

The Idaho Rural Partnership wishes to express our sincere thanks to our sponsors for their support of the Community Review Program. Their contributions make a difference to Idaho communities.

Empowering Rural Communities to Build Their Own Future

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Community Reviews

**Celebrating
Twenty Years
of the
Idaho Rural Partnership**

**Eleven Years of
Community Reviews
in Idaho**



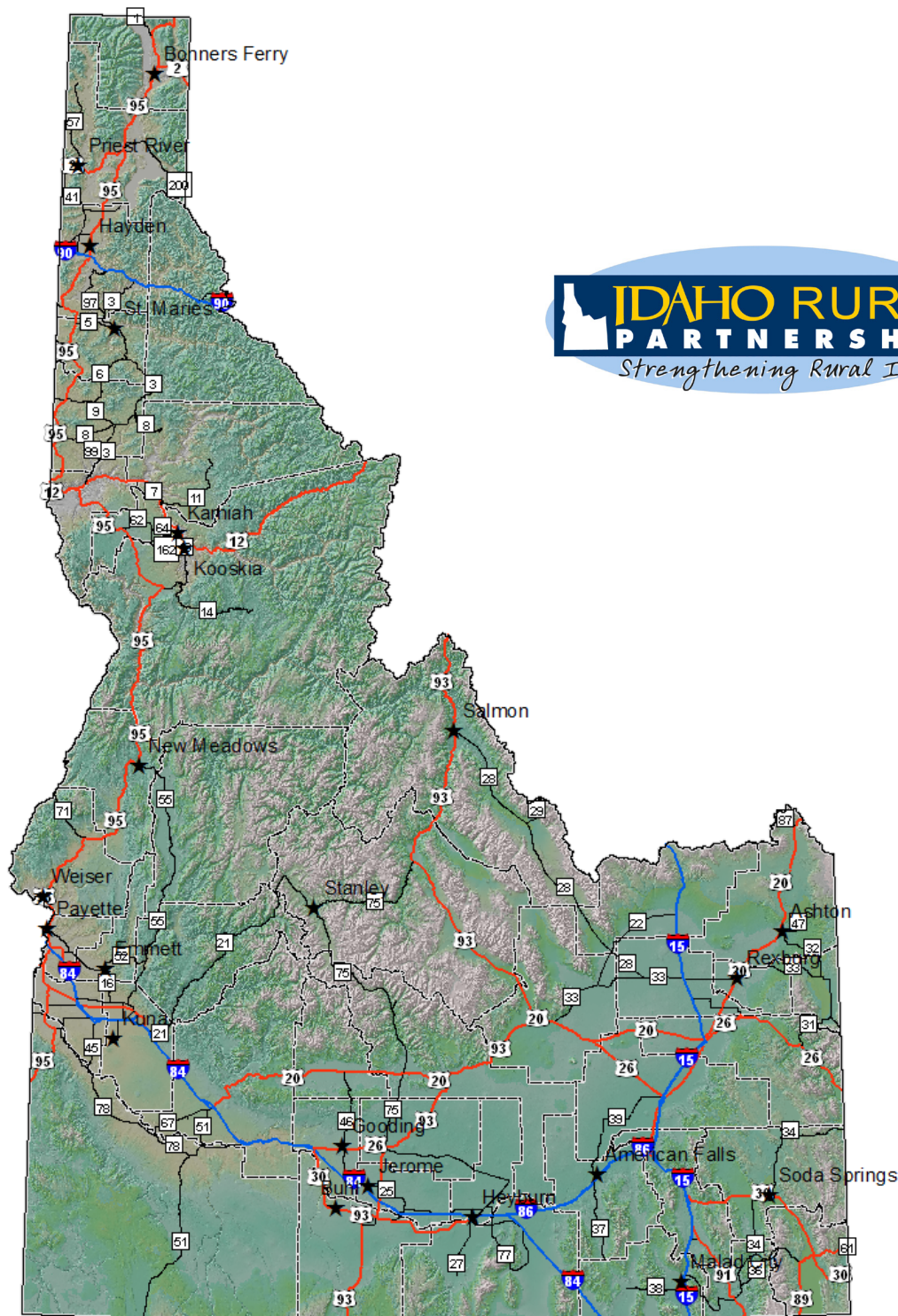
IRP Salutes Idaho Communities That Have Completed Community Reviews

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• www.irp.idaho.gov



A Publication of the Idaho Rural Partnership

Idaho Communities That Have Completed Community Reviews



This publication was created by the Idaho Rural Partnership with assistance from the Wyoming Rural Council.

Idaho map provided by Idaho Department of Transportation

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Idaho Rural Partnership

The Idaho Rural Partnership (IRP) was created May 5, 1991, under the “National Initiative on Rural Development.” The IRP is a collaborative public/private partnership that brings together all interested parties to strengthen communities and improve life in rural Idaho.

The IRP Board is made up of 35 individuals who work together to improve economic and social conditions in rural Idaho. Board members are appointed by the Governor or sit on the board pursuant to Chapter 90, Title 67, and Idaho Code and include representatives from federal, state, tribal and local agencies, non-profit organizations as well as private industry. The board is led by co-chairs Celia Gould, Director of the Idaho State Department of Agriculture, and Joe Herring, Executive Director, Region IV Development Association.

The IRP is part of the National Rural Development Partnership (NRDP) and the Partners for Rural America (PRA). Both the NRDP and the PRA encourage those working in rural communities to work together more effectively and efficiently. They also bring together State Rural Development Councils throughout the country with an ultimate goal to improve the quality of life in rural America.

Our Mission:

The Idaho Rural Partnership (IRP) joins diverse public and private resources in innovative collaborations to strengthen communities and improve life in rural Idaho.

Duties:

In August 2007, the Idaho Rural Partnership (IRP) Board of Directors established the following issues and activities as priorities for IRP action:

- Assess the conditions of rural Idaho.
- Advise the Executive and Legislative Branches of State Government on public policy and strategies to improve the quality of life in rural Idaho.
- Act as a clearinghouse of information and as a referral center on rural programs and policies.
- Conduct research in rural communities and facilitate communication between rural residents and public and private organizations that provide services to rural communities.
- Identify organizations, and resources to address rural development initiative.
- Serve as a nonpartisan forum for identifying and understanding rural issues from all perspectives.
- Develop better intergovernmental and private/public coordination and to seek out opportunities for new partnerships to achieve rural development goals within already existing organizations.
- Foster coordinated approaches to rural development that support local initiatives, not to usurp the individual missions of any of its member organizations or duplicate effort.
- Seek solutions to unnecessary impediments to rural development, first within Idaho and then through the National Rural Development Partnership.
- Work cooperatively with the National Rural Development Partnership and other state rural development councils.

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Notes

To the Friends of Rural Idaho

We are pleased to present to you this publication which reflects upon 11 years of the Idaho Rural Partnership (IRP) coordinating with our member organizations and conducting community reviews in the state of Idaho. The community review program has been a valuable resource in rural Idaho, assisting communities in planning for their future needs through the collaboration of government agencies, non-profit organizations, and private industry to foster economic and community development projects.

The community review program started in Idaho in 2000. Our first review was conducted in Heyburn and our 22nd review was completed in New Meadows in 2011. With the support of the IRP Board of Directors and the financial sponsors of IRP we have been able to help rural communities look at ways to remain viable yet retain the quality of life people in the community seek. Over 600 Idahoans from all sectors of public, private, and non-profit organizations have volunteered their time and knowledge, and have assisted in economic and community development to make the community reviews effective planning tools for rural Idaho communities.

The community review program can be summarized as a boot camp that provides communities an affordable process to assess their problems and challenges, identify their assets, and define issues and projects they would like to address. This is the community's first step toward long-range planning.

Through the community review program, communities have found the resources to build community centers, develop housing projects, revitalize their downtowns, begin newsletters, and collectively they have brought millions of dollars into their communities through grants and loans to complete needed projects. The reviews have given participants a chance to have their voice heard and to know that what they say and do really can make a difference. It has empowered communities to put their future in their own hands, to dream big and make those dreams come true through hard work and partnerships.

This program has been successful because of the many team members that have volunteered their time and expertise to the reviews and because of our funding partners: the State of Idaho, Idaho National Laboratory, USDA Rural Development, Monsanto, CenturyLink, SOS Staffing, and local businesses who have helped fund their community's review. We thank team members, our partners, and the many towns, cities, and citizens who cared enough about their future to support and participate in a community review.

Mike Field
Executive Director
Idaho Rural Partnership

*To review the community review documents in their entirety,
go to our Website at www.irp.idaho.gov and click on community reviews.*

Thanks to all the Community Team Volunteers for the time and dedication that you give to Idaho's rural communities



Empowering Rural Communities to Build Their Own Futures

A Statewide Analysis of the Community Review Program

Empowering Idaho's Rural Communities

Community reviews have been successful in Idaho because of some key elements of the program. First, a community has to apply for a Community Review through the Idaho Rural Partnership (IRP). Once the community is selected by IRP's member agencies for a review, they then have to agree to provide for the meals and travel arrangements within the community for the visiting team during their stay. The process is locally led from the very beginning, and to make a community review successful, there must be a good amount of community buy-in to the process.

The community review program essentially empowers communities by giving them the tools to plan for their future in the manner that the citizens see fit. The Idaho Community Review is a collaborative project of the Association of Idaho Cities, Idaho Department of Commerce, the U.S. Department of Agriculture - Rural Development, the U.S. Department of Housing and Urban Development, Idaho Housing and Finance Association, University of Idaho, Idaho Rural Partnership, and a host of other federal, state, local, and private organizations.

The Idaho Community Review's mission is to efficiently and effectively provide the host community with objective information from external community development professionals, create a forum to express internal leadership viewpoints and citizen feedback, recommend resources, and provide follow-up as needed.

The review is designed to help communities bolster their action plans to locally execute and complete community development strategies.

A visiting team of 12-15 community development professionals divides into three groups which tour the community and focus on areas identified by the community such as local economic development, infrastructure, housing, community design and identity, land use planning, education, transportation, communication, health care, natural resources, arts, historic, and recreation resources, seniors and youth, and civic life and community involvement.

The visiting team meets with community leaders, interviews and surveys citizens, and gives an oral presentation of observa-

tions, resources, and recommendations. A written report is provided to the community in approximately two months with detailed observations, suggestions, and available resources.

The process takes just a few days and is not intended as a cure-all, but has been evaluated as an invigorating, validating, unifying, and vision-creating experience for communities. The community review additionally provides invaluable networking opportunities and sets the stage for future resource referrals and potential follow up activities for the community with outside sources of support.

The review also includes community listening sessions with selected groups in the community as well as the community at large. Selected groups always include the community's youth and elders. Other groups vary, depending on the community's demographics. A community listening session is held on the first night of the review. Everyone in the community is invited to participate in the process through the listening sessions and is encouraged to voice their concerns, hopes, and ideas.

The same questions are asked of everyone at the listening sessions:

- What don't you want to see in your community in 2, 5, 10 years?
- What do you want to see in your community in 2, 5, 10 years?
- What challenges are your community facing that might bring about your undesired future?
- What assets does your community have that can help bring about your desired future?
- What is the most important thing you would like to see happen in your community?

A recent addition to the listening sessions involves asking participants to sign up to be involved in community projects related to the three focus areas of the community review.

Independent, Yet Connected

Idaho's rural communities are connected with similar challenges, as well as strengths, with the common goal to live and thrive in the modern economy. Every

community that has hosted a review appreciates their individual independence as well as their connections to the state as a whole.

The challenges facing rural Idaho have many common themes to explore. Some of the overall major problems and challenges include lack of affordable housing, needed infrastructure improvements, the out-migration of youth due to lack of jobs and opportunities in their hometown, overall lack of good paying jobs in rural communities, the need for beautification in rural communities, lack of vision and planning, growth in the rural communities being decided by external forces, and an overall lack of activities and services for youth, families, and seniors.

When exploring the overall strengths and assets in Idaho's rural communities, it is easy to understand why the citizens of rural Idaho are proud of their communities. The overall major strengths and assets include the people (biggest asset), friendly, people pull together in times of need, great volunteerism, small size of the community, safe, low crime, the location and rural atmosphere, natural resources, outdoor recreational activities of every possible type, and hard working leadership.

As mentioned above, a key to the success of a community review includes community consensus about what the citizens like, don't like, and would like to see for the future of their community. It was discovered in the compilation of the community reviews in Idaho that each community has its own unique challenges as well as strengths.

However, it was revealed that overall, Idaho's rural communities have similar hopes and desires. Every community wants to grow in the way that they choose, not one that is decided by an external source. Also, each community wants to preserve its unique history and culture, while building a future that allows their children to return and establish their own career path and raise their families in rural Idaho.

It is our hope that Idaho's rural communities can learn from each other and build a bright future together.

American Falls Idaho

County: POWER

Review Date:

November 12-14, 2008

Description:

American Falls is a community of 4,100 residents. It rests on the banks of the Snake River and was originally settled as a supply stop for the Oregon Trail. The community of American Falls requested assistance with three core areas:

- Housing
- Infrastructure
- Land Use Planning

Challenges

Housing — Inadequate housing availability, especially for expected population increase

Infrastructure — No system for metering water; increased construction traffic; accident potential for hazardous materials; increased population requires more law enforcement; wastewater treatment plant at capacity; insufficient water for fire hydrants; no code enforcement

Land Use Planning — Impacts from construction project; city budget overrun by recreation opportunities

Tourism — Insufficient lodging; no visitor's center; declining downtown

Community — Hispanics not integrated into community

Strengths and Assets

Infrastructure — Energy company construction

Land Use Planning — Outdoor recreation areas lead to tourism opportunities and higher quality of life

Economic Development — Increased construction population creates more business; coal gasification process projected to purchase \$6 million in local/regional goods/services per year; business owners increasing curb appeal; available land for business development

Community — Hispanic contribution; closeness; good schools

Top Priorities

Housing — Determine housing need based on new construction employment numbers

Infrastructure — Work with Idaho Transportation Department to assess traffic impacts; update hazardous materials emergency response protocols; develop law enforcement partnerships; meter water; institute summer water restrictions

Land Use Planning — Improve land use and assess areas for development; create land use plan so building is conducted in an organized manner

Recreation — Assess costs associated with golf course and Willow Bay Recreation Area, reconsidering ownership

Accomplishments

- 2.3 million dollar downtown revitalization grant from the U.S. Department of Transportation
- New wastewater treatment plant bond passed in election, planning and design started
- New water line bond passed in election, repairs will begin in summer of 2010
- \$50,000 GEM grant received from Department of Commerce for downtown revitalization study and contribution to urban renewal district
- Creation of a downtown revitalization committee that meets once a month
- \$10,000 Horizons grant for poverty reduction
- Indian Hot Springs reopened, partially with the help of a community clean-up day
- Birding brochure and special interest birding group created
- Hotel feasibility study initiated
- American Falls entry sign designed, in search of funding



Community Review Facts 2000-2010

Idaho Rural Partnership Community Review Facts

22	Number of initial community reviews
18.7	Number of team members of average review
35	Number of hours donated per person of average review
14,399	Number of donated hours for 22 community reviews OR
1,799.8	Number of donated days for 22 community reviews OR
6.92	Number of donated years for 22 community reviews
\$50,000	Number of dollars if a community contracted for similar report
\$1,100,000	Number of dollars if 22 communities contracted for similar reports
17	Number of reviews USDA staff has participated in
19	Number of reviews U.S. Housing and Urban Development staff has participated in
14	Number of reviews Idaho Housing and Finance staff has participated in
22	Number of reviews Dept of Commerce staff has participated in
15	Number of reviews Association of Idaho Cities staff has participated in
11	Number of reviews Idaho Transportation Department staff has participated in
6	Number of reviews Idaho Commission of the Arts staff has participated in
10	Number of reviews University of Idaho staff has participated in
7	Number of reviews Idaho Department of Labor staff has participated in

Substantial financial contributors toward Idaho community reviews:

INL	USDA - Rural Development
Monsanto	State of Idaho
CenturyLink	SOS Staffing Services

As a result of these community reviews, millions of dollars have been leveraged through public and private partners creating community centers, community gateways, downtown revitalization, housing, and infrastructure improvements.

Weiser Idaho

County: WASHINGTON

Review Date:

March 12-13, 2002

Description:

Weiser is a community of 5,343 residents. It is located along the Weiser River in Western Idaho. The community of Weiser requested assistance with three core areas:

- Land Use Planning
- Local Economic Development
- Civic Life and Community Involvement

Challenges

Community — No enforcement of city codes and property standards
 Infrastructure — Water and sewer service to industrial area; suitable zoning
 Youth — Lack of recreational activities/entertainment

Strengths and Assets

Community — Architecture; dedicated and enthusiastic citizens; Vendome Community Center; Pythian Castle; Depot
 Quality of Life — Residents have passion, sense of community identity; small town atmosphere; safe; friendly; good school system; local hospital; faith based community
 Economics — Available industrial properties

Top Priorities

- Business expansion/retention/recruitment
- Organizational development
- Form comprehensive preservation strategy
- Develop riverfront and create a “Bridge to Bridge” corridor

Accomplishments

- Bridge to Bridge project has been established as a non-profit entity, volunteer group meets regularly for planning and fund raising purposes
- Senior Center continuing fund raising efforts for new senior center
- Vendome Events Center completed one year marketing project which included Website development and newspaper, radio and theater advertising
- Additional soccer fields added at high school
- National Old-time Fiddlers’ Contest established non-profit status to obtain funding
- Rails to Trails obtained funding
- Two new retail stores have opened
- Two subdivisions within city
- Lodging feasibility study completed—no need for additional lodging required



Ashton Idaho

County: FREMONT

Review Date:

October 25-27, 2005

Description:

Ashton is a community of 1,100 residents. It is known as the “Gateway to Yellowstone.” The community of Ashton requested assistance with three core areas:

- Arts, Historic and Recreation Resources
- Community Design and Identity
- Land Use Planning

Challenges

Infrastructure — Planning and zoning ordinances
 History and Heritage — Hess Heritage Museum knowledge known by Hess Family mainly
 Tourism Development — Lack of signage; no town museum; Visitor’s Center and information kiosk not maximized or maintained; inadequate lodging and inconsistent customer-service
 Recreation, Arts and Cultural Resources — Lack of parks and recreation department; ball diamond rarely used; lack of adult education classes; lack of availability of arts and culture
 Lack of activities for Youth — No entertainment or social events
 Community — Lacks unified identity; no common theme or understanding of what it has to offer

Strengths and Assets

Public Facilities — New high school; state of the art nursing home and new emergency services building. Appealing storefronts along Main Street; Hess Heritage Museum and Ashton Archives
 Community — Low crime rate; good atmosphere to raise family; relaxed atmosphere; charm
 People — Caring and friendly; dedicated community leaders; at least one farm-based bed and breakfast;
 Location — Beautiful scenery; great recreational options; gateway to outdoors

Top Priorities

Communication — Continued and improved relations among city, county and other leaders; county planning and zoning and city planning and zoning commission need closer communication; encourage other community organization to appoint liaisons members to attend city council and vice-versa; provide customer service classes to employees
 Community Identity — Solicit input from community; establish unified identity considering the many-facets; use identity as basis for marketing
 Long-Term Strategic Planning — Schedule planning meetings with combined planning commissions and political entities to address long-term vision; capitalize on current assets; expand and develop existing amenities
 Partnerships — Establish working partnerships to market identity; work with area chambers of commerce to market the area and increase economic development

Accomplishments

- Launched city Web page
- Created Ashton area Chamber of Commerce newsletter
- Selected four members for Youth Council
- City Council and Gem Team have grown and are presenting new ideas
- Working in conjunction with railroad to bring tourists
- Working on the arts and historic restoration of buildings in Ashton



Bonnerr's Ferry Idaho

County: BOUNDARY

Review Date:

September 21-23, 2010

Description:

Bonnerr's Ferry is a community of 2543 residents. The Boundary County Economic Development Council requested assistance with three core areas:

- Arts, Historic, and Recreation Resources
- Infrastructure
- Economic Development

Challenges

Arts, Historic, and Recreation Resources — Performing arts groups need venue for small productions and youth need structured recreational opportunities

Infrastructure — Increased cost associated with infrastructure improvements

Economic Development — Loss of natural resource based industries and out migration of youth

Strengths and Assets

Arts, Historic, and Recreation Resources — Wonderful museum; strong support for county fair and unlimited wildland recreational activities

Infrastructure — Wastewater master plan revision underway; water system improvements already implemented and a great airport

Economic Development — Hardworking employees; strong community involvement and outstanding recreational resources

Top Priorities

Arts, Historic, and Recreation Resources — Form a park, recreation and cultural arts advisory committee to access needs of the community

Infrastructure — Pursue funding and financing for wastewater system and address landfill needs

Economic Development — Connect resources of North Idaho College's Bonnerr's Ferry Campus and the Boundary County Hospital with the economic development needs of the community

Accomplishments

- Bonnerr's Ferry video created and put on the chamber site as well as the NITA Website
- Complete rework of the City of Bonnerr's Ferry Website
- A new performing acts venue has been established
- Museum received a grant to host a Smithsonian Traveling exhibit titled "The Way We Worked" scheduled for spring of 2012
- Visitor's center volunteers are now tracking tourists in numbers: origin, length of stay
- An urban renewal district has been formed. Part of the district is the old mill site located near the downtown area
- Additional downtown parking for 44 cars
- Development plans drawn up for the North Side Park area
- Upgrades to the city water storage facility
- A youth recreation center has been developed
- Expanded waste recycling program in both the city and county
- New Kanitsu Health services building is under construction
- Ground broken for a new U.S. border Patrol building
- Green Dollar Solutions – A new plant in operation that converts vegetable oil into diesel fuel



Stanley Idaho

County: CUSTER

Review Date:

December 20, 2006

Description:

Stanley is a community of 100 residents. It is known as the "Gateway to the Sawtooth Wilderness." The community of Stanley requested assistance with three core areas:

- Housing
- Land Use Planning
- Planning and Zoning Ordinances

Challenges

Housing — Affordable housing; building permit fee not covering review costs; federal housing funds not available; diverse housing options

Land Use Planning — Bill Harrah Trust causing holdings to go up for sale; conversion of commercial property to residential; no regulations on building on hills, floodplains, and other areas

Planning and Zoning Ordinances — No expertise on regulations and zoning; no plan for the future

Economic Development — Year-round jobs; short tourist season

Community — Lack of partnerships with other communities

Education — No high school

Strengths and Assets

Arts, Historic, and Recreational Resources — Outdoor recreation with hiking, biking, fishing, and more opportunities

Tourism — Summer community events; nearby natural resource and recreation areas

Top Priorities

Housing — Assess permanent short-term summer housing; secure workforce/affordable housing; create low-impact rental housing

Land Use Planning — Institute permit fee for review of building plans; decrease minimum residential lot size; develop historic building regulations; create a setback in building near the floodplain; investigate geothermal heating sources

Planning and Zoning Ordinances — Encourage residential and commercial building in old downtown area; review zoning districts; evaluate protection/ordinances for sensitive areas

Accomplishments

- Housing study on hold
- Mountain Village properties may parcel land for quicker sale
- Fee for processing applications instituted
- Winter recreation festivals created



St. Maries Idaho

County: BENEWAH

Review Date:

September 26-28, 2006

Description:

St. Maries is a community of 2,800 residents. It is located in north Idaho and is supported by the timber industry. The community of St. Maries requested assistance with three core areas:

- Economic Development
- Infrastructure
- Land Use Planning

Challenges

Housing — Amount of rental housing
 Infrastructure — Public/government facilities in disrepair; transportation; quantity of restaurants; city sidewalks and streets
 Economic Development — Entrepreneurship; lack of locally made products; timber industry diversification; industry diversification; workforce training
 Community — Website needs updating
 Tourism — Lack of cultural tourism; hotel/motel accommodations
 Land Use Planning — Growth plan

Strengths and Assets

Arts, Historic, and Recreational Resources — City parks and playgrounds
 Infrastructure — Garbage collection and disposal; ambulance services
 Healthcare — Available emergency healthcare; access to hospital services
 Community — Downtown area; public building appearance; small town atmosphere; friendly
 Economic Development — Variety and quality of goods in local stores; banking and financial services; timber industry

Top Priorities

Economic Development — Create a city comprehensive plan; create single city Website; host entrepreneurial seminars and encourage entrepreneurship; improve community signage and lodging; promote cultural tourism
 Infrastructure — Assess water and sewer system capacities; upgrade public/government offices; improve sidewalks and streets
 Land Use Planning — Revise zoning code to meet community needs; develop plan for growth

Accomplishments

- Marketing video created
- Chamber of Commerce Website revamped
- Contract for city Website design under development
- Provide one-on-one entrepreneurship counseling sessions
- Business renovations completed along Main Street
- Trailer park removed
- Water and sewer system capacity studies conducted
- Park improvements made
- Devising plans for Boys and Girls Club
- Skateboard park under construction



Buhl Idaho

County: TWIN FALLS

Review Date:

May 13-14, 2002

Description:

Buhl is a community of 3,900 residents. The town is located in the Magic Valley area. The community of Buhl requested assistance with three core areas:

- Local Economic Development
- Housing
- Education

Challenges

Economy — Business climate for retention of businesses; empty storefronts; lack of cohesive vision; odors from industrial plants
 Housing — Absence of suitable, affordable housing
 Education — Existing buildings are older; reputation of local schools
 Infrastructure — Zoning; transportation; large tractor-trailer trucks on highway; railroads

Strengths and Assets

Quality of Life — Rural lifestyle; access to fishing, hunting, boating and year-round golf; excellent Head Start program
 Location — Junction of U.S. Hwy 30/Scenic Byway
 Workforce — Locals and migrants with excellent work ethics
 Economics — Unique retail stores; several large industrial companies
 Leadership — Dedicated Mayor, City Council, city employees, Chamber of Commerce with full time director and staff

Top Priorities

- Engage community to discuss and refine vision statement; prioritize and come to consensus on plans; develop goals
- Secure bilingual interpreters
- Increase communication among leadership teams
- Build identity and pride

Accomplishments

- Hired Community Service Officer; targets weeds; junk cars; dogs; entrance
- Downtown revitalization complete; will finish entrance Spring 2007
- Completed Handicap Accessibility in downtown
- New high school, bond passed
- Five subdivisions with mid-priced homes have been completed or under construction
- Passed two bonds: arsenic removal; sewer upgrade
- Closed old junior high and moved those students to old high school
- Performing Arts stage in park
- Heated swimming pool
- After school programs in place
- Boys and Girls Club being built as a joint venture with school district
- Pre K program
- Built the best skate park in southern Idaho
- Attracted new furniture store; used clothing store, and currently talking with restaurant
- Low commercial building availability in town
- Elder housing in place
- Working with ITD to revitalize Hwy 30
- City entries cleaned and improved



Emmett Idaho

County: GEM

Review Date:

May 20-21, 2003

Description:

Emmett is a community of 5,980 residents. The community of Emmett requested assistance in the following three core areas:

- Infrastructure relating to transportation and communication
- Community land use planning and design
- Civic Life and Community Involvement

Challenges

Infrastructure — Several highway concerns

Community — Multigenerational involvement and participation; educational opportunities

Lack of job opportunity — Job training; variety; availability; quality

Lack of economic development — Lack of hotels/motels; city leaders not involved; tension within Chamber of Commerce and downtown businesses

Youth — Sr. high school facility; unsuitable recreation center hours; lack of involvement

Senior Citizen Center — Decline in participation; financial strain; image problem

Strengths and Assets

Public Services — Fire protection; garbage collection; community parks and playgrounds; water supply; banking services; housing; ambulance services and hospitals

Top Priorities

- Develop regional industrial park
- Develop a city/county cultural plan to enhance cultural assets
- Update Emmett and Gem County Comprehensive Plan
- Expansion of public transportation
- Utilize wastewater treatment plant to attract industry
- Improve atmosphere at high school; create youth-adult task force for solutions
- Increase signage for Sr. Citizen Center and involve seniors in volunteering for community service

Accomplishments

- Increased communication and collaboration between city and county
- Community development organizations have progressed on the industrial park and downtown corridor/Island Park Bridge projects through increased collaboration and dialogue with resource agencies
- Gem Economic Development Association hosted a roundtable discussion between local organizations involved in economic and community development. This resulted in increased commitment to regional strategic planning, communication and collaboration. Big Brothers/Big Sisters organizers met with United Way of Treasure Valley; United Way leaders met with Gem Co. Commissioners which resulted in the Commissioners receiving a one-time grant to be used to support youth, seniors, and community members in need



Soda Springs Idaho

County: CARIBOU

Review Date:

August 21-23, 2007

Description:

Soda Springs is a community of 3,200 residents. It is located in Southeast Idaho and is home to the world's only captive geyser. The community of Soda Springs requested assistance with three core areas:

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

Challenges

Civic Life and Community Involvement — Lack of citizen involvement in government; predominance of one religion; funding for Oregon Trail Community and Aquatic Center; day care availability

Community Design and Identity — Junk cars; shopping opportunities; property upkeep; environmental education

Economic Development — Lack of entrepreneurial assistance; business resource awareness; city workers commuting from other towns taking earnings away from local businesses; lack of consensus about growth; local job quality

Infrastructure — Public transit

Arts, Culture, and Recreation — Teen recreation opportunities

Education — Four day school week

Strengths and Assets

Community Design and Identity — Natural springs; nature and recreational opportunities; strong sense of community; Heritage City Program

Economic Development — Job opportunities and industries

Infrastructure — Police protection; library; airport

Tourism — Geyser; natural springs; recreation opportunities

Top Priorities

Civic Life and Community Involvement — Increase communication between government and citizens; increase volunteerism; institute open office hours at city hall; update city Website and use for community information

Community Design and Identity — Improve downtown area through town signs and directions to geyser; display community art along main street; create Golden Arrow Award program to recognize businesses for beautification efforts

Economic Development — Create economic development Web page or subpage on community Website; attract brand name hotel; increase community events; create staffed visitor's center; meter water usage

Accomplishments

- Improved networking between government and citizens
- PRT bus service initiated
- City Website vastly improved
- Informational sign erected outside city hall
- CHAT-TV developed and used for relaying community information
- Downtown revitalization plans developed
- Beautification committee formed
- Junk car ordinance enacted
- Brand name hotel study conducted
- City marketing study conducted
- Visitor information station in Chevron



Salmon Idaho

County: LEMHI

Review Date:

May 12-14, 2004

Description:

Salmon is a community of 3,300 residents. It is nestled in the mountains of central Idaho. The community of Salmon requested assistance in three core areas:

- Civic Life and Community Involvement
- Community Design, Identity and Land Use
- Economic Development and Infrastructure

Challenges

Economy — Insufficient job opportunities; housing affordability

Education — Loss of elective classes; transportation for school activities; inadequate disability access; declining enrollment

Community — Hospitality varies; identity; high school mascot; lack of marketing; physical appearance of residential areas; youth not returning

Infrastructure — Managing annexation and development within Area of Impact; residential growth outside of city limits

Strengths and Assets

Cultural Assets — River of No Return; Sacajawea Center; Gold Rush; railroad, logging and cowboys; Historical Museum

Community — Forward-thinking leaders; attractive downtown; commercial development maintained downtown; few vacancies on Main Street; senior citizens talent and experience

Services — Outdoor family opportunities; alternative school; excellent after school program

Top Priorities

- Develop a youth/senior advisory council
- Enhance city center identity
- Design Review Ordinance
- Consider Parks and Recreation Director
- Educate public on importance of comprehensive plan
- Address affordability of housing, quality standards and downtown residential opportunities
- Develop clearinghouse for volunteerism. Senior citizen center
- Use transportation plan as action tool

Accomplishments

- Comprehensive Planning Studies and action items: Topographic Mapping, Soils and Hydrology mapping; Wildland Urban Interface study; storm water study; water management study; Conference Center Feasibility Study; preliminary architectural plan for arts and cultural center; pedestrian bridge engineering, permitting, and planning; conceptual kayak course plan completed; brown fields petroleum cleanup award, site assessment and planning; Salmon River and Sacajawea historic byways corridor plan (in progress); biofuels study (in progress); established Recreation Advisory

Committee (RAC); Abandoned Vehicle Enforcement plan developed

• Water Treatment Plant Upgrade (\$6.2M)

• Pollard Creek Water Line replacement (\$180K)

• Completion of Phase 1 Sacajawea Center Projects (\$100K)

• Airport Expansion (fencing, hangers, runway extension)

• Youth Center (Lemhi Coalition)

• ABC Task Force established and funding Resource Officer and drug and alcohol programs

• All weather High School track and stadium upgrades completed (\$200K)

• Refrigeration system installed in Salmon Hockey Rink

• Skate Park completed

• Island Park Restroom planning and funding

• Hospital completed and operational

• Funded and developed summer camp program

• Expanded storm water collection system in downtown area

• Established Volunteer of the Year recognition program

• Funding resulting from the Community Review visiting team recommendations: Idaho Commission on the Arts (Gazebo Funding); ICF funding for Hockey Rink improvement



Gooding Idaho

County: GOODING

Review Date:

May 5-8, 2009

Description:

Gooding is a community of 3,300 residents. It provides large town convenience and the friendly atmosphere of a small western community. The community of Gooding requested assistance with three core areas:

- Community Identity
- Economic Development
- Infrastructure

Challenges

Infrastructure — Flood map revision; irrigation system; “green” downtown; building safety codes; canal walls; safe sidewalks

Tourism Development — Develop permanent housing for Cowboy Hall of Fame; cooperation with local growers for local farm tours; permanent public art tour; tourism marketing materials; visitor’s kiosk

Lack of activities for Youth — Missing youth-oriented activities; include youth in government

Community — Citizens desire more involvement in public decision making; celebrate diversity; develop barter market for services

Economic Development — More jobs for agriculture and non-agriculture sectors; internships for students

Strengths and Assets

Public Facilities — Wood River canal and wall; rodeo and fair grounds; downtown area including Schubert theatre; Idaho School for the Deaf and Blind; parks; structures built with lava rock; airport; new hospital

Community — Safe town; good atmosphere to raise family; high priority on youth; small town character

People — Caring and friendly; dedicated community leaders; at least one farm-based bed and breakfast

Economic Development — Chamber of Commerce revitalization; Rural Magic Valley Economic Development association

Top Priorities

Community Identity — Develop youth-oriented amenities and programs; create human relations advisory committee to encourage community diversity; use city Website to communicate citizen involvement information; create community bulletin boards; establish permanent historic building for Cowboy Hall of Fame

Economic Development — Create Website with business directory; publicize available real estate; document flood control measures to revise flood plain map; determine use of soon-to-be vacant hospital site; create tourism marketing materials

Infrastructure — Improve irrigation system; repair canal walls to ensure citizen safety; assess sidewalk repair needs and secure necessary funding for repairs

Accomplishments

- Skate park committee formed
- Collaborating to improve high school senior involvement in community
- Planning city Website improvements
- Community information conveyed in newspaper
- Gooding Historical Society under construction
- Real estate advertised with state agencies
- Tourism marketing materials to be created in summer
- Planning underway for irrigation system improvements
- Plans being devised for river wall repairs
- Funding for sidewalk repairs being explored



Hayden Idaho

County: KOOTENAI

Review Date:

April 25-26, 2001

Description:

Hayden is a community of 13,000 residents. It is nestled among timbered and sloping shores of Hayden Lake located in northern Idaho. The community of Hayden requested assistance in three core areas:

- Community Design and Infrastructure
- Land Use Planning
- Civic Life and Community Involvement

Challenges

Identity — Uncertain boundaries; intolerant of minorities; local government could function better

Infrastructure — Hodgepodge of land uses

Rapid growth — Low to moderate income housing areas not receiving street upgrades

Strengths and Assets

Public Facilities/Services — Sports facilities; centrally located library; Coeur D'Alene Airport; hospital; doctors

Community — Good schools; healthy support system; low crime rate; parental support

Recreation — Year round activities available; Honeysuckle Beach

Top Priorities

- Planning/ordinances
- Claim identity
- Build consensus
- Invest in the community
- Recognize diversity
- Think as a region

Accomplishments

- Comprehensive plan amended
- Phase 1 construction of Government Way and Croffoot Park
- Rathdrum Prairie Wastewater study
- Hayden Parks and Recreation Strategic Plan leading to several youth athletic programs and nearly 2,000 participants annually
- Hayden Sewer Master Plan leading to Wastewater treatment plant upgrade (\$8.3M)
- Hayden Transportation Strategic Plan
- Downtown Strategic Redevelopment Plan
- City hall renovation
- Satellite sheriff facility
- Hayden Urban Renewal District
- Hayden Days and Symphony on the Sand concert series



Rexburg Idaho

County: MADISON

Review Date:

September 8-10, 2004

Description:

Rexburg is a community of 24,733 residents. It is located in Eastern Idaho. The community of Rexburg requested assistance with three core areas:

- Land Use Planning
- Community Design and Identity
- Civic Life and Community Involvement

Challenges

Infrastructure — Sprawling multi-family housing projects; insufficient land zoned for industrial use; annexation policies; growth management; lack of downtown parking and tourist amenities

Community — Need to channel energy of youth; mobilize senior citizens; communicate with citizens

Lack of retail stores — Mainly have box stores

Lack of Community Promotion — Entrances into city lacking

Economic — Business vitality; downtown revitalization

Strengths and Assets

Land use planning — Strong traditional street grid; good mix of housing options; clustered civic buildings; public satisfaction with public services and recreational opportunities

Quality of life — Good environment to raise children; progressive community leadership; natural beauty; well-educated, hardworking citizens; cultural events

People — Friendly; caring, proud of their community

Top Priorities

- Strengthen communication at many levels - citizens to elected leaders; city to University; students to full-time residents and within the faith community
- Increase commitment and quality of public involvement
- Development in the area of City Impact – zoning, mixed use zoning
- Economic development and revitalization of downtown area
- Development of city brand/theme
- Improve city government

Accomplishments

- Actively engaged in updating comprehensive plan
- Adopted Development Code (Smart Growth of Idaho Award)
- Hiring planning consultant jointly with Sugar City
- Madison County and BYU
- Added new trails along river corridor
- Urban Renewal District; working on master recreation and trail plan along the Teton River
- Received Community Development Block Grant to create downtown square
- Added design standards for all commercial and multi family development
- Updated logo, slogan and publication design standards
- Installed entryway and park signage at Smith Park and Roundabout
- Added street benches and waste receptacles downtown
- Strengthened Mayor's Youth Advisory Board
- Created community Website
- Developed several new annual community events
- Started Rexburg 101; teaches community about local government
- Opened Rexburg Splash Park
- Have an annual Volunteer Appreciation Reception



Priest River Idaho

County: BONNER

Review Date:

September 27-28, 2001

Description:

Priest River is a community of 1,877 residents. It is located in northern Idaho. The community of Priest River requested assistance with three core areas:

- Local Economy
- Community Design and Identity
- Seniors and Youth

Challenges

Community — Fragmented leadership; no jobs for youth after high school; citizens feel their input is not valued; no senior citizen or public transportation
 Economics — Downtown unable to hold tenants; businesses moving out on highway; downtown deteriorating; lack of signage
 Infrastructure — Old comprehensive plan
 Lack of activities — Youth must travel out of area for movies; entertainment; no youth center

Strengths and Assets

Quality of Life — Healthy and natural; beautiful river; good schools; new library district; outstanding recreational facilities
 Economy — Able to attract and retain professional city management and competent staff; good business base with more diversity; downtown has character and historical significance
 Location — Served by U.S. Highway 2; short line railroad and U.S. Highway 95

Top Priorities

- Update comprehensive plan
- Define identity/redefine image
- Explore need for Job Service
- Build on existing partnerships

Accomplishments

- Comprehensive plan updated and unanimously approved in 2005
- City Council approved the updated Area of City Impact and is submitting to Bonner County Commissioners
- Approval for residential development
- Approval of developmental fees
- Re-established city police department July 2006
- Discontinued volunteer fire department; contracted services with West Pend Oreille Fire District
- Library updated
- Bonner West Park progressing
- Real estate is moving
- Moving forward on test well to provide new source of water



Heyburn Idaho

County: MINIDOKA

Review Date:

September 28-29, 2000

Description:

Heyburn is a community of 2,780 residents. It is located along the Snake River in South Central Idaho. The community of Heyburn requested assistance with three core areas:

- Community Design
- Land Use and Transportation
- Riverside Development and the Arts

Challenges

Lack of Identity — Heyburn is searching for its identity; bedroom community to Burley; overall poor image; industrial aromas in area; disjointed town; no apparent distinction from Burley
 Lack of enforcement — Property owners have old cars, weeds and other items which are eyesores
 Public Relations — Strained relations with county, other cities and Simplot plant

Strengths and Assets

Community — Wonderful art collection/art center; great people; pond at Exit 208
 Location — Snake River frontage; scenic view of mountains; easy access to/from highways and freeway; halfway between Boise and Salt Lake City; joins Rupert, Burley, and Paul to form Mini-Cassia region

Top Priorities

- Develop "Sense of Place"/community personality
- Move forward with art facility-design for more than a museum; use as community facility
- Upgrade comprehensive plan
- Enforce zoning/clean up community
- Complete transportation plan
- Additional Improvements at Riverside Park; add signage for park
- Signage for Heyburn highway entrances

Accomplishments

- 2001 — Idaho Department of Lands grant funded 600-ft.-long arboretum along the Snake River at the Mini-Cassia Chamber of Commerce. Features 45 tree specimens
- 2002 — Idaho Parks and Recreation grant funded construction of restroom and shower facility for the RV park
- 2002 — Recreational Trails grant funded bike/pedestrian pathway along the Snake river
- 2003 — Heyburn Economic Development Committee fund-raised and built four park shelters
- 2003 — Waterways Improvement Fund grant funded River Front park landscaping and boat slips
- 2004 — Heyburn Economic Development Committee and regional partners constructed an outdoor amphitheater
- 2004 — Loves Fuel Company constructed a truck stop, which includes a Carls Jr. restaurant, on the north end of the city along Interstate 84
- 2004 — Burley-Heyburn industrial park created, anchored by Gossner Cheese



Jerome Idaho

County: JEROME

Review Date:

March 1-2, 2001

Description:

Jerome is a community of 8,300 residents. The town is located in "Magic Valley." The community requested assistance with three core areas:

- Infrastructure
- Land Use and Community Design
- Civic Life and Community Involvement

Challenges

Cultural — Racial tension; hate crimes

Communication — City leaders not communicating with citizens

Strengths and Assets

Community — Progressive, forward-looking, strong leadership base; steady growth rate; well established industries and dedicated employers

People — Caring; friendly; supportive; youth are energetic and have enthusiasm for being active and participating in civic life

Location — Multiple interstate exits; outdoor hunting and fishing

Top Priorities

- Improve planning on projects shared by city and county
- Rehabilitate low to moderate housing and revitalize neighborhoods
- Increase strategic, long-term focus on water and sewer maintenance
- Develop strategic land use plan for commercial, residential, industrial, and recreational development

Accomplishments

- Completed revision of the city's comprehensive plan
- Creation and development of the city's first fully integrated Strategic Plan
- Budgeting efforts with performance measures, workload indicators linked to Strategic Plan
- Wastewater Treatment Plant Master Plan completed
- Master transportation plan and Gateway Enhancement planning are ongoing
- Secured funding for sewer line construction to Crossroads
- Crossroads project is currently under construction
- Development of Citizen Advisory committee on significant capital project



Payette Idaho

County: PAYETTE

Review Date:

July 10-12, 2007

Description:

Payette is a community of 8,000 residents. It is located in western Idaho and was once considered a major crossroad for northwest travel. The community of Payette requested assistance with three core areas:

- Seniors and Youth
- Arts, Historic, and Recreation Resources
- Infrastructure

Challenges

Seniors and Youth — Few community events; youth recreation opportunities

Arts, Historic, and Recreation Resources — Loss of historic buildings

Economic Development — Quality, good paying jobs; lack of retail services; downtown appearance

Infrastructure — Overcrowded fire station; city water and irrigation system; wastewater treatment plant; senior center deterioration; no hospital

Community — Street and sidewalk condition; drug abuse

Education — Distance learning opportunities

Strengths and Assets

Arts, Historic, and Recreational Resources — Historical resources; recreational amenities; volunteer created greenway; Payette River

Community — Quite; friendly; small town atmosphere; low crime

Infrastructure — Capital improvement planning; city employee pride in their jobs; library; swimming pool; parks; public safety services

Education — Schools and school system

Top Priorities

Seniors and Youth — Create community center; foster community involvement; create more entertainment options for youth; communicate city events and information via a central Website

Arts, Historic, and Recreation Resources — Create supportive network for artists; revitalize downtown; develop summer evening performing artist series; establish farmer's market; capture city history from long-term residents; improve recreation and cultural facilities

Infrastructure — Improve city water and irrigation system; improve wastewater treatment plant; replace/expand fire station; improve condition of streets and sidewalks; supervise to completion bridge expansion process

Accomplishments

- Community events listed on city Website
- New park under construction
- Farmer's market developed
- New wastewater treatment plant under construction
- Received stimulus funding for new fire station
- Secured stimulus funding for sidewalk repairs
- Bridge expansion project to begin summer 2010
- Domestic violence shelter finalizing funding sources



Malad Idaho

County: ONEIDA

Review Date:

June 20-26, 2006

Description:

Malad is a community of 4,100 residents. It is nestled in a valley in Southeast Idaho. The community of Malad requested assistance with three core areas:

- Infrastructure
- Healthcare
- Economic Development

Challenges

Healthcare — Lack of primary care, specialty physicians, and mid level practitioners; doctor capacity; need for hospital renovation; drug and alcohol abuse

Infrastructure — Small road budget; road and sidewalk deterioration; truck traffic; public transportation; frequent power outages; low water pressure

Economic Development — Revitalize downtown

Community — Some community members feel excluded

Tourism — Lack of signage

Land Use Planning — Inadequate zoning

Strengths and Assets

Arts, Historic, and Recreational Resources — Natural resources and outdoor recreation

Community — Rich heritage and tradition

Economic Development — Low cost of living; beautiful surroundings; close proximity to interstate; business friendly tax structure; great place to raise a family

Top Priorities

Infrastructure — Create property tax levy to improve roads; create community ride sharing program; consider alternative access to industrial park to reduce traffic noise; look into weed abatement options; hire code enforcer

Healthcare — Assess renovation feasibility; expand healthcare through telehealth and other technologies; conduct health fairs; create healthcare professional development workshops

Economic Development — Add signage along I15 to increase tourism; create asset inventory for businesses interested in locating in the area; revitalize downtown; encourage local crafts; market historical tourism

Accomplishments

- Blackout study conducted resulting in improvements
- PRT bus service initiated
- Weed control enforcement improved
- Truck noise reduction study conducted
- New hospital studies conducted
- Health fairs offered and supported by hospital
- Telehealth services initiated
- Hospital/university partnership initiated
- I15 signage improved
- Shop Malad campaign initiated
- Directional signage to downtown improved
- Informational sign erected outside city hall



Kamiah Idaho

County: LEWIS/IDAHO

Review Date:

April 15-17, 2008

Description:

Kamiah is a community of 1,200 residents. It is nestled along the banks of the Clearwater River in north west Idaho and was originally the winter home of the Nez Perce Indians. The community of Kamiah requested assistance with three core areas:

- Education
- Economic Development
- Infrastructure

Challenges

Education — Vocational and higher education opportunities; increase involvement between students and community; high teacher turn-over; funding constraints on programs outside of school hours

Economic Development — Jobs that pay a livable wage; diversify economy

Infrastructure — public transit; water treatment plant; resistance toward expanding city limits

Arts, Culture, and Recreation — Teen recreation opportunities; minimal entertainment and cultural options

Housing — Affordable housing

Health Care — Lack of available mental health care

Strengths and Assets

Education — Quality K-12 education

Economic Development — Poverty reduction workshops

Infrastructure — Fire and ambulance service; recreation opportunities; recently hired a planning and zoning coordinator

Community — Friendly; quiet; safe; progressive, can do spirit; Horizons program and leadership training

Tourism — Nearby natural areas and related fishing and hunting; riverfront park stage and kiosk

Top Priorities

Education — Encourage community business to assist high school seniors with projects; assess cause of teacher turnover; evaluate all-day kindergarten funding; improve work-force training and partnerships

Economic Development — Develop co-op for local goods and artistry; expand tourism marketing efforts to areas nearby, including adding local art and advertisements along Highway 12; continue downtown revitalization project; enhance workforce training; develop entrepreneurial training

Infrastructure — Repair water treatment plant; solicit for water system upgrades; create pool fundraising committee; install pedestrian crossing signs on Highway 12

Accomplishments

- Entrepreneurial-based senior projects developed
- Lewis and Clark State College provides workforce training
- All-day kindergarten continues with tribal support
- Small business startup training offered
- Artist co-op in final planning stage
- Tourism marketing workshops provided on using social media
- Scenic byway project underway
- Updating community action plan
- New water treatment plans being developed
- Pool repairs completed
- Community building and library renovations underway
- Collaborative effort initiated to improve workforce housing
- National award received for drug awareness program



Kooskia Idaho

County: IDAHO

Review Date:

May 15-16, 2001

Description:

Kooskia is a community of 660 residents. The community of Kooskia requested assistance with three core areas:

- Infrastructure
- Local Economy
- Community Design and Identity

Challenges

Infrastructure — Old, undersized water lines; inadequate building permit system; no building codes; lack of enforceable nuisance code

Economy — Unattractive entryways; limited public services including telecommunications, mail, freight

Strengths and Assets

Public image — Strong leadership; strong sense of community; good business base; attractive downtown

Quality of Life — Decent park system; slower paced lifestyle; core of creativity and talent; scenic surroundings

Community Resources — Elementary school; library; emergency building

Top Priorities

- Implement a visioning, study circle or asset mapping process
- Locate resources to improve telecommunications, etc.
- Build on idea of Kooskia as regional hub or gateway into Idaho and the Lewis and Clark Trail, regional history, arts, culture; market local arts and crafts
- Improve Tribal and community relations
- Consider a comprehensive plan, with zoning and land use planning

Accomplishments

- Developed comprehensive plan
- Established technology training center
- Applied for grant money to provide sewer extension from Stites to Kooskia
- Department of Environmental Quality water testing requirements implemented and satisfactorily maintained
- Removed abandoned vehicles from city streets
- Trimmed trees on city streets; added stone litter containers and benches on Main Street
- Completed plan for upgrade and repair of sewer lines
- Established new codes and standards for water, sewer and streets
- Developed and implemented nuisance ordinance
- Received \$40,000 grant for park restrooms and completed new facility
- Developed regional transportation plan
- Received funding for wastewater upgrade project



Kuna Idaho

County: ADA

Review Date:

March 7-9, 2005

Description:

Kuna is a community of 12,600 residents. It is known as the Gateway City to the Birds of Prey National Habitat area. The community of Kuna requested assistance in three core areas:

- Improve Civic Life and Community Involvement
- Community Design and Infrastructure
- Local Economic Development

Challenges

Civic Life and Community Involvement — Cost of living; health care; social resources for residents, including seniors; special educational and recreational needs of youth; lack of multigenerational involvement and attendance at events

Faith community — Lack of communication among denominations; rapid growth stretching support resources

Education — Lack of availability for higher education courses; 3rd fastest growing school district

Community Infrastructure — Zoning ordinances; rapid growth and change; growing bicycle and walking usage on highway and streets; lack of parks and recreational facilities; limited viable industrial land

Local Economic Development — Lack of jobs with adequate wages and benefits; lack of retail stores, health care, and entertainment opportunities

Lack of promotion — Signage; difficult Website; proximity to Boise

Strengths and Assets

People — Civic engagement or 'Kunity' a strong sense of pride and unity; volunteer services from senior citizens and youth; bright and civic minded youth; friendly

Community — Small-town atmosphere; safe; quiet; good schools, library and fire station; great place to raise family; agricultural heritage and surrounding landscape

Public Works/Infrastructure — First-rate facilities and potable water system; positive working relationship between Mayor/Council and Chamber of Commerce

Tourism — Visitor's Center Museum; Snake River Birds of Prey Conservation Area; Swan Falls Dam and Museum; Pioneer Cemetery and the Western Heritage Byway

Top Priorities

- Land Use — Downtown strategy; residential and mixed-use development
- Connectivity — Social/cultural connectivity ; physical connectivity (ease of travel); and economic connectivity
- Maintain identity for community — Develop a central theme; guard against leapfrog development; attract businesses; minimum standards for open space to avoid unusable space
- Increase awareness of local businesses — Publish complete directory of businesses; produce map; use joint marketing



Accomplishments

- Citizens Action Committee has been appointed, reviewed and recommended sewer treatment plant sites, committee has met with Home Team members to discuss relevant issues
- Economic development meetings have been held and objectives set
- Civic Life meeting held
- Kuna Library will have the community bulletin board
- Educational partnership with Boise State University to establish Kuna as an educational center for professional, technical and enrichment courses
- Feasibility study completed for bringing in a Boys and Girls Club, two potential sites have been located and work is being done toward kicking off the capital campaign
- Initiation of a Recreation District to include a golf course and swimming pool
- Greater cooperation between the school district and city of Kuna to establish an education site for post- high school continuing educational opportunities
- Chamber of Commerce has taken on the efforts to unify the community