cassandra Garza 366 - 7522590 - 1876 Marcos Garcia Wilder Jones 599 - 4919366 - 2435Ellee Bryant

Michelle Juarez 366 - 3014

Darlene Gianelli

Ken Thompson 590 – 4666 Wanda Valeska 963 – 0326

Other

Joyce Ashton Needy Families 598 – 0454

June Peterson366 – 2974Damian GilEntertainment340 – 0521Gabriela ArevaloTranslating/Interpreting,590 - 0863

activities for young & old

Glenns Ferry Community Review Summary of Results

February 2012

Prepared For:

Mike Field Idaho Rural Partnership 2270 Old Penitentiary Road Boise, Idaho 83712

Prepared By:

Stephanie L. Kane Barbara E. Foltz Monica Reyna

Social Science Research Unit (SSRU)
University of Idaho
P.O. Box 444290
Moscow, ID 83844-4290
Telephone (208) 885-5595
Fax (208) 885-5554

http://www.agls.uidaho.edu/ssru

University of Idaho

College of Agricultural and Life Sciences

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Executive Summary

- The five infrastructure services that received the highest level of satisfaction (as measured by
 the percentage of residents who stated they were either "somewhat" or "highly" satisfied with
 the service were: the quality of the library (66 percent), the condition of school facilities (66
 percent), the availability of emergency health care (64 percent), the availability of Senior
 programs (63 percent), and the quality of parks and recreation programs and facilities (60
 percent).
- The five infrastructure services that received the lowest level of satisfaction (as measured by the percentage of residents who state they were either "somewhat" or "highly" dissatisfied with the service were: the condition of city streets (87 percent), the quality of sidewalks (63 percent), the availability of local arts and culture (48 percent), the availability of drug and alcohol treatment programs (47 percent), and bicycle and pedestrian access (42 percent).
- The three aspects of economic development in Glenns Ferry that received the highest level of support (the highest percentage of residents stating they were "somewhat" or "highly" satisfied) were: the appearance of downtown Glenns Ferry (73 percent0, the appearance of public buildings (68 percent), and the number of banks and financial institutions (65 percent).
- The three aspects of economic development that received the lowest level of satisfaction (percentage of residents stating they were "somewhat" or "highly" dissatisfied) were the availability of local jobs (85 percent), the quality of local jobs (78 percent), and the availability of vocational or workforce training programs (77 percent).
- In the section regarding services and facilities not currently available in Glenns Ferry, 62 percent
 of respondents felt that it was "very important" for Glenns a youth center, 55 percent stated it
 was "very important" to have a drugstore, and 38 percent stated it was "very important" to have
 a department or variety store. Only 10 percent of respondents felt it was "very important" to
 have a dry cleaners.

Methodology

A total of 620 surveys were delivered. Of these, 550 were mailed and 70 were hand delivered to apartment residents. Of the mailed surveys, 194 were returned, resulting in a response rate of 35 percent. Of the hand-delivered surveys, 21 were returned, resulting in a response rate of 30 percent. Several questions had high item non-response (more than 10 percent), increasing the margin of error associated with those measurements.

Results

Part 1: Infrastructure

1. Condition of city streets

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 122 | 56.7 | 57.0 | 57.0 |
| | Somewhat Dissatisfied | 64 | 29.8 | 29.9 | 86.9 |
| | Neutral | 10 | 4.7 | 4.7 | 91.6 |
| | Somewhat Satisfied | 16 | 7.4 | 7.5 | 99.1 |
| | Highly Satisfied | 2 | .9 | .9 | 100.0 |
| | Total | 214 | 99.5 | 100.0 | |
| Missing | System | 1 | .5 | | |
| Total | | 215 | 100.0 | | |

2. Bicycle and pedestrian access

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 40 | 18.6 | 20.3 | 20.3 |
| valid | riigiliy Dissatisiled | 40 | 10.0 | 20.5 | 20.5 |
| | Somewhat Dissatisfied | 42 | 19.5 | 21.3 | 41.6 |
| | Neutral | 59 | 27.4 | 29.9 | 71.6 |
| | Somewhat Satisfied | 43 | 20.0 | 21.8 | 93.4 |
| | Highly Satisfied | 13 | 6.0 | 6.6 | 100.0 |
| | Total | 197 | 91.6 | 100.0 | |
| Missing | System | 18 | 8.4 | | |
| Total | | 215 | 100.0 | | |

3. Quality of sidewalks

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 67 | 31.2 | 32.1 | 32.1 |
| | Somewhat Dissatisfied | 64 | 29.8 | 30.6 | 62.7 |
| | Neutral | 33 | 15.3 | 15.8 | 78.5 |
| | Somewhat Satisfied | 35 | 16.3 | 16.7 | 95.2 |
| | Highly Satisfied | 10 | 4.7 | 4.8 | 100.0 |
| | Total | 209 | 97.2 | 100.0 | |
| Missing | System | 6 | 2.8 | | |
| Total | | 215 | 100.0 | | |

4. Law enforcement (Elmore County Sheriff's Office)

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 42 | 19.5 | 19.8 | 19.8 |
| | Somewhat Dissatisfied | 38 | 17.7 | 17.9 | 37.7 |
| | Neutral | 52 | 24.2 | 24.5 | 62.3 |
| | Somewhat Satisfied | 51 | 23.7 | 24.1 | 86.3 |
| | Highly Satisfied | 29 | 13.5 | 13.7 | 100.0 |
| | Total | 212 | 98.6 | 100.0 | |
| Missing | System | 3 | 1.4 | | |
| Total | | 215 | 100.0 | | |

5. Fire Department

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 14 | 6.5 | 6.6 | 6.6 |
| | Somewhat Dissatisfied | 13 | 6.0 | 6.2 | 12.8 |
| | Neutral | 53 | 24.7 | 25.1 | 37.9 |
| | Somewhat Satisfied | 62 | 28.8 | 29.4 | 67.3 |
| | Highly Satisfied | 69 | 32.1 | 32.7 | 100.0 |
| | Total | 211 | 98.1 | 100.0 | |
| Missing | System | 4 | 1.9 | | |
| Total | | 215 | 100.0 | | |

6. Water Department

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 18 | 8.4 | 8.6 | 8.6 |
| | Somewhat Dissatisfied | 25 | 11.6 | 12.0 | 20.6 |
| | Neutral | 50 | 23.3 | 23.9 | 44.5 |
| | Somewhat Satisfied | 67 | 31.2 | 32.1 | 76.6 |
| | Highly Satisfied | 49 | 22.8 | 23.4 | 100.0 |
| | Total | 209 | 97.2 | 100.0 | |
| Missing | System | 6 | 2.8 | | |
| Total | | 215 | 100.0 | | |

7. Sewage treatment services

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 13 | 6.0 | 6.4 | 6.4 |
| | Somewhat Dissatisfied | 22 | 10.2 | 10.8 | 17.2 |
| | Neutral | 58 | 27.0 | 28.4 | 45.6 |
| | Somewhat Satisfied | 64 | 29.8 | 31.4 | 77.0 |
| | Highly Satisfied | 47 | 21.9 | 23.0 | 100.0 |
| | Total | 204 | 94.9 | 100.0 | |
| Missing | System | 11 | 5.1 | | |
| Total | | 215 | 100.0 | | |

8. Quality of Glenns Ferry Airport

| | | | | | Cumulative |
|---------|-----------------------|-----------|---------|---------------|------------|
| | | Frequency | Percent | Valid Percent | Percent |
| Valid | Highly Dissatisfied | 9 | 4.2 | 5.9 | 5.9 |
| | Somewhat Dissatisfied | 15 | 7.0 | 9.9 | 15.8 |
| | Neutral | 83 | 38.6 | 54.6 | 70.4 |
| | Somewhat Satisfied | 26 | 12.1 | 17.1 | 87.5 |
| | Highly Satisfied | 19 | 8.8 | 12.5 | 100.0 |
| | Total | 152 | 70.7 | 100.0 | |
| Missing | System | 63 | 29.3 | | |
| Total | | 215 | 100.0 | | |

9. Condition of Library

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 5 | 2.3 | 2.6 | 2.6 |
| | Somewhat Dissatisfied | 18 | 8.4 | 9.3 | 11.9 |
| | Neutral | 43 | 20.0 | 22.3 | 34.2 |
| | Somewhat Satisfied | 61 | 28.4 | 31.6 | 65.8 |
| | Highly Satisfied | 66 | 30.7 | 34.2 | 100.0 |
| | Total | 193 | 89.8 | 100.0 | |
| Missing | System | 22 | 10.2 | | |
| Total | | 215 | 100.0 | | |

10. Condition of school facilities

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 3 | 1.4 | 1.7 | 1.7 |
| | Somewhat Dissatisfied | 17 | 7.9 | 9.5 | 11.2 |
| | Neutral | 41 | 19.1 | 22.9 | 34.1 |
| | Somewhat Satisfied | 77 | 35.8 | 43.0 | 77.1 |
| | Highly Satisfied | 41 | 19.1 | 22.9 | 100.0 |
| | Total | 179 | 83.3 | 100.0 | |
| Missing | System | 36 | 16.7 | | |
| Total | | 215 | 100.0 | | |

11. Quality of Education

| J | , | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 20 | 9.3 | 10.8 | 10.8 |
| | Somewhat Dissatisfied | 38 | 17.7 | 20.5 | 31.4 |
| | Neutral | 43 | 20.0 | 23.2 | 54.6 |
| | Somewhat Satisfied | 62 | 28.8 | 33.5 | 88.1 |
| | Highly Satisfied | 22 | 10.2 | 11.9 | 100.0 |
| | Total | 185 | 86.0 | 100.0 | |
| Missing | System | 30 | 14.0 | | |
| Total | | 215 | 100.0 | | |

12. Availability of general health care

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 17 | 7.9 | 8.3 | 8.3 |
| | Somewhat Dissatisfied | 34 | 15.8 | 16.7 | 25.0 |
| | Neutral | 38 | 17.7 | 18.6 | 43.6 |
| | Somewhat Satisfied | 82 | 38.1 | 40.2 | 83.8 |
| | Highly Satisfied | 33 | 15.3 | 16.2 | 100.0 |
| | Total | 204 | 94.9 | 100.0 | |
| Missing | System | 11 | 5.1 | | |
| Total | | 215 | 100.0 | | |

13. Availability of emergency health care/EMS

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 7 | 3.3 | 3.5 | 3.5 |
| | Somewhat Dissatisfied | 18 | 8.4 | 9.1 | 12.6 |
| | Neutral | 46 | 21.4 | 23.2 | 35.9 |
| | Somewhat Satisfied | 63 | 29.3 | 31.8 | 67.7 |
| | Highly Satisfied | 64 | 29.8 | 32.3 | 100.0 |
| | Total | 198 | 92.1 | 100.0 | |
| Missing | System | 17 | 7.9 | | |
| Total | | 215 | 100.0 | | |

14. Availability of day care for children

| | | | | | Cumulative |
|---------|-----------------------|-----------|---------|---------------|------------|
| | | Frequency | Percent | Valid Percent | Percent |
| Valid | Highly Dissatisfied | 5 | 2.3 | 4.2 | 4.2 |
| | Somewhat Dissatisfied | 16 | 7.4 | 13.4 | 17.6 |
| | Neutral | 66 | 30.7 | 55.5 | 73.1 |
| | Somewhat Satisfied | 25 | 11.6 | 21.0 | 94.1 |
| | Highly Satisfied | 7 | 3.3 | 5.9 | 100.0 |
| | Total | 119 | 55.3 | 100.0 | |
| Missing | System | 96 | 44.7 | | |
| Total | | 215 | 100.0 | | |

15. Availability of Senior programs

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 8 | 3.7 | 4.9 | 4.9 |
| | Somewhat Dissatisfied | 15 | 7.0 | 9.1 | 14.0 |
| | Neutral | 37 | 17.2 | 22.6 | 36.6 |
| | Somewhat Satisfied | 69 | 32.1 | 42.1 | 78.7 |
| | Highly Satisfied | 35 | 16.3 | 21.3 | 100.0 |
| | Total | 164 | 76.3 | 100.0 | |
| Missing | System | 51 | 23.7 | | |
| Total | | 215 | 100.0 | | |

16. Availability of drug and alcohol treatment programs

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 35 | 16.3 | 26.7 | 26.7 |
| | Somewhat Dissatisfied | 27 | 12.6 | 20.6 | 47.3 |
| | Neutral | 55 | 25.6 | 42.0 | 89.3 |
| | Somewhat Satisfied | 8 | 3.7 | 6.1 | 95.4 |
| | Highly Satisfied | 6 | 2.8 | 4.6 | 100.0 |
| | Total | 131 | 60.9 | 100.0 | |
| Missing | System | 84 | 39.1 | | |
| Total | | 215 | 100.0 | | |

17. Availability of social services (e.g. food bank, domestic violence shelter, and other emergencies)

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 13 | 6.0 | 7.3 | 7.3 |
| | Somewhat Dissatisfied | 34 | 15.8 | 19.2 | 26.6 |
| | Neutral | 48 | 22.3 | 27.1 | 53.7 |
| | Somewhat Satisfied | 45 | 20.9 | 25.4 | 79.1 |
| | Highly Satisfied | 36 | 16.7 | 20.3 | 99.4 |
| | Total | 177 | 82.3 | 100.0 | |
| Missing | System | 39 | 18.1 | | |
| Total | | 215 | 100.0 | | |

18. Availability of high speed Internet

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 24 | 11.2 | 13.4 | 13.4 |
| | Somewhat Dissatisfied | 30 | 14.0 | 16.8 | 30.2 |
| | Neutral | 43 | 20.0 | 24.0 | 54.2 |
| | Somewhat Satisfied | 46 | 21.4 | 25.7 | 79.9 |
| | Highly Satisfied | 36 | 16.7 | 20.1 | 100.0 |
| | Total | 179 | 83.3 | 100.0 | |
| Missing | System | 36 | 16.7 | | |
| Total | | 215 | 100.0 | | |

19. Availability of local arts and culture

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 41 | 19.1 | 23.0 | 23.0 |
| | Somewhat Dissatisfied | 45 | 20.9 | 25.3 | 48.3 |
| | Neutral | 65 | 30.2 | 36.5 | 84.8 |
| | Somewhat Satisfied | 20 | 9.3 | 11.2 | 96.1 |
| | Highly Satisfied | 7 | 3.3 | 3.9 | 100.0 |
| | Total | 178 | 82.8 | 100.0 | |
| Missing | System | 37 | 17.2 | | |
| Total | | 215 | 100.0 | | |

20. Quality of parks and recreations programs and facilities

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 10 | 4.7 | 4.9 | 4.9 |
| | Somewhat Dissatisfied | 24 | 11.2 | 11.8 | 16.7 |
| | Neutral | 48 | 22.3 | 23.5 | 40.2 |
| | Somewhat Satisfied | 84 | 39.1 | 41.2 | 81.4 |
| | Highly Satisfied | 38 | 17.7 | 18.6 | 100.0 |
| | Total | 204 | 94.9 | 100.0 | |
| Missing | System | 11 | 5.1 | | |
| Total | | 215 | 100.0 | | |

21. Quality of City website

| | - | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 9 | 4.2 | 6.0 | 6.0 |
| | Somewhat Dissatisfied | 22 | 10.2 | 14.8 | 20.8 |
| | Neutral | 73 | 34.0 | 49.0 | 69.8 |
| | Somewhat Satisfied | 27 | 12.6 | 18.1 | 87.9 |
| | Highly Satisfied | 18 | 8.4 | 12.1 | 100.0 |
| | Total | 149 | 69.3 | 100.0 | |
| Missing | System | 66 | 30.7 | | |
| Total | | 215 | 100.0 | | |

22. Quality and quantity of information received from the City

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 37 | 17.2 | 18.4 | 18.4 |
| | Somewhat Dissatisfied | 44 | 20.5 | 21.9 | 40.3 |
| | Neutral | 59 | 27.4 | 29.4 | 69.7 |
| | Somewhat Satisfied | 46 | 21.4 | 22.9 | 92.5 |
| | Highly Satisfied | 15 | 7.0 | 7.5 | 100.0 |
| | Total | 201 | 93.5 | 100.0 | |
| Missing | System | 14 | 6.5 | | |
| Total | | 215 | 100.0 | | |

23. Opportunities to be involved in decisions affecting the community

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 41 | 19.1 | 20.6 | 20.6 |
| | Somewhat Dissatisfied | 39 | 18.1 | 19.6 | 40.2 |
| | Neutral | 63 | 29.3 | 31.7 | 71.9 |
| | Somewhat Satisfied | 39 | 18.1 | 19.6 | 91.5 |
| | Highly Satisfied | 17 | 7.9 | 8.5 | 100.0 |
| | Total | 199 | 92.6 | 100.0 | |
| Missing | System | 16 | 7.4 | | |
| Total | | 215 | 100.0 | | |

Part 2: Economic Development

1. Appearance of downtown Glenns Ferry

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 7 | 3.3 | 3.3 | 3.3 |
| | Somewhat Dissatisfied | 21 | 9.8 | 10.0 | 13.4 |
| | Neutral | 29 | 13.5 | 13.9 | 27.3 |
| | Somewhat Satisfied | 91 | 42.3 | 43.5 | 70.8 |
| | Highly Satisfied | 61 | 28.4 | 29.2 | 100.0 |
| | Total | 209 | 97.2 | 100.0 | |
| Missing | System | 6 | 2.8 | | |
| Total | | 215 | 100.0 | | |

2. Appearance of public buildings

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 5 | 2.3 | 2.4 | 2.4 |
| | Somewhat Dissatisfied | 30 | 14.0 | 14.6 | 17.0 |
| | Neutral | 30 | 14.0 | 14.6 | 31.6 |
| | Somewhat Satisfied | 103 | 47.9 | 50.0 | 81.6 |
| ļ | Highly Satisfied | 38 | 17.7 | 18.4 | 100.0 |
| | Total | 206 | 95.8 | 100.0 | |
| Missing | System | 9 | 4.2 | | |
| Total | | 215 | 100.0 | | |

3. Availability of local jobs

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 126 | 58.6 | 64.3 | 64.3 |
| | Somewhat Dissatisfied | 40 | 18.6 | 20.4 | 84.7 |
| | Neutral | 22 | 10.2 | 11.2 | 95.9 |
| | Somewhat Satisfied | 3 | 1.4 | 1.5 | 97.4 |
| | Highly Satisfied | 5 | 2.3 | 2.6 | 100.0 |
| | Total | 196 | 91.2 | 100.0 | |
| Missing | System | 19 | 8.8 | | |
| Total | | 215 | 100.0 | | |

4. Quality of local jobs

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 102 | 47.4 | 52.8 | 52.8 |
| | Somewhat Dissatisfied | 48 | 22.3 | 24.9 | 77.7 |
| | Neutral | 29 | 13.5 | 15.0 | 92.7 |
| | Somewhat Satisfied | 9 | 4.2 | 4.7 | 97.4 |
| | Highly Satisfied | 5 | 2.3 | 2.6 | 100.0 |
| | Total | 193 | 89.8 | 100.0 | |
| Missing | System | 22 | 10.2 | | |
| Total | | 215 | 100.0 | | |

5. Number of local businesses

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|----------|----------------|-----------------------|
| | | Frequency | reiceili | valiu Percerit | reiceili |
| Valid | Highly Dissatisfied | 59 | 27.4 | 28.5 | 28.5 |
| | Somewhat Dissatisfied | 69 | 32.1 | 33.3 | 61.8 |
| | Neutral | 40 | 18.6 | 19.3 | 81.2 |
| | Somewhat Satisfied | 35 | 16.3 | 16.9 | 98.1 |
| | Highly Satisfied | 4 | 1.9 | 1.9 | 100.0 |
| | Total | 207 | 96.3 | 100.0 | |
| Missing | System | 8 | 3.7 | | |
| Total | | 215 | 100.0 | | |

6. Level of business involvement in the community

| | | | | | Cumulative |
|---------|-----------------------|-----------|---------|---------------|------------|
| | | Frequency | Percent | Valid Percent | Percent |
| Valid | Highly Dissatisfied | 21 | 9.8 | 10.7 | 10.7 |
| | Somewhat Dissatisfied | 47 | 21.9 | 23.9 | 34.5 |
| | Neutral | 64 | 29.8 | 32.5 | 67.0 |
| | Somewhat Satisfied | 48 | 22.3 | 24.4 | 91.4 |
| | Highly Satisfied | 17 | 7.9 | 8.6 | 100.0 |
| | Total | 197 | 91.6 | 100.0 | |
| Missing | System | 18 | 8.4 | | |
| Total | | 215 | 100.0 | | |

7. Variety of goods available in stores

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 24 | 11.2 | 11.5 | 11.5 |
| | Somewhat Dissatisfied | 64 | 29.8 | 30.6 | 42.1 |
| | Neutral | 43 | 20.0 | 20.6 | 62.7 |
| | Somewhat Satisfied | 63 | 29.3 | 30.1 | 92.8 |
| | Highly Satisfied | 15 | 7.0 | 7.2 | 100.0 |
| | Total | 209 | 97.2 | 100.0 | |
| Missing | System | 6 | 2.8 | | |
| Total | | 215 | 100.0 | | |

8. Number of restaurants

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 22 | 10.2 | 10.8 | 10.8 |
| | Somewhat Dissatisfied | 28 | 13.0 | 13.7 | 24.5 |
| | Neutral | 48 | 22.3 | 23.5 | 48.0 |
| | Somewhat Satisfied | 72 | 33.5 | 35.3 | 83.3 |
| | Highly Satisfied | 34 | 15.8 | 16.7 | 100.0 |
| | Total | 204 | 94.9 | 100.0 | |
| Missing | System | 11 | 5.1 | | |
| Total | | 215 | 100.0 | | |

9. Number of banks and financial institutions

| | | F | Davaget | Valid Daggart | Cumulative |
|---------|-----------------------|-----------|---------|---------------|------------|
| | | Frequency | Percent | Valid Percent | Percent |
| Valid | Highly Dissatisfied | 8 | 3.7 | 3.8 | 3.8 |
| | Somewhat Dissatisfied | 14 | 6.5 | 6.7 | 10.6 |
| | Neutral | 51 | 23.7 | 24.5 | 35.1 |
| | Somewhat Satisfied | 70 | 32.6 | 33.7 | 68.8 |
| | Highly Satisfied | 65 | 30.2 | 31.3 | 100.0 |
| | Total | 208 | 96.7 | 100.0 | |
| Missing | System | 7 | 3.3 | | |
| Total | | 215 | 100.0 | | |

10. Quality of hotel and motels

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 33 | 15.3 | 18.3 | 18.3 |
| | Somewhat Dissatisfied | 53 | 24.7 | 29.4 | 47.8 |
| | Neutral | 56 | 26.0 | 31.1 | 78.9 |
| | Somewhat Satisfied | 27 | 12.6 | 15.0 | 93.9 |
| | Highly Satisfied | 11 | 5.1 | 6.1 | 100.0 |
| | Total | 180 | 83.7 | 100.0 | |
| Missing | System | 35 | 16.3 | | |
| Total | | 215 | 100.0 | | |

11. Number of entertainment opportunities

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 73 | 34.0 | 36.9 | 36.9 |
| | Somewhat Dissatisfied | 73 | 34.0 | 36.9 | 73.7 |
| | Neutral | 27 | 12.6 | 13.6 | 87.4 |
| | Somewhat Satisfied | 21 | 9.8 | 10.6 | 98.0 |
| | Highly Satisfied | 4 | 1.9 | 2.0 | 100.0 |
| | Total | 198 | 92.1 | 100.0 | |
| Missing | System | 17 | 7.9 | | |
| Total | | 215 | 100.0 | | |

12. Number of amenities for visitors

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 38 | 17.7 | 19.7 | 19.7 |
| | Somewhat Dissatisfied | 66 | 30.7 | 34.2 | 53.9 |
| | Neutral | 53 | 24.7 | 27.5 | 81.3 |
| | Somewhat Satisfied | 30 | 14.0 | 15.5 | 96.9 |
| | Highly Satisfied | 6 | 2.8 | 3.1 | 100.0 |
| | Total | 193 | 89.8 | 100.0 | |
| Missing | System | 22 | 10.2 | | |
| Total | | 215 | 100.0 | | |

13. Availability of vocational or workforce training programs

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 90 | 41.9 | 51.1 | 51.1 |
| | Somewhat Dissatisfied | 46 | 21.4 | 26.1 | 77.3 |
| | Neutral | 35 | 16.3 | 19.9 | 97.2 |
| | Somewhat Satisfied | 3 | 1.4 | 1.7 | 98.9 |
| | Highly Satisfied | 2 | .9 | 1.1 | 100.0 |
| | Total | 176 | 81.9 | 100.0 | |
| Missing | System | 39 | 18.1 | | |
| Total | | 215 | 100.0 | | |

14. Availability of higher education opportunities

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 91 | 42.3 | 50.3 | 50.3 |
| | Somewhat Dissatisfied | 43 | 20.0 | 23.8 | 74.0 |
| | Neutral | 33 | 15.3 | 18.2 | 92.3 |
| | Somewhat Satisfied | 10 | 4.7 | 5.5 | 97.8 |
| | Highly Satisfied | 4 | 1.9 | 2.2 | 100.0 |
| | Total | 181 | 84.2 | 100.0 | |
| Missing | System | 34 | 15.8 | | |
| Total | | 215 | 100.0 | | |

15. Availability of housing

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 24 | 11.2 | 12.8 | 12.8 |
| | Somewhat Dissatisfied | 37 | 17.2 | 19.7 | 32.4 |
| | Neutral | 59 | 27.4 | 31.4 | 63.8 |
| | Somewhat Satisfied | 42 | 19.5 | 22.3 | 86.2 |
| | Highly Satisfied | 26 | 12.1 | 13.8 | 100.0 |
| | Total | 188 | 87.4 | 100.0 | |
| Missing | System | 27 | 12.6 | | |
| Total | | 215 | 100.0 | | |

16. Quality of housing

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 23 | 10.7 | 25.0 | 25.0 |
| | Somewhat Dissatisfied | 21 | 9.8 | 22.8 | 47.8 |
| | Neutral | 31 | 14.4 | 33.7 | 81.5 |
| | Somewhat Satisfied | 12 | 5.6 | 13.0 | 94.6 |
| | Highly Satisfied | 5 | 2.3 | 5.4 | 100.0 |
| | Total | 92 | 42.8 | 100.0 | |
| Missing | System | 123 | 57.2 | | |
| Total | | 215 | 100.0 | | |

17. Affordability of housing

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-----------------------|-----------|---------|---------------|-----------------------|
| Valid | Highly Dissatisfied | 27 | 12.6 | 14.1 | 14.1 |
| | Somewhat Dissatisfied | 43 | 20.0 | 22.4 | 36.5 |
| | Neutral | 51 | 23.7 | 26.6 | 63.0 |
| | Somewhat Satisfied | 55 | 25.6 | 28.6 | 91.7 |
| | Highly Satisfied | 16 | 7.4 | 8.3 | 100.0 |
| | Total | 192 | 89.3 | 100.0 | |
| Missing | System | 23 | 10.7 | | |
| Total | | 215 | 100.0 | | |

Part 3: Goods or Services Not Currently Available in Glenns Ferry

1. Drugstores

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------------------|-----------|---------|---------------|-----------------------|
| Valid | Very Important | 114 | 53.0 | 55.1 | 55.1 |
| | Somewhat Important | 65 | 30.2 | 31.4 | 86.5 |
| | Somewhat Unimportant | 19 | 8.8 | 9.2 | 95.7 |
| | Very Unimportant | 9 | 4.2 | 4.3 | 100.0 |
| | Total | 207 | 96.3 | 100.0 | |
| Missing | System | 8 | 3.7 | | |
| Total | | 215 | 100.0 | | |

2. Dry cleaners

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------------------|-----------|---------|---------------|-----------------------|
| Valid | Very Important | 21 | 9.8 | 10.2 | 10.2 |
| | Somewhat Important | 45 | 20.9 | 22.0 | 32.2 |
| | Somewhat Unimportant | 63 | 29.3 | 30.7 | 62.9 |
| | Very Unimportant | 76 | 35.3 | 37.1 | 100.0 |
| | Total | 205 | 95.3 | 100.0 | |
| Missing | System | 10 | 4.7 | | |
| Total | | 215 | 100.0 | | |

3. Department or variety store

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------------------|-----------|---------|---------------|-----------------------|
| Valid | Very Important | 75 | 34.9 | 37.5 | 37.5 |
| | Somewhat Important | 89 | 41.4 | 44.5 | 82.0 |
| | Somewhat Unimportant | 26 | 12.1 | 13.0 | 95.0 |
| | Very Unimportant | 10 | 4.7 | 5.0 | 100.0 |
| | Total | 200 | 93.0 | 100.0 | |
| Missing | System | 15 | 7.0 | | |
| Total | | 215 | 100.0 | | |

4. Youth services and facilities

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------------------|-----------|---------|---------------|-----------------------|
| Valid | Very Important | 126 | 58.6 | 61.8 | 61.8 |
| | Somewhat Important | 43 | 20.0 | 21.1 | 82.8 |
| | Somewhat Unimportant | 19 | 8.8 | 9.3 | 92.2 |
| | Very Unimportant | 16 | 7.4 | 7.8 | 100.0 |
| | Total | 204 | 94.9 | 100.0 | |
| Missing | System | 11 | 5.1 | | |
| Total | | 215 | 100.0 | | |

Other businesses/facilities/services mentioned

- Jobs/Industry (6 responses)
- Choices for medical care/more doctors (3 responses)
- Community programs (3 responses)
- Teen/family center (3 responses)
- Bowling alley (2 responses)
- Chain restaurant (2 responses)
- Fast food (2 responses)
- Grocery store (2 responses)
- Lumberyard (2 responses)
- Public transportation (2 responses)
- Technical school/job training facilities (2 responses)
- Animal control

- Auto mechanic
- Automatic car wash
- Bars
- Bullying prevention programs
- City police force
- Clothing store
- Dog park
- Nursery
- Small mall
- Game store
- Golf course
- Government for the people
- Hotel/motel
- Indoor pool
- Longer hours at the banks

Part 4: Demographics

1. Do you commute to another community to work?

| | | | | | Cumulative |
|---------|--------|-----------|---------|---------------|------------|
| | | Frequency | Percent | Valid Percent | Percent |
| Valid | No | 159 | 74.0 | 76.1 | 76.1 |
| | Yes | 50 | 23.3 | 23.9 | 100.0 |
| | Total | 209 | 97.2 | 100.0 | |
| Missing | System | 6 | 2.8 | | |
| Total | | 215 | 100.0 | | |

2. Have you ever attended a City Council or City Planning and Zoning Commission meeting?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------|-----------|---------|---------------|-----------------------|
| Valid | No | 86 | 40.0 | 41.1 | 41.1 |
| | Yes | 123 | 57.2 | 58.9 | 100.0 |
| | Total | 209 | 97.2 | 100.0 | |
| Missing | System | 6 | 2.8 | | |
| Total | | 215 | 100.0 | | |

3. Sex

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------|-----------|---------|---------------|-----------------------|
| Valid | Female | 126 | 58.6 | 60.9 | 60.9 |
| | Male | 81 | 37.7 | 39.1 | 100.0 |
| | Total | 207 | 96.3 | 100.0 | |
| Missing | System | 8 | 3.7 | | |
| Total | | 215 | 100.0 | | |

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

| | N | Minimum | Maximum | Mean | Std. Deviation |
|-----------------|-----|---------|---------|-------|----------------|
| Years in county | 204 | 1 | 84 | 25.92 | 20.378 |
| Valid N | 204 | | | | |

5. 93 percent of respondents spoke English at home, 3 percent spoke Spanish, and the remainder spoke both.

GLENNS FERRY COMMUNITY REVIEW SURVEY

This purpose of this questionnaire is to assess residents' perceptions of different aspects of the City of Glenns Ferry, including infrastructure, economic development, and your involvement within the community. This study is being conducted as part of the Glenns Ferry Community Review, which takes place March 6-8, 2012. Your response is important to us! Results will remain confidential and will only be reported as totals with no identifying information. Please respond using the self-addressed stamped envelope by January 23, 2012.

Part 1: Infrastructure: In this section of the questionnaire, please rate your satisfaction with each aspect of the City of Glenns Ferry's city services. If you do not use or receive a particular service (for example if you have a well rather than receive water from the City), please mark not applicable (N/A).

| | Highly Dissatisfied | Somewhat Dissatisfied | Neutral | Somewhat Satisfied | Highly Satisfied | N/A |
|---|------------------------|-----------------------|---------|-----------------------|---------------------|-----|
| Condition of city streets | 1 | 2 | 3 | 4 | 5 | N/A |
| Bicycle and pedestrian access | 1 | 2 | 3 | 4 | 5 | N/A |
| 3. Quality of sidewalks | 1 | 2 | 3 | 4 | 5 | N/A |
| Law enforcement (Elmore County Sheriff's office) | 1 | 2 | 3 | 4 | 5 | N/A |
| 5. Fire Department | 1 | 2 | 3 | 4 | 5 | N/A |
| 6. Water Department | 1 | 2 | 3 | 4 | 5 | N/A |
| 7. Sewage treatment services | 1 | 2 | 3 | 4 | 5 | N/A |
| 8. Quality of Glenns Ferry airport | 1 | 2 | 3 | 4 | 5 | N/A |
| 9. Quality of library | 1 | 2 | 3 | 4 | 5 | N/A |
| 10. Condition of school facilities | 1 | 2 | 3 | 4 | 5 | N/A |
| 11. Quality of education | 1 | 2 | 3 | 4 | 5 | N/A |
| 12. Availability of general health care | 1 | 2 | 3 | 4 | 5 | N/A |
| 13. Availability of emergency health care/EMS | 1 | 2 | 3 | 4 | 5 | N/A |
| 14. Availability of day care for children | 1 | 2 | 3 | 4 | 5 | N/A |
| 15. Availability of Senior programs | 1 | 2 | 3 | 4 | 5 | N/A |
| 16. Availability of drug and alcohol treatment programs | 1 | 2 | 3 | 4 | 5 | N/A |
| 17. Availability of social services (e.g. food bank, domestic violence shelter, and other emergencies.) | 1 | 2 | 3 | 4 | 5 | N/A |
| 18. Availability of high-speed Internet service | 1 | 2 | 3 | 4 | 5 | N/A |
| 19. Availability of local arts and cultural opportunities | 1 | 2 | 3 | 4 | 5 | N/A |
| 20. Quality of parks and recreation programs and facilities | 1 | 2 | 3 | 4 | 5 | N/A |
| 21. Quality of City website (www.glennsferryidaho.org) | 1 | 2 | 3 | 4 | 5 | N/A |
| 22. Quality and quantity of information provided by City | 1 | 2 | 3 | 4 | 5 | N/A |
| 23. Opportunities to be involved in decisions affecting the community | 1 | 2 | 3 | 4 | 5 | N/A |

Part 2: Economic Development: In this section of the questionnaire, please rate your satisfaction with each of the following aspects of Glenns Ferry's economy. Please consider only those businesses or services located within Elmore County. If you are not familiar with a particular service, please mark not applicable (N/A).

| | Highly Dissatisfied | Somewhat Dissatisfied | Neutral | Somewhat Satisfied | Highly Satisfied | N/A |
|---|------------------------|-----------------------|---------|--------------------|---------------------|-----|
| 1. Appearance of downtown Glenns Ferry | 1 | 2 | 3 | 4 | 5 | N/A |
| 2. Appearance of public buildings | 1 | 2 | 3 | 4 | 5 | N/A |
| 3. Availability of local jobs | 1 | 2 | 3 | 4 | 5 | N/A |
| 4. Quality of local jobs | 1 | 2 | 3 | 4 | 5 | N/A |
| 5. Number of local businesses | 1 | 2 | 3 | 4 | 5 | N/A |
| 6. Level of business involvement in the community | 1 | 2 | 3 | 4 | 5 | N/A |
| 7. Variety of goods available in stores | 1 | 2 | 3 | 4 | 5 | N/A |
| 8. Number of restaurants | 1 | 2 | 3 | 4 | 5 | N/A |
| Number of banks and financial institutions | 1 | 2 | 3 | 4 | 5 | N/A |
| 10. Quality of hotel and motels | 1 | 2 | 3 | 4 | 5 | N/A |
| 11. Number of entertainment opportunities | 1 | 2 | 3 | 4 | 5 | N/A |
| 12. Number of amenities for visitors. | 1 | 2 | 3 | 4 | 5 | N/A |
| 13. Availability of vocational or workforce training programs | 1 | 2 | 3 | 4 | 5 | N/A |
| 14. Availability of higher education opportunities | 1 | 2 | 3 | 4 | 5 | N/A |
| 15. Availability of housing | 1 | 2 | 3 | 4 | 5 | N/A |
| 16. Quality of housing | | | | | | |
| 17. Affordability of housing | 1 | 2 | 3 | 4 | 5 | N/A |

Part 3: Goods or Services Not Currently Available in Glenns Ferry: In this section, please tell us how important you feel it is for Glenns Ferry to have the following types of businesses and services, which are not currently available in the community.

| | Very Important | Somewhat Important | Somewhat Unimportant | Very Unimportant |
|---|-------------------|--------------------|-------------------------|---------------------|
| 1. Drugstore | 1 | 2 | 3 | 4 |
| 2. Dry cleaners | 1 | 2 | 3 | 4 |
| 3. Department or variety store | 1 | 2 | 3 | 4 |
| 4. Youth services and facilities (e.g. teen center, skate park) | 1 | 2 | 3 | 4 |
| 5. Other | 1 | 2 | 3 | 4 |

Part 4: Demographics. The following questions are asked for data analysis purposes.

| 1. 2. | Do you commute to another community to work? | ` | Yes | No |
|----------|---|------------------------|-------------------------|--------|
| ۷. | Have you ever attended a City Council or City Planning and Zoning Commission meeting? | ` | Yes | No |
| | Are you How many years have you lived in this county? | | Male Number of years | Female |
| 5. | Primary language spoken at home? | _ English __ | Spanish | Other |

Open Ended Comments

- Our current city council keeps all decisions to themselves and discourages citizen input. The
 volunteers at the senior center do an excellent job. The city doesn't provide any quality or
 quantity of information to the public.
- The fire department doesn't allow women. The superintendent has to go. Principal is a moron. Bathrooms are rarely open in the park. The Redford Motel is extremely poor quality and expensive. All the junk in peoples' yards is gross to the max. The town is plain ugly as you go down the streets. Shows complete lack of pride and laziness.
- The mayor has made problems for the law endorsement. City tears up streets but don't fix them. Fire Department lazy. Water Department and Sewage stinks. Library needs more room. Kids are passed in school that can't read. The mayor never lets the community be involved in decisions affecting the community. There are no jobs. The public buildings need cleaning up. Only entertainment in town are the bars.
- The condition of Alton Avenue is terrible.
- Residents should learn to read and write and speak English
- The local political leaders are self-serving in my observing opinion. They never tell the public when the meetings are.
- Roads are bad especially Cleveland St.
- The road at the West end of W Garfield is in bad shape from Jack Shrum home to end of pavement.
- Most business owners don't live in the city limits and therefore are barred from city voting.
- Definitely need a central information service for emergencies like water, power, phone, internet outages, and an evacuation plan in case of fire that's shared with everyone.

Glenns Ferry Community Review



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

| Highly Dissatisfied | Somewhat Dissatisfied | Neutral | Somewhat Satisfied | Highly Satisfied | N/A | Rating Average |
|------------------------|--|---|---|---|--|---|
| 37.5% (9) | 50.0% (12) | 0.0% | 4.2% (1) | 8.3% (2) | 0.0% | 1.96 |
| 17.4% (4) | 30.4% (7) | 39.1% (9) | 8.7% (2) | 4.3% (1) | 0.0% | 2.52 |
| 8.3% (2) | 54.2% (13) | 20.8% (5) | 16.7% (4) | 0.0% (0) | 0.0% | 2.46 |
| 25.0% (6) | 25.0% (6) | 16.7% (4) | 25.0% (6) | 8.3% (2) | 0.0% | 2.67 |
| 8.3% (2) | 8.3% (2) | 25.0% (6) | 29.2% (7) | 29.2% (7) | 0.0% | 3.63 |
| 4.2% (1) | 12.5% (3) | 33.3% (8) | 25.0% (6) | 0.0% (0) | 25.0% (6) | 3.06 |
| 8.3% (2) | 12.5% (3) | 37.5% (9) | 12.5% (3) | 4.2% (1) | 25.0% (6) | 2.89 |
| 16.7% (4) | 16.7% (4) | 37.5% (9) | 20.8% (5) | 0.0% (0) | 8.3% (2) | 2.68 |
| 8.7% (2) | 8.7% (2) | 30.4% (7) | 17.4% (4) | 21.7% (5) | 13.0% | 3.40 |
| 8.3% (2) | 8.3% (2) | 20.8% (5) | 29.2% (7) | 33.3% (8) | 0.0% | 3.71 |
| 30.4% (7) | 34.8% (8) | 13.0% (3) | 8.7% (2) | 13.0% (3) | 0.0% | 2.39 |
| 30.4% (7) | 8.7% (2) | 21.7% (5) | 17.4% (4) | 21.7% (5) | 0.0% | 2.91 |
| 16.7% (4) | 16.7% (4) | 20.8% | 20.8% (5) | 25.0% (6) | 0.0% | 3.21 |
| | Dissatisfied 37.5% (9) 17.4% (4) 8.3% (2) 25.0% (6) 8.3% (2) 4.2% (1) 8.3% (2) 16.7% (4) 8.7% (2) 30.4% (7) 30.4% (7) | Dissatisfied Dissatisfied 37.5% (9) 50.0% (12) 17.4% (4) 30.4% (7) 8.3% (2) 54.2% (13) 25.0% (6) 25.0% (6) 8.3% (2) 8.3% (2) 4.2% (1) 12.5% (3) 8.3% (2) 12.5% (3) 16.7% (4) 16.7% (4) 8.7% (2) 8.7% (2) 30.4% (7) 34.8% (8) 30.4% (7) 8.7% (2) | Dissatisfied Dissatisfied Neutral 37.5% (9) 50.0% (12) 0.0% (0) 17.4% (4) 30.4% (7) 39.1% (9) 8.3% (2) 54.2% (13) 20.8% (5) 25.0% (6) 25.0% (6) 16.7% (4) 8.3% (2) 8.3% (2) 25.0% (6) 4.2% (1) 12.5% (3) 33.3% (8) 8.3% (2) 12.5% (3) 37.5% (9) 16.7% (4) 16.7% (4) 37.5% (9) 8.7% (2) 30.4% (7) 30.4% (8) 30.4% (7) 34.8% (8) 13.0% (3) 30.4% (7) 8.7% (2) 21.7% (5) 16.7% (4) 16.7% (4) 20.8% (5) | Dissatisfied Dissatisfied Neutral (0) Satisfied 37.5% (9) 50.0% (12) 0.0% (0) 4.2% (1) 17.4% (4) 30.4% (7) 39.1% (9) 8.7% (2) 8.3% (2) 54.2% (13) 20.8% (5) 16.7% (4) 25.0% (6) 25.0% (6) 25.0% (6) 29.2% (7) 4.2% (1) 12.5% (3) 33.3% (2) 25.0% (6) 8.3% (2) 12.5% (3) 37.5% (9) 12.5% (3) 16.7% (4) 16.7% (4) 37.5% (9) 20.8% (5) 8.7% (2) 8.7% (2) 30.4% (7) 17.4% (4) 8.3% (2) 8.3% (2) 20.8% (5) 29.2% (7) 30.4% (7) 34.8% (8) 13.0% (3) 8.7% (2) 30.4% (7) 8.7% (2) 21.7% (5) 17.4% (4) 16.7% (4) 16.7% (4) 20.8% (5) | Dissatisfied Dissatisfied Neutral (0) Satisfied Satisfied Satisfied 37.5% (9) 50.0% (12) 0.0% (0) 4.2% (1) 8.3% (2) 17.4% (4) 30.4% (7) 39.1% (9) 8.7% (2) 4.3% (1) 8.3% (2) 54.2% (13) 20.8% (5) 16.7% (4) 0.0% (0) 25.0% (6) 25.0% (6) 16.7% (4) 25.0% (6) 8.3% (2) 8.3% (2) 8.3% (2) 25.0% (6) 29.2% (7) 29.2% (7) 4.2% (1) 12.5% (3) 37.5% (8) 25.0% (6) 0.0% (0) 8.3% (2) 12.5% (3) 37.5% (9) 12.5% (3) 4.2% (1) 16.7% (4) 16.7% (4) 37.5% (9) 20.8% (5) 0.0% (0) 8.7% (2) 8.7% (2) 30.4% (7) 17.4% (4) 21.7% (5) 30.4% (7) 34.8% (8) 13.0% (3) 8.7% (2) 13.0% (3) 30.4% (7) 8.7% (2) 21.7% (5) 17.4% (4) 21.7% (5) 16.7% (4) 16.7% (4) 20.8% (5) 20.8% (5) | Dissatisfied Dissatisfied Neutral (0) Satisfied Satisfied N/A 37.5% (9) 50.0% (12) 0.0% (0) 4.2% (1) 8.3% (2) 0.0% (0) 17.4% (4) 30.4% (7) 39.1% (9) 8.7% (2) 4.3% (1) 0.0% (0) 8.3% (2) 54.2% (13) 20.8% (5) 16.7% (4) 0.0% (0) 0.0% (0) 25.0% (6) 25.0% (6) 16.7% (4) 25.0% (6) 8.3% (2) 0.0% (0) 8.3% (2) 25.0% (6) 29.2% (7) 29.2% (7) 0.0% (0) 4.2% (1) 12.5% (3) 37.5% (8) 25.0% (6) 0.0% (0) 25.0% (6) 8.3% (2) 12.5% (3) 37.5% (9) 12.5% (3) 4.2% (1) 25.0% (6) 8.3% (2) 16.7% (4) 37.5% (9) 20.8% (5) 0.0% (0) 8.3% (2) 8.7% (2) 30.4% (7) 17.4% (4) 21.7% (5) 13.0% (0) 8.3% (2) 20.8% (5) 29.2% (7) 33.3% (0) 0.0% (6) 30.4% (7) 34.8% (8) 13.0% (5) 29.2% (7) 33.3% (0) <t< td=""></t<> |

| decisions affecting the community | 29.2% (7) | 20.8% (5) | (6) | 8.3% (2) | (3) | (1) | 2.52 |
|---|------------|------------|---------------|------------|--------------|--------------|------|
| 23. Opportunities to be involved in | 20.20/ /7\ | 20.8% (5) | 25.0% | 8.3% (2) | 12.5% | 4.2% | 2.52 |
| 22. Quality and quantity of information provided by City | 25.0% (6) | 41.7% (10) | 16.7% (4) | 12.5% (3) | 0.0% (0) | 4.2% (1) | 2.17 |
| 21. Quality of City website (www.glennsferryidaho.org) | 12.5% (3) | 20.8% (5) | 41.7% (10) | 16.7% (4) | 4.2% (1) | 4.2% (1) | 2.78 |
| 20. Quality of parks and recreation programs and facilities | 13.0% (3) | 13.0% (3) | 26.1% (6) | 30.4% (7) | 13.0% (3) | 4.3% (1) | 3.18 |
| 19. Availability of local arts and cultural opportunities | 33.3% (8) | 41.7% (10) | 16.7% (4) | 4.2% (1) | 0.0% (0) | 4.2% (1) | 1.91 |
| 18. Availability of high-speed Internet service | 25.0% (6) | 16.7% (4) | 25.0% (6) | 12.5% (3) | 16.7% (4) | 4.2% (1) | 2.78 |
| 17. Availability of social services (e.g. food bank, domestic violence shelter, and other emergencies.) | 12.5% (3) | 8.3% (2) | 16.7% (4) | 45.8% (11) | 12.5% (3) | 4.2% (1) | 3.39 |
| 16. Availability of drug and alcohol treatment programs | 29.2% (7) | 4.2% (1) | 50.0% (12) | 0.0% (0) | 0.0% (0) | 16.7% (4) | 2.25 |
| 15. Availability of Senior programs | 4.2% (1) | 4.2% (1) | 37.5% (9) | 20.8% (5) | 29.2% (7) | 4.2% (1) | 3.70 |
| 14. Availability of day care for children | 8.3% (2) | 12.5% (3) | 45.8% (11) | 4.2% (1) | 8.3% (2) | 20.8% (5) | 2.89 |

2. Economic Development: In this section of the questionnaire, please rate your satisfaction w each of the following aspects of Glenns Ferry's economy. Please consider only those business services located within Elmore County. If you are not familiar with a particular service, please not applicable (N/A).

| | Highly Dissatisfied | Somewhat Dissatisfied | Neutral | Somewhat Satisfied | Highly Satisfied | N/A | Rating Average | R |
|---|------------------------|--------------------------|--------------|-----------------------|---------------------|------|-------------------|---|
| Appearance of downtown Glenns Ferry | 4.2% (1) | 12.5% (3) | 8.3% (2) | 45.8% (11) | 29.2% (7) | 0.0% | 3.83 | |
| 2. Appearance of public buildings | 8.3% (2) | 16.7% (4) | 12.5% (3) | 41.7% (10) | 20.8% (5) | 0.0% | 3.50 | |
| 3. Availability of local jobs | 66.7% (16) | 16.7% (4) | 16.7% (4) | 0.0% (0) | 0.0% (0) | 0.0% | 1.50 | |
| 4. Quality of local jobs | 37.5% (9) | 33.3% (8) | 12.5% (3) | 16.7% (4) | 0.0% (0) | 0.0% | 2.08 | |
| 5. Number of local businesses | 25.0% (6) | 29.2% (7) | 20.8% (5) | 20.8% (5) | 4.2% (1) | 0.0% | 2.50 | |
| 6. Level of business involvement in the community | 8.3% (2) | 20.8% (5) | 12.5% (3) | 33.3% (8) | 25.0% (6) | 0.0% | 3.46 | |
| 7. Variety of goods available in stores | 25.0% (6) | 29.2% (7) | 12.5% (3) | 29.2% (7) | 4.2% (1) | 0.0% | 2.58 | |
| 8. Number of restaurants | 12.5% (3) | 8.3% (2) | 16.7% (4) | 41.7% (10) | 20.8% (5) | 0.0% | 3.50 | |
| Number of banks and financial institutions | 8.3% (2) | 4.2% (1) | 16.7% (4) | 41.7% (10) | 29.2% (7) | 0.0% | 3.79 | |
| 10. Quality of hotel and motels | 29.2% (7) | 29.2% (7) | 29.2% (7) | 8.3% (2) | 4.2% (1) | 0.0% | 2.29 | |
| 11. Number of entertainment opportunities | 45.8% (11) | 25.0% (6) | 12.5% (3) | 16.7% (4) | 0.0% (0) | 0.0% | 2.00 | |
| 12. Number of amenities for visitors. | 37.5% (9) | 29.2% (7) | 12.5% (3) | 20.8% (5) | 0.0% (0) | 0.0% | 2.17 | |
| Availability of vocational or workforce training programs | 54.2% (13) | 29.2% (7) | 12.5% (3) | 4.2% (1) | 0.0% (0) | 0.0% | 1.67 | |
| 14. Availability of higher education opportunities | 66.7% (16) | 12.5% (3) | 16.7% (4) | 4.2% (1) | 0.0% (0) | 0.0% | 1.58 | _ |

| 15. Availability of housing | 16.7% (4) | 8.3% (2) | 25.0% (6) | 33.3% (8) | 12.5% (3) | 4.2% (1) | 3.17 |
|------------------------------|-----------|-----------|--------------|-----------|--------------|-------------|---------|
| 16. Quality of housing | 20.8% (5) | 12.5% (3) | 25.0% (6) | 29.2% (7) | 8.3% (2) | 4.2% (1) | 2.91 |
| 17. Affordability of housing | 25.0% (6) | 12.5% (3) | 16.7% (4) | 37.5% (9) | 8.3% (2) | 0.0% | 2.92 |
| | | | | | an | swered q | uestion |
| | | | | | : | skipped q | uestion |

3. Goods or Services Not Currently Available in Glenns Ferry: In this section, please tell us how important you feel it is for Glenns Ferry to have the following types of businesses and services, which are not currently available in the community.

| | Very Important | Somewhat Important | Somewhat Unimportant | Very Unimportant | Rating Average | Response Count |
|--|-------------------|-----------------------|-------------------------|---------------------|-------------------|-------------------|
| 1. Drugstore | 75.0% (18) | 16.7% (4) | 8.3% (2) | 0.0% (0) | 1.33 | 24 |
| 2. Dry cleaners | 12.5% (3) | 12.5% (3) | 33.3% (8) | 41.7% (10) | 3.04 | 24 |
| 3. Department or variety store | 30.4% (7) | 34.8% (8) | 26.1% (6) | 8.7% (2) | 2.13 | 23 |
| Youth services and facilities (e.g. teen center, skate park) | 62.5% (15) | 33.3% (8) | 4.2% (1) | 0.0% (0) | 1.42 | 24 |

Other (please specify)

answered question 24
skipped question 0

4. Do you commute to another community to work? Response Response Percent Count 45.8% 11 No 54.2% 13 answered question 24 skipped question 0 5. Have you ever attended a City Council or City Planning and Zoning Commission meeting? Response Response Percent Count 54.2% 13 45.8% No 11 answered question 24 skipped question 0 6. Are you male or female? Response Response Percent Count 20.8% 5 Female 79.2% 19 answered question 24

skipped question

0

7. How many years have you lived in this county? Response Response Average Total Count Years 27.83 668 24 answered question 24 skipped question 0 8. Primary language spoken at home? Response Response Percent Count English 95.8% 23 Spanish 4.2% Other (please specify) 0 answered question 24 skipped question 0 9. Do you own and/or operate a business in Glenns Ferry? Response Response Percent Count Yes 37.5% 9 No 62.5% 15 answered question 24 skipped question 0

| 10. Tell us where you live | | |
|----------------------------|-----------------------|------|
| | Responso Percent | |
| Glenns Ferry | 40.99 | 9 |
| Hamett | 9.19 | 2 |
| King Hill | 45.59 | 10 |
| Mountain Home | 4.59 | 5 1 |
| | Other (please specify |) 1 |
| | answered question | 1 22 |
| | skipped question | 1 2 |

Glenns Ferry Community Review Master Schedule March 6 - 8, 2012

Key Contacts

David Payne, Home Team Coordinator 208-350-1946 Jon Barrett, Visiting Team Coordinator 208-383-9687

Mike Field, Idaho Rural Partnership 208-867-2004

Glenns Ferry City Hall 208-366-7418

(Contact information for focus area leaders and all other home and visiting Team members are found in visiting team binder.)

Tuesday, March 6

| 3:45 pm | Visiting Team arrives @ school (Take first exit if you're coming from the west; 2 nd exit if coming from the east; school is on your right.) |
|----------------|---|
| 4:00 – 5:15 pm | Bus Tour - departing from and returning to school |
| 5:30 – 6:45 pm | Home & Visiting Team Dinner and Listening Session @ Opera Theater Annex |
| 7:00 – 9:00 pm | Community Meeting @ School Cafeteria |

| Wednesday, March 7 | |
|--------------------|---|
| 7:00 – 8:45 am | HT & VT Breakfast @ Three Islands State Park Interpretive Center Conference Room. The following presentations to begin at 7:45 am: |
| 9:00 am – 12:30 pm | (1) Meetings and Tours by Focus Area and (2) Listening Sessions |
| 12:30 – 1:30 pm | VT & HT Lunch @ Opera Theater Annex. The following presentations to begin at 12:45 pm: Downtown Revitalization (Jill Laib) Transportation Plan (Will Berg) |
| 1:30 – 2:00 pm | Walking tour of downtown revitalization |
| 2:15 – 5:45 pm | (1) Meetings and Tours by Focus Area and (2) Listening Sessions |
| 6:00 – 7:00 pm | VT & HT Dinner @ Carmela Vineyards Restaurant |
| 6:00 – 7:00 pm | Hispanic Listening Session at School Library |
| 7:15 – 8:15 pm | VT Debrief Meeting @ Carmela Vineyards Restaurant |

(Dinner to be available for Listening Session leaders + guest (3 people total) at this time because they will be doing the Hispanic Listening session until 7:00)

Thursday, March 8

| 7:30 – 8:30 am | VT Breakfast @ Veteran's Hall | | | | | |
|--------------------------|--|--|--|--|--|--|
| 8:30 – 9:30 am | Family Needs Providers Listening Session @ Health Center | | | | | |
| 8:30 am – 12:00 pm | VT recap meetings @ Veteran's Hall | | | | | |
| 12:00 – 12:45 pm VT Lunc | 12:00 – 12:45 pmVT Lunch @ Senior Center | | | | | |
| 1:00 – 4:45 pm | VT recap meetings & presentation dry run @ Veteran's Hall (Presentation dry run to begin at approx. 3:30; no home team members present.) | | | | | |
| 4:45 – 5:30 pm | Down time (And this time we mean it, doggone it.) | | | | | |
| 5:45 – 6:45 pm | HT & VT Dinner @ Veteran's Hall | | | | | |
| 7:00 – 9:00 pm | Community Meeting @ Veteran's Hall featuring focus area presentations and discussion | | | | | |

Economic Development Itinerary Wednesday, March 7

9:00 - 10:30 - Visit ED and Tourism Points of Interest South GF

- * Three Island Crossing State Park
- * Carmela Winery /Golf Course
- * Airport
- * Campgrounds
- * Snake River Access Points
- * Other points of interest...

10:30 - 10:45 - Break

10:45 - 12:15 - Continue Visit ED and Tourism Points of Interest Central GF (and/or finish up south if needed)

- Beet dump
- * Industrial properties on south side of RR tracks (Curry Grain, Idahoan)
- * 28 acres on west end of town
- * Former high school / call center
- * Highlight: rail frontage/spurs, freeway access, limited Exit 120 on/off ramps, western access to south side of tracks
- * Other points of interest...

2:00 - 3:30 - Continue Visit ED and Tourism Points of Interest in N GF (and/or finish up Central if needed)

- * Frontage Road Corridor
- Interstate entrances and exits
- Potential N GF industrial sites
- Other Points of interest...

3:45 - 4:45 - Meet with motel/B&B/Campground Owners (Time and location for this meeting has yet to be set. It may be necessary to do this meeting in the morning or after the downtown tour). In the event that this meeting does not happen or if our touring gets done early we will split up the visiting team and go canvas businesses in the downtown and give our host a much-deserved break.

Glenns Ferry Community Review March 7, 2012

Infrastructure Team Itinerary

| 8:00 | Presentation on water line and waste water capacity (affects economic development and land use) |
|----------------|---|
| 9:00 | Leave Breakfast |
| 9:15 | Go to water treatment plant – Jeff Cook |
| 10:00 | Go to wastewater lagoons - |
| 11:00 | Meet with Jeff Cook Brown in City offices – Discuss irrigation, wastewater, water lines (additional available stakeholders Gib Brown, Larry Stevenson, Jim Gulch, Chris Bryant) |
| 12:30 | Lunch – presentation from revitalization committee on downtown revitalization plan and transportation plan |
| 1:30 | Do walking tour of downtown with entire visiting team— discuss sidewalks and pedestrian ramps |
| 2:15 | Visit bridges and rail – talk with Alan Crane regarding Rail (Washington Street) |
| 3:45 | Recreation Infrastructure – meet with John Frank (State Park Director), Karen Hall (Elmore County Recreation District), Wil Berg (involved with walking trail connecting state park and downtown) – (meet at the City Park) |
| 5:00 | Return to base camp |
| 5:15 (or after | dinner) 30-minute infrastructure team meeting to debrief |

Glenns Ferry Community Review

Wednesday, March 7, 2012

Land Use Planning Itinerary

| 9:00-10:30 am | Visit Exit 121 and city-owned land north of interstate to discuss land use, access, and infrastructure issues and 121 to discuss access and land use issues | | | |
|----------------|---|--|--|--|
| 10:45-12:15 pm | Visit Exist 120 to talk about land use, access, and infrastructure issues | | | |
| 12:30-1:30 pm | Lunch and presentations at Opera Theater Annex | | | |
| 1:30-2:00 pm | Walking tour of downtown revitalization (w/ entire Visiting Team) | | | |
| 2:15-3:45 pm | Join Infrastructure focus area to tour access, bridge, infrastructure, and land use issues along the rail corridor | | | |
| 3:45-4:15 pm | Tour other properties or buildings in city identified as having development or redevelopment potential for residential, commercial, industrial, public, or other uses | | | |
| 4:30-5:30 pm | Visit City Hall for discussion/Q and A session with city staff and leaders about: | | | |
| | current status and intentions regarding comprehensive plan update housing condition and supply review recent actions re: creation of urban renewal area zoning and subdivision ordinances, code enforcement, permit process, and public involvement needs and ideas. The type of development the City would like to see and ways the City could encourage it. | | | |
| 5:45 pm | Arrive at Carmela's for dinner | | | |

Glenns Ferry Community Review Listening Sessions

| <u>Listening Session</u> | Day / Time | Location |
|--------------------------|------------|---|
| Home Team | Tues/5:30 | Carmela Restaurant |
| Youth | Wed/9:40 | High School Rm # TBD |
| Seniors | Wed/11:00 | Senior Center |
| Prior City Officials | Wed/1:30 | Veterans Hall |
| Ag / Business | Wed/3:00 | Veterans Hall |
| Hispanic | Wed/6:00 | High School Library |
| Family Needs Providers | Thur/8:30 | Health Center – 486 W. 1 st Avenue |

Published in Glenns Ferry Gazette, January 3, 2012

Professional team to do community review, surveys being mailed to citizens

The Glenns Ferry Economic Committee has engaged the services of a team consisting of business professionals and government personnel to conduct a community review of the city.

"The town of Glenns Ferry is fortunate to be able to participate in a community review. This review is being conducted by a group of professional business and government personnel from around the State of Idaho," said EDC secretary Ralph Jones.

The intitial step in the reew is community survey, which is being sent to residents of the area.

Residents will receive the survey in the mail this coming week. The answers to these questions are strictly confidential, and will be used to compile a community profile.

Citizens are asked to fill out the form and return it using the enclosed pre-paid envelope.

Starting Tuesday, March 6,

the review team will come to town for a three day visit. They will be holding information gathering sessions with a cross section of the community, hopefully to include business owners, senior citizens, and students as well as members of the Hispanic community.

After gathering opinions from citizens and other input the team will prepare the report for the town.

This report will list Glenns Ferry's strengths and will include recommendations for future goals.

The three main focus areas to be covered are economic development, infrastructure, and land-use planning necessary to move our town into the future.

The Economic Development Committee is hoping everyone will take advantage of this opportunity by filling out the survey and mailing it back to the review team. And they invite everyone to participate in the March information gathering and planning sessions.

meals for Community Survey Team Donations needed to provide ਕੇ-ਮਿ-ਹਿ

conduct a community review. visit Glenns Ferry March 6-8 to and government professionals will A team of business, education

to the community. objective recommendations back development goals by providing other community and economic job opportunities and achieve and is intended to help create new under the Idaho Rural Partnership This review is being conducted

is no direct cost to the community \$50,000 to \$60,000. While there grant would be and is valued at awarded much like a monetary The community review was

> team. to provide meals for the visiting for the review we are responsible

maining costs of the meals. we still need help to cover the remeals has been raised. However, half of the money for providing Chamber of Commerce and a number of private individuals, about Idaho Power, the Glenns Ferry Through generous donations by to highlight these businesses. our local restaurants in an effort decision to provide meals through Committee made a conscious The Economic Development

(see - SURVEY - page 8)

SCRVIC

(continued from page 6)

how to make a contribution contact Dale Smith at 366-2710. to make a contribution toward the cost of meals. For information about To help support this valuable review community members are asked

of the review. ings for the general public, one to give an overview of the review and take community input and one to give a general report at the conclusion During the community review there will be two community meet-

effort on behalf of Glenns Ferry. mittee is asking community members to be generous with their time and tasks during the course of the review. The Economic Development Com-In addition, many have been or will be asked to help with specific

outside the city limits from King Hill to Hammett are encouraged to businesses and those residents living in the Glenns Ferry community support the Community Review by completing the survey online. The deadline to complete a community survey is Feb. 24, 2012. Area

The web address is: www.surveymonkey.com/s/M7LWQ8H.

at 366-2276 for assistance. a computer should contact Lily Hampton at the Glenns Ferry Library or David Payne of the Glenns Ferry Economic Development Committee Anyone wishin to complete the survey but does not have access to



daho Rural Partnership Reveals Findings of Community Review

future was the consensus of the while forging ahead toward the Glenns Ferry, March 6-8. munity Review Team that visited Idaho Rural Partnership Com-Building on what you have

group of citizens on March 8. presented their findings before a of government, business and ecotion meetings, the team, composed nomic development professionals sessions and two public informatouring the city, holding listening After spending three days

ment consultant and purveyor of ClearStories Studios. outside perspective," explained gram or process is based on the Jon Barrett, economic developtouring the community from an ing to community members and and make observations by listennity can offer a fresh perspective notion that visitors to a commu-"The community review pro-

review is to help community Another component of the

> forward by identify funding and resources that could help reach goals and suggest ways to move

Review process began in January Barrett said. to area citizens. About 620 were when a survey was mailed out mailed out and 215 were returned The Glenns Ferry Community

surveys were taken into considerseveral "listening sessions held on members of the Hispanic comschool staff and students, senior current and prior city officials. Ferry Highway district during Irrigation District, and the Glenns and representatives of King Hill munity, human services providers. ture and business representatives. citizens, church leaders, agriculation as team members met with Comments made on those

of each group. What do you want Four questions were asked

members collaborate on shared to see in your community? What don't you want to see in your community? What challenges exist munity assets can you identify? things come to pass? What comthat will make those undesirable

citizens of Glenns Ferry, King Hill and Hammett. feel for what is important to the team members were able to get a From those sessions, review

with in Glenns Ferry. are most satisfied, and dissatisfied some consensus on what citizens Those findings have led to

pedestrian access. lack of a drug and alcohol treatand cultural opportunities, the streets and sidewalks, local arts ation. They are least satisfied with programs, and parks and recrelibrary, EMS, healthcare, senior school facility and buildings, the citizens are most satisfied with the ment facility, and limited bike and On the issue of infrastructure,

On the subject of economic

development, most citizens are satisfied with the appearance of and the number of banks and fidowntown and public buildings nancial institutions. But they are

education. What citizens who rejobs and vocational and technical least satisfied with the lack of local

> sponded to the survey would like and facilities. store, variety store, youth services in way of services include a drug

on infrastructure issues, the focus Highway Administration, spoke Lori Porreca, with the Federal (see - REVIEW - page 3)

REVIEW

roads and recreation. of which was city sewer, water, (continued from front page) Porreca said the overall im-

and human capital in the form of and van, airport, downtown area. trails, boat docks, senior center access, the state and city parks, such as the river, open public land lot of assets on which it can build is that Glenns Ferry already has a pression by review team members Brooke Green, Community

capacity of the fitness center. and there is a need to increase the the ballpark needs to be addressed. need of improvements, the roof at that the city park restroom is in tening sessions mention was made addressed recreation. During lis-Idaho Transportation Department Transportation Association of With regards to recreation

parcel for industrial use because aged development of the 60 acre economic development, echoed speak later in the evening about proximity to BLM, and owns 60 that recommendation. He discour-ATV enthusiast areas would attract dirt bike and acres north of the interstate. Both Jerry Miller, who would

could be ideal for use as a road a 120 mile scenic byway, that ·Glenns Ferry is located along

mproved sidewalks and bike

look into bed, and resort taxes to that as a sustainable tool in our and so it is important that we use help pay for recreational ameni-"Everything costs something, She recommended the city

you can do that won't cost a lot of

These are "simple things that

easier for out-of-towners. RV parks and the downtown area paths to make commuting between secure and ADA accessible access said Green. And that includes safe development and quality of life,

> port visitors from the state park to van, which could be used to trans-Opera Theatre. advantage of the senior citizens also suggested that citizens take to help pedestrians and cyclists downtown amenities, such as the navigate the recreational trail. She one suggested stenciling roads

serve other purposes when not needed the vehicle could comes to the use of the van, but that seniors have priority when it However, Green made it clear

enjoy a round of golf, visit to the visiting shops. winery, lunch at a local eatery and Glenns Ferry where they could at King Hill and floating down to the river, with boaters launching nity's asset," Green said. She recommends promoting a day-on-"You river is your commu-

promote the fact that it is in close Green also suggested the city

is problematic, especially since it bringing services (water, sewer)

are a valuable tool in economic

"The community's assets

existing amenities.

Carmela's, RV parks, and other

History and Education Center, state and city park, Oregon Trail is needed to guide visitors to the and tourism, consistent signage

cycle race, Green suggested.

such as library, health center, boat as well as community facilities wastewater and water facilities, provide loan and grant funding for Program, said that agency can

new residents and businesses facilities that attract tourists and ties of 20,000 or less to help keep Her job is to find communi-Attention needs to be given to

e ransion of those systems. and operations costs of its existing Garrison said city officials need to utilities, as well as plan for future der to keep ahead of maintenance regularly review user rates in orticularly in the east side of town. the needs of future growth, parand wastewater lagoons to meet the capacity of the water system

system and prioritize projects for dress its aging water distribution replacing lines, Garrison said. cluded developing a sewer system master plan, (city officials recently signed an application with water system). The city should adwell as a plan for the domestic Quality to fund that process, as the Department of Environmental Her recommendations in-

improvements or replacement and generate money for future gest small, incremental user rates to make the systems sustainable and replacement costs. She sugreserve to address future upgrades son said the city needs to create a diverted to these budgets. Garri-No property tax revenue can be "enterprise funds" which means they must be self-sustainable. Both water and sewer are

ral Development Community Carol Garrison, USDA-Ru-

dahl said.

dustry are typically based on the tity for putting in additional turn some cases, accidents that juslanes, he explained. amount of existing traffic and, in

could be used as leverage to argue economic development. Deminterchange, basing the need on mit an application to IDT for the from the state, Wasdahl said. rather than wait for "warrant" necessary for economic growth onstration that the interchange is their case for a full interchange Wasdahl suggests city sub-

access to potential development the west end of town to provide sire to see a railroad crossing near and fuel establishments. direct motorists to eating, lodging placement of more signage to Citizens also expressed a de-Other considerations are the

It is unlikely that, as suggested by

some citizens, funding through

tracks can evacuate to the east residing on the south side of the for this project because those homeland security could be used

ed about roads and bridges. business loop through town. has control of interstate and the portation Department (ITD) talk-Mark Wasdahl, Idaho Trans-Ħ

cated they would like a full in-He said many citizens indi-

to add the additional lanes, Was-ITD does not have the "warrant" as, a future project, but at present transportation plan looks at this terchange at Exit 120. The city's Warrant in transportation in-

As to federal dollars for fund-

said the department is unsure what discontinued. will be added and what will be programs will be retained, what not available in the future. He existing funding program may Wasdahl explained, adding that when it comes back to the state," comes with certain stipulations the federal gas tax. And that percent of our funding through of years. We get, through IDT, 55 tainty and have been for a number

provide funding for areas lying lem that exists along the river and within a 100 flood plain, a prob-Little Canyon Creek. Additionally, ITD will not

sidewalks around schools. The already looking into that funding funding exists for placement of ADA pedestrian ramps near the The Revitalization Committee is is limited \$100,000 per project program, Safe Routes for Schools source to pay for sidewalks and Wasdahl mentioned tha

ing new projects, Wasdahl said, ...we are in a period of uncer-

March 20, 2012



Community Review Team Will Compile Written Report

subsequent public meeting held took place March 6-8, and the This article is the second and final installment of an article about the Community Survey that

sive plan. The city's most recent shone-Bannock Tribe, addressed 17 years ago. comprehensive plan was adopted regularly updating its comprehenthe importance of a community Jon Norstog, a member of the Shoview meeting held on March 8, During the Community Re-

ing, and should involve the entire toward and meet goals in land use economic development, and zonlays a foundation for how to move cities and counties a road map for future development and growth. It Comprehensive plans give ment Committee already has one in place.

complish some of its objectives. sources the city can tap into to acrough map and some of the reten report will offer an outline, Norstog said the team's writ-

ing recommendations about eco-

Norstog's team will be mak-

community.

team will put together for Glenns in-depth report that the review nomic development sites in an

> Norstog said it is important for the city to have knowledgeable issues. water and sewer system capacities, land use development, city codes, to disseminate information about tcams." The teams will be able suggested developing "ready asked by potential investors, and people who can answer questions demographics, and other pertinent

Glenns Ferry Economic Developthis mechanism for bringing ecocommented on the importance of nomic growth to the city, and the ment (SEIDO) of which the city eastern Idaho Economic Developbrought up. Jan Rogers of Southbecame a member in 2010, has term "ready teams" has been His is not the first time the ment.

uncomplicated.

Miller said. Equestrian groups are always looking for facilities to "Flaunt what you've got"

He produced a laugh from the

audience when he commented, hold events, especially since they "It's really good if you can do as are diminishing in the Treasure other people's money." much of this stuff as possible with

accomplished. ommendations on how this can be up with some of its own funding. stog said the city will have to come The final report will include rec-On a more serious note, Nor-

spoke about economic develop-Department of Commerce (IDC), Jerry Miller, with the Idaho

tions, churches, schools, should be reational amenities, land use, and a community's success. Miller links to local businesses, organizadetailed information about city friendly website, that provides development opportunities. It's government, zoning codes, rechaving an informative and usercommented on the importance of Communication is key to

(see - REVIEW - page 4)

tion for motor sports. grounds, which has a large arena Valley. Miller suggested the city are diminishing in the Treasure fairground would be an ideal locaand existing stables, as a venue promote the Elmore County Fairfor equestrian events. He said the

hinted that the Idaho Gem Grant a plan to make it happen. Miller recommends that the community and county work toward devising round, said Miller, and his team ing could make it usable year Upgrades to the exhibit build-

REVIEW

be a source of funding for this (continued from front page)
program through the IDC could

its history, he said. buildings giving a description of consider placing plaques on their buildings. Building owners might about some of the city's historical include background information that the walking tour brochure maintained. His team suggests area and how well they are being the improvements to the downtown Miller expressed his elation in

the entire community including human resources by involving Farmers' Market, and capture park, the swimming pool, and the city's website; promote city a virtual tour of Glenns Ferry on Miller's team include: Developing Other recommendations from

in their community. they could possibly make a living ground up and show them how adults how business runs from the toring program to teach young develop a youth/business men-Other suggestions were to

tion, Miller commented not restricted to one specific locathat start small enterprises and are and-coming young entrepreneurs "creative class," a group of upmodations could appeal to the of jobs. These smaller accomnesses. This would keep Glenns large employer as its major source accommodate several small busi-Ferry from having to rely on one Subdivide large buildings to

> Ιö events, including those organized by outside interests should be listed on the city website. Miller said, noting that listing all erating with each other in crossnity could do a better job of coopmarketing other people's events, "We really think this commu-

cilitators of the listening sessions community. that included a cross-section of the University of Idaho were the faan association professor with the versity of Idaho Extension, and is Higgins who works with the Uni-Housing and Finance, and Lorie Erik Kingston, with Idaho

munity, human service providers, and representatives from King Hill Ferry Highway District. members of the Hispanic comcity officials, senior citizens, They met at different times with students, current and prior Irrigation District and the Glenns ture and business community representatives from the agriculschool officials, church leaders,

come to pass; and what commuwill make those undesirable things munity; What challenges exist that don't you want to see in your comnity assets can you identify? see in your community; What questions: What do you want to listening sessions were asked four Local citizens attending the

ry's was done at virtually no

cally cost communities between

These types of reviews typi-

\$50,000 to \$70,000; Glenns Fer-

the costs of meals.

and organizations contributed to expense to the city. Local citizens

and industry, thriving small busianimal facilities that might be also want to see living wage jobs people and families and better use that will recruit and retain young nesses, more jobs and activities deterrents for other businesses citizens, in general, share support with clean industry, no large scale för a diversified economy. They Their findings concluded that

> Hispanic teachers at the school. students in grades K-6, and more like to see bilingual education for community. Hispanics would want more involvement in the Young people and Hispanics

cost and grant writing for a nominal facilitation, planning assistance, partnered with Idaho Rural Partview findings, conflict resolution implementation of community rereviews. Services could include nership (IRP) to work with comin following up in community munities that want their help The University of Idaho has

tributed.

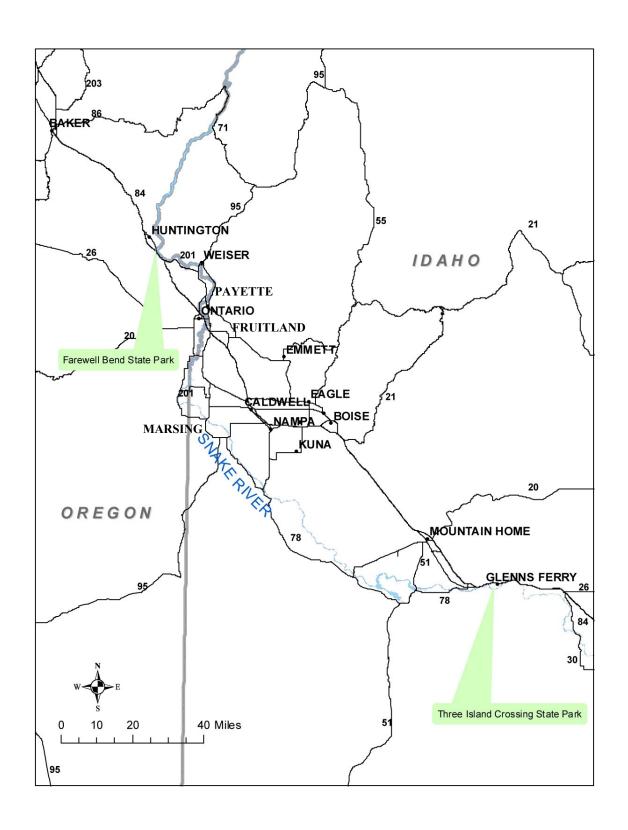
everyone in the community for review would not be happening without that." ership. It's very important, this to be here tonight and your leadyour participation, your choice just fantastic and I want to thank to me that the turn out tonight is said. "So it's just really exciting size or your audience," Barrett half your size that have half the been in communities that are how many citizens came out for the March 8 meeting. "We've The team was impressed by

> Glenns Ferry, Approximately 100 website at irp.idaho.gov. can be downloaded from the IRP able in about 5-7 weeks. It also copies of the review will be availat various locations throughout ten report that will be distributed the process of compiling a writ-The review team is now in

to Glenns Ferry sometime after the written report has been dis-Team members will return

March 27

APPENDIX H SNAKE RIVER WATER TRAIL MAP



APPENDIX I LOCAL LAND USE PLANNING ACT - COMPREHENSIVE PLAN REQUIRED COMPONENTS (IDAHO CODE | 67-6508)

The Local Land Use Planning Act Idaho Code (§§ 67-6501 to 67-6537) sets out 14 specific components that must be included in comprehensive plans. The 14 components are:

- 1. Property rights
- 2. Population
- 3. School facilities and transportation
- 4. Economic development
- 5. Land use (including a land use map)
- 6. Natural resources
- 7. Hazardous areas
- 8. Public services, facilities, and services
- 9. Transportation
- 10. Recreation
- 11. Special areas or sites
- 12. Housing
- 13. Community design
- 14. Implementation

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

For more information call 208-332-8687

or visit www.irp.idaho.gov.

