

Blackfoot Community Review

Phase II



- ❖ *Quality Housing Choices and Homelessness*
- ❖ *Recreation Opportunities*
- ❖ *Blackfoot's Image and Identity*

February 24-25, 2021



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Blackfoot Community Review Report Phase II

February 24-25, 2021

This report is presented to the City of Blackfoot and its citizens by the Idaho Community Review Program. 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.

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



Supporting Agencies and Organizations



Other Participating Organizations

U.S. Department of Housing and Urban Development

Federal Highway Administration

Idaho Parks and Recreation

University of Idaho

Aid for Friends

Neighborworks Pocatello

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INTRODUCTION

The Idaho Community Review program is coordinated by the Idaho Rural Partnership in collaboration with multiple partner agencies and organizations. The community review process typically includes three phases. This report summarizes the activities completed and conclusions reached during Phase II of the Blackfoot Community Review. Unless otherwise noted, Phase II activities were completed by video conference on February 24 and 25, 2021. The COVID-19 pandemic prevented conducting Phase II in Blackfoot. The agenda for Phase II sessions on December 9, 2020 and February 24-25, 2021 are attached as Appendix A.

Phase II of the community review process features project brainstorming, prioritizing, and action planning for each of the focus areas identified during Phase I. Worksheets used by visiting and home team members during Phase II are found in Appendix B. The written report for Phase I and other information about the Blackfoot Community Review is found at <https://sites.google.com/view/back-in-blackfoot/home>.

Phase III of the community review process includes community efforts to implement the actions plans developed during Phase II.

Executive Summary

This report includes action plans for one or more of the highest priority projects identified by home team members for each of the Phase II focus areas.

Highest Priority Project: Quality Housing Choices and Homelessness

- Increase homeless shelter options
- Increase affordable housing options

Highest Priority Projects: Recreation Opportunities

- Greenbelt expansion
- Develop skill building opportunities

Highest Priority Projects: Blackfoot's Image and Identity

- Create a brand identity
- Increase pride in the city through beautification of entryways

Key Participants

Phase II of the Blackfoot Community Review would not have been possible without the commitment and leadership of home team leaders Mayor Marc Carroll (Recreation), Lisa Tornabene (Image and Identity), and Kurt Hibbert (Housing). Likewise, the following visiting team leaders provided much-needed support before and during Phase II activities: Dave Doran, Southeast Idaho Council of Governments (Recreation), Prof. Jaap Vos, University of Idaho and Maureen Gresham, Federal Highway Administration (Image and Identity), and Erik Kingston, Idaho Housing and Finance Association and Brian Dale, U.S. Department of Housing and Urban Development (Housing). Overall coordination and logistic support was provided by Jon Barrett, Idaho Rural Partnership and Dr. Lorie Higgins and Marci Miller, University of Idaho Extension, with additional support from Elizabeth Sloan and Melissa Hamilton, University of Idaho Extension. Appendix C contains the names and contact information for all visiting team members.

Financial support was provided by USDA Rural Development, Idaho National Laboratory, Southeast Idaho Council of Governments, Idaho Central Credit Union, and Bayer Crop Science. Idaho Rural Partnership also appreciates financial support for our work statewide from Rocky Mountain Power, Bayer Crop Science, Avista Corporation, and Idaho Housing and Finance Association. The Bingham County Senior Center provided meeting space.

The total in-kind value of Phase II of the Blackfoot Community Review is \$12,973.68. This value is documented in Appendix D. Some funding programs allow this value to count as part of the local match in applications to fund projects identified through the community review process.

Community Participation in Phase II

Home team participation on the Phase II orientation and project brainstorming session on December 9, 2021 was excellent, with each focus area having five or more participants from the community. The project prioritization and action planning sessions on February 24-25, 2021 did not benefit from this same level of participation. These latter sessions had from 2-4 home team people per focus area. A number of the home team members listed at the front of this report participated in the December 9 session, but not in the February 24-25 sessions.

Summary of Phase I

Phase I of the Blackfoot Community Review was completed from March to May, 2019. Phase I activities included:

- Completion of an economic and demographic profile
- Conducting a survey of residents in Blackfoot and surrounding area
- Completing a bus tour

- Conducting a series of community listening sessions and two town hall meetings

Most of these activities occurred in Blackfoot from May 7-9, 2019.

The results of the survey and the listening sessions were used to develop the following list of potential focus or topic areas to be explored in Phase II.

Largely based on community responses to the listening session question, *“What DO you want to see in Blackfoot over the next five years?”*, the visiting team identified the following potential focus areas for Phase II of the Blackfoot Community Review, in no particular order:

- Poverty, homelessness, people in need
- Support schools
- Transportation, trains, safety, planning for future growth
- Recreation, (e.g., recreation center, pool, YMCA -- esp. for older youth)
- Improving Blackfoot’s image and identity

Residents who attended the May 9, 2019 presentation at the Performing Art Center were invited to write their name under the potential focus area they personally would be most interested in working on during Phase II. The largest number of people put their name under “Improving Blackfoot’s image and identity”, followed by “Poverty, homelessness, people in need,” and “Recreation.”

In addition to the potential focus areas above, the visiting team offers the following topics that also received considerable attention during the Phase I community listening sessions:

- Celebrate Blackfoot’s cultural diversity
- Downtown revitalization
- Business development, improve business climate, increase living-wage jobs
- Neighborhood revitalization/beautification
- Mental health services/facilities
- Improved coordination and communication among residents, the City, Bingham County, and other entities such as the Fair Board

Selection of Focus Areas for Phase II

A series of conversations in the fall of 2019 and summer of 2020 between Blackfoot home team leaders, community members who participated in Phase I, and visiting team leaders about the potential focus areas for Phase I identified above led to the identification of the following three focus areas for Phase II.

- Quality Housing Choices and Homelessness
- Recreation Opportunities
- Blackfoot's Image and Identity

In the fall of 2020, the Blackfoot home team leaders compiled the following background information about each of the three focus areas.

Quality Housing Choices and Homelessness

It became apparent during Phase I that housing issues revolve around quality, availability, and affordability. Housing-related comments in the community survey conducted in the spring of 2019 include:

- *"Cost of homes higher than surrounding areas."*
- *"Need more housing."*
- *"Landlords are not being required to keep up on the property. Homes need to be painted. Nothing is done. This lowers the value of homeowners who are taking care of their property."*

These comments are consistent with opinions shared in listening sessions that some neighborhoods appear particularly "run down."

During the bus tour conducted as part of Phase I in May 2019, the idea of turning existing mobile home parks into affordable housing was discussed. Community leaders on the bus tour also revealed that Blackfoot is among a growing number of Idaho communities that have passed a tiny house ordinance. See more about that here:

<https://www.eastidahonews.com/2018/12/tiny-home-subdivisions-possibly-coming-to-blackfoot/>.

During the community listening sessions, many residents expressed how they did not want to see community growth happen in ways that are not strategic. Residents expressed the need to better align resources and land-use. Residents expressed concerns with low-income housing on the south end of town and other similar neighborhoods falling into disrepair.

Residents across all groups showed a genuine desire to help people in their community. Providing a short-term transitional facility was a dominant focus. This could include the transition for mental health patients (vs. police custody watch) or for homeless people.

There appeared to be a big split in the community about attracting tourism versus staying insulated. They want to be proud of their town and want it to look good, but they don't want their secret out about what a great place it is because they don't like outsiders coming in and changing things.

Since the completion of Phase I of the Blackfoot Community Review, the community has seen a major increase in the permitting and construction of single-family homes. Multi-family homes are also seeing an increase. Other emerging housing-related trends include:

- Very low-income housing has substantially declined.
- The rental housing market has transitioned to significantly less affordable, placing additional pressure on the very low-income housing market.
- A tiny home subdivision is in process on the South Highway Corridor.
- Year-round recreational vehicle living is becoming epidemic.
- Increased non-local investment in local housing infrastructure undermines local control of Blackfoot's destiny and affordability for long-term residents and seniors.

Recreation Opportunities

Developing recreation opportunities for Blackfoot residents and visitors is important for a number of reasons, including:

- Enhance quality of life and health – both physical and mental
- Desire for kids to be involved in extra-curricular activities
- Recognize the need to expand recreational opportunities beyond team sports and other athletic activities.
- Youth/senior citizen interaction with one another
- Increase community involvement
- Need to change the existing “there is nothing to do in Blackfoot” attitude

If a community wish list were created based on survey respondents' comments in spring 2019, it would include:

- a revival of the downtown
- a recreation complex with an indoor/outdoor pool and other activities -- particularly for older youth
- splash pad
- pickle ball courts

In their written comments, survey respondents also identified the following recreation-related assets:

- “Church and school facilities are great and accessible.”
- “The auditorium is a wonderful asset.”
- “Athletic facilities including the golf course, lake, baseball and soccer fields are real assets.”
- “Parks and biking/pedestrian access”

According to survey respondents, community liabilities related to recreation included few opportunities for arts and culture and few activities for teens.

The following recreational amenities were visited and discussed during the bus tour conducted as part of Phase I in May 2019:

- Jensen’s Grove
- Patriot Field Park
- Dog Park (complete with retired fire hydrants!)
- Airport
- RV Park
- Baseball Fields
- Community Garden
- Blackfoot Municipal Golf Course

Many participants in the listening sessions conducted during Phase I also expressed a desire for more and different types of community spaces to enhance community connections and togetherness. One participant said, “I’d like to see more opportunities for collision with people you don’t know so ideas can be born – random interactions.”

Listening session participants also would like Blackfoot to have a community center that can provide space for events, celebrations, and sports activities for the community. Listening sessions discussed the current facilities for younger kids but noted the lack of facilities or programs for teenagers. An inclusive community center would also be a great opportunity to bring together the various cultures to share in community events.

“I think a recreation center would be the most promising thing we could have in this community. It would keep the youth out of trouble, as well as giving families a place to spend their time. It would bring in money for the community and create jobs, solving many of the problems brought up during today’s listening session.”

- Student Council Member,
Blackfoot High School

Listening session participants also discussed better use of existing assets such as the fairgrounds and Jensen Grove. Residents would also like to see the city develop winter activities for the community such as a skating rink on the lake, cross country ski areas, and snowmobiling trails.

Blackfoot's Image and Identity

Blackfoot residents who responded to the survey conducted as part of Phase I offered observations about the community's image and identity:

- Empty buildings in the downtown district; difficult to keep existing businesses thriving
- Poor community appearance
- Loss of small business
- Population
- Poor image/curb appeal in general
- Poor reputation/stigma
- Concern about losing Blackfoot's unique character
- No sense of 'place'
- Residents love the small town feeling of Blackfoot
- Some businesses obviously take pride in the community; the Blackfoot Movie Mill is an example.
- Assets that contribute to Blackfoot's "sense of place," whether located within city limits are in the surrounding area, include:

Snake River	Senior Center	Retro signs/vibe
Library	Frisbee golf	Movie Mill
Community gardens	Millmore building	Nuart Theater
Casino & event center	Cultural diversity	Fort Hall
Railroad park	Courthouse park	Dog park
Agricultural lands	Rose ponds	Murals
Historic district	Skate park	Archery range
Wolverine canyon	Outdoor recreation	Craters of the Moon

Specific ideas to improve Blackfoot's image and identity offered by survey respondents and listening session participants during Phase I included:

- Clean up the outskirts of town
- Improve Main Street
- Citizens need to take ownership of Blackfoot's image

"Downtown looks better with the murals and the expansion of the Nuart is amazing. It's too bad that it's hard to keep businesses thriving downtown."

- Listening session participant, Phase I

Discussion held during Phase I and II indicate some ambivalence among residents about attracting tourism. There's no doubt they want to be proud of their town and want it to look good, but some don't want their secret out about how great it is as a place to live because they are concerned that growth will change the community.



Since the completion of Phase I of the Blackfoot Community Review, the City has developed a new logo that highlights the area's mountains, agricultural heritage, and the Snake River.

PROJECT BRAINSTORMING BY FOCUS AREA

Blackfoot home and visiting team members used Zoom to conduct a Phase II orientation and planning meeting on December 9, 2020 to achieve the following objectives:

- Review the Phase II purpose and process
- Introduce home and visiting team members
- Summarize the results of Phase I
- Discuss focus areas for Phase II
- Use breakout sessions to identify existing conditions, opportunities, and potential projects for each focus area

The following project ideas for each focus area were identified during the December 9, 2020 orientation and planning meeting and during the actual February 24-25, 2021 Phase II sessions.

Quality Housing Choices and Homelessness

Affordable housing

- Raise awareness of the need for workforce housing; businesses cannot grow/succeed unless housing is affordable and available to employees.
- Help residents understand the cause and effect relationship between stable, adequate housing and community/economic development goals. What does it cost us residents and businesses to have housing costs exceed local incomes?
- People living in RV's; not very sustainable in extreme temperatures.
- A lot of places have waiting lists. Some people do not meet the eligibility requirements.
- A variety of different housing options needed to meet a variety of needs.
- Sometimes housing programs do not work for people, especially if they have substance abuse or mental health problems.
- Need a 10% increase in lower income housing.
- Tiny homes, townhomes, row houses are needed.
- Transitional housing as a bridge between homelessness and long-term housing is needed.
- Fix up mobile homes
- Current housing market (late winter 2021): 0 rentals and 11 houses for sale

Homelessness and emergency shelter

- Some people cannot get into the regular shelters; where can they go?
- Warming station/shelter – a safe place people can get some rest.

- Public restrooms that have a shower. Not open 24 hours/day.
- Improve existing homeless camp area. Make it more livable and human.
- Troubling: seeing veterans on the street and having no place to house them.

Other related needs and opportunities

- Some (homeless and nearly homeless) people also have health conditions.
- People need the housing, but also other facilities they need for shelter.
- A way to help people find other resources they need, including but not limited to housing
- Public showers
- Master resource list – so people can learn what housing and housing assistance is available.
- Additional clothing, food box resources
- Emergency funding for people who have an urgent, unexpected need (e.g., house burned down)
- A way of being able to guide, lead, and mentor their way out of a problem. This is different than counseling. Giving people a hand up, not a handout.
- Community gathering of human/social service professionals; related to master list idea
- Increase awareness of what is out there now (e.g., housing and other resources) – not just in Blackfoot but in the larger area.
- Building the structures is cheap; we also need to develop other support resources and services.

Recreation Opportunities

Recreation facilities

- Pool
- Rec. center, possibly combined with indoor pool
- Indoor Soccer (or other play fields)
- Skate park is well used
- Splash pad
- Expansion of Greenbelt/improve bike & pedestrian connectivity/increase Snake River Access
- Repurpose existing pool dome area and/or other buildings/facilities that are closed into new opportunities. Examples include:
 - Downtown activity center featuring, e.g., laser tag
 - Tennis courts

- Training facility
- Pickleball courts
- Walking track
- Meeting area

Recreation programs

- Adult men's football/semi-league
- Skill building opportunities (entrepreneurship/support/maker space)
- Creative Recreation – art/writing/gardening/youth/master gardener programs

Blackfoot's Image and Identity

Create a focused brand for Blackfoot

Messages consistent with this brand would be used in marketing to influence how the city is viewed by residence and visitors. What three things do we want to be known for? Possibilities identified by home and visiting team members:

- Snake River is a significant asset.
- Route 91 (like Route 66) – opportunity to divert people off I-15; “Old Yellowstone Highway”, off the beaten path.
- Gateway to outdoor adventure/ the mountains
- Utilize the state fair and other festivals every weekend -- art festivals, celebrate diversity (Tribal, Hispanic, Día De Los Muertos), and strong faith-based organizations
- Potato Capital
- Historic District
- Small town close to the bigger cities
- Agricultural county
- Family friendly community

Increase community pride

Build pride in the city through preservation of both public and private existing assets, documenting community history, and beautification of entryways. Specific ideas include:

- Attract new businesses and tourists
- Marketing and have people come to town for specific reasons - Should be done by city.
- Establish a historic district that builds on the success of the museum.

- Advertising billboard to attract people from the highway – Potato Museum and other assets in town
- Intimate pedestrian downtown (couple of blocks)
- Off road park in deserts and dirt bike enduro races

Recognize the Snake River as a major asset

Enhance the Snake River and related amenities as assets for Blackfoot residents and to draw tourism with things like a white water park on river, mountain bike trails, and an expanded greenbelt as major components of Blackfoot's image and identity.

FOCUS AREA VISION, SELECTION OF HIGH PRIORITY PROJECTS, AND ACTION PLANS

Home and visiting team members discussed a vision, identified their 2-3 highest priority projects, and developed actions plans for each focus area during the Phase II sessions. These conversations took place via Zoom using breakout sessions the afternoon of Wednesday, February 24 and morning of Thursday, February 25, 2021.

In the focus area breakout sessions, each home team member was asked to describe their ideal future for Blackfoot regarding their focus area. Each focus area then reached agreement about their highest priority project or projects. Actions plans were then developed for one or more high priority project.

Quality Housing Choices and Homelessness

Vision

Home team members working on Quality Housing Choices and Homelessness offered these responses when asked to describe their ideal future in the context of this focus area:

- Substantial decrease in homelessness in our community.
- To provide adequate support for those deprived of the necessities of life.
- Blackfoot will have both low-barrier and higher-barrier shelter options, along with decent quality housing for those facing housing barriers (disability, substance abuse, i.e., Housing First model).
- Integrated community with a broad spectrum of livable housing for everyone.
- Compensated work therapy to address psychosocial needs and add value to community priorities and needs.

Selection of High Priority Projects

Working in breakout sessions by focus area on Wednesday afternoon, February 24, 2021, home team members verbally shared what they felt were the highest priority projects for the focus area. All home team members were then invited to use Zoom's annotation tool to select the highest priority project area for each focus areas. Other community members were invited to add their input on the high priority projects at a virtual town hall meeting held that evening.

The prioritization and selection process described above produced the following list of high priority projects for the Quality Housing Choices and Homelessness focus area:

1. Provide a variety of housing options to match different needs

Example objectives:

- More low-income housing
- Workforce housing
- Fix-up mobile homes

2. Variety of homeless shelter options to match different needs

Sample objectives:

- Community homeless shelter and related services
- Warming shelter
- Public showers/restrooms with limited hours
- Make existing homeless camp area more livable

3. Emergency for sudden needs

Example objectives:

- Clothing and food boxes
- Utility assistance

4. Strengthen human and social service professional networks (summit and roundtables)

Example objective:

- Convene meeting with existing regional and statewide partners

Action Plans

Home and visiting team members decided to focus their action planning efforts on providing homeless shelter options to match different needs. Unlike other projects discussed by this focus area, it was felt that the need addressed by this project is not likely to be met by the private sector or by the City of Blackfoot working alone. It requires a high degree of community engagement and the active participation of many local and regional partners.

Quality Housing Choices and Homelessness Project #1: Developing a variety of homeless shelter options to match different needs

A variety of needs can be addressed by this one project. Developing a shelter that provides short-term housing will allow individuals and families a safe, healthy place to live temporarily and will connect them with other services needed to move into a more stable employment and/or housing situation. It could also incorporate a day-use-only component that could include a warming station, restrooms, and shower. Once developed, the shelter would decrease the number of veterans and other community members who are camping.

Action steps for developing a variety of homeless shelter options to match different needs

1. Raise funding needed for project planning, design, construction, and operation -- Potential funding sources are found in the Resources section of this report. In March 2021, the City of Blackfoot received a \$6,000 mini-grant through the community review program. The Blackfoot City Council subsequently elected to approve \$6,000 to match this grant. This gives the community seed money to make progress on several projects identified during Phase II, including the shelter project.
2. Establish project team -- This team will finalize project scope based on previously identified options. Many of the potential partners identified in the Resources section of this report would be appropriate members of the project team.
3. Determine site selection, scope of work, and needed permits -- This step will be completed by the project team. Among other questions, the team will determine whether the shelter will be developed by re-using an existing structure or built new from the ground up.
4. Construction/Furnishing -- Potential sources of funding for construction and furnishing are found in the Resources section of this report.
5. Sustainability and community oversight (Esto Perpetua) -- This step is critical to ensuring the facility is staffed and maintained indefinitely. Funders will need to see that the community has the associated commitments in place.

Recreation Opportunities

Vision

Home team members working on the Recreation Opportunities focus area offered the following responses when asked to describe their ideal future:

- A multitude of affordable recreation opportunities for all ages to enjoy throughout the community, with a focus on youth.
- Recreation that will fit all age groups would be my ideal focus, i.e., Splash Pad.
- Keeping in mind alternative (e.g., non-athletic) recreational activities, e.g., painting, writing, etc.
- Effort to redefine the definition of recreation in our community and identifying unique partnerships to work within the community.

Selection of High Priority Projects

1. Splash pad and expansion of the existing Greenbelt

Example objectives

- View greenbelt expansion as an opportunity to improve connectivity throughout community
- Increase access to the Snake River

2. Develop recreation center

3. Develop skill-building classes

Example objectives:

- Encourage entrepreneurship
- Maker space
- Creative recreation – art, writing, gardening, youth, master gardener program

Action Plans

There were few attendees from the home team participating in this focus area, but those who were part of the conversation did a great job of identifying several project possibilities to move forward. Of importance during the dialogue were conversations regarding the dichotomy between “recreational facilities” such as recreation centers and “recreation as an activity”, including cultural programs and education and instructional activities.

Another important component of the dialogue was recognizing that recreation as an activity could mean different things to different people. Essentially, recreation is not just intensive sports that require teams and fields, but also leisure activities such as art, gardening, writing, and learning.

For the action planning component of Phase II, the Recreation Opportunities focus area chose to limit their discussion to the (1) Greenbelt Expansion and (2) Skill Building Opportunities due to limited home team participation and the time limits of the Phase II breakout sessions.

Recreation project #1: Greenbelt Expansion

The Blackfoot Greenbelt is a paved, 9.6-mile (round trip trail) route connecting parks, the Snake River, and other recreational sites. From Jensen Gove, the greenbelt spurs to Airport Park and ball fields, circles Jensen’s Lake and extends northeast along the golf course. Beyond the golf course, the greenbelt crosses the Snake River along Interstate 15 then follows the river, all the way to the Rose Pond area where the trail makes a terminal loop. The existing trail provides opportunities for bicycling, jogging, walking, and rollerblading.

Action steps for greenbelt expansion

1. Establish Greenbelt Committee – This step is the first step identified and should be implemented utilizing active community members along with the appropriate city officials. A key person on the city staff to lead the charge in creating this committee should be identified. The committee should include community members, city staff, neighbors, friends, and groups. The City might consider Bingham County input as well, since Blackfoot is the county seat.
2. Define Project Scope – This step is critical for this project. The committee should review and identify the best courses of action to achieve the goal of developing the Greenbelt as a community asset. The committee should meet and discuss what is most important to the Greenbelt and how it can be most effectively improved. The next/ third step will help the community narrow down the scope. The project leader (perhaps assigned City staff) or passionate champion will keep progress moving forward.
3. Involve community/conduct survey – This action step can occur concurrently with step 2. Using a survey and/or other community engagement tools to solicit ideas and preferences from the community will help the committee identify Greenbelt improvements supported by the community. For example, the City’s website and social media platforms could be used for this purpose.
4. Conduct a Feasibility Study – This will be the most important step in this project. The feasibility study will help the committee identify the best ways to impact the community and increase the appeal of the greenbelt while using the funding available to maximize community benefits. Potential partners and resources identified for completing the feasibility study are found in the Resources chapter of this report. Examples include Southeast Idaho Council of Governments, Federal Highway Administration, Idaho Transportation Department, Idaho Department of Commerce, and USDA Rural Development.
5. Prioritizing Findings – For this step, the committee can analyze the results of the community involvement (survey) and identify the most achievable projects that can be implemented to have impact to the greenbelt and to the largest segment of the community’s population and the users of the greenbelt.
6. Fund Raising Efforts – Depending on findings, seek out appropriate funding sources for the proposed improvements. These funding sources can be independent, private, city, etc. to

achieve the goals identified. Several potential funding sources are identified in the Resources section of this report.

7. Implement Findings – Get the greenbelt projects identified, started, and completed to increase greenbelt’s overall appeal. Use this opportunity to continue attracting and developing additional recreation opportunities.

Recreation Project #2: Skill Building Classes

Recreation project #2 takes a broader view of recreation to include developing skills in outdoor recreation, but also in other areas of interest like art, gardening, dog obedience, etc. The possibilities are endless. The group found it very important to focus on inclusion of all community populations to help improve recreation within Blackfoot. This project will be an organically growing effort that will grow and improve over time.

Action steps for skill building classes

1. Establish Partnerships/Committee/Champion – This is the first step identified by the team and should be implemented using active community members along with the appropriate city officials.
2. Identification of Usable Facilities – Locate indoor and outdoor facilities in the community that can be used for the classes identified and are appropriate for the type of classes that are being taught/attended.
3. Identify Class Criteria/Subject – Community leaders and members should be actively engaged in identifying curriculum and topics so activities of interest can be offered. Utilize a survey-type system to involve the community. Use active participation in identifying and selecting the classes/events they would most like to see taught/offered to the community. Consider a variety of recreational opportunities and what is desirable within different age groups.
4. Implementation of Classes – Use appropriate volunteers/experienced individuals, hold the classes and provide the instruction needed for community members to be excited about learning the subjects.
5. Review of Classes/Participation – This might be the most important step. It includes evaluating each class in terms of attendance, quality of instruction, satisfaction of participants, and identification of ideas for increasing participation or otherwise improving the class in the future. This is where that organic growth of implementing this type of focus

area will result in success. Identify and repeat the classes that community members are excited about and remove the less-attended offerings to increase the energy of the program.

Blackfoot's Image and Identity

Vision

Home and visiting team members for this focus area developed the following vision statement for the Blackfoot's image and identity.

A diverse and thriving community that welcomes a variety of industry, culture, and resources with city leadership that considers smart growth of the community and includes the qualities and assets identified on page 13.

Selection of High Priority Projects

Blackfoot's Image and Identity Project #1: Create a brand identity

The City of Blackfoot has recently initiated new branding on their website in an effort to refresh their identity. This effort needs to be continued by developing a Branding and Marketing Plan. Key elements of this branding should include "safe", "clean", and "livable". The City has much to build upon for a unique identity, including the Snake River and associated assets, the Potato Museum, the Shoshone Bannock-Tribes, its cultural diversity, and its accessibility to recreational areas.

Action steps for creating a brand identity

1. The City should start by forming a small group to list criteria that could then developed into a survey/voting campaign by the entire city. The small group, led by Lisa Tornabene, should build upon the Phase 1 ideas outlining key assets of the city, including, for example:

- Snake River
- Route 91 (like Route 66) – Old Yellowstone Highway, off the beaten path
- Gateway to outdoor adventure/ the mountains
- Promote the state fair and other festivals every weekend, art festivals, etc.
- Celebrate cultural diversity and strong faith-based community
- Potato Capital

There is the potential that two brands are needed: one to attract tourism and economic development and one for community pride with positive messaging. The end result of this effort is a written plan that includes both messaging as well as branding for creative collaterals.

2. Once a written plan is in place with a clear and unique identity specific to Blackfoot, the City can implement an advertising campaign statewide and national level. This should be completed by December 2021. The City should explore inviting the Get Found First marketing company to do pro bono work to support this effort as well as look into the possibility of a grant from the Blackfoot Urban Renewal Agency.
3. A “survey” or “photo assignment” enlisting the residents to identify what they love and/or what they would improve about the community is a team-building that could be considered. This action step would be similar to a Strengths Opportunities, Aspirations, Resources (SOAR) analysis.

Blackfoot’s Image and Identity Project #2: Increase pride in the city through beautification of entryways

Blackfoot’s corridor entryways provide the opportunity to enhance its identity as a family friendly community with a multitude of outdoor resources and recreational prospects as well as encourage economic growth by improving a visitor’s experience and comfort.

Action steps for beautification of entryways

1. The initial step is to form a volunteer committee that can provide input to the entryway beautification elements, the selection of consultant to develop plans, and to oversee the maintenance of the enhancements. Lisa Tornabene and Wade Gardner with the City of Blackfoot will lead this committee.

Committee members should include representatives from the schools, local community groups and the private sector including the following groups: Lions, Rotary, Soroptimists, Zonta, Church groups, Just Serve Website, Chamber of Commerce group, Elk Lodge, Master Gardener Class, 4-H Clubs, Eagle and Gold Award Scouts.

2. The City should use the mini-grant funds available through the Community Review program to commission plans for entryway beautification with appropriate plantings for the area for all three entrances to the city. The plans can be created through a professional landscape designer or through the local student horticulture class. Kesler’s

Garden Center is a potential resource and should be explored. Plans should be developed in 2021.

3. The City should consider incorporating artistic privacy fencing along the southside entrance to provide a screen for the mobile home park and should contact the Idaho Transportation Department to see if there is a possibility of including landscaping along the state highways.
4. Once plans are complete, the volunteer committee should organize the implementation of those plans including plantings and ongoing maintenance. Resources that should be tapped include the Master Gardener group, 4-H Clubs, and/or Eagle and Gold Award Scouts. The plantings should occur sometime in June after the danger of freezing.
5. Initiate a competition for community residents to identify artwork that can be placed throughout the community that ties together with the entryway beautification project.

RESOURCES

Resource Database Maintained by the Western Community Assessment Network

The Western Community Assessment Network (WeCan) is a collaborative effort to evaluate and improve existing community review programs in Idaho, Montana, and Wyoming. WeCan is coordinated by the University of Idaho and is funded through a grant from the U.S. Department of Agriculture.

Idaho Rural Partnership and the other organizations that make up WeCan have created a searchable resource database available to all communities. We encourage Blackfoot leaders and residents to make full use of this database to find the funding and other resources needed to complete the high priority projects described in this report.



The WeCan Resource database is found here:

<https://www.communityreview.org/resource-database>.

Resources related to each of the Phase II focus areas are found below.

Quality Housing Choices and Homelessness

- City of Blackfoot (Mayor Marc Carroll, Kurt Hibbert, Lisa Tornabene, City Council, Blackfoot Police Department)
- Mayor's Community Resource Council, <https://www.cityofblackfoot.org/198/Mayors-Community-Resource-Council>.
- Bingham Memorial Hospital, Michael Harris, Patient Experience Coordinator, 208-785-3536, maharris@binghammemorial.org.
- Region V Housing and Homeless Coalition, Scott Smith, scott@binghamcrisiscenter.org. 208-785-1047.
- Region VI Housing and Homeless Coalition, Karen Lansing, Executive Director, Habitat for Humanity Idaho Falls Area, 208-528-0298 (office), Cell 208-521-6370 (cell), www.idahofallshabitat.org.
- Funding for housing may be available through the American Rescue Plan, American Families Plan and other state and/or federal funding related to recovery from the COVID-19

pandemic. Contact Southeast Idaho Council of Governments. Dave Doran, ddoran@sicog.org, 208 233-4535.

- A fact sheet described the housing provisions in the American Rescue Plan fact is available here: https://www.hud.gov/sites/dfiles/Main/documents/Factsheet_Housing_Provisions_American_Rescue_Plan_Act-2021.pdf.
- Bingham County Commission, <https://www.co.bingham.id.us/index.html>.
- Bingham County Veteran's Services, 208-785-8040, <https://www.co.bingham.id.us/clerk/veterans.html>.
- Greater Blackfoot Area Chamber of Commerce, 208-785-0510, chamber@blackfootchamber.org, <https://blackfootchamber.org/>.
- State Hospital South State Hospital South in Blackfoot provides psychiatric inpatient treatment and skilled nursing care for Idaho's adult and adolescent citizens with the most serious and persistent mental illnesses. The hospital works in partnership with families and communities to enable clients to return to community living. <https://healthandwelfare.idaho.gov/services-programs/behavioral-health/resources>, 208-785-8401.
- Salt Lake Veteran's Administration Medical Center (Salt Lake) and Veteran's Affairs Supportive Housing. Alyson Isaacs, alyson.isaacs@va.gov, 385-549-7301.
- Bingham Crisis Center provides advocacy, counseling, shelter, etc, at no charge, to those affected by violence, abuse, & trauma. Scott Smith, scott@binghamcrisiscenter.org, 208-785-1047.
- United Way of Southeastern Idaho builds powerful partnerships that improve outcomes for children, families, & individuals in need. Focus is on four impact areas: 1) Access to mental/primary healthcare; 2) Housing stability; 3) Food security; & 4) Cradle to Career Educational Outcomes. <http://www.unitedwaysei.org/>, 208-232-1389.
- Shoshone-Bannock Tribes' Tribally Designated Housing Entity (TDHE) contact is Lorraine Shay at Fort Hall Housing Authority, 25 Warbonnet Rd, Pocatello, ID 83202.
- Idaho congressional delegation staff, e.g. Carter Harrison (Carter.Harrison@mail.house.gov) and Josh Sorensen (josh.sorensen@mail.house.gov), Office of Congressman Mike Simpson, 208-523-6701 (office).
- USDA Rural Development offers grant and other financing programs for community facilities, housing, and business development. Contact Blackfoot visiting team member Shawn Cafferty, 208-690-3539, shawn.cafferty@id.usda.gov.

- Rural Community Assistance Corporation (RCAC) is a nonprofit organization that provides training, technical and financial resources and advocacy so rural communities can achieve their goals and visions. RCAC's work includes environmental infrastructure, affordable housing development, economic and leadership development, and community development finance. Go here to learn about RCAC's housing programs: <https://www.rcac.org/housing/>.
- Idaho Community Development Block Grant program funds public facilities infrastructure projects. CDBG projects must primarily benefit low- and moderate-income households. Go to <http://commerce.idaho.gov/communities/community-grants/community-development-block-grant-cdbg>. Contact Dennis Porter, dennis.porter@commerce.idaho.gov, 208-287-0782.
- The American Planning Association's Housing Policy guide identifies policy solutions for planners and local, state, and federal elected officials that address dire housing challenges — including accessibility, affordability, and availability — plaguing rapid and slow growth communities nationwide. This Housing Policy Guide (PDF) promotes specific, actionable guidance. <https://www.planning.org/publications/document/9178529/>.
- Idaho Housing and Finance Association's (IHFA's) mission is to improve lives and strengthen Idaho communities by expanding housing opportunities, building self-sufficiency, and fostering economic development. <https://www.idahohousing.com>. Erik Kingston (erikk@ihfa.org) manages the IHFA's Housing Information and Referral Center: <https://www.idahohousing.com/about/housing-information-referral/>.
- IHFA offers tax credits for multifamily development meeting certain guidelines. Go to <https://www.idahohousing.com/multifamily-financing/>. For their information referral page go to <https://www.idahohousing.com/about/housing-information-referral/>. Contact Erik Kingston at 208-331-4706 or erikk@ihfa.org.
- Idaho Housing and Finance Association, HOME (Home Investment Partnership) program, <https://www.idahohousing.com/federal-programs/home-program/>.
- This online guide provides rural housing information on funding programs, technical assistance, housing data and informational resources from housing organizations. <https://www.nal.usda.gov/ric/rural-housing-resources>
- The Foundation is a family philanthropic organization that works to advance the quality of life for present and future Pacific Northwest generations. The Foster Foundation supports programs including building/renovation, equipment, matching/challenge support, program development, research, scholarship funds, and seed money. <http://thefosterfoundation.org/Home.htm>

- The Idaho Fair Housing Forum (IFHF) is a community of Idaho stakeholders dedicated to open and respectful discussion of issues impacting housing consumers, providers and advocates. Their efforts reflect the understanding that Idaho's productivity and strength depend on all persons having the right to live where they choose and can afford, which allows each of us to access the education, employment and social capital and necessary for economic opportunity and independence. <https://fairhousingforum.org>.
- The National Rural Housing Coalition provides multiple resources on their website in regards to rural housing issues, including a blog, fact sheets, news and publications, advocacy tools, and online videos discussing the impact of rural housing programs. <https://ruralhousingcoalition.org>.
- The Tiny House Resources page of the Tiny Home Builders website contains a list of resources to help anyone interested in tiny houses to connect and to learn. <https://www.tinyhomebuilders.com/tiny-house-knowledge-base>
- Bingham County Indigent and Veteran's Services, Laura Lora, Director, 208-782-3097, https://www.co.bingham.id.us/indigent/indigent_assistance.html and <https://www.co.bingham.id.us/clerk/veterans.html>.
- Southeastern Idaho Community Action Agency (SEICAA), <https://seicaa.org/>.
- Supportive Services for Veteran Families, <http://www.homelessveterans.org/>.
- American Legion in Blackfoot. <https://www.legion.org/>, 208-785-4970
- HUD's Rural Housing and Economic Development Gateway site will provide funding summaries and case studies for users to learn more about rural housing funding opportunities and the experiences of other rural housing developers. <https://www.hudexchange.info/programs/rural/housing/>.
- The mission of the Idaho Community Foundation is 'To Enrich the Quality of Life Throughout Idaho.' Grants are awarded through the Regional Grant Cycle for a wide range of organizations and for a wide range of projects consistent with that mission. Grant areas include: Arts and Culture, Conservation/Environment, Education, Emergency Services, Health, Libraries, Public Projects, Recreation, and Social Services. <https://www.idahocf.org/home>.
- *Housing Toolbox for Western Policy Makers* offers a dynamic collection of resources (reports, studies, databases, etc.) involving housing policy and supply. Go to <http://fairhousingforum.org/uncategorized/toolbox/>.
- Housing Assistance Council is a national nonprofit organization that helps build homes and communities across rural America. Go to www.ruralhome.org.

- National Low-Income Housing Coalition Out of Reach report documents the gap between renters' wages and the cost of rental housing. Go to <http://nlihc.org/oor/idaho>.
- Go to <https://accessorydwellings.org/what-adus-are-and-why-people-build-them/> for a one-stop source about accessory dwelling units.
- The Steele-Reese Foundation is a charitable trust committed to supporting rural communities and the nonprofit organizations that serve them in Idaho, Montana, and Appalachian Kentucky. The Foundation supports nonprofit organizations working in the areas of rural education; health; human/social services; the arts and humanities; and land, water, and wildlife conservation and historic preservation. <https://steele-reese.org>.

Recreation Opportunities

- Community businesses such as Rupes, Cannon Builders, Premier Tech, INL
- Community Dinner Table, <https://communitydinnertable.org/>.
- Community Garden (City of Blackfoot), <https://www.cityofblackfoot.org/191/Community-Garden>.
- City of Blackfoot, esp. City Council and Police, Fire, and Parks Departments
- The Ifft Foundation works through the Idaho Ifft Foundation to provide grants for beautification and recreation: <https://www.idahocf.org/document.doc?id=6>
- Idaho Parks and Recreation's Recreational Trails Program. Go to <https://parksandrecreation.idaho.gov/grants-and-funding/>.
- Blackfoot School District, Ryan Wilson
- Blackfoot/Bingham County Youth Coalition, <https://sites.google.com/site/bbcycid/home>.
- University of Idaho Extension, Julie Buck, Extension Educator, jhbuck@uidaho.edu
- Blackfoot Library, Lisa Harral, <https://blackfootlibrary.org/>, 208-785-8628.
- Bingham County Senior Center, <https://seniors4ever.com/>, bcsc@seniors4ever.com, 208-785-4714.
- The Idaho Transportation Department's Transportation Alternatives Program (TAP) is a federal funding program of the Federal Highway Administration for bicycle and pedestrian projects. For local roads: <http://lhtac.org/programs/transportation-alternatives-program/>. For state highways: <https://itd.idaho.gov/alt-programs/>.

- Child Pedestrian Safety Program is a state funding program for projects that improve children’s pedestrian safety. <http://lhtac.org/programs/children-pedestrian-safety-program/>.
- ADA Curb Ramp Program is a state funding program that provides funding for curb ramps on the State Highway system. <https://itd.idaho.gov/alt-programs/>.
- The Blue Cross of Idaho Foundation for Health provides grants for planning and projects that encourage active living (e.g. biking and walking). Go to <http://www.bcidahofoundation.org/>, or contact Kendra Witt-Doyle, kwitt-doyle@bcidaho.com.
- Idaho Smart Growth and Idaho Walk Bike Alliance can help with data collection, planning, and strategic guidance related to expanding the greenbelt and making Blackfoot more bike and pedestrian friendly, in general. Go to www.idahosmartgrowth.org and www.idahowalkbike.org/.
- Idaho Health & Welfare Community Activity Connection Grants. Go to [http://www.healthandwelfare.idaho.gov/Health/IdahoPhysicalActivityandNutrition\(IPAN\)/PhysicalActivity/tabid/1970/Default.aspx](http://www.healthandwelfare.idaho.gov/Health/IdahoPhysicalActivityandNutrition(IPAN)/PhysicalActivity/tabid/1970/Default.aspx) and <http://www.cdc.gov/obesity/downloads/UrbanDesignPolicies.pdf>.
- The Blaine County Recreation District maintains over 400 miles of bike and cross country ski trails, including the over 20-year old Wood River Rail-to-Trail from Bellevue to Ketchum in Blaine County. <http://bcrd.org/>, 208-578-2273, info@bcrd.org. These trails have become an economically important amenity.
- Idaho Department of Parks and Recreation, Kathy Muir, State and Federal Grant Manager, 208-514-2431, kathy.muir@idpr.idaho.gov.
- A user guide to developing pedestrian and bicycle master plans is found here: <https://altago.com/resources/creating-walkable-bikeable-communities-user-guide-developing-pedestrian-bicycle-master-plans-2012/>
- Portneuf Valley Greenway Foundation’s mission is to create a network of paved bicycle and pedestrian trails throughout the greater Pocatello area to enhance the quality of life for residents and visitors by establishing and improving the Portneuf Greenway as a community resource. Go to <http://www.portneufgreenway.org/>.
- The National Park Service’s Rivers, Trails and Conservation Assistance Program (NPS-RTCA) supports community-led natural resource conservation and outdoor recreation projects across the nation. Go to <https://www.nps.gov/orgs/rtca/index.htm>.

- Formal and informal community-based organizations such as gardening groups, recreational groups, hobby clubs, arts organizations, local chapters of larger organizations, etc. who could provide instructors and curriculum.
- Better Block, a nonprofit organization offering ideas to help reshape and reactivate built environments to promote the growth of healthy and vibrant neighborhoods.
<https://www.betterblock.org>.
- The Art of the Rural is a focused collective to leverage social, cultural, and natural resources for sustainability, regional cohesion, and rural quality of life. <http://artoftherural.org>.
- The Kids' Garden. Growing Healthy Kids. Growing Healthy Food.
<http://www.gardensfromgarbage.org>.
- The Institute of Museum and Library Services provides funding for conservation assessments and projects to museums and libraries for arts education, dance, design, literature, local arts agencies, media arts, museums, music, musical theater, and visual arts.
<https://www.ims.gov>.
- The M.J. Murdock Charitable Trust provides grants for projects that seek to nurture and enrich the educational, spiritual, cultural and social lives of individuals, families and communities and help improve the quality of life in the Pacific Northwest.
<https://murdocktrust.org>.
- Idaho Commission on the Arts offers grants for a variety of arts-related projects, including murals and arts education. <http://www.arts.idaho.gov/>. Contact Juta Guertsen, juta.geurtsen@arts.idaho.gov, 208-334-2119.
- ArtPlace America, is a nationwide initiative to drive community revitalization through the arts, is inviting Letters of Inquiry for the fifth round of its National Grants program. Grants of up \$500,000 will be awarded to projects that involve arts organizations, artists, and designers working in partnership with local and national partners to have a transformative impact on their community. <http://www.artplaceamerica.org/our-work/national-grants-program/introduction>.
- Sign Up Genius is an online tool for recruiting and managing volunteers.
<http://www.signupgenius.com/>.
- Idaho STEM Action Center. Contact 208 332-1729, admin@stem.idaho.gov. Go to <https://stem.idaho.gov/>.
- Idaho Department of Education, Career and Technical Education. Contact 208-429-5523. Go to <https://cte.idaho.gov/>.

- Serve Idaho promotes collaborative efforts among private and nonprofit organizations, schools and state and local government agencies to advance national service programs and volunteerism throughout the state. Go to <https://serveidaho.gov/>.

Blackfoot's Image and Identity

- The National Main Street Center is a membership organization offering a number of downtown improvement resources. Communities looking to explore Main Street for the first time may get a discounted annual membership \$150 per year. This membership provides access to the center's webinars, printed materials and resource centers. Subscribers also receive a complimentary membership to the National Trust for Historic Preservation and access to "member only" grant programs. The Idaho Main Street Program is a licensed partner of the National Main Street Center and offers help for communities interested in pursuing the Main Street™ model. Go to <https://www.mainstreet.org/home>. Contact: Jerry Miller, jerry.miller@commerce.idaho.gov, 208-287-0780.
- Administered by the Tourism Division in the Idaho Department of Commerce, the Idaho Travel Council (ITC) grant program provides funding for marketing of tourism promotion. Go to <https://commerce.idaho.gov/tourism-resources/itc-grant-program/>. This is a link to the ITC Grant program. Jeff Glissendorf, of Pocatello, is the Region 5 ITC representative and Davanee Morrison, of Lava Hot Springs, is the President of that region.. The Tourism Division also has a variety of resources communities can access to develop and market tourism opportunities. <https://commerce.idaho.gov/tourism-resources/tourism-contacts/>.
- Alta Planning + Design is a consulting firm that provides excellent information about community signage and wayfinding. Go to <https://blog.altaplanning.com/six-wayfinding-principles-that-make-communities-easier-to-navigate-bc74a067d109>.
- Destination Development International is a community branding and tourism consulting firm based in Seattle offering several branding-related workshops, trainings, and a resource book entitled "Your Town: A Destination" Go to: <http://tinyurl.com/7v5l6h9http://tinyurl.com/6mchhtphttp://www.destinationdevelopment.com>.
- Preserve America is a federal program that encourages and supports community efforts to preserve and enjoy their cultural and natural heritage. The program recognizes and designates communities that protect and celebrate their heritage, use their historic assets for economic development and community revitalization, and encourage people to experience and appreciate local historic resources through heritage tourism and education programs. Website includes links to federal agency partners that offer a variety of

information, technical assistance, and resources that help further the initiative's goals.

<https://www.achp.gov/preserve-america>.

- National Association of Realtors offers Placemaking Grants up to \$5,000 twice per year to transform underused public spaces into vibrant gathering places using lighter, quicker, cheaper methods. Go to <http://www.realtoractioncenter.com/for-associations/smartgrowth/placemaking/placemaking-microgrant.html>.
- Idaho Commission on the Arts numerous grants for projects, education, and training. Go to <https://arts.idaho.gov/grants/>.
- Idaho Department of Commerce's Community Development Block Grants (both Idaho and Rural types) can fund lighting, street trees, sidewalk, and other downtown projects. Go to <http://commerce.idaho.gov/communities/community-grants/community-development-block-grantcdbg>.
- Tree City USA. Go to <https://www.arborday.org/programs/treecityusa/about.cfm>. The 22 Benefits of Street Trees is a free publication touting the benefit of planting trees in cities and commercial districts. Go to http://www.michigan.gov/documents/dnr/22_benefits_208084_7.pdf.

Additional Resources

The following resources potentially apply to all three focus areas and to a variety of other community and economic development goals.

- The Southeast Idaho Council of Governments is the economic development district serving the seven-county region of southeast Idaho. They help lead the locally-based, regionally driven economic development planning process that leverages the involvement of the public, private and non-profit sectors to establish a strategic blueprint (i.e., an economic development roadmap) for regional collaboration. Go to www.sicog.org.
- Show Me the Money is a newsletter highlighting corporate, government and foundation grant opportunities. To subscribe, go to <http://idaho.us2.list-manage2.com/subscribe?u=74de75b2fc7e24670e05b0def&id=a1f3c8c6b9>. Contact Jerry Miller at jerry.miller@commerce.idaho.gov or 208-287-0780.
- Gem State Prospector is website whereby agents, landlords and property owners can list properties that are available for sale or rent. The service is free and contains a number of data features that might be helpful for grant writing and other planning activities. <http://www.gemstateprospector.com/>. Jerry Miller, jerry.miller@commerce.idaho.gov 208-287-0780.

- Northwest Community Development Institute is a training program accredited by the Community Development Council a national organization dedicated to training of community, downtown and economic development professionals. The training is offered every July in Boise. <http://commerce.idaho.gov/communities/northwest-community-development-institute>, Contact Jerry Miller jerry.miller@commerce.idaho.gov (208) 287-0780.
- In Our Back Yard (IOBY) is a non-profit that helps communities accomplish small projects through crowd source funding. IOBY can help craft a crowd sourcing campaign and even serve as a group's 501(C)3 if none exist. Go to <http://www.ioby.org/>.
- RampUpIdaho supports Idaho businesses increasing access for mobility challenged individuals, thereby helping economic development efforts and avoiding fines. Go to <http://rampupidaho.blogspot.com/>.
- Heartland Center for Leadership Development in Nebraska provides information and assistance to rural communities regarding collaboration, leadership development, and strategic planning. Go to <http://heartlandcenter.info/>.
- Idaho Nonprofit Center provides education and networking for nonprofit organizations to aid in organizational development, fundraising, and collaboration. Go to www.idahononprofits.org.
- Community Builders helps local leaders build healthy, equitable, and sustainable communities. <https://communitybuilders.org>.
- The Project for Public Spaces connects people, ideas, expertise, and partners who have a passion for creating vital places. <https://www.pps.org>.
- The Harbinger Consultancy- New Timeline Institute Online Courses. <http://harbingerconsult.com>.
- The Citizens' Institute on Rural Design (CIRD) provides communities access to the resources they need to convert their own good ideas into reality. CIRD works with communities with populations of 50,000 or less, and offers annual competitive funding to as many as six small towns or rural communities to host a two-and-a-half day community design workshop. CIRD further provides web-based access to a wide range of rural design resources include a blog and educational webinars. <https://www.rural-design.org>.
- The USDA: Downtown Revitalization guide links to full-text handbooks, planning tools, case studies, funding resources, organizations, revitalization strategies, and more to assist a community considering a downtown revitalization project. <https://www.nal.usda.gov/ric/downtown-revitalization>.

- Classes offered through the CSI Community Education Center represent a wide variety of interests, skills, and viewpoints of the instructors who teach them. The classes are as diverse as our instructors and our community and anyone with a special talent, interest, and knowledge may offer a class through Community Education if they provide their qualifications and verification of experience and/or knowledge. Go to <https://communityed.csi.edu/>.
- Boise School District Community Education Program. https://www.boiseschools.org/our_district/community_education.
- College of Idaho Community Learning program. <https://www.collegeofidaho.edu/community-learning>.
- College of Eastern Idaho's Community Education program uses a variety of experienced instructors and fun, interesting courses to offer local options to find new passions for all ages. <https://www.facebook.com/CEICommunityEd/>.

PHASE III: LAUNCH

Known as the “Launch” phase of the Community Review process, Phase III focuses on the further development and implementation of the action plans found in this report.

This phase also includes planning for a one-year celebration that will occur approximately 12 months after the initiation of Phase III. A follow-up community satisfaction survey and a focus group-like activity known as Ripple Effects Mapping will be conducted sometime after the celebration event.

An Organizational Structure for Phase III

Other communities in Idaho, Wyoming, and Montana have found the following organizational structure to be an effective way to realize success during Phase III.

1. Form three work groups, one for each of the Phase II focus areas. The work groups often include, but are not limited to people who served on the home team during Phase II. They can also include participants in Phase I who expressed interest in being involved going forward.
2. Identify one to two leaders for each work group.
3. Form steering committee of 4-8 people consisting of the work group leaders and the community coach(es) described below. The steering committee helps ensure communication and coordination between the work groups and typically meets monthly or other interval determined by steering committee members.
4. We ask the steering committee to participate in quarterly conference calls throughout Phase III to provide updates on progress and challenges.

Community Coaching

Phase III offers support from community coaches as needed to help the community implement the actions plans developed during Phase II. The exact nature and duration of this assistance depends on community needs and issues and is provided by one to two community coaches who come from IRP and/or our partners organizations and agencies. Dave Doran from Southeast Idaho Council of Governments and Jon Barrett from Idaho Rural Partnership have been suggested as community coaches for Blackfoot. Examples of the types of support typically provided by the community coach or coaches include.

- Assist in establishing proactive and effective planning and implementation steering committees and project action teams
- Facilitate the development of leadership and capacity development skills (e.g., making space for new leaders to become established)
- Assist in developing and implementing community engagement and planning processes

- Provide guidance on the process of project development
- Assist with facilitation as needed
- Help connect teams to potential funding possibilities and partners
- Help diagnose the technical assistance needs of teams
- Advise on project evaluation strategies
- Help teams develop a culture of reflective learning to advance team goals

APPENDICES

- Appendix A Agendas for Phase II Sessions on December 9, 2020
and February 24-25, 2021
- Appendix B Worksheets used by home and visiting team members
during Phase II sessions on February 24-25, 2021
- Appendix C Names and contact information for visiting team
members
- Appendix D Documentation of In-kind value of Blackfoot
Community Review, Phase II

Appendix A Agendas for Phase II Sessions on December 9, 2020 and February 24-25, 2021

Phase II, Blackfoot Community Review
Home + Visiting Team Meeting
Wednesday, December 9 @ 4:00 – 5:30 pm M

Time	Item	Presenter or facilitator	Note
5 mins	Review purpose of meeting and Phase II process	Jon	
5 mins	Introductions: Visiting Team list on screen Home Team in the chat: Name, years in Blackfoot,	Jon	Share list of participants on screen
5 mins	Summarize Phase I process	Lorie	This summary helps make the transition from Phase I to II.
15 mins	Summarize focus areas for Phase II	Recreation: Mayor Housing: Kurt Image and identity: Lisa	Mark, Kurt and Lisa to summarize: (1) what came up during Phase I?, and (2) what has occurred or is ongoing since May 2019?
5 mins	Group agreements (aka ground rules) for breakout group participation	Melissa	
40 mins	Focus area breakout sessions	Focus area leaders on visiting team should facilitate; another person on visiting team should record discussion on screen.	Use discussion questions and form provided by Lorie. Primary goal is to brainstorm a list of possible projects for each focus area
15 mins	Focus area report backs + Next steps Phase II Approximate Dates Call to Action Closing - Poll	A home team member TBD will report out while note-taker is sharing their screen.	Make sure someone is taking on-screen notes during this discussion to record feedback/additional project ideas

Blackfoot Community Review

Phase 2 Schedule – February 24-25, 2021

Pre-registration for Zoom: Lisa & Home Team members register and make sure to let people know that is the process. Flyer, FB, News Release will have registration info.

WEDNESDAY, FEBRUARY 24

11:00 am – 12:00 pm; Pacific; **12:00 – 1:00 pm Mountain**

Virtual Brown Bag Lunch -- all home team (HT) and all visiting team (VT)

- Home team only introductions – name and focus area (Kurt, Lisa start and model brevity)
- Overview of Phase II process and outcomes (Jon)
 - What’s the product? How is this going to go?
- Overview of Phase III (Lorie)
- Inter-focus area input (every HT member gets input on all focus area project lists)
 - Summaries of Dec. 9 outcomes – home team person (1 per focus area)
 - Who participated (list can be prepared ahead of time to share on screen)
 - Ideas brainstormed (list “ “ “)
 - Invite additional ideas/clarifying questions (not pros and cons of particular ideas)
 - We have three column slide – typing in as input is provided (Lorie or Jon)
 - Three focus area notetakers will be adding additional ideas to their own slides in prep for 1:30 session
- Last five minutes – breakout instructions (Marci)
 - Who will be facilitating/VT members for each breakout?
 - Everyone will select their focus area room (rather than Marci putting people in rooms)

Materials for session above:

- Phase 2 overview ppt slide
- Phase 3 overview ppt slide
- Dec. 9 summaries ppt slide (list participants and project ideas – I & I also list vision words)
- Three column slide with ideas for three groups listed (additions will be pasted into chat so focus area note takers can copy/paste into their own project list slide for the breakout session)

TRAINING NOTE: VT members clear your computer before we start (close extraneous windows)

12:30 – 2:00 pm Pacific; **1:30 – 3:00 pm Mountain**

Project Prioritization (all HT and all VT) **NOTE: join and go right into breakout room**

- VT introductions (quickly!)
- Session 1: By breakouts – appreciative inquiry – ideal world statements (e.g., What does ideal community look like with regard to each focus area?) One statement each HT member – round robin to make sure everyone gets input (15 minutes)
- Review project ideas (30 minutes)
 - Home team members use project priority worksheet to list their top 1 – 2 projects
 - Allow 5 minutes for individual reflection
 - Round Robin to develop shared list of projects (in turn, participants list **one** of their priorities, continuing around until all priorities are captured)
 - Make check marks when more than one HT member has selected a particular project
 - Rearrange items so projects with most check marks are at the top
 - After going around to capture all priorities, brainstorm answers to the other questions *as time allows* (resources, leads, partners, broad timeline for completion – rapid fire – there will be more time to develop these answers on Thursday)
NOTE: Clarifying questions only at this point – don't get into the weeds debating pros and cons of specific projects, resources, partners, etc.
- Visiting team members may comment at this point about major gaps or related activities the home teams might consider (15 minutes)
- Session 2: Select and begin developing highest priority projects for each focus area (30 minutes)
 - Vote using annotate function in Zoom – three stamps per person (don't put stamps on top of others – space them out so they can be counted – use star or heart stamps)
 - If some projects are not selected by anybody, home team decides if they should be dropped from the list for the town hall meeting (shoot for 5 – 7 projects to present).
 - If annotate doesn't work, HT members can put your three selections in the chat. VT members do not vote.
 - Phone participants – tell note taker which ones to stamp
 - Select HT presenter for town hall meeting
 - Community residents joining town hall meeting by phone will be able to obtain project lists for each focus area from website or we will text/email the lists to them.

Materials for session above:

- Ideal World Statements form - Slide for each focus area
- Project List for each focus area
- Project Prioritization form (sent to HT members ahead of time)

Follow Up/Prep for town hall meeting #1

- Right after session, note takers send project lists (with vote numbers for each project noted) and ideal world statements to Marci, Lorie & Jon
- All HT members email or take pictures of project priority forms (so we can capture resources/partners/timeline info)
- Marci/Lorie will prep project lists for TH meeting voting – Marci post to website, email if anyone requests that
- Lisa print out project lists for in-person TH meeting

2:30 pm Pacific; 3:30 pm Mountain

Visiting team check-in meeting (about 15 minutes)

5:00 – 6:00 pm Pacific; 6:00 – 7:00 pm Mountain***Town Hall Meeting # 1 (all HT, all VT, and members of the public)***

- Community members invited to participate by Zoom or in-person at Blackfoot Senior Center
- Invite community input on high priority projects
 - Jon starts --what we've done, purpose of TH meeting, then what – Thursday activities, invitation to participate on Thursday (new home team participants)
 - Home team members present their projects list. (not prioritized)
 - Community members vote: same as 1:30 session (annotate, chat, proxy voting)
 - Designated proxy will type/vote for all in-person attendees at Senior Center
 - Review Results: priority projects
 - Questions, next steps, invitation to participate (put name, email and focus area in chat – Marci will email or text them the Thursday schedule).

Materials town hall meeting, above:

- Project Priorities List slides for each focus area
- Welcome/Overview ppt slides

Follow-Up/Prep for Action Planning session

- Send all HT members action plan example and template

THURSDAY, FEBRUARY 25

8:00 – 11:00 am Pacific; **9:00 am – 12:00 pm Mountain**

Action Planning (all HT and all VT)

- Review session as large group, then move to breakouts
- Session 1: Breakout room by focus area to complete action plans for each high priority project
 - Slides with Action Plan template prepared for each focus area (Lorie)
 - 45 minutes per project (assuming three projects)

Break (after two or three action plans completed)

- Session 2 (last 45 minutes): Prepare for virtual town hall meeting using Powerpoint
 - Select HT presenter(s) – one per project (champion)
- Discuss co-chair assignments for the purpose of forming Phase III steering committee

Note: This is where VT expertise should be utilized to help HT identify steps in project completion as well as resources, reasonable time-frames, etc.

Materials for above session:

- Project Priority List on slide for each focus area
- Action Plan forms (one project per slide) for each focus area
- Ideal world statements (available for review)

Follow-Up/Prep for town hall meeting #2

- ASAP after session, note takers/facilitators send action plan forms and ppt slides to Marci, Lorie & Jon

11:30 am – 12:30 pm; Pacific; **12:30 – 1:30 pm Mountain**

Virtual Brown Bag Lunch (VT Leaders; HT Leaders and HT presenters for TH meeting)

- Steering Committee – membership, purpose, logistics, etc.
- Coach – who, role, mode of engagement
- Mini-grants
- Show & Tell/Dry Run for TH meeting (if ready)

Prep for TH meeting - Jon, Lorie & Marci prepare wrap up slides for TH meeting

5:00 – 6:30 pm Pacific; **6:00 – 7:30 pm Mountain**

Town Hall Meeting #2 (all HT, all VT, members of the public)

- Community members invited to participate by Zoom or in-person at Blackfoot Senior Center
- Present work plans and recruit participation in Phase III and review purpose, logistics, timeline, community coaching, next steps (brief overview).
 - HT leaders/member presenting priority projects (Marci/Lorie share screen)
 - Next steps for each team

- Invite community members to join a focus area team
- Briefly review the following before closing
 - Steering Committee – where/how often they will meet
 - Community coach(s)
 - Mini-grant(s)
 - Ripple Effects Mapping / Celebration in one – two years
 - PLN – additional training opps.

Follow-Up (after Feb. 25)

- VT members fill out Report Google Form by March 8
- Debrief call with HT leaders and all VT members (TBD)
- Phase 2 Community Review report completed by March 26

NOTE: Community Reviews are most effective when visiting team members are guides on the side. We want good projects as a result of this process, but we also want to empower local leaders – even expand the leadership base in the community. For that to happen, this process needs to be community-driven. The visiting team role is primarily to provide support to the home team – sharing relevant information, where resources can be found, related opportunities, suggesting refinements when there are sticking points, and to ask questions that help community members more clearly define their work and assess feasibility.

Appendix B Worksheets used by home and visiting team members during Phase II sessions on February 24-25, 2021

Blackfoot Project Prioritization Worksheet Setting Priorities and Defining Issues Idaho Community Review

Wednesday Feb 24

1:30 – 3:00 session

Consider which 1 - 2 projects you think should be a priority for your focus area. After working individually for a few minutes, come to agreement on two - four possibilities.

Possibility #1: _____

Resources necessary to achieve this project (financial and other):

Identify who the lead agency, organization or individual should be in this process, and other partners who should be involved:

Time frame (e.g., 60 days, 6-12 months, more than 12 months): _____

Possibility #2: _____

Resources necessary to achieve this goal (financial and other):

Identify who the lead agency, organization or individual should be in this process, and other partners who should be involved:

Time frame (e.g., 60 days, 6-12 months, more than 12 months): _____

**Blackfoot Community Review
Focus Area Action Plan**

Focus Area /Topic _____ Project _____

Relevant Ideal World Statements/Words:

Champion(s) _____

ACTION STEPS What you need to do to reach the goal	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step

Appendix C Names and contact information for visiting team members

<u>Coordination</u>	Organization/Agency	Phone	Email
Jon Barrett	Idaho Rural Partnership	208-383-9687	jon.barrett@irp.idaho.gov
Lorie Higgins	U of I Extension	208-669-1480	higgins@uidaho.edu
Marci Miller	U of I Extension	208-301-4538	marcimiller@uidaho.edu
<u>Homelessness & Quality Housing Choices</u>			
Brian Dale	U.S. Dept. of Housing and Urban Development	208-334-1338	brian.dale@hud.gov
Erik Kingston	Idaho Housing and Finance Association	208-331-4026	erikk@ihfa.org
Julie Buck	U of I Extension, Bingham County	208-785-8060	jhbuck@uidaho.edu
Carter Harrison	Office of Congressman Mike Simpson	208- 523-6701	Carter.Harrison@mail.house.gov
B.J. Stensland	Aid for Friends	208 232-0178	bjstensland@yahoo.com
Mark Dahlquist	Neighborworks Pocatello	208 232-9468	mdahlquist@nwpcatello.org
<u>Recreation Opportunities</u>			
Dave Doran	SE Idaho Council of Governments	208 233-4535	daved@sicog.org
Shawn Cafferty	USDA Rural Development	208-690-3539	shawn.cafferty@id.usda.gov
Kathy Muir	Idaho State Parks	208- 514-2431	Kathy.Muir@idpr.idaho.gov
Elizabeth Sloan	University of Idaho Extension		lizziebartz@gmail.com
<u>Blackfoot's Image and Identity</u>			
Jaap Vos	University of Idaho	208-364-4595	jvos@uidaho.edu
Maureen Gresham	Federal Highway Administration	208-334-9180	maureen.gresham@dot.gov
Nancy Richardson	Tourism Div., Dept. of Commerce	208-780-5141	nancy.richardson@tourism.idaho.gov

Appendix D Documentation of In-kind value of Blackfoot Community Review, Phase II

The total in-kind value of time and report printing contributed by visiting team members and partner organizations are documented by the table below. The value of time includes participation in the virtual pre-Phase II planning meetings, the Phase II sessions on December 9, 2020 and February 24-25, 2021 and the report writing process.

In-kind Contribution, Phase II of Blackfoot Community Review	Value
Time contributed by visiting team members	\$11,623.78
Meeting space at Bingham County Senior Center	\$600.00
Report printing by Idaho Transportation Department	\$750.00
Total in-kind value	\$12,973.78

Contact the Idaho Rural Partnership at 208-332-1730 for a more detailed break-down of the total in-kind contribution.