



Grand View Community Review

February 13-14, 2013

Report printing courtesy of Idaho Transportation Department

Community Review Report

for the

City of Grand View

February 13-14, 2013

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

It is coordinated by the Idaho Rural Partnership.

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



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Other participating agencies and organizations

Idaho Transportation Department
Boise State University
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ACKNOWLEDGEMENTS

The success of the Grand View Community Review is due to the many individuals who generously shared their time, opinions, and knowledge by serving on the home team, completing a survey, or participating in a listening session or other conversation with the visiting team during the review. Special thanks to the Rimrock Community Senior Center and Grand View Fire Department for allowing the use of their facilities for meetings and meals. We also appreciate the leadership and participation of Mayor Tammy Payne and other members of the City Council and Water and Sewer Board.

Finally, the visiting team thanks the offices, businesses, individuals, and agencies below for providing meeting space, meals, transportation, equipment, and time to this project.

Grand Owyhee Restaurant
Rimrock Community Senior Center
Bruneau Grand View School District #365
Rimrock High School
Salinas Raider Cafe
Eastern Owyhee County Library
Knight Community Church
Grand View Fire Department

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PART I EXECUTIVE SUMMARY

The Idaho Rural Partnership received an application for a community review from the City of Grand View in February 2012. This community review happened exactly one year later, from February 13-14, 2013.

As with the 28 other Community Reviews that have been completed throughout Idaho since 2000, direct costs to the City of Grand View were limited to food and transportation for the visiting and home team for the two-day period.

While the Grand View Community Review focused on economic development, it also addressed the related subjects of community identity, infrastructure, and downtown revitalization. The review also included a community survey and a series of Community Listening Sessions. The summary of opportunities and recommendations identified by the eleven member visiting team is found below.

Summary of Community Listening Sessions

Community listening sessions were held with the home team and five other stakeholder groups. These focus group-like sessions are described in detail beginning on page 27. In summary, residents told us they do NOT want a future that includes:

- Stagnation
- Decline
- Change and loss of control
- Substance abuse and violence
- Loose dogs and cats



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

- More jobs, businesses, and vibrancy
- More and broader community engagement
- A youth and family friendly community
- Maintenance and improvement of the community's infrastructure
- Identify and briefly describe the opportunity areas

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

- Lack of volunteer coordination
- Funding
- Geographic isolation
- Fear

Finally, many people, places, and organizations were identified as assets that could help the community realize the desired future.

Summary of Opportunity Areas & Recommendations

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

Opportunity Area 1: Supporting the retention and creation of jobs

Example recommendations

- Explore potential to develop geothermal resources for energy, recreation, and other purposes.
- Pursue development of a semi-truck parking facility with related support facilities.
- Build a stronger relationship and better communication between the school district and major employers.
- Consistently advertise opportunities for continuing education. Over time, develop opportunities to address unmet needs.
- Promote low to no cost sources of assistance available to people interested in starting a business or expanding an existing business.

Opportunity Area 2: Expanding efforts to attract visitors to the Grand View area

During a small group discussion held the afternoon of Wednesday, February 13, the visiting team asked several residents and community leaders to respond to this fill-in-the-blank question: “Grand View is known for _____.” Here are the answers they gave:

- Hunting and Fishing
- C. J. Strike Dam (although it is perceived most people pass through Grand View without stopping)
- Caring community, down to earth, slower speed of life
- A great place to raise a family

- Simplot Feedlot
- U.S. Ecology
- Future Farmers of America program
- Geocaching
- Bird watching
- Poverty

Example recommendations

- Further assess whether the former Goodman Oil property is the best location for the proposed RV park discussed during the community review.
- Focus on existing assets such as your agricultural heritage, hunting and fishing, boating, and ATV riding.
- Create higher profile community entrance or gateway signs.
- Create a visitor information kiosk near the downtown area and highway 167.
- Increase use of social media to increase Grand View's visibility as a place to visit and recreate.



Opportunity Area 3: Infrastructure planning and improvement (to include transportation, recreation, telecommunications, and housing)

Example recommendations

- Complete an analysis to accurately determine the capacity of the City's wastewater and water systems.
- Review sewer and water rates to ensure the community is adequately saving for future improvements.
- Continue pursuing cooperative agreements to make better use of existing facilities such as the American Legion Hall, Senior Center, and schools).
- Create a capital improvement plan for Centennial Park
- Continue developing the greenbelt along Highway 167. Incorporate signs along the greenbelt that describe community history and identity, and direct people to amenities and services (e.g., downtown).
- Work with CenturyLink and wireless service providers to improve cell/broadband service in the area.
- Complete a housing needs assessment.

Opportunity Area 4: Improving communication

Example recommendations

- Develop a quarterly or monthly column in the Glenns Ferry Gazette and/or Owyhee Avalanche to relay important community information.
- Add information in Spanish to the City's website.
- The City should create and use a Facebook page.

Opportunity Area 5: Engaging the entire community in governance, events, and volunteer projects

Example recommendations

- Create a community foundation to help raise funds for community organizations and projects.
- Celebrate accomplishments made possible by volunteer efforts. Recognize individual volunteers.
- Create a database of skills and interests possessed by residents.
- If one doesn't already exist, create a school newsletter to keep parents, business owners, and residents informed and engaged.
- Create a youth and/or Hispanic advisory council or committee.

Opportunity Area 6: Maintenance and appearance of public and private properties

Example recommendations

- Seek to understand the barriers that prevent better property maintenance.
- Create (or re-create a 'Clean-up Grand View Day').
- Create an annual community yard sale.
- Create a 'paint the town' project.
- Transform clean-up efforts into a fundraising opportunity for community organizations.
- Encourage owners of homes and commercial buildings to complete energy audits and related improvements.

Opportunity Area 7: Downtown design and revitalization

Example recommendations

- There is not at this time the community consensus to support a major reconstruction of Main Street.
- Prioritize downtown revitalization efforts using the principles of the National Trust for Historic Preservation's Main Street program.
- Make better use of downtown for events.
- Develop a weekly farmer's market on Main Street or at Centennial Park.

- If it is not used for an RV park, consider creating a small park or community gathering area on at least a portion of the former Goodman Oil property.

About Change

While in Grand View, the visiting team heard many residents talk about their appreciation for the community the way it is today. We heard “I don’t want Grand View to change” numerous times.

The visiting team ends this executive summary with some comments about change. We believe that change is one thing Grand View — an in fact all communities — can count on. The community will change whether you guide it or not. If you do



nothing, people will move away; new people will move into the community. Likewise, some businesses will survive while others will go away if residents and visitors do not support them. No community stands still, frozen in time. Under the “do nothing” scenario, it’s reasonable to predict that your businesses will struggle, your job base will decrease, your kids will move away, and your infrastructure will deteriorate.

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

PART II BACKGROUND AND OVERVIEW

Description of the Idaho Community Review Program

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

Typically, a community review is initiated when community leaders create a “home team” and select three subject areas they would like to be the focus of the review. These “focus areas” are used to assemble the “visiting team”, a group of 15-20 community and economic development professionals employed by public agencies, nonprofit organizations, and private businesses across Idaho. The review process also includes open-ended, focus group-like discussions with key stakeholder groups called community listening sessions.

The format and schedule for each community review is adapted to best meet the needs of the individual community. In the case of the Grand View Community Review, the home and visiting teams reached a decision to primarily focus on economic development.

Community identity and infrastructure -- the two other areas identified on the City’s community review application – were addressed as they related to retaining and creating jobs. In addition, at 11 and 7 people respectively, the number of people on the Grand View visiting and home teams was purposefully limited in keeping with the size of the community. The smaller teams also reduced the expense of the review to the community. Appendix A contains biographies and contact information for the Grand View Community Review visiting team.



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

The program cannot instantly resolve all issues, but the 28 communities that have participated in the program since 2000 have evaluated it as an invigorating, validating, and unifying experience. Many communities have successfully used community review recommendations to help obtain funding for infrastructure, downtown revitalization, tourism marketing, and other projects. Community reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow-up activities. In some cases, community reviews have directly led to the creation of new businesses and business-related community organizations.

Coordinated by the Idaho Rural Partnership, the Grand View Community Review was a collaborative project of IRP member organizations and agencies, the City of Grand View, and Region IV Development Association, Inc. Funding partners included CenturyLink, USDA Rural Development, U.S. Bank, U.S. Ecology, and the Simplot Company.

Purpose, Use, and Format of this Report

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

Part III of this document includes a summary of the community listening sessions. Part IV includes the community comments and concerns, opportunity areas, recommendations, and resources identified by the visiting team. These headings are described below. In Part V we offer additional recommendations about downtown design and revitalization. All of this information relates, directly or indirectly, to retaining and creating jobs in Grand View and surrounding area.

Community Comments and Concerns

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

Opportunity Areas

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

Recommendations

Each opportunity area includes a set of recommendations or strategies offered by the visiting team. Some recommendations involve supporting, improving, or redirecting objectives the community is already pursuing. Other recommendations suggest completely new initiatives.

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

Resources

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

Pre-Review Planning and Training

The City of Grand View submitted a community review application to the Idaho Rural Partnership in February 2012. This application is found in Appendix B. In December 2012 the IRP Community Review Planning Committee and home team leaders began weekly planning meetings via conference call. These meetings continued until the review was conducted in February 2013. Developing a pre-review community survey of households in the City of Grand View was the group's first order of business.

Home Team Training

Members of the home and visiting teams met at the Grand View Fire Station on Tuesday, January 22 for a two-hour training and orientation session. The entire home team and about one-half of the visiting team participated. It allowed members of both teams to meet each other, understand the purpose of the community review, discuss current conditions and areas of concerns, talk about the proposed schedule, and identify remaining tasks.



Monetary Value & Costs Paid by the City

The in-kind value of the Grand View Community Review exceeded \$30,000. Imagine the cost of hiring 11 professionals in economic development, land use planning, downtown revitalization, transportation, and housing and other fields of expertise for two workdays averaging 12 hours each. Now add in the cost of preparation, travel, follow-up, and report production. These costs are generously covered through donations by participating agencies and organizations and are supplemented with private sector donations.

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

Grand View Economic Analysis

Special thanks the visiting team member Paul Lewin, Associate Professor, University of Idaho Extension, for completing the following economic analysis for the Grand View area.

Economic development projects must be built on formal understanding of how the local economic system works. The economic base analysis gives us the ability to better understand what drives a regional economy. Thus, we are better able to exploit opportunities to build and enhance cluster, and we can better capitalize on our comparative and competitive advantages when charting direction for our economic development initiatives.

Grand View Economic Base

The following analysis has been done using Grand View zip code 83624 (Figure 1). All references to Grand View in this economic analysis include the area within the 83624 area code.



Figure 1. Grand View Economic Area Analysis –Zip Code 83624
 Source: On the map, 2013.

Grand View (Zip Code 83624) is about a \$107 million economy in terms of output (Table 1). Less than half of that output (\$47 million) comes from value that is added within Grand View. The remainder \$60 million is from intermediate goods and services used to produce the output. Two industries –crop farming and livestock-produce 63% of Grand View’s output and are directly responsible for 30% of jobs in the area. The larger employer, however, is the government sector that provides 23% of jobs.

Output is not the best measure for describing an economy since it often includes significant double counting. Value added is a better measure because it includes only the net additions to the output, which are provided within each production process. Four industries produce 68% of Grand View’s value added. These industries are:

- Crop farming (21.7%)
- Livestock (21.4%)
- Real estate (10.8%)
- Government (14.4%)

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

The economy of Grand View is based on four main industries. Each of them has a large employer. These industries and their respective large employers are:

- Waste management -US Ecology
- Livestock –Simplot
- Crop farming -Wolf Bros Inc.
- Mining -Owyhee Calcium Products

Having several industries with LQs greater than 1.0 indicates multiple specializations that are the key to economic diversity. In the case of Grand View, 17 industries of 34 industries present in the area have a LQ greater than 1.

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

Table 1. Grand View (Zip 83624)

Sector	Jobs	Output	Value Added	LQ	Export-Dependent Jobs
Crop Farming	65	32,213,288	9,799,553	5.3	99
Livestock	95.4	35,027,856	9,674,314	9.9	131
Mining	8.8	2,389,670	1,516,207	4.9	10
Utilities	1.2	208,923	93,464	0.7	0
Construction	40.5	3,768,767	1,703,949	1.2	37
Wholesale Trade	41.4	6,093,447	4,104,886	2.3	31
Motor vehicle & parts dealers	6.1	468,497	302,231	0.8	0
Food & beverage stores	17.2	794,695	497,232	2.2	5
Gasoline stations	14.1	1,178,882	815,757	3.7	13
General merch stores	5.1	280,073	211,656	0.5	0
Non-store retailers	0.8	71,898	57,729	0.1	0
Air transportation	0.2	56,721	20,406	0.3	0
Rail Transportation	0.5	176,000	68,068	0.7	0
Transit & ground passengers	2	132,699	104,389	1.4	1
Sightseeing transportation	0.1	5,244	2,479	0.0	0
Warehousing & storage	1.4	77,595	39,789	1.1	0
Telecommunications	2.8	1,176,106	448,151	1.0	2
Monetary authorities	7.1	1,887,480	1,081,979	1.1	1
Securities & other financial	0.1	8,907	3,187	0.0	0
Insurance carriers & related	0.2	40,824	19,691	0.0	0
Real estate	32.9	7,459,365	4,860,306	1.4	1
Rental & leasing svcs	0.1	21,534	9,629	0.0	0
Professional- science & tech svcs	0.9	122,556	83,525	0.0	0
Admin support svcs	1.6	39,411	26,612	0.1	1

Waste mgmt & remediation svcs	21.3	4,102,196	1,953,602	17.7	26
Educational svcs	0.6	45,675	25,274	0.1	0
Ambulatory health care	0.6	57,687	36,015	0.0	0
Perf. arts & spectator sports	2.1	99,896	34,313	0.5	0
Museums & similar	0.2	24,474	11,615	1.5	0
Food svcs & drinking places	35.7	1,652,315	741,155	1.2	2
Repair & maintenance	0.5	53,717	36,850	0.1	0
Religious- & similar orgs	5.1	231,452	144,056	0.7	0
Private households	6.4	69,630	69,630	2.1	2
Government & non NAICs	123.7	7,192,300	6,514,632	1.6	115
Households (aggregated)					62
Total	541.6	107,229,778	45,112,329		539

Source: IMPLAN, 2011

The last column of table 1 (Export-dependent jobs), above, summarizes the contribution of each sector to Grand View's total employment.

When giving credit to the source of spending in Grand View an entirely new sector jumps out: households. The households sector represent how people in Grand View turn around their income, be it from wage or otherwise. Household receipts represent not only money that are received from business within Grand View, but also sources outside of the city, like retirement funds, unemployment checks, or through residents that live in Grand View but work in other cities.

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

As an example, there are 95.4 jobs in the livestock industry. However, there are 131 jobs dependent on livestock exports. This means the money that is brought into Grand View by livestock exports is re-spent in ways that generate these 131 jobs. These 131 jobs are in many different sectors: there are 9 in crop farming, 95.4 in livestock, 5 in whole sale trade, and so on. As an opposite example, the food service industry has

minimal export activity and has 2 jobs dependent on food service exports. Thus, 33.7 jobs of its 35.7 jobs dependent on providing services to the sectors that produce the exports or to households.

Agriculture is the most important industry for Grand View's economy. Livestock and crop farming exports sustain approximately 43% of the 539 export dependent jobs. Additionally, a portion of Grand View jobs depends on external transfer payment to local households (62 jobs) and the government sector (115 jobs).

Impact of Possible Economic Changes

Grand View is a very open economy, which means it has a high level of leakages. Leakages are any payments made to imports or value-added sectors that do not in turn re-spend the dollars within Grand View. Some example of leakages are: 1) residents of Grand View who buy their groceries, cloth, or other products outside Grand View; 2) Workers who live and spend outside Grand View but actually hold local jobs; 3) industries in Grand View that buy intermediate inputs and hire services outside of Grand View.

High level of leakages means weak forward and backward linkages in the economy. Linkages refer to the connections between industries and consumers. Weak economy linkages are associated with smaller multipliers (Table 2). Multipliers describe the response of the economy to a stimulus. Multipliers describe the change of output or labor for each industry caused by a one-dollar change in final demand for any given industry. Therefore, any investment in Grand View will have small impact in the total number of jobs, total output and total value added of Grand View's economy.

Multipliers include the direct effects or the initial shock to the economy. For example, crop farming has an employment multiplier of 1.91. It means that for each one new job created in the crop farming industry 0.91 new additional jobs are created in the economy of Grand View.

Table 2. Grand View Multipliers (Zip code 838624)

Description	Output	Employment	Value Added
Crop Farming	1.32	1.91	1.55
Livestock	1.52	1.68	1.69
Mining	1.17	1.34	1.16
Utilities	1.16	1.24	1.20
Construction	1.16	1.15	1.22
Wholesale Trade	1.16	1.25	1.16
Motor vehicle & parts dealers	1.22	1.15	1.20
Food & beverage stores	1.22	1.09	1.21
Gasoline stations	1.18	1.14	1.16
General merch stores	1.16	1.08	1.13
Non-store retailers	1.11	1.09	1.09
Air transportation	1.24	1.95	1.48
Rail Transportation	1.20	1.77	1.29
Transit & ground passengers	1.19	1.13	1.15
Sightseeing transportation	1.23	1.21	1.32
Warehousing & storage	1.21	1.12	1.26
Telecommunications	1.25	1.80	1.35
Monetary authorities	1.15	1.36	1.15
Securities & other financial	1.28	1.47	1.52
Insurance carriers & related	1.08	1.15	1.11
Real estate	1.14	1.24	1.12
Rental & leasing svcs	1.21	1.39	1.29
Professional- scientific & tech svcs	1.22	1.28	1.19
Admin support svcs	1.19	1.05	1.17

Waste mgmt & remediation svcs	1.22	1.36	1.26
Educational svcs	1.25	1.15	1.28
Ambulatory health care	1.15	1.13	1.15
Performing arts & spectator sports	1.23	1.15	1.35
Museums & similar	1.21	1.15	1.28
Food svcs & drinking places	1.19	1.08	1.26
Repair & maintenance	1.18	1.19	1.16
Religious- grantmaking- & similar orgs	1.26	1.11	1.25
Private households	1.22	1.02	1.14
Government & non NAICs	1.19	1.11	1.13

Source: IMPLAN, 2011.

Recent Community & Economic Development Efforts

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

Recent and Ongoing Capital Projects

- Re-construction and upgrade of water treatment plant to address concerns related to arsenic.
- Sidewalk and greenbelt project along Highway 167. This project has been completed with volunteer labor and donated materials. It is anticipated that it will continue south along the highway, towards Highway 78.
- The City has been awarded a Gem Grant to conduct an assessment, clean up of possible ground contamination, building demolition, debris removal, and grading at the Goodman Oil property on Riverside Avenue. The second phase of the project could include construction of an RV park on the site. The City is in the process of taking ownership of the property (as a gift from the current owner).

Planning, Policy, and Organizational Development Initiatives

- The Owyhee County Transportation Plan was updated in 2009. It addresses streets and roads in Grand View at a general level and only with regards to vehicular travel.
- In October 2012 the City of Grand View sent a two-question survey to all users of the City’s sewer and water systems. The first question asked about preferred business and operating hours at city hall. Forty-one percent of respondents felt the current hours are fine; 58% wanted the hours to be changed. The second survey question asked residents if they supported pursuit of a grant to complete a Main Street rehabilitation project to add new curb, gutter, sidewalk, and storm drains if the City can meet such a grant’s 7-8% local match requirement without raising taxes on residents or businesses. Sixty percent of survey respondents responded “yes”.

Community Expectations & Identification of Focus Areas

As noted previously, community reviews typically concentrate on three subjects or “focus areas” identified by the community. Due to the relatively smaller size of the community and visiting team, the Grand View Community Review focused first and foremost on economic development. The community also identified infrastructure and community identity as secondary and related areas of concern.



Descriptions and community expectations for all three areas are found below. These expectations were expressed in the City’s application to the Idaho Rural Partnership and discussed with the home team in the months and weeks leading up to the review. The home and visiting team leaders used this information to create the review’s detailed agenda. This agenda is included as Appendix C.

Economic Development

Broadly defined as the creation of new jobs through the creation, expansion, and recruitment of businesses, economic development is a required focus area for all community reviews. The Grand View home team asked the visiting team to provide feedback regarding the following aspects of local economic development:

- How can the community better support people who want to expand their existing business, create a business, or re-locate a business to the Grand View area?
- How can the community and major employers in agriculture and other sectors (E.g., Simplot and U.S. Ecology) better support one another?
- What can the community do to develop and market attractions and services for visitors (including, but not limited to, people traveling to and from C.J. Strike Reservoir)?
- What can the community do to increase recreational use of the Snake River along Riverside Avenue?
- What are the keys to the successful redevelopment of the Goodman Oil property? How can the economic development benefits of this project be maximized?
- How can business owners and the City communicate and coordinate efforts more effectively?
- How can the community encourage the creation of more part-time and seasonal job opportunities for teens?

Infrastructure

Water and sewer service are obvious examples of community infrastructure systems or services. Infrastructure also includes electrical service, broadband (Internet and wireless communication) service, parks and recreation, city administration, library, transportation, and schools. Infrastructure issues and opportunities the home team asked the visiting team to respond to include the following:

- How can the community increase access to reliable, affordable high-speed broadband service?
- What are the capacities, needs, and challenges of the City's sewer treatment system and how should they be addressed?
- How can the City meet its transportation improvement and maintenance needs – including improvements that make the community more safe, convenient, and attractive for biking and walking.
- What are the economic development, design, and funding considerations the community should keep in mind as it contemplates the rehabilitation of Main Street and other downtown revitalization strategies?

Community Identity

Community identity refers to the story or stories residents of a community tell each other about who they are and what is important to them. Often, the community's identity is the image or perceptions visitors and potential visitors have about the community. The home team expressed a desire for help in discussing and clarifying the community's identity.

- How can the community become clearer about its identity?
- What can the community do to express its identity to visitors?
- How can volunteer participation in community and economic development projects be increased?
- What can be done to create places that bring the community together and provide healthy recreational and social outlets?
- How can community pride be developed and celebrated?
- How can the community address issues around which concern has been expressed in recent years? A few examples include:
 - Animal control
 - Vandalism of public property
 - Blight and garbage disposal
 - Public safety
- How can two-way communication between the City and its residents be improved?
- How can the community's desire to endure economically and socially be reconciled with apprehension and ambivalence about community planning and grant funding?

Pre-Review Community Survey

The community review process includes conducting a community survey in the weeks leading up to the review. This survey allowed residents of Grand View 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 gave 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 survey of Grand View households was coordinated jointly by visiting and home team leaders using www.surveymonkey.com. Survey questions were developed in December 2012 and January 2013 and covered subjects including infrastructure and other public services, employment opportunities and types of businesses in the community, and public participation in community decision-making.

A total of 296 surveys were mailed or hand delivered to households in Grand View and surrounding area. Each envelope contained both English and Spanish versions of the survey. Just over half of the surveys were mailed to households living within the city limits. City officials hand-delivered about one-quarter of the surveys to people living in apartments and mobile home parks. The remainder (approximately 50 surveys) was mailed to households in the immediate unincorporated area. All surveys included a stamped and addressed reply envelope. Idaho Rural Partnership received 87 completed surveys, resulting in an excellent and statistically reliable 29% response rate. This rate is on par with surveys conducted as part of previous community reviews.



Completed surveys were inputted one at a time into the www.surveymonkey.com survey tool. Unless otherwise noted, the summary of survey results below is inclusive of all 87 completed surveys. A detailed accounting of survey results is included as Appendix D.

Summary of Survey Results

Demographically, the majority of survey respondents were male by a slight margin (53% to 43%). On average, respondents have lived in Owyhee County for 23 years. Ten percent of respondents indicated they are of Hispanic, Latino, or Spanish origin. Only 55% of people completing a survey indicated they are employed full time, suggesting a sizable number of respondents are retired or work part-time and/or seasonally. A notably low number of people completing a survey have ever attended a city council or water and sewer board meeting (38% yes to 62% no).

Infrastructure and public services

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

- Quality of fire department
- Quality of library
- Availability of emergency health care/EMS
- Quality of customer service at city hall
- Quality of senior programs

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

- Availability of day care for children
- Condition of city streets and roads
- Quality of high-speed Internet service
- Availability of drug and alcohol treatment programs
- Safe walking environment
- Condition of school facilities

Economic development

The survey revealed Grand View residents are relatively satisfied with several community attributes or assets related to economic development. These include:

- Quality of outdoor recreation and amenities
- Level of business involvement in the community
- Appearance of downtown Grand View

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

- Availability of local jobs
- Quality of local jobs
- Number of hotels and motels

In addition, survey respondents expressed a strong desire for a pharmacy, skilled care or assisted living facility, employment opportunities for teens, and education opportunities after high school.

Support for community improvements

In a section of the survey about potential or ongoing community improvement projects and growth in general, Grand View residents expressed strongest support for the City’s pursuit of grant funding for improvements if it does not require a tax increase. The list below indicates the community’s support for growth and for improvements that could make Grand View more appealing to both residents and visitors. While survey respondents strongly agreed with *all* of the statements below, this list is sorted from highest degree of support to lowest:

- I want to see the development of new businesses.
- I support improvements to the appearance of the city.
- I support the development of the greenbelt along Highway 167.
- The city's river frontage should be developed for recreational purposes.

Key Participating Individuals

The success of the Grand View Community Review is due to the efforts of many people. The visiting team wishes to thank all seven members of the home team for their time and contributions. These individuals are named at the beginning of this report. Also, the review would not have been successful without the active participation of many residents of Grand View and the greater Grand View community who chose to spend time participating in a community listening session, otherwise meeting with members of the visiting team, and/or attending the community meeting on Thursday, February 14.

Home Team Leadership

Mayor Tammy Payne's role as coordinator for the home team was invaluable. Mayor Payne facilitated creation of the home team, provided background information, and invited other residents and leaders to participate. City Clerk Tina Lewis provided important administrative support.

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

Visiting Team Leadership

The visiting team was comprised of 11 community and economic development professionals. They came from local, state, regional, and federal agencies, universities, nonprofit organizations, and private businesses. Contact and biographical information for all visiting team members is included in this report as Appendix A. Visiting Team coordination and leadership was provided by Mike Field and Vickie Winkel of the Idaho Rural Partnership, Jerry Miller from the Idaho Department of Commerce, and Jon Barrett from Clearstory Studios.

Known as the ad-hoc committee, the following individuals began meeting with home team leaders in December 2012 to coordinate review planning and recruit people to the visiting team. The committee is grateful to the Association of Idaho Cities for providing meeting space and teleconference services.

Visiting Team Ad-Hoc Planning Committee

Jon Barrett	Clearstory Studios
Mike Field	Idaho Rural Partnership
Vickie Winkel	Idaho Rural Partnership
Erik Kingston	Idaho Housing and Finance Association
Lorie Higgins	University of Idaho Extension
Jerry Miller	Idaho Department of Commerce
Brian Dale	Dept. of Housing & Urban Development
Lori Porreca	Federal Highway Administration
Maureen Gresham	Idaho Transportation Department



Grand View Visiting Team Members, from left to right: Lorie Higgins (Univ. of Idaho), Mike Field (Idaho Rural Partnership), Maureen Gresham (Idaho Transportation Department), Paul Lewin (Univ. of Idaho), Lori Porreca (Federal Highway Administration), Shannon Madsen (USDA Rural Development), John Meyers (U.S. Department of Housing and Urban Development), Jon Barrett (Clearstory Studios), Erik Kingston (Idaho Housing and Finance Association), Jerry Miller (Idaho Department of Commerce), Jaap Vos (Boise State University)

Review Itinerary

The home and visiting team focus area leaders named above jointly developed the overall master schedule and detailed itinerary for the economic development focus area. This schedule is attached as Appendix C.

The review officially began at 12:00 pm, Wednesday, February 13 with lunch at the Simplot Main Office followed by a listening session with the home team. Listening sessions are described in detail on page 27. The visiting and home team members then boarded a bus at the Grand View Senior Center for a tour of the community and surrounding area. The tour included a quick visit to the C.J. Strike Dam, Reservoir, and recreation facilities.

On Wednesday afternoon three members of the visiting team conducted listening sessions with two stakeholder groups. The eight other team members met with the Grand View area's larger employers and then split into two small groups to visit the Emu-Z-Um and walk the downtown area to talk about opportunities and conduct informal interviews with residents and business owners.

Late in the day, the visiting team met with community leaders, volunteers, and home team members for a roundtable discussion about community identity, civic culture, volunteerism, communication between the City and residents, and perceived community needs, assets, and economic development opportunities.

Thursday, February 14 began with a more in-depth tour and discussion about: (1) downtown history and revitalization opportunities, and (2) recreation and redevelopment opportunities along the Snake River frontage/Riverside Avenue (including the Goodman Oil property the City is in the process of obtaining), the American Legion Hall, and the greenbelt parallel to Highway 167. The team ended the tour at the fire station, where it met with city staff and current and former elected officials for a conversation about infrastructure issues and opportunities.

The three-member listening session team conducted three additional listening sessions while the majority of the team followed the Thursday morning agenda described above.

The home and visiting team convened for lunch at the Grand Owyhee Restaurant, where we were treated to a presentation on community history by Grand View native Janet Lawson. Following lunch, the visiting team spent the entire afternoon at the library exchanging ideas, sharing observations, and preparing their presentation to the community. The visiting team split up into the following subject area to facilitate this work:

Listening Sessions

Lorie Higgins, University of Idaho Extension
Lori Porreca, Federal Highway Administration
Erik Kingston, Idaho Housing and Finance Association

Economic Development

Jerry Miller, Idaho Department of Commerce
John Meyers, U.S. Department of Housing and Urban Development
Shannon Madsen, USDA Rural Development

Community Planning

Jaap Vos, Department of Community and Regional Planning, Boise State University
Paul Lewin, University of Idaho Extension
Maureen Gresham, Idaho Transportation Department

Community Involvement and Communication

Mike Field, Idaho Rural Partnership
Jon Barrett, Clearstory Studios

Dinner, followed by a town hall-type meeting, was held at the Senior Center. It was during this meeting that the visiting team shared its preliminary observation, recommendations, and resources with the community. The visiting team and the community appreciated Spanish translation provided by team member Paul Lewin from University of Idaho Extension. The home and visiting teams also valued the group of students from the Department of Community and Regional Planning at Boise State University who attended the community meeting as observers.



Publicity and Public Participation

Several efforts were made to make Grand View area residents aware of opportunities to participate in the community review. The community survey mailed in January 2013 included a cover letter by Mayor Payne. This letter announced the community review and encouraged participation. A news article about the survey and community review also appeared in the *Owyhee Avalanche* newspaper. The reader board at the Rimrock Senior Center also announced the review. Word about the review was spread by email and word of mouth by home team members. Also, members of the

visiting team invited people to the Thursday night community meeting as they met them during the course of review activities.

Community participation in the review compared favorably with other reviews conducted in much larger communities. Including the home team of seven people, approximately 35 local residents attended the community meeting on Thursday, February 14. In addition, business owners and other people we met in the community were very open and willing to share their ideas, experiences, and perceptions in conversations held on sidewalks, in businesses, and during meals.



PART III COMMUNITY LISTENING SESSIONS

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

- Home Team
- First responders, faith-based leaders, social service providers, and school representatives
- Hispanic residents
- Business owners, farmers, and ranchers
- Senior citizens
- High school youth

Listening sessions lasted approximately 60 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, recorded comments, and encouraged everyone in attendance to participate in the session. The listening session questions were as follows:

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

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 Grand View in coming years. The word cloud below is a visual representation of the responses we heard most frequently. The larger the text, the more often we heard that particular response.



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

Stagnation

Grand View residents, by and large, seem adamant on this issue. We often heard 'Stagnation' expressed as the 'Status Quo,' or 'Doing Nothing'. They see the outcome of doing nothing as stagnation.

Decline

Along with stagnation, many residents expressed concern over decline of all kinds in the community. Residents did not want decline in the quality and quantity of housing, decline in the quality of the streets, sidewalks and other infrastructure, decline in the quality of and funding for education, decline in the population, decline in the business activity and employment opportunities, and decline in the appearance of the town. Many residents expressed concern about the way the town looked to residents and visitors, describing it as trashy and unkempt. Another concern residents

shared was about the social and civic quality of the town. Residents did not want a decline in the civic engagement or social vibrancy.

Change and Loss of Control

Conversely, we also heard from some residents that they did not want to see Grand View change. Many residents said they liked the small town feel of Grand View and didn't want to see unplanned growth and development or a future without strategic planning. Many residents also said they did not want more government regulations, especially related to hunting and land use. Nor did some residents want the City to access external funding and resources if those things came with a loss of local control. So while many residents didn't want decline, they were cautious about the type of changes they wanted to occur and reluctant to either allow the City to pursue available outside resources or to generate local tax revenue to address decline.

Substance Abuse and Violence

Residents in most of the listening sessions expressed concern over the amount of drug and alcohol abuse occurring in Grand View and that this contributed to a lack of community vitality. Several participants also wanted less conflict and violence to occur in Grand View.

Loose Dogs/Cats

Without prompting from the listening team members, this topic seemed to be fresh on the minds of many participants. From teenagers we interviewed to the adult participants, there was broad concern about dogs—and in some cases cats—running loose in town. We heard reports of some dog bites, but most concerns revolved around pet waste and general nuisance complaints.

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

The word cloud below visually represents how residents answered this question. Again, the size of the text correlates to the number of times the response came up during the listening sessions.

expressed a strong desire to be involved in community activities. However, language presents a barrier to broader engagement with the Hispanic community. Several ideas were presented by participants to increase community engagement including:

- Establishing a community activities and volunteer coordinator
- Translation services and bilingual notices of community and school events, program, and activities for the Spanish-speaking members of the community.
- English and Spanish language classes
- Community calendar and community website
- Multicultural community events

A Youth and Family Friendly Community

Participants described Grand View as a safe community and a great place to raise a family. In general, participants wanted to see more families move to Grand View and wanted to retain the young people as they grow older. To enhance the family friendly nature of the community, participants suggested more youth activities such as after-school programs, more sports, a youth center, daycare, and a playground facility for toddler-aged children. For older residents, participants suggested assisted living and more senior services. Several participants suggested adult education and social services such as parenting and life skill classes. For residents of all ages, participants wanted to see improvements to the outdoor and recreation facilities for the enjoyment of families and youth including more park improvements, extension of the greenbelt, more trees and grass, picnic tables, improved boat dock, cleaned-up nature walk, and general beautification of the town to increase community pride.

Maintain and Improve the Community's Infrastructure

Most participants wanted the City to maintain the existing infrastructure and make some improvements to the streets and sidewalks and felt these types of improvements would increase community pride. Many of the improvements mentioned were pedestrian-related. Many participants—especially some of the seniors—wanted to see improvements to the sidewalks. Currently there are few sidewalks and those that exist are in disrepair. Participants wanted improved sidewalks to increase the safety of walking around the community. For example, one participant mentioned there was a need for a safe walking path to Gus' Gas as many students use this route after school. In every listening session, participants applauded the City's development of the greenbelt and wanted to see it completed. Several participants mentioned the need for a pedestrian bridge on Highway 78. Others mentioned the need for a gateway signifying entrance into Grand View. Most participants wanted to see cleaner streets with less trash and dog waste.

Challenges Related to Isolation

Grand View is a bit of a drive from I-84 and Mountain Home, which is a mixed blessing. On the one hand, being off the beaten track is why people like to live and visit the area. At the same time, isolation puts local residents and businesses at a disadvantage.

Cell phone service is limited and spotty at best, which hampers everyday communications and limits commerce options for local entrepreneurs. Visitors are likely to find this annoying as well. Landline service options are limited and expensive, but people feel like they have no choice but to have a landline.

Residents also feel that county and state level representatives are disconnected from and unresponsive to issues and requests for assistance coming from Grand View. Related to this is the fact that Grand View has only part-time law enforcement and the Bruneau ambulance is only a quick response unit. Also, there is a perceived decline in senior services that people feel powerless to address. Our sense was that Grand View truly feels like it is on its own.

Geographic isolation and limited availability of services in Grand View also means residents have to travel significant distances. For example, there is a health clinic, but patients have to travel to obtain medical prescriptions.

Another problem generated by isolation is economic leakage to Mountain Home and Boise. People are spending money in other places for food, medicine, clothing, hardware, building supplies and so on. This exacerbates the “few people, few jobs, lack of services” cycle. Feeling “stuck” is why there is a general feeling of apathy and hopelessness – that nothing anyone can do will change the situation. Others mentioned that apathy breeds more apathy. “If others aren’t going to take care of their part of the town, why should I take care of mine or try to improve anything?”

A perennial issue for small towns is generating enough activities for youth. While outdoor activities are abundant, there is little in the way of indoor opportunities such as a youth activity center, arcades, hang out places, and the like.

Dealing with bad roads is another familiar experience in small, geographically isolated communities. Others mentioned the open range law as creating risk for drivers.

Fear

During the listening sessions we also heard a “fear of change” narrative (a story the community tells about itself). It was so prominent and expressed with regard to so many factors related to change that we started a list of sources of fears expressed by Grand View residents told us they fear:

- Change in general
- Government (environmental regulations, taxes, gun control)
- Grants (strings attached)
- Outsiders (dictating local change)
- Newcomers (who are different, want to change the community or are a drain on community resources)
- Growth
- Loss of control
- Decline
- People who fear change (this is a fear that nothing will change due to a predominant fear of change among Grand View residents)
- Loss of local amenities (favorite outdoor recreation spots being overrun)
- Spiritual decline / moral failings
- Loss of agricultural heritage (families are leaving because agriculture is increasingly concentrated)
- Feral cats
- Speaking up – afraid of being verbally attacked for taking a stand.

While some people want change and others say they don't, the divide isn't as wide as it would seem. Nobody wants to lose the small town feeling of Grand View. They value how the community comes together in crisis and are quick to assist when someone is in need.

Places

- Agriculture
- Air Base
- Climate and favorable wind direction
- Chamber of Commerce
- Owyhee Mountains
- Open spaces
- Black Sands
- Recreational sites
- Emu-Z-um
- Wild bird breeding facility
- Ball field
- Library
- Park
- Greenbelt
- Rimrock
- Nature walk area
- Hot Springs – geothermal potential

Organizations

- Food Bank
- Mennonites
- Grand View Days
- Bazaars
- U.S. Ecology
- Idaho Power
- Recreational Activities – CJ Strike, River, Duck Ponds, Birds of Prey
- Agriculture was mentioned frequently. It is the primary economic, historic and cultural identity of the community. Farmers are also valued for their support for the community.
- Boy Scouts
- The community organizations in town – Lions, Chamber of Commerce, etc.
- Caring people who support the community. It was also noted that lots of non-residents are connected to Grand View.
- Lots of human capital – people with knowledge, skills and abilities
- Churches
- Mild weather
- Sports

Each person attending listening sessions was asked to sign up to participate in implementing change and community review recommendations. Appendix E contains a list of people who signed up. When processes are established to implement review recommendations, those who are not already involved can be called on to volunteer in some capacity. Keep in mind that some people are interested in many community issues, while others will have narrower interests. Some like to go to meetings and be part of planning projects, while others just want to lend a hand when it's time to work on an activity, event, cleanup, or building makeover. Be sure to provide a menu of ways to be involved.

Observations in Response to Community Listening Sessions

First, we want to stress that our observations draw primarily from our direct experience during the pre-visit and the review itself; we can only base our observations and recommendations on a small subset of Grand View residents. The listening session facilitators spent the bulk of their time meeting with fewer than 50 individuals, or about 1% of the total population.

Overall, most of the folks we met were proud of their home and heritage, and we appreciated the hospitality of the home team and those hosting our sessions and meals. We heard and observed a few things during the listening sessions that may affect Grand View's readiness to move forward into a new economic landscape. We offer the following thoughts based on how folks responded to the listening session questions.

Fear of...

We heard several messages that reflected fear of change. During our community meeting, a couple of us pointed out that change will come to Grand View, and that it is occurring on a daily basis. Each month or year that goes by is marked by deteriorating housing stock and infrastructure. Change is also occurring in the local population as young people move away. The question to ask is whether that change can and will be managed internally. We also sensed fear of (or at least open hostility toward) the federal government, regulation, and taxation.

Attitude Toward Outsiders

More than once, we heard this mantra:

"...they [visitors] show up at the beginning of the week with a clean pair of shorts and a \$10 bill; they leave a week later and haven't changed either one."

We know this is meant as an inside joke—much like the comments about gating the community—and we’ve heard the same in other towns. Words and phrases have power...they can reinforce positive or negative images and stereotypes and they reflect the speaker’s feelings. To outsiders and potential tourists (the visiting team perspective), phrases like this suggest we aren’t welcome, and inspire us to look for another place to spend our time and money.

Grand View is an entry point to the Owyhee Canyonlands, land that represents the heritage and legacy of all Americans, just like the Black Hills, Glacier National Park or the Appalachian Trail. The Owyhee Initiative was a collaborative, multi-year conversation involving local ranchers; county representatives; environmental and conservation groups; outfitters; Shoshone-Paiute Tribe; and other stakeholders. Although they all had a unique relationship to the land, they were committed to working together to forge an agreement that honored this ‘working wilderness’ as a resource where no group was excluded.

Taxpayers from every state have a stake in land managed by the BLM or Forest Service, and every American has the right to visit the Owyhee Canyonlands. The rest of the country effectively subsidizes Idaho in that, for every dollar we pay in federal taxes, we receive \$1.21 in return. The big question is, will Grand View give your fellow Americans a reason to stop, shop, and drop (money) in your community?

Youth

During the community review, an emergency meeting was called at the school to address a bullying issue. While the listening session team didn’t learn specifics of the issue, we observed the tensions that go along with a bullying culture in the high school classroom we visited. While there were several polite, thoughtful teens with wise insights into the issues facing Grand View, there were just as many that appeared to be reluctant to speak or when they did were responded to with derogatory comments by a few unruly classmates. Some didn’t let that stop them and continued to share ideas, but it seemed to us that others were silenced by the dynamics. Based on our interaction with the Grand View high school students, it appears that contempt and disrespect may be a common characteristic of the youth culture in Grand View. Moreover, the loudest comments to us were ones that indicate a lack of acceptance and respect for diverse opinions, ideas and cultures.

Youth represent the future of their communities and it's critical their voices are heard, but an unsupportive youth environment deters otherwise engaged kids from getting involved or taking positive action. Some ideas for developing a more positive youth culture involve community engagement and student-led programs. Empowering youth to dream, design and implement positive change can shift dynamics quickly.

PART IV OPPORTUNITIES, RECOMMENDATIONS, AND RESOURCES

Community Comments and Concerns

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

Appreciation for Sense of Community and Quality of Life

Grand View residents shared with the visiting team their appreciation for the sense of community and friendliness in Grand View. People feel comfortable leaving their doors unlocked and waving hello to friends and strangers alike.

We sensed the community places a high priority on public safety, emergency services, the library, and senior center. Easy access to outdoor recreation on the river, C.J. Strike Reservoir, and the Owyhee Mountains and Canyonlands is an important part of the area's quality of life. We also heard recognition that the community's location on the banks of the Snake River is a major asset with considerable potential.

Ambivalence about Growth, Change, and Visitors

Attitudes about growth and change expressed by residents were mixed. Some residents were clear they didn't want to see growth and associated changes. At the same time, some of these same people expressed a desire to see more jobs in the community. We heard similar mixed messages about visitors coming into or passing through the community. Visitors are desired to the extent they support local businesses, but not so appreciated if their presence brings unwanted physical or cultural change or if they take all the best fishing holes.

Desire to see Grand View Cleaned Up

Many people in the community talked to the visiting team about a desire to see public and private properties in Grand View better maintained. Unkempt yards, long-term outdoor storage, junk or parts cars, and unmaintained fences and houses were all mentioned as examples. A perceived high number of loose, uncontrolled dogs was a related issue of concern many people brought up to the visiting team.

Some residents shared their belief that the community would reflect greater pride of ownership and community if properties were better maintained. Regarding public properties, we heard a desire that ball fields, schools, and streets be better maintained and kept clean.

Residents told the visiting team many factors contribute to deferred maintenance of properties. These factors included:

- Garbage pick up is offered by a private disposal business, but many residents either can not afford this expense or choose to handle their garbage themselves.
- The high cost of water causes some residents to choose not to water their yards in the summer.
- The cost of materials and labor needed to properly maintain structures and yards (e.g., paint, windows, and roofing) is prohibitive, especially for seniors and others on fixed incomes.
- Many residents believe that many homes in substandard condition are rentals owned by people who do not live in Grand View.
- There is little to no enforcement of existing city requirements related to property maintenance.

Employers Looking for Qualified Employees

Some of the area's largest employers told the visiting team they are regularly challenged to find job candidates with the skills, education, and experience for open positions. Grand View area residents have minimal opportunities to pursue continuing education beyond high school that would help them qualify for such jobs. Increasingly, employers are looking for people with Associate's, Bachelor's, and even Master's degrees.

Distrust of Government and Concern About Taxes

The visiting team did not hear a lot of talk about a distrust of government and taxes during the review itself, but it did come up prominently in discussions with home team members leading up to the review. The majority of this local distrust (and opposition to certain public policies) seems to be focused on the federal government. Due to limited incomes, many residents are concerned about the cost of public improvements that could necessitate tax or fee increases or result in other unintended consequences. Some in the community oppose the pursuit of grant funding to complete projects because, once completed, infrastructure and other improvements require the community to pay operating and maintenance costs.

Infrastructure Improvements Needed, but Cost a Big Concern

Our communication with City leaders left us with an impression that the capacity of the water system is a bigger constraint on future growth than the sewer system. The high cost of water, combined with limited living wage jobs, is a concern to many residents. Some of them do not water their lawns during the summer as a result. There is a perception that the cost of water is one reason many new homes in the area have been built *outside* of the city limits in recent years.

Whether residents find it affordable or not, the availability of high speed Internet is impressive for the size of the community. The lack of reliable cell phone (broadband) service, on the other hand, is a much bigger issue to both residents and employers.

Grand View's Kids Need More to Do

This is a concern heard in many Idaho communities. Many residents want to see more positive recreational, social, and educational outlets for youth. A few people shared their opinion that the community needs an indoor community center for youth and families. We also noted a desire to see existing park and recreation facilities be better maintained. Finally, the visiting team was informed that, outside of churches, little is done to engage youth in community life.



Young People Moving Away

Again, this is a common occurrence or perception in rural towns. Several residents expressed their dismay that young people are moving away due to a lack of employment opportunities. While some may leave to further their education, they cannot come back to live in their hometown unless there is meaningful employment.

Same Ten People

Whether it's 10, 15, or 20 people, the visiting team frequently heard that a small group of people is counted on to complete most community projects. Many of them seem to be current or former elected officials. A few key representatives from major employers like Simplot and U.S. Ecology also seem very engaged in the community.

It is perceived that the number of people actively volunteering in the community has been flat or in decline in recent years. We heard several people express a desire to be more involved, but they do not know where they are needed and they are not being asked. Many of those who are most involved seem to be 60 years old and up.

The community should be proud of what's been accomplished with relatively few people and a lot of donated materials over the years. The landscaped greenbelt pathway along Highway 167 is just one very visible example.

Clearly, Grand View residents desire to be more informed about not only volunteer opportunities, but also about city government, economic development, and upcoming events. Current methods of communicating this information are not meeting this need.

Including the Entire Community

Many Hispanic residents of Grand View told the visiting team they would like to feel more included in the community. They want to become more involved (as volunteers for community projects, for example), but don't know if or where they are needed. The cultural separation is due to a combination of language barriers, cultural differences, length of time in the community, and demographics. Young families with school-aged children find it difficult to participate in community activities that are not structured to accommodate kids.

Opportunities, Recommendations, and Resources

Opportunity Area 1: Supporting the retention and creation of jobs

Based on our conversations with residents and leaders, the visiting team believes there are several opportunities to create job opportunities by retaining and expanding existing employers and supporting the creation of new businesses. These ideas include increasing the number of people who are qualified for local positions by developing continuing educational opportunities.



Large employers in Grand View should not be taken for granted. Small employment increases or decreases in a short period of time in a small base economy such as Grand View has substantial repercussions. A systematic program for contacting large employers to monitor trends and help with their needs should be put in

place. Also, priority should be given to attracting and retaining basic jobs like those in the retail and food sectors.

Recommendations

- Explore opportunities to develop geothermal resources for energy, recreation, and other purposes. Specific potential uses might include onion drying, tomato greenhouses, space heating, or aquaculture. The visiting team was made aware that in years past, residents have enjoyed soaking or swimming in at least one privately owned hot spring pool in the area.

- Trucking plays a critical role to both big business and local farming operations. Pursue the development of a semi-truck parking facility with related support services. U.S. Ecology and Simplot report they have over 50 large trucks travel through the community on a daily basis. Consult with these employers to make sure you take into account the needs of their truckers. Possible sites include the northeast corner of Highways 167 and 78 and along Highway 167 south of Riverside Road. However, it should be noted that a truck parking facility might not be the best and highest use of the property south of Riverside Road.
- Research how or if other Idaho cities regulate the parking of trucks carrying hazardous materials and amend Grand View's applicable ordinance if deemed appropriate by the City Council.
- Identify and prioritize efforts that could make the community more attractive to retirees.
- Build a stronger relationship and better communication between major employers and the School District so the former understands how they can contribute to education and so the latter can better prepare young people for the type of jobs likely to be available in the area.
- Consistently advertise opportunities for continuing education (available in the community and on-line). Over time, identify unmet adult education needs and develop corresponding opportunities. Develop the potential to make better use of the Idaho Education Network available through the Bruneau-Grand View Joint School District.
- Develop and market opportunities to learn Spanish and English as second languages.
- Promote low to no cost sources of assistance available to people interested in starting a business or expanding an existing business.
- Explore opportunities to develop agritourism enterprises. Agritourism is defined broadly as any agriculturally-based operation or activity that brings visitors to a farm or ranch. It can include a variety of activities, including buying produce direct from a farm stand, navigating a corn maze, picking fruit, feeding animals, or staying at a B&B on a farm.

- See Part V: Downtown Design and Revitalization.

Resources

- Department of Labor Workforce Investment Act (go to <http://labor.idaho.gov/dnn/Default.aspx?alias=labor.idaho.gov/dnn/wia>) and State Workforce Training Funds (go to <http://labor.idaho.gov/dnn/idl/Businesses/TrainingResources/WorkforceDevelopmentTrainingFund.aspx>).
- The Work Opportunity Tax Credit (WOTC) is a federal tax credit for hiring Veterans, long-term unemployed, food stamp recipients, etc. Go to <http://labor.idaho.gov/dnn/idl/Businesses/HiringIncentives/WorkOpportunityTaxCredit.aspx>.
- 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, Brent.Tolman@labor.idaho.gov.
- Idaho Education Network (IEN) is an Internet-based delivery network for education. Public high schools in Idaho, including Grand View Jr./Sr. High, are equipped with IEN facilities that may be used in the evening for the delivery of adult education and workforce training. Local employers can use these facilities to enhance the skills of their employees. <http://www.ien.idaho.gov/>.
- The Idaho Small Business Development Center at Boise State University offers a variety of opportunities to new and growing businesses. Go to <https://www.idahosbdc.org/DocumentMaster.aspx?doc=1296> or call 208-426-1640. The Idaho SBDC offers and maintains:
 - Training and individual consulting to existing and emerging businesses
 - Idaho Small Business Solutions, a website that helps business owners identify and understand applicable regulatory requirements (<http://www.idahobizhelp.org>).
- 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>.
- University of Idaho Extension's "Open for Business" program is designed to bring business training to remote rural communities. Lorie Higgins, 208-885-9717, higgins@uidaho.edu.
- The Center for Rural Entrepreneurship uses webinars, publications, and other tools to share timely information and best practices on a variety of topics related to economic development in rural communities. Go to www.energizingentrepreneurs.org/site. *Innovative Approaches to*

Entrepreneurial Development: Cases from the Northwest Region is one publication of interest. To read or download, go to

<http://www.energizingentrepreneurs.org/site/images/research/cp/cs/cs4.pdf>.

- 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.
- The Idaho Department of Commerce's Idaho Procurement Technical Assistance Center (PTAC) helps businesses pursue government contracting opportunities. Go to <http://www.commerce.idaho.gov/business/government-contracting.aspx>. Gary Moore, gary.moore@commerce.idaho.gov, 208-334-2470.
- *Entrepreneurs and Their Communities*. These archived hour-long webinars available through University of Idaho Extension are focused on research-based best practices for supporting small businesses. Free webinars are ongoing. Go to <http://www.extension.org/entrepreneurship>.
- An entire curriculum focused on building an entrepreneur friendly community is available through Ohio State University. Go to <http://sustentrep.osu.edu/building-an-entrepreneur-friendly-community>.
- A PowerPoint presentation titled *Creating an Entrepreneurial Culture/Community* by Deborah Markley. Go to www.agecon.purdue.edu/aicc/valueaddconf/PPT/5MARKLEY2.ppt.
- 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/.
- 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.
- The Business Alliance for Local Living Economies (BALLE) is a non-profit organization providing assistance and support to communities working to increase their resiliency and self-sufficiency by strengthening their locally owned businesses. Go to <http://bealocalist.org/>. 360-746-0840, info@livingeconomies.org.

- For assistance looking at the potential development of geothermal resources, contact the Idaho Department of Water Resources' Geothermal Program. Go to <http://tinyurl.com/mh289v7>.
- Another resource for geothermal development is Christian R. Petrich, SPF Water Engineering, LLC, 208-383-4140, cpetrich@spfwater.com.
- Idaho Tech help is a program to help food processing and manufacturing businesses meet regulatory requirements and improve processes and efficiencies. Tech help can also connect businesses to university resources. Go to <http://www.techhelp.org/>.
- Idaho Department of Agriculture offers a guide for individuals interested in starting a specialty foods business. Go to <http://www.agri.idaho.gov/Categories/Marketing/FMmarketing.php>.
- USDA's Rural Energy for America Program (REAP) provides grants and loans that could be used to help farms, ranches and rural businesses develop alternative forms of energy including geothermal. Go to http://www.rurdev.usda.gov/ID_BP_Programs.html#reap. Brian Buch, USDA Rural Development, 208-378-5623, Brian.Buch@id.usda.gov.

Opportunity Area 2: Continuing to attract visitors to Grand View

The Grand View area has several assets that, if developed and marketed wisely, could attract visitors (and their dollars) to the community. This so-called “catch and release” tourism supports the creation and growth of local businesses, which in turn helps ease the tax burden on homeowners and renters. This goal can be accomplished in a way that respects and celebrates the community's identity and culture.

It is within this opportunity area that the visiting team addresses the former Goodman Oil property at Main Street and Riverside Avenue. This property is in a prominent location; how it is improved and used will impact the town's overall identity.

Recommendations

- Further assess whether the former Goodman Oil site is the best location for the RV Park discussed during the community review. This assessment would compare this site to one or more alternative sites. On the west side of Highway 167, south of Riverside Road, was one potential site identified by the visiting team. In the minds of visiting team members, there are enough questions about the Goodman Oil site to warrant taking a second look. The team identified the following questions about the appropriateness of developing an RV Park on the Goodman Oil property:

- Is the site large enough to accommodate 6 RV sites, as proposed? It certainly is not large enough to accommodate 6 sites + a waste dump.
- Will larger RV's be able to maneuver into, out of, and around the RV park and individual sites?
- Will people who stay at the RV park actually support businesses in downtown Grand View?
- Would the proposed RV park create compatibility issues with nearby residential and commercial land uses?

The visiting team further encourages the City to consider in its evaluation: (1) the market and profitability of a RV park in Grand View, given the numerous RV sites available at nearby CJ Strike Reservoir, and (2) the most financially appropriate way to operate and maintain a RV park in the city, regardless of its location. Operation and maintenance options include, for example:

- The City could hire a new employee to manage the RV park.
- The City could contract with a private business to manage the RV park.
- The City could lease the RV park to an individual or business.
- If it is demonstrated there is an unmet need for an RV park in the City and that the Goodman Oil property is the most appropriate location, the City could complete the clean up of the site and then sell it or complete a land trade with a private party who would develop and own the RV park as a business.

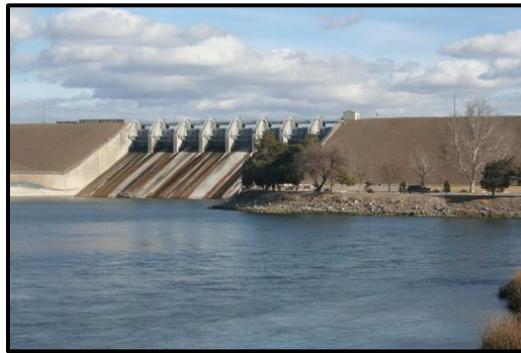
In essence, the visiting team encourages the City to complete a thorough analysis of projected operating expenses and revenue before committing to developing the project. The visiting team was not made aware that such analysis had been done at the time of the review.



Completing the evaluation suggested by the visiting team above will not jeopardize the Gem Grant awarded to the City of Grand View.

- Continue focusing on existing assets such as your agricultural heritage, hunting, fishing, boating, and ATV riding.
- Create higher profile community gateway sign(s). Also, make sure there is signage directing visitors to the downtown area.

- Create a visitor information kiosk or other way to get information about available attractions and activities in the hands of visitors. The kiosk should be in the downtown area, at the triangle-shaped property near the intersection of Highway 167 and Main Street (just south of the senior center), or on the west side of Highway 167.
- Using social media and other tools, develop Grand View's on-line visibility as a place to visit and recreate, focusing on the Snake River, C.J. Strike Reservoir, gateway to recreation in the Owyhee Canyonlands.
- Increase promotion of Lawson's Emu-Z-Um (in printed material and on-line) as an attraction. The collections are very well organized and rival those found in larger communities.
- If it were re-located in or near the downtown, both the Emu-Z-Um and existing downtown businesses would see their customers increase.
- Consider holding a 'friendly town' or customer service seminar to increase understanding of the economic benefits of becoming more welcoming to visitors.
- Coordinate tourism marketing efforts with Glens Ferry and other communities in the region. These efforts would invite visitors to visit and participate in activities and events in multiple communities – all connected by the Snake River, Oregon Trail history, and/or rich agricultural heritage.
- If and when an RV park is developed, explore the development of facilities and events designed to bring in visitors. Building tournament-quality horseshoe pits and creating related events would be one example.
- See additional visitor-related recommendations in Part V: Downtown Design and Revitalization.



Resources

- Students and faculty from the Department of Community and Regional Planning at Boise State University might be able to assist with site planning and/or economic analysis relate to the Goodman Oil site and proposed RV park. Go to <https://sspa.boisestate.edu/planning/graduate-programs-2/>. Jaap Vos, Director, 208-426-2606, jaapvos@boisestate.edu.
- 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.
- Host a luncheon or meeting for business owners that features a showing of the “Maps, Apps, and Mobile Media Marketing” webinar available through University of Idaho Extension, then work together to help each other learn about and access the many resources provided in the presentation. Go to <http://www.extension.org/pages/16076/etc-webinar-archive>.
- South Central Idaho Tourism and Recreation at the College of Southern Idaho can possibly offer customer service training. Debbie Dane, 208-732-5569, ddane@csi.edu.
- Two Degrees Northwest is a cultural tourism effort based in north central Idaho and southwest Washington coordinated by the University of Idaho Extension. <http://www.2dnw.org>. Lori Higgins, 208-885-9717, Higgins@uidaho.edu.
- The Idaho Humanities Council provides grant funding for projects and events related to history, culture, and identity. Go to www.idahohumanities.org. 208-345-5346.
- Idaho State Historical Society’s Community Enhancement grants can fund interpretive signage, brochures, and history-related audio and video projects. Go to <http://history.idaho.gov/community-enhancement-grants>. Keith Peterson, keith.peterson@history.idaho.gov, 208.882.1540.
- Tourism Cares is a non-profit offering grants and technical assistance for the preservation, conservation and restoration of cultural and historic sites and visitor education. Go to <http://www.tourismcares.org/>.
- The Idaho Recreational Vehicle (RV) Program is a grant program that helps public entities develop RV facilities. Go to <http://parksandrecreation.idaho.gov/idaho-recreational-vehicle-rv-program>.

Opportunity Area 3: Infrastructure planning and improvement

The visiting team encourages Grand View to continue providing for the maintenance and improvement of the community's infrastructure. Our recommendations go beyond sewer and water to include transportation, recreation, and housing.

Recommendations

- Complete an analysis to accurately determine the capacity of the City's wastewater and water systems.
- Review sewer and water rates to ensure the community is adequately saving for future improvements. The City should also do a water and sewer rate comparison with comparable communities to determine if residents are in fact paying higher rates.
- Continue pursuing cooperative agreements to make better use of existing facilities (e.g. American Legion Hall, Senior Center, schools) for recreational and community activities and programs.
- Long-term (5-10 years from now), consider developing a new community center building in which a new city hall could also be located.
- Pursue an agreement with the school district, the city, and other stakeholders to ensure the continued maintenance of the baseball field on Main Street.
- Create a capital improvement plan for Centennial Park. The visiting team heard different opinions about needed improvements. A modern, safe playground for younger children and a basketball court were mentioned most often.
- Continue developing the greenbelt walkway south along Highway 167 to Highway 78. These efforts should evaluate which alternative has a higher likelihood of use: (1) construct a new pedestrian bridge, or (2) address safety and access concerns using the existing bridge over the canal just north of Highway 78. There is a lot of ATV use on the roadway bridge and this is a safety concern that should also be addressed. In general, pedestrian bridges have limited use when alternate and more direct routes are already available.



- Signs should be incorporated along the greenbelt that describe community history and identity and direct people to amenities and services.
- Explore re-construction of the path along the Snake River, parallel to Riverside Drive. The project would address many community needs including providing additional recreational facilities and defining the city's identity as a recreational destination. In addition, this pathway should be connected, via continued greenway and/or shared road, with C.J. Strike Reservoir and with the west side of Hwy 67 to improve pedestrian access to the Duck's Unlimited and BLM properties. Not only would this serve the community's recreational needs, it could also be used as a marketing tool as the pathway follows the historic Oregon Trail.

There are some physical limitations to building the pathway where currently proposed. For one, the land available for a pathway may narrow to less than five feet in two critical spots. While ADA requirements allow for sidewalks less than five feet for short lengths, assuming other conditions are being met, it limits the usability of the sidewalk.



Rather than narrow the sidewalk, the city should consider expanding the sidewalk to a shared use pathway, with a minimum eight-foot width and consider building an elevated walkway where the property narrows.

- If the former Goodman Oil property site is not developed into an RV park, consider using it for a public gathering place, event space, picnic area, and possible location of a prominent memorial or monument.
- Work with wireless providers to improve cell phone/broadband service in the area. During the community review, a representative from CenturyLink indicated they have a tower in town that could be used to host a cellular link.
- Coordinate with CenturyLink to increase public awareness of their low cost Internet service available to qualified limited income households.

- Complete a housing needs assessment to identify the type of housing needed in the community. Include in this assessment opportunities to rehabilitate existing housing and the identification of areas in the community suitable for the development of new housing.

Resources

- The Environmental Finance Center based at Boise State University offers training assistance to help assess sustainability of utility rates and establishment of reserve funds. <http://efc.boisestate.edu/>. Dave Eberle, Executive Director, 208-426-4110, weberle@boisestate.edu.
- Idaho Rural Water Association. Shelley Roberts, CEO. , 208-343-7001 or 800-962-3257, sroberts@idahoruralwater.com.
- For information about CenturyLink’s low cost Internet service for qualified low income households, go to http://resources.211.idaho.gov.bowmansystems.com/index.php/component/cpx/?task=resource.view&id=683127&search_history_id=16310573
- Idaho Community Development Block Grants may be used to fix up public infrastructure and publicly regulated utilities (e.g. power telecom, etc.). Go to <http://commerce.idaho.gov/development-block-grants/>. Dennis Porter, 334-2470, dennis.porter@commerce.idaho.gov.
- Rural Community Assistance Corporation can help with both infrastructure and housing issues (including funding). Go to <http://www.rcac.org/home>, Jim Wilson, 509-927-6748, jwilson@rcac.org. Go to <http://www.rcac.org/pages/80> for information about their housing programs.
- USDA-Rural Development, Shannon Madsen, Community Programs Specialist, 208-459-0761, shannon.madsen@id.usda.gov.
- The Idaho Transportation Department publishes a funding catalog of federal, state, and local funding opportunities for transit, bicycle and pedestrian facilities. The catalog also includes technical assistance grant opportunities for strategic and comprehensive planning. It is currently undergoing its annual revisions and will be available July 2013. Go to http://itd.idaho.gov/bike_ped/Funding%20Guide.pdf.
- Specific opportunities relevant for the design and/or construction of the pedestrian bridge and/or roadway/canal bridge improvements include the following:
 - Idaho Bureau of Homeland Security
 - Homeland Security Grant Program
 - Hazard Mitigation Grant Program
 Go to <http://www.bhs.idaho.gov/Pages/FinanceAndLogistics/Grants.aspx> for information about the above programs.

- Idaho Transportation Department's Community Choices for Idaho funding program. Ted Vanegas, bikeped@itd.idaho.gov.
- KaBOOM is a non-profit dedicated to the construction of parks and playgrounds. Go to <http://kaboom.org/>.
- Idaho Department of Parks and Recreation has grants that may be used for a variety of facilities (trails, RV parking, picnic areas etc). Go to <http://parksandrecreation.idaho.gov/about-parks-recreation#grants>. Kathy Muir, 208-514-2431, kathy.muir@idpr.idaho.gov.
- Major League Baseball's Baseball Tomorrow Fund assists communities developing playing fields and provides uniform and equipment to schools and youth baseball organizations. Go to http://web.mlbcommunity.org/index.jsp?content=programs&program=baseball_tomorrow_fund.
- The U.S. Soccer Foundation awards grants on an annual basis to support both soccer programs and field-building initiatives in underserved areas nationwide. Go to <http://www.ussoccerfoundation.org/>.
- The Saucony Run For Good Foundation supports programs promoting activity and healthy lifestyles for youth. Go to <http://www.sauconyrunforgood.com/>.
- The American Medical Association's Healthy Living Grant Program supports grassroots health education programs to develop school and community-based solutions to behavioral health challenges. Go to <http://www.ama-assn.org/ama/pub/about-ama/ama-foundation/our-programs/public-health/healthy-living-grants.page>.
- *A Community Center How-to Guide* written in October 2010 by Tony Tenne, Community Development Specialist for the Idaho Department of Commerce, is found in Appendix F.

Opportunity Area 4: Improving Communication

The visiting team offers the recommendations below to address a need to expand and improve communication between residents, community organizations, employers, and the City of Grand View. This communication will keep people in the community better informed about opportunities to participate in community and economic development projects, other volunteer opportunities, and events. These recommendations will help reduce situations described to the visiting team in which incorrect information is sometimes passed around the community by word of mouth.

Recommendations

- Develop a quarterly or monthly column in the Glens Ferry Gazette and/or Owyhee Avalanche to relay important community information and announce news of upcoming events.
- The website <http://www.grandviewidaho.us/> is from a technical standpoint in good shape. The site is easy to navigate and loads quickly. The council minutes and ordinance pages could use some updating. The city should consider posting meeting agendas, adding Spanish language content, and providing a way to send email messages to the mayor and city staff. Adding information about starting a business in Grand View and links to related resources should also be considered.
- The City should follow the example of many Idaho communities and set up a Facebook page. The page could be used to promote upcoming events and could be used as a channel for distributing an electronic newsletter. The Idaho Department of Commerce and other partners, thereby increasing publicity for community events can easily share Facebook material.

Resources

- Mail Chimp is a free E-Newsletter tool that could be used to create and distribute a monthly community newsletter. Printed copies of the newsletter could be made available at locations where people gather. <http://mailchimp.com/>.
- Google translate is a tool that could be used to translate written communications from English to Spanish. <http://translate.google.com/>.
- Many Idaho communities are actively using Facebook to communicate information to residents and visitors. Examples include New Meadows, Glens Ferry, and Driggs. Coincidentally, community reviews have been conducted in these communities in the last two years.

Opportunity Area 5: Engaging the *entire* community in governance, events and volunteer projects

One resident told us Grand View has three separate groups: (1) the people who get things done, (2) the people who are apathetic, and (3) the people who want to participate in the community more, but don't know what's going on or where they are needed. This opportunity area is about increasing the number of residents who are actively participating in the community through volunteerism and other means of engagement. The recommendations below build on the community's demonstrated ability to accomplish projects with volunteer labor and donated materials. This

ability is an important asset, given the present era of reduced funding from the state and federal government.

This opportunity area also includes building the sense of community or social capital between different community groups. Social capital refers to the informal and formal social networks and the norms of trustworthiness and reciprocity that arise from them. The depth and quality of social capital in a community is a powerful predictor of many social goods, including people's health and happiness, level of economic



development, well-managed schools, public safety, and responsive government. Community members putting aside differences to help an individual, family, or organization in crisis is an example of social capital at work. The attitudes and relationships produced by social capital results in mutually beneficial action.

There are two main types of social capital. “Bonding” capital occurs when relationships are built between people who are alike with respect to age, race, religion, income, and so on. It results in tight, close-knit communities, but with strong distinctions between various stakeholder groups. “Bridging” occurs when relationships are strengthened across such groups or communities. It increases understanding of diverse points of view, opens the community up to alternative solutions, and helps build consensus. Both types of social capital play an important role in reducing the social and cultural divisions within a community.

Hispanic residents, in particular, want to be more engaged in community activities and projects. The Hispanic population in Idaho is younger than the state's population overall. Most Hispanic people are interested in a place they can call home that offers greater economic and social equality. Barriers to integration include language acquisition, health coverage, civic engagement, education, and discrimination.

Grand View should continue viewing the growth of the Hispanic population as a significant trend. According the USDA report on Rural Hispanics, the social and economic adaptation, integration, and mobility of new rural residents and their children are critical public policy issues.

Acclimatization by new immigrants is imperative if they are to engage in civic participation and consequently have a voice in the future of their community. Opportunities for social, economic, educational, and political advancement are at stake.

The recommendations below will help increase the number of people regularly volunteering for community projects and serving on subject-specific committees established by the city council. They will also facilitate the development of new community leadership.

Recommendations

- Create a community foundation to help raise funds for community organizations, coordinate and focus community and economic development activities, and facilitate cooperation between various stakeholders.
- Celebrate volunteer effort in the community in a public and organized way (e.g. create an annual volunteer appreciation event, recognize an individual as a ‘volunteer of the year’).
- Create a database of skills in the community. When a project is looking for a particular skill, people with that skill can be contacted.
- Make sure to document the hours being contributed by volunteers for projects that will involve grant funds. Donated time can often be counted as local match and demonstrates community commitment.
- Create an interdenominational or ecumenical council. This group of faith leaders would meet regularly and sponsor or otherwise support efforts to heal social divisions and bring the community together.
- Create opportunities for people in different social groups to learn or exchange skills and knowledge with each other. Examples might include home gardening, canning, cooking, animal husbandry, art, hunting and fishing, land stewardship, storytelling, playing musical instruments. Survey residents to see what skills they would like to learn and share.



- Create a local currency, bartering, or time bank program that encourages residents and organizations to help each other achieve goals or complete specific projects.
- Be more explicit and public about appreciating community volunteers for their efforts. Publish their names in the newspaper. Create an awards program and/or event around volunteer appreciation. Ask businesses to offer discount coupons to volunteers once or twice a year.
- Use a survey or focus groups to identify the barriers preventing residents from contributing as community volunteers. Work to reduce the barriers about which the City has some influence.
- Create a mayor's youth council or advisory committee to develop talent and leadership in your young people.
- Similarly, create a Hispanic Advisory Committee that would provide feedback regarding communication and volunteerism to the City.
- If one doesn't already exist, create a school newsletter. Alternatively or in addition, students could create a community newspaper. In either case, even a newsletter published once a year would be a good start. Create a regular column that focuses on positive actions and accomplishments of students. These do not have to be earth-shaking events – but could be an instance when one kid helped another one, or stopped bullying, or picked up trash along the river.
- Expand community use of school facilities for recreation, community education, and other appropriate community gatherings and meetings. When such uses conflict with school-related programs and activities, the school-related activities should have priority. Be sure to make these events inclusive by advertising in both Spanish and English. Ask Hispanic residents to plan a cultural event for the community and hold it at the school.
- Encourage senior projects that involve community service. Such projects would increase the visibility of student effort in the community. Nonprofit and other community organizations should make potential senior project ideas known to the high school.

- With an abundance of retired residents (Gray Panthers) in Grand View, it makes sense to create multi-generational linkages. Seniors can be tutors and mentors in the school. Think about creating a community tutor program that encourages residents to support young people by volunteering in the schools. This can be done at little to no cost to the School District.

Resources

- Many Idaho communities have established community foundations. Examples include Teton Valley (Driggs, Victor), Kamiah, Ashton, and Soda Springs. New Meadows just recently went through the process of establishing a community foundation. Go to <http://www.newmeadowsidaho.us/> or call 208-347-2171 for information.
- Love Caldwell is a faith-based project to develop opportunities for civic engagement, bridge building, and community service in Caldwell. Go to www.lovecaldwell.org or call 208-459-1821.
- Everyday Democracy (formerly Study Circles Resource Center) helps communities promote dialogue and understanding through small group dialogue. Go to <http://www.everyday-democracy.org/en/index.aspx>.
- *“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.
- Idaho National Laboratory’s Community Giving Program funds philanthropic projects that focus on arts and culture, civic and community, and health and human services. Go to <http://tinyurl.com/c3xrqpw> for complete guidelines.
- 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.
- Information about creating a community barter network can be found here, http://www.ehow.com/how_4887994_create-local-online-barter-network.html.
- Led by a local church, a successful community barter system has been created in Brewster, MA. Here is a link to an article, <http://www.wickedlocal.com/brewster/archive/x1397979015>.
- Time Bank Idaho is a Boise-based nonprofit organization that strengthens community by helping people exchange the time and talents of community individuals, families, and groups — connecting unmet needs with untapped

resources in the process. Potentially, this would be an excellent way to more fully engage part-time residents in the Grand View community. Go to <http://idaho.timebanks.org/> or call 208-860-2140.

- Association of Idaho Cities' Youth Engagement Resources is an excellent collection of available resources to involve youth in community decision-making and strengthen youth and families. Go to <http://idahocities.org/index>. AIC is also a source of information about creating a community youth advisory council. Mandy DeCastro, MDecastro@idahocities.org, 208-344-8594.
- The Cities of Kimberly <http://www.cityofkimberly.org/index.aspx?NID=886> and Meridian <http://www.meridiancity.org/myac/> have active youth groups that could serve as a model for Grand View.
- The Heartland Center for Leadership Development publishes *Better Schools Through Public Engagement* (among many other publications related to community leadership and development). Go to <http://www.heartlandcenter.info/publications.htm>, 800.927.1115.
- The Find Youth Info website includes resources for positive youth development, which an interagency working group on youth programs define as: "an intentional, strength-based, pro-social approach that engages youth within communities, schools, organizations, peer groups, and families in productive and constructive manner that promotes positive outcomes." Go to <http://findyouthinfo.gov/resources/Positive-Youth-Development>.
- For State resources for bilingual programs under Title III, go to <http://tinyurl.com/7sqsfty>.
- This article published by the Center for Rural Affairs highlights the benefits of a culturally blended community. Go to <http://www.cfra.org/ruralmonitor/2011/10/13/look-iowas-first-majority-hispanic-town>.
- Several of resources found at the University of Idaho found Extension's Diversity, Equity and Inclusion website. Go to <http://www.extension.org/diversity>.
- Idaho Inclusiveness Coalition is a nonprofit organization working to foster diverse and inclusive communities in Idaho. Go to www.idahoinclusives.org.
- '*Changing Faces, Changing Communities*', a publication written by Everyday Democracy to help communities face the challenges and meet the opportunities raised by the arrival of newcomers; includes pointers on how to involve public officials, <http://www.everyday-democracy.org/en/Resource.23.aspx>.
- The Center for Community and Justice, which works with communities to address education and health care issues, may be able to offer cultural

awareness training to both the Hispanic and Anglo communities.
<http://comunidadjusticia.org/index.html>, Sam Byrd, 208-378-1368.

- *Successful Strategies for Engaging the Latino and Hispanic Population* is a helpful article published by Michigan State University Extension. Go to http://msue.anr.msu.edu/news/successful_strategies_for_engaging_the_latino_and_hispanic_population.
- *Reaching and Engaging Latino Communities*, published by the California League of Cities. Go to <http://www.westerncity.com/Western-City/September-2008/Reaching-and-Engaging-Latino-Communities/>.
- Partners for Prosperity has over 10 years of experience in community development throughout eastern Idaho and now other parts of Idaho as well. Go to <http://www.p4peid.org/>. Jessica Sotelo, Executive Director, 208-785-0059, jessicas@p4peid.org.
- Like Grand View and many other Idaho communities, American Falls has experienced and is experiencing a significant growth in the Latino population. Most recently, the City Council appointed a young Latina college student to their City Council. The City Council felt this was an important move toward integrating a young Latino population. The City of American Falls further allocated funding for a G.E.D. program for Latino residents. To date, over 100 resident immigrants have received their G.E.D., increasing access to better paying positions. Go to <http://www.cityofamericanfalls.com/>.
- In Blackfoot, the nonprofit organization Partners for Prosperity helped launch the Latino Economic and Development Center (LEAD), a nonprofit asset building organization encouraging self-sufficiency. The center has a state of the art computer center where students are learning computer technology, small business training, language acquisition, and capacity building. The project started with a \$20,000.00 grant from Self Development of People (SDOP), which was used to leverage resources from social and economic justice funding partners. LEAD can possibly connect with the Grand View community to exchange information and ideas. Go to www.idaholead.org.

Opportunity Area 6: Maintenance and appearance of public and private properties

Concern about properties falling into disrepair came up consistently throughout the community review. Why does the appearance of properties matter? Maintained properties convey the message – to residents in the community and to visitors – that Grand View residents care about each other, are proud to live in the community, want to participate in improving it, and are optimistic about the future. It could be as simple as painting a garage or hauling a truckload of debris to the landfill.

When they go home, visitors will talk to their friends and family about their experience of Grand View. What would you like them to say about your community? Do you want them to come back? As the adage goes, “You never get a second change to make a first impression.”

Recommendations

- Seek to understand the barriers that prevent better property maintenance, then work to reduce the barriers.
- Partner with employers and the City to create a “Clean-up Grand View” program that would use donated trucks to haul debris to the landfill once or twice a year (e.g., spring and fall). The visiting team was informed there has been such a program in the past. We’re suggesting it be re-energized. Alternatively or in addition, consider placing large garbage and recycling dumpsters at city hall for community use or take it a step further and develop a permanent transfer station.
- Create an annual community yard sale.
- Create a ‘paint the town’ project that provides volunteer labor to help seniors and others on limited incomes paint their homes or complete minor improvement projects. Typically, a company, church, or club adopts a specific house. Even if the program completed only one house per year, it would make a big difference over time. This same principle can be applied to commercial buildings.
- Use a website to facilitate buying and selling of unneeded items between residents.
- Create a community thrift store. Such an enterprise can raise funds for a nonprofit organization.
- Review existing code requirements related to long-term outdoor storage of cars and other items and modify if needed. Pursue enforcement where warranted to reduce public health concerns and fire hazards.
- Improved maintenance of public, quasi-public, and commercial buildings will inspire homeowners to improve their properties.
- Create an award program to recognize the “most improved” properties in the community.

- Pursue the development of a drop-off recycling center.
- Community Clean-up Fundraiser. The concept here is that instead of making donations to organizations, residents and businesses pledge to support clean-up activities by making a donation based on number of pounds or number of acres, or number of properties cleaned up. This would be a great way to engage high school sports teams and other high school-aged youth.
- Promote commercial and residential energy efficiency audits. Idaho Power will inspect properties free of charge and give advice on improvements that will save property owners money. In some cases Idaho Power may be able to offer financial assistance and incentives for implementing the improvements.

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.
- Home Depot offers small grants and in kind donations like paint and tools to help clean up and fix the homes of elderly, disabled, low income and veteran home owners <http://homedepotfoundation.org/page/applying-for-a-grant>
- USDA Rural Development offers grants and low interest loans to help low income property owners address maintenance needs <http://www.rurdev.usda.gov/MO-fact504.html>

- The Association of Idaho Cities may have model nuisance ordinances and enforcement strategies that could be shared with Grand View
<http://www.idahocities.org/>
- Boise Neighborhood Housing Services (BNHS) organizes both Paint the Town and Rake the Town events. BNHS has a long history of sharing and mentoring rural communities with similar events. <http://www.nhsid.org/what-we-do/paint-the-town-boise>.
- Information about organizing a community clean-up fundraiser is found here: <http://www.fundable.org/fundraising-ideas/community-cleanup-fundraisers/>.
- Kansas State University Extension publishes a free guidebook on conducting a community clean-up/fix-up campaign. Go to <http://www.ksre.ksu.edu/bookstore/pubs/MF931.pdf>.
- Many Idaho cities have organized daylong or weeklong community clean-up events. Rathdrum, St. Anthony, Blackfoot, Post Falls, and Shelley are just a few examples. This list also includes two cities that might have a lot in common with Grand View -- Idaho City and Melba. To see a slide show of a 2011 clean-up day in Idaho City, go to <http://www.youtube.com/watch?v=3eLLPF-pXm0>.
- Canyon County Organization on Aging, Weatherization, and Human Services program helps senior and low-income homeowners and renters weatherize their dwellings. Go to <http://www.ccoaidaho.org/>.

PART V DOWNTOWN DESIGN AND REVITALIZATION

Grand View leaders identified economic development, infrastructure, and community identity as major areas of concern. These areas are addressed in Part IV of this report. The visiting team would like to offer additional observations and recommendations pertaining to a fourth area: downtown design and revitalization.

Community Concerns and Comments related to Downtown Design and Revitalization

The pre-review community survey conducted in January 2013 found that a high number of residents want to see street and road conditions improved and conditions for walking made more safe, including in the downtown area. During the review, numerous Grand View residents likewise expressed interest in a cleaner, more commercially vibrant, and walkable downtown. The proposed RV park in the downtown area is intended to help achieve these objectives.

At the same time, the visiting team heard significant concern on the part of some business and property owners about the taxpayer cost of improving Main Street (and other infrastructure projects).



Before and during the community review, some home team members spoke of community interest in re-designing and re-constructing Main Street. A survey conducted by the City of Grand View in October 2012 found that 60% of people responding to the survey said they support pursuit of a grant to complete a Main Street rehabilitation project to add new curb, gutter, sidewalk, and storm drains if the City can meet such a grant's local match requirement of 7-8% without raising taxes on residents or businesses.

Below the visiting team offers its thoughts, recommendations, and resources related to the downtown area. We hope the community finds our thoughts helpful as it contemplates the rehabilitation of Main Street and other downtown revitalization strategies.

Recommendations

- It is the visiting team’s view that there is not at this time the community consensus to support a major reconstruction of Main Street. There *are*, however, many steps that can be taken to make downtown more attractive to residents, visitors, and businesses.
- As you think about ways to improve the downtown and support businesses located there, keep this principle in mind: if you give people a reason to go downtown, they will look for places they can spend time and money once they are there.
- Community and business leaders should familiarize themselves with the National Trust for Historic Preservation’s Main Street program to help prioritize efforts.

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

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

Organization

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the downtown. By getting everyone working toward the same goal, your Main Street program can provide effective, ongoing management and advocacy for the downtown.

Through volunteer recruitment and collaboration with partners representing a broad cross section of the community, your program can incorporate a wide range of perspectives into its efforts. Typically, a governing board of directors and standing committees make up the fundamental organizational structure of volunteer-driven revitalization programs. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.



Promotion

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

Design

Design means getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors. It takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the downtown and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, improving physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

Economic Restructuring

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

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

- Include the downtown area in the recommended annual community clean-up project (see page 61).
- Make better use of downtown for events that appeal to both residents and visitors.

- If there is not a weekly farmer's market in the downtown area, create one. If there is one, identify opportunities to improve it.
- Participate in or borrow ideas from Southern Idaho Economic Development Organization's (SIEDO) Operation Facelift.
- Continue pursuing development of the greenbelt along Highway 167. As part of the greenbelt, create a small green space on the small triangle-shaped property at the intersection of Main Street and Roosevelt Ave. that incorporates one more of the following: landscaping, lighting, visitor information kiosk, sign directing people to the downtown, public art or memorial.
- If the proposed RV park is ultimately located at another site, consider creating a small park/community gathering area on some or all of the former Goodman Oil property.
- The Grand View Chamber of Commerce should complete an internal assessment of strengths, weaknesses, opportunities, and threats – leading to the identification of program and organizational development priorities covering the next 2-3 years.

Resources

- Idaho Heritage Trust. <http://www.idahoheritage.org/>. Katherine Kirk, Executive Director, 208-549-1778, IHT@idahoheritage.org.
- The Idaho Main Street Program was beginning to take applications from Idaho cities at the time this report was written. Go to <http://commerce.idaho.gov/community-programs/idaho-main-street-program/>. Contact Jerry Miller, Idaho Department of Commerce, 208-334-2650, ext. 2143, jerry.miller@commerce.idaho.gov.
- “*Smart Towns: A Guide to Downtown Revitalization*”, Idaho Department of Commerce, 208-334-2470, www.idoc.state.id.us.
- National Trust for Historic Preservation's Main Street Program, 202-588-6219, <http://www.nationaltrust.org/community/resources.html> and <http://www.mainstreet.org/>, mainstreet@nthp.org.
- Western Office National Trust for Historic Preservation, www.PreservationNation.org, Sheri Freemuth, AICP, Program Officer, P.O. Box 9107, Boise, ID 83707, 208-891-4121, sheri_freemuth@nthp.org.
- The City of Nampa created a revolving loan fund for restoring building facades in its historic downtown. <http://ci.nampa.id.us/downloads/30/FA%C3%87ADE%20IMPROVEMENT%20PROGRAM.doc>.

- ‘Operation Facelift’ is a successful multi-community façade renovation project initiated by the Southern Idaho Economic Development Organization. Go to www.southernidaho.org, 208-324-7408. Here is a news article on the project: <http://tinyurl.com/3btu23h>.
- *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.
- Project for Public Spaces is a nonprofit planning, design, and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Go to <http://www.pps.org>.
- *Fill-in-the-Blank Business Recruitment Workbook*. This workbook was designed for downtown and commercial district revitalization organizations that want to improve the mix of businesses in their districts by helping existing businesses thrive, and by recruiting new businesses to fill gaps in the market. Go to: <http://www.DowntownDevelopment.com/fibbr.php>, 1-800-232-4317.
- RampUpIdaho is a new effort being developed by a group of folks representing transportation, business, housing, government, economic development and accessibility. The group is planning to compile a list of resources and outline a simple rationale for businesses, chambers of commerce, and other groups to begin thinking more strategically and collaboratively about access. Contact info@rampupidaho.org for more information.
- Farmers’ Markets and AgriTourism, Idaho State Department of Agriculture, Lacey Menasco, lmenasco@agri.idaho.gov.
- 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>.
- Glens Ferry has accomplished many downtown design revitalization objectives by combining grant funding with volunteer labor and donated materials. Contact Jill Laib through the Glens Ferry Chamber of Commerce, 208-366-7345.
- The Department of Community and Regional Planning, Boise State University. Go to <http://sspa.boisestate.edu/planning/>. Dr. Jaap Vos, Director, 208-426-2616, planning@boisestate.edu.
- Contact the University of Idaho Urban Research & Design Center about the possibility of receiving design and planning assistance from U of I graduate architecture students. Go to <http://www.uidaho.edu/caa/hands-onexperience/keepforlater/idahourbanresearchdesigncenter>. Sherry McKibben, Director, 208-364-4540, sherrym@uidaho.edu.

PART VI FINAL THOUGHTS AND NEXT STEPS

As with any community working to improve the quality of life and economic prospects for its current and future residents, you will continue to find developing agreement among divergent interests challenging at times. When such situations arise we encourage you to step back and ask yourselves what *has* been accomplished rather than focusing on what has not worked or not been accomplished in the past. More to the point, what are the most satisfying, successful agreements that have been made in the past, how were they made, and what physical improvements and events did they result in?



If 50 people in Grand View answered the questions above, consensus about the most successful agreements and accomplishments 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 will begin to see the truth about successful consensus building and collective action demonstrated by your lived experiences, as opposed to hoping it can be learned from a book, training, or an outside consultant.

Appreciative Inquiry

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

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

Discover

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

Dream

Residents explore how past experiences can apply to the community's future. They imagine what could be for the community (i.e. visioning).

Design

The actual development of the plan that describes how the ideal complement of past success and future possibilities would manifest itself.

Deliver

Creating the mechanisms and reinforcing existing capacities to make the dream a long-term reality.



When Conflict Happens

The visiting team did not notice a significantly greater degree of conflict or discord in Grand View compared to other Idaho communities. However, left unaddressed, any amount of conflict can keep a community stuck for years and sometimes decades.

Unresolved conflict or lack of agreement can also lead to lost opportunities to increase the community's economic prosperity. Suffice it to say, a lot is at stake.

Conflict can arise when two or more parties are experiencing a real or perceived difference in needs or interests. Just like the people involved in them, each conflict is unique. In complex situations involving a number of parties, it is often helpful to ask the following questions to identify a path towards resolution:

1. Who is currently impacted or is likely to be impacted by the situation?
2. What are the needs (a.k.a. interests) of the various stakeholders?
3. What are the disagreements and potential areas of agreement among the stakeholders?

4. What are the perceptions, assessments, and feelings the stakeholders have about each other?
5. What is the potential for the stakeholders to communicate and participate in a subsequent problem-solving or consensus-building process in good faith? What circumstances would increase this potential?
6. What issues should be on the agenda in a problem-solving or consensus-building process? Are there any issues that should not be included at this time?
7. Should a consensus building process be initiated? If yes, what is the likelihood of success and how should it be designed to maximize success? If no, why not?

Why it Matters?

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

A Final Recommendation

In the visiting team's experience, the use of certain principles seem to increase success and build capacity regarding a variety of community and economic development issues and opportunities. We encourage the community leaders and residents of Grand View to revisit these principles often and apply them when appropriate:

- Start small.
- Start with what you have and who you are (i.e. assets) and build from there.
- Emphasize volunteerism.
- Celebrate each success and honor participants.
- Build local capacity to take on larger projects over time.
- Embrace teamwork.
- Give credit and thanks.

- Make it clear that the volunteers are local heroes.
- Engage youth and young adults in a way that allows them to take responsibility and develop leadership skills.

What Next?

This report is a summary of observations, recommendations, and resources provided by the visiting team. It is not a strategic or action plan. We suggest the City consider working with other organizations and stakeholders to create such a plan. The visiting team also invites the community to determine whether or not the following process is an appropriate way to create an action plan based on this report:

1. Distribute copies of the community review report to all members of the home team, city and county elected officials, and other stakeholders. The report should also be made available on the City's website.
2. Convene home team leaders to talk about and agree on next steps that make sense for the community. In other words, review and modify this suggested process as appropriate.
3. Invite members of the visiting team back to Grand View for discussion about the report's opportunity areas, recommendations, resources and next steps. Include in this discussion community and business leaders who were not part of the community review process.
4. Divide the working group into 3-4 ad hoc committees, one for each focus area. Recruit additional participants if needed. Ask each focus area committee to review their applicable section of the report in detail and to prioritize next steps.
5. Reconvene working groups created in step #3 to share recommended highest priorities for each focus area. As a group, reach consensus on next steps.

A Resource for Establishing a Fair, Inclusive and Safe Space for Moving Forward

Again, University of Idaho Extension has been offering post-community review follow-up facilitation and assistance to communities completing a community review through a program called *Community Coaching for Grassroots Action*. A program brochure is included as Appendix G. Go to <http://cd.extension.uidaho.edu/leadership/>. Contact Lorie Higgins, University of Idaho Extension (208-885-9717 or Higgins@uidaho.edu) to explore the possibility of bringing U of I Extension staff to Grand View to facilitate development of a community review action plan in coordination with the diverse community groups, agencies, and nonprofits.

The Last Word.... for Now

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

Top Ten Attributes of Successful Communities

1. Evidence of an inclusive culture

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

2. Invest in the future – built to last!

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

3. Participatory approach to decision making

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

4. Creatively build new economic opportunities

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

5. Support local businesses

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

6. Deliberate transition of power to new leaders

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

7. Strong belief in and support for education

Good schools are the norm and centers of community activity.

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

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

9. Willingness to seek help from the outside

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

10. Communities and regions are self-reliant

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

Appendices

Appendix A: Visiting Team Member Biographies and Contact Information

Appendix B: City of Grand View Community Review Application

Appendix C: Detailed Community Review Agenda

Appendix D: Community Survey Form and Results

Appendix E: List of Community Listening Session Participants Who Completed Volunteer Sign-up Cards

Appendix F: *A Community Center How-to Guide*

Appendix G: *Community Coaching for Grassroots Action* brochure

Appendix A

Visiting Team Member Biographies and Contact Information

Jon Barrett

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Jon created Clearstory Studios in 2007 to provide community and economic development, strategic planning, and consensus building services to cities, counties, state agencies, tribes, businesses, and non-government organizations. He has worked as a community planner, consultant, and nonprofit co-executive director over his more than 20 year career. He brings to this work his experience with and passionate belief in the transformative power of trust and clear communication between organizations and people. He is a Certified Grant Administrator. In 2004 the Idaho Planning Association named Jon 'Idaho Planner of the Year'.

Mike Field

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

Maureen H. Gresham, AICP

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

Lorie Higgins

Associate Professor and Extension Specialist
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Lorie is an Associate Professor in the Department of Agricultural Economics and Rural Sociology at University of Idaho. As an Extension Specialist in community development, Lorie's primary role is to assist Idaho communities and organizations with a broad range of programs and projects. Current work includes a regional effort called *Two Degrees Northwest*, to develop, support and promote cultural industries, building an entrepreneurship training program, identifying impacts of the Horizons community development program, participating in the Idaho Community Review program as a steering committee member and listening session co-leader, and conducting social assessments as part of the UI Waters of the West program. Nationally, Lorie is a leader in the Enhancing Rural Capacity eXtension Community of Practice.

Erik Kingston, PCED

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

Paul Lewin, Ph. D.

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Dr. Lewin is an extension and research assistant professor in the Department of Agricultural Economics and Rural Sociology. He has a Ph.D. in Applied Economics from Oregon State University and 14 years of applied experience conducting quantitative and qualitative analysis in development issues in Latin America, Europe and the USA. He possesses a quantitative background in input-output analysis, benefit-cost analysis, and econometrics. He has worked with the Food and

Agricultural Organization (FAO) and Moody's Analytics. His research field is rural community development. Currently, his research program includes entrepreneurship, rural infrastructure, and dynamic changes of community and small regional economies. He is fluent in English and Spanish.

Shannon Madsen

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Office: 208-459-0761, ext. 117
Email: 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.

John Meyers

Boise Field Office Director,
US Department of Housing and Urban Development
800 Park Blvd., Ste. 220
Boise, ID 83712
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Email: 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 as one of only 20 members to the Secretary of HUD's Field Advisory Committee. Earlier he chaired both the Workforce Planning Task Force for his division (Field Policy and Management) and the committee that designed the HUD small office *Peer Consultation Review Process*. Meyers is a veteran of the USAF. He is married with two grown children.

Jerry Miller, PCED

Economic Development Specialist
Idaho Department of Commerce
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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 co-creator of the Idaho Rural Partners Forums and is editor-in-chief of the Show Me the Money funding newsletter. Jerry serves on the board of the Idaho Human Rights Education Center (the Anne Frank Memorial) and will be a class leader at this year's Northwest Community Development Institute. Jerry's passions include Iowa Hawkeye sports, dogs, movies, travel, blogging, and the performing arts.

Lori Porreca, PhD

Community Planner
Federal Highway Administration, Idaho Division
3050 Lakeharbor Lane, Suite 126
Boise, ID 83703
Office: 208.334.9180, ext. 132
Cell: 856-630-1635
Email: 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 of planning and development efforts including policy analysis for agricultural land management, recreation and master plan development, zoning, land use and food policy analysis, grant writing and fundraising, volunteer coordination, and outreach/collaboration with the general public, elected officials, professionals and stakeholders. She has designed curriculum and outreach education for traditional classrooms and community settings. She has six years of experience designing and implementing socioeconomic, land use, policy and community planning studies in local food system assessment, community perception studies, agricultural land use change assessment, natural resource assessment. She has worked with focus groups, individual and group interviews, community and landscape surveys, and has experience writing and presenting reports, factsheets, articles, and plans for public and professional audiences. Lori has a Masters in Landscape Architecture and Environmental Planning and a Ph.D. in Sociology from Utah State University. Currently, Lori works as a community planner for the Federal Highway Administration and has responsibility for the livability program.

Jaap Vos, Ph. D.

Director
Department of Community and Regional Planning
Environmental Research Building 1143
Boise State University
1910 University Drive
Boise, Idaho 83725-1935
Office: 208 426.2606

Dr. Jaap Vos is an Associate Professor and the Director of the Department of Community and Regional Planning at Boise State. He holds a Ph.D. in Regional Planning from the University of Illinois at Urbana-Champaign and a Master's degree in Environmental Science from Wageningen Agricultural University in the Netherlands. Prior to coming to Boise State University, Dr. Vos was the Director of the School of Urban and Regional Planning at Florida Atlantic University in Fort Lauderdale, Florida. Dr. Vos' main interests are related to the interaction between the built, natural and social environment, equity and representation, and sustainable

cities and regions. He has served as the lead investigator on projects such as the tracking and prediction of development trends in downtown Fort Lauderdale; the inventory of economic, environmental and equity resources in southeast Florida; the creation of an equestrian master plan for the Village of Wellington; and the impacts of transportation infrastructure on environmental and community resources.

Appendix B
City of Grand View Community Review Application
Idaho Community Review Application
A Community Visitation Program

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

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

The community review program is an excellent in-kind value for its cost. Idaho Cities such as Heyburn, Jerome, Hayden, Kooskia, Priest River, Weiser, and Buhl have conducted successful community reviews for under \$2,500. Estimated costs for a community review through a private consulting firm, including salary, travel, lodging, site visit, data collection, and report fees, is approximately \$50,000 for equivalent expertise from 15-18 community development professionals.

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

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

Community: **City of Grand View** _____

Main Contact Person: **Lani Race, City Clerk**

Address/City/State/Zip: **425 Boise Ave, Grand View, ID 83624** _____

Phone, Fax, Email: **_PH/Fax (208)834-2700; E-mail cityofgrandview@speedyquick.net**

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

Tammy M. Payne, Mayor – Community Identity

Frank Hart, Council President - Infrastructure

Opal Ward, Councilwoman – Economic Development

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

Infrastructure

Land Use Planning

Health Care

Seniors and Youth

Housing

Community Design & Identity

Education

Arts, Historic, and Recreation Resources

Civic Life and Community Involvement

Other Focus Area(s):

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

1.) Infrastructure:

- a. **Water lines in some areas of town are insufficient (to small) to support development of additional housing**
- b. **Sewer system is aged, and deteriorating in several areas**
- c. **Roads and streets need maintenance**

2.) Economic Development:

- a. **Reduce blight**
- b. **Develop new businesses**
- c. **Housing is needed to support existing and future businesses**

3.) Community identity needs to be defined (agriculture, recreation, retirement, etc.)

Visitor vs. community perception: e.g. run down, periods of mismanagement or no management of the City, “Wild West” etc.

- a. **Customer satisfaction with city services, their town, their way of life, etc**
- b. **Lack of a consistent/effective law enforcement presence**

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

1. **A strategic plan is developed and documented, delineating a priority list that includes a phased in approach to meeting each priority.**
2. **Grand View citizens are informed and engaged in the City's issues, and in the development of helping establish the City's strategic plan.**
3. **Partnerships established with the larger Idaho community result in new relationships that can help Grand View develop the resources to meet each strategic priority.**

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)

1. **Recently completed construction of an arsenic plant to reduce arsenic levels in the community well. Funded by a CDBG grant and a no interest loan from DEQ.**

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.

1. **Awaiting notification from ITD regarding a grant to build a footbridge across a canal bridge on Hwy 167 to address a public safety issue.**
2. **In process, the City is negotiating with the owner of a property assumed to have toxic waste deposits in the soil, and considered to contribute to the blight in the business section of town. If the City is able to secure the property, the City plans to pursue a Commerce grant to eliminate the blight and add improvements' which draw individuals to the local business section, thus there is anticipation of an increase in commerce. The grant is due March 19, 2012.**

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

1. **City beautification and sidewalk project– addition of sprinklers, sidewalks and sod along Hwy 167, the main thoroughfare through Grand View. 100% of project managed and funded by local donations.**

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.

- **No Gem Plan. As the new mayor I have seen no evidence of any planning documents.**

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?

May 2012 or October 2012

Mayor's Signature: Tammy M. Payne, Electronic Signature Date: February 13,
2012

Please complete this application and return to:

Idaho Rural Partnership

Appendix C
Detailed Community Review Agenda
February 13-13, 2013

Wednesday, February 13

- | | |
|------------|--|
| 12:00 | Lunch at Simplot Main Office
<u>Directions:</u> From Boise, heading southbound on Highway 167, come down hill off of rimrock. Find brick office-type building on your left. Look for Simplot sign and old farming equipment along highway. If you get to the cows, you've gone too far. |
| 12:30-1:30 | Home Team listening session at Simplot Main Office |
| 1:30-2:15 | Tour of community using Senior Center van (beginning at Senior Center) |
| 2:30-6:30 | Listening sessions per listening session schedule |
| 2:30-3:30 | Meeting with larger employers (Simplot, U.S. Ecology).
<u>Location:</u> Fire Station |
| 3:45-4:30 | ½ half of visiting team to visit Emu Museum using Jerry Miller's van; other ½ of team will split up to have informal conversations with residents and business people in town. |
| 4:45-5:45 | Roundtable discussion about community identity, citizen participation, and communication between City and residents. <u>Location:</u> Fire Station |

(Note: Visiting Team members responsible for their own dinner.)

Thursday, February 14

(Note: Visiting Team members responsible for their own breakfast.)

- | | |
|---------------|---|
| 9:00 am-12:00 | Listening sessions per listening session schedule |
| 9:00-10:30 am | Downtown area tour and discussion; meet in front of Grand Owyhee Restaurant <ul style="list-style-type: none">• Goodman Oil site redevelopment efforts• street maintenance and improvement• downtown revitalization• walkability• random interviews with residents and business people in the downtown area |
| 10:30-11:15 | Discussion of water, wastewater, and other infrastructure issues @ Fire Hall |
| 11:15-12:00 | Continue walking tour/discussion of downtown area: <ul style="list-style-type: none">• Stop at visit American Legion Hall; discuss other facilities used for community purposes• Discuss opportunities for recreational development and/or pedestrian improvements along Highway 167 and along Riverside Avenue/Snake River access |
| 12:00-1:00 pm | Lunch (with history presentation)
Location: Grand Owyhee Restaurant |
| 1:00-5:00 pm | Visiting Team meets on its own to develop verbal presentation. <u>Location</u> : School District office and/or library |
| 5:00-6:00 pm | Dinner
<u>Location</u> : Senior Center |
| 6:30-8:00 | Community meeting featuring Visiting Team presentation w/ Q&A. <u>Location</u> : Senior Center |

Grand View Community Review Listening Session Schedule

Date/Time	Group	Location	Site Coordinator
Wednesday, Feb. 13 th			
12:30 PM	Home Team	Simplot Main Office	
1:30	Team tour	Sr. Center van	Tammy Payne
3 PM	First responders, faith based, social service, schools	Knight Community Church	Opal Ward
5:15 PM	Hispanic	Knight Community Church	Linda Araujo
Thursday, Feb. 14 th			
9 AM	Businesses, farmers, ranchers	Library	Marie Hipwell
11 AM	Senior Citizens	Rimrock Sr. Center	Tammy Payne
12:50 PM	Youth	Rimrock High School	Bob Servis
1-5 PM	Visiting Team prep	Library/School Dist. Office	NA
6:30 PM	Community meeting	Rimrock Sr. Center	Tammy Payne

Appendix D

Community Survey Form and Results

GRAND VIEW COMMUNITY REVIEW SURVEY

*This purpose of this questionnaire is to assess residents' perceptions of different aspects of the City of Grand View, including infrastructure, economic development, and your involvement within the community. This study is being conducted as part of the Grand View Community Review, which takes place February 13-14, 2013. 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 30, 2013.***

Part 1: Infrastructure: In this section of the questionnaire, please rate your satisfaction with each aspect of public services in Grand View. If you do not use or receive a particular service, please mark "not applicable" (N/A).

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Condition of city streets and roads	1	2	3	4	5	N/A
2. Safe walking environment	1	2	3	4	5	N/A
3. Law enforcement (Owyhee County Sheriff's office)	1	2	3	4	5	N/A
4. Fire Department	1	2	3	4	5	N/A
5. Sewage treatment services	1	2	3	4	5	N/A
6. Quality of library	1	2	3	4	5	N/A
7. Condition of school facilities	1	2	3	4	5	N/A
8. Quality of education	1	2	3	4	5	N/A
9. Availability of general health care	1	2	3	4	5	N/A
10. Availability of emergency health care/EMS	1	2	3	4	5	N/A
11. Availability of day care for children	1	2	3	4	5	N/A
12. Quality of Senior programs	1	2	3	4	5	N/A
13. Availability of drug and alcohol treatment programs	1	2	3	4	5	N/A
14. Availability of social services (e.g. food bank, domestic violence shelter, and other emergencies.)	1	2	3	4	5	N/A
15. Quality of high-speed Internet service	1	2	3	4	5	N/A
16. Quality of city parks and recreation programs and facilities	1	2	3	4	5	N/A
17. Quality of customer service at city hall	1	2	3	4	5	N/A
18. Quality and quantity of information provided by the City	1	2	3	4	5	N/A
19. Quality of City's website	1	2	3	4	5	N/A
20. Opportunities to have your opinions heard by the City Council	1	2	3	4	5	N/A
21. Opportunities to have your opinions heard by the Sewer and Water Board	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 Grand View's economy. Please consider only those businesses or services located within Owyhee 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/
1. Appearance of downtown Grand View	1	2	3	4	5	N/
2. Availability of local jobs	1	2	3	4	5	N/
3. Quality of local jobs	1	2	3	4	5	N/
4. Level of business involvement in the community	1	2	3	4	5	N/
5. Number of hotel and motels	1	2	3	4	5	N/
6. Quality of outdoor recreation and amenities	1	2	3	4	5	N/
7. Quality of entertainment (e.g. food, arts, theater)						
8. Availability of adequate housing	1	2	3	4	5	N/

Part 3: Community Improvement. Please indicate your level of agreement with the following statements.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
1. I support improvements to the appearance of the City.	1	2	3	4
2. The City should pursue grant funding for improvements if it does not require tax or rate increases on property owners.	1	2	3	4
3. I want to see the development of new businesses.	1	2	3	4
4. I support the development of the greenbelt along Highway 167.	1	2	3	4
5. The City's river frontage should be developed for recreation purposes.	1	2	3	4

Part 4: Goods or Services Not Currently Available in Grand View: In this section, please tell us how important you feel it is for Grand View to have the following types of businesses and services, which are not currently available in the community.

	Not Important	Somewhat Unimportant	Somewhat Important	Very Important
1. Pharmacy	1	2	3	4
2. Department or variety store	1	2	3	4
3. Skilled care or assisted living housing	1	2	3	4
4. Employment opportunities for teens	1	2	3	4
5. Education opportunities after high school	1	2	3	4
6. Other _____	1	2	3	4

Part 5: Demographics. The following questions are asked for data analysis purposes.

1. Do you commute to another community to work? _____ Yes _____ No
2. Have you ever attended a City Council or Water and Sewer Board meeting? _____ Yes _____ No
3. Are you... _____ Male _____ Female
4. How many years have you lived in this county? _____ Number of years
5. Are you of Hispanic, Latino, or Spanish origin? _____ Yes _____ No
6. Primary language spoken at home? _____ English _____ Spanish _____ Other
7. Are you employed..... _____ Full time _____ Part time _____ Seasonal

Grand View Community Review Survey

Public Services

In this section of the questionnaire, please rate your satisfaction with each aspect of public services in Grand View. If you do not use or receive a particular service, please mark "not applicable"

Answer Options	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A	Rating Average	Response Count
1. Condition of city streets and roads	16	26	15	24	4	0	2.69	85
2. Safe walking environment	14	23	9	21	15	0	3.00	82
3. Law enforcement (Owyhee County Sheriff's office)	11	10	20	28	15	1	3.31	85
4. Fire Department	2	4	14	17	46	2	4.22	85
5. Sewage treatment services	4	1	25	23	22	10	3.77	85
6. Quality of library	1	4	14	23	39	5	4.17	86
7. Condition of school facilities	12	13	17	22	13	9	3.14	86
8. Quality of education	19	16	15	18	8	10	2.74	86
9. Availability of general health care	4	13	14	33	19	3	3.60	86
10. Availability of emergency healthcare/EMS	2	5	13	21	39	4	4.13	84
11. Availability of day care for children	8	12	22	4	3	36	2.63	85
12. Quality of Senior programs	5	5	18	20	20	16	3.66	84
13. Availability of drug and alcohol treatment programs	5	7	25	7	5	36	3.00	85
14. Availability of social services (e.g. food bank, domestic	4	9	20	18	11	23	3.37	85
15. Quality of high-speed Internet service	17	14	12	18	10	14	2.86	85
16. Quality of city parks and recreation programs and facilities	6	12	16	27	22	3	3.57	86
17. Quality of customer service at city hall	5	5	23	17	24	10	3.68	84
18. Quality and quantity of information provided by the City	9	8	23	19	21	5	3.44	85
19. Quality of City's website	9	4	26	5	13	27	3.16	84
20. Opportunities to have your opinions heard by the City Council	2	9	26	13	18	17	3.53	85
21. Opportunities to have your opinions heard by the Sewer and	2	7	26	11	19	20	3.58	85
<i>answered question</i>								86
<i>skipped question</i>								1

Economic Development

Economic Development: In this section of the questionnaire, please rate your satisfaction with each of the following aspects of Grand View's economy. Please consider only those businesses or

Answer Options	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A	Rating Average	Response Count
1. Appearance of downtown Grand View	14	25	10	29	8	0	2.91	86
2. Availability of local jobs	20	24	21	8	1	10	2.27	84
3. Quality of local jobs	10	25	27	9	3	9	2.59	83
4. Level of business involvement in the community	8	15	23	24	7	7	3.09	84
5. Number of hotel and motels	21	19	15	17	5	8	2.56	85
6. Quality of outdoor recreation and amenities	11	8	11	31	22	2	3.54	85
7. Quality of entertainment (e.g. food, arts, theater)	9	7	1	6	5	3	2.68	31
8. Availability of adequate housing	11	26	23	8	7	9	2.65	84
<i>answered question</i>								86
<i>skipped question</i>								1

Grand View Community Review Survey

Community Improvement

Community Improvement: Please indicate your level of agreement with the following statements

Answer Options	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	N/A	Rating Average	Response Count
1. I support improvements to the appearance of the City.	5	3	32	45	1	3.38	86
2. The City should pursue grant funding for improvements if it does not require a tax increase	5	4	15	61	1	3.55	86
3. I want to see the development of new businesses.	4	4	21	53	1	3.50	83
4. I support the development of the greenbelt along Highway 167.	8	4	23	49	1	3.35	85
5. The City's river frontage should be developed for recreation	13	3	27	40	1	3.13	84
	<i>answered question</i>						86
	<i>skipped question</i>						1

Goods and Services

Goods or Services Not Currently Available in Grand View: In this section, please tell us how important you feel it is for Grand View to have the following types of businesses and

Answer Options	Not Important	Somewhat Unimportant	Somewhat Important	Very Important	N/A	Rating Average	Response Count
1. Pharmacy	9	16	25	32	1	2.98	83
2. Department or variety store	15	18	35	14	0	2.59	82
3. Skilled care or assisted living housing	3	13	32	36	0	3.20	84
4. Employment opportunities for teens	4	8	27	44	1	3.34	84
5. Education opportunities after high school	7	13	21	41	1	3.17	83
6. Other _____	1	0	4	10	1	3.53	16
Other (please specify)							14
							85
							<i>answered question</i>
							<i>skipped question</i>
							2

Demographics

1. Do you commute to another community to work?

Answer Options	Response Percent	Response Count
Yes	22.1%	19
No	74.4%	64
Did not answer	3.5%	3
	<i>answered question</i>	
	<i>skipped question</i>	
		1

2. Have you ever attended a City Council or Water and Sewer Board meeting?

Answer Options	Response Percent	Response Count
Yes	38.4%	33
No	61.6%	53
Did not answer	0.0%	0
	<i>answered question</i>	
	<i>skipped question</i>	
		1

3. Are you...

Answer Options	Response Percent	Response Count
Male	53.5%	46
Female	43.0%	37
Did not answer	3.5%	3
	<i>answered question</i>	86
	<i>skipped question</i>	1

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

Answer Options	Response Average	Response Total	Response Count
Years	22.89	1,877	82
		<i>answered question</i>	82
		<i>skipped question</i>	5

5. Are you of Hispanic, Latino, or Spanish origin?

Answer Options	Response Percent	Response Count
Yes	10.5%	9
No	89.5%	77
Did not answer	0.0%	0
	<i>answered question</i>	86
	<i>skipped question</i>	1

6. Primary language spoken at home?

Answer Options	Response Percent	Response Count
English	96.5%	83
Spanish	2.3%	2
Other	1.2%	1
Did not answer	0.0%	0
	<i>answered question</i>	86
	<i>skipped question</i>	1

7. Are you employed.....

Answer Options	Response Percent	Response Count
Full time	55.8%	48
Part time	9.3%	8
Seasonal	3.5%	3
Did not answer	31.4%	27
	<i>answered question</i>	86
	<i>skipped question</i>	1

Comments

We need to work on getting land adjacent to cemetery for new cemetery. Our present one is full. This is very important.

We have a dog problem.

We have a dog problem! the dog owners should clean-up after their dogs especially on the sidewalks. Dogs should be on leashes and not run all over town.

It would be nice to have sidewalk between 5th Street and Main Street on the riverside in Grand View.

We need sidewalks up to the Y-Bar and along Highway 78 and bridge over the canal.

Appendix E
List of Community Listening Session Participants
Who Completed Volunteer Sign-up Cards

Last Name	First Name
Erwin	Kaitlin
Varela	Antonio
Maiden	Sam
Bazan	Ivan
Deigado	Blanca
Meyers	Austin
Simper	Porter
Dick	Jesten
Coffman	June
Meri	Johanna
Black	Jacob
Mitchell	Bill
Rathsack	Kurtis
Marquez	Abigail
Rodriguez	Guadalupe
Lostens	Chris
Alvarado	Catherine
Miller	Mary Lynn
Becker	Marshall
Carrothers	Terry
Ward	Opal
Holmquist	Robin
Chick	Kathy
Snyder	Scott
Bennett	Donna
Good	Nate
Shetler	Ivan
Rubelt	Jale
Whitted	Dan

Thurman	Doug
Swenson	Bob
Robison	Donna
Nelson	Jeannine
Rood	Eric
Bennett	George

Appendix F

A Community Center How-to Guide

Prepared by Tony Tenne, Community Development Specialist
Idaho Department of Commerce
October 2010

The vast majority of community center grants for the Community Development Block Grant (CDBG) program are existing city/county owned facilities (or also can be owned by non-profit or recreation district) where block grant funds are used to make upgrades to or complete an existing project. Applications for community/senior centers are due the first Friday in March every year. Cities/Counties seeking community center grants must income qualify by either Census or income survey. Seniors are considered “limited clientele” and senior center projects automatically qualify. Grants are up to \$150,000.

Here are a few examples of projects in North and North Central Idaho where CDBG funds were used.

City of Nezperce

The City of Nezperce is a great example of community collaboration on a project. Community member Maxine Riggers spearheaded a library project and a community center/library funded by private donations, local and in-kind cash and private cash took shape.

Phase I of the project, funded by the city and local groups finished a shell structure with siding, foundation and doors. \$150,000 of CDBG funds were used to complete the interior work including HVAC, electrical, plumbing, ADA accessible restrooms, kitchen, sheetrock and interior painting. A community chain transported the books from the old facility to the new. The phone number for the city is 937-1021.



City of Cottonwood

Horizons volunteer Chinh Le from the Prairie Horizon Group played a big role in getting the community center renovation project going for the City of Cottonwood. The center had wood covering all the windows, an outdated kitchen and a basement library that was not ADA accessible. CDBG funds were used to remodel the exterior

basement entrance, install a mechanical lift for ADA accessibility, remodel the main floor restrooms and uncover and replace nine large interior windows. The electrical system was also upgraded to accommodate larger scale use. The city also contributed close to 100% cash match alone to the project (not including local/private donations). The phone number for the city is 962.3231



City of Kamiah

The American Legion owns the community center in Kamiah. It is run by the Upper Clearwater Community Foundation, who rents the building for a nominal fee to run as the community center. The City applied for a grant and then sub-granted it to the Upper Clearwater Community Foundation.



The vast majority of the Kamiah City Pool's operating budget came from the annual crab feed held in the community center building. Age and disrepair threatened the integrity of the structure and the annual crab feed was going to be looking for a new place to hold their event. The project, currently under construction, included a remodel of the main floor, adding insulation, replacing windows, addition of ceiling covering, and installation of an updated electrical system and recovering the main floor. An ADA accessible entrance and ramp outside is also being constructed. The phone number for the City of Kamiah is 935.2672.



Appendix G: Community Coaching for Grass Roots Action program brochure



Contact and Information

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COSTS AND COMMUNITY RESPONSIBILITIES

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





PARTNERS

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

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

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

COMMUNITY COACHING FOR GRASSROOTS ACTION

LEADERSHIP IN ACTION

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



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

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

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

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

LAUNCHING THE PROGRAM

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

1. *Creating a Community Vision*

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

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

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

2. *Creating Action Teams & Steering Committee*

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

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

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

COACHING & MOVING FORWARD

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

LEADERSHIP TO MAKE A DIFFERENCE INSTITUTE

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

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

