

ASHTON COMMUNITY REVIEW

PHASE II



APRIL 23-25, 2019



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This report is presented to the City of Ashton 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.



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North Fremont High School

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City of Ashton

Ashton Community Center

Fremont County Joint School District #215

Ashton Community Center

Henry's Fork Foundation

Ashton Living Center

Rexburg Upper Valley Standard Journal

Idaho Falls Post Register

East Idaho News

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BACKGROUND AND INTRODUCTION

Introduction to Community Reviews in Idaho

This report describes the activities and outcomes from Phase II of the Ashton Community Review conducted April 23-25, 2019. The schedule for the 2.5-day visit is found in Appendix A. The visiting team encourages the community to convene the home team and others upon receiving this report to begin implementing the action plans for each of the focus areas. Focus areas for the Ashton Community Review were:

- Economic Development
- Community Infrastructure and Services
- Opportunities for Youth

The Idaho Community Review program engages residents and leaders in conversations to clarify community goals regarding a variety of community and economic development topics and to brainstorm and prioritize actions that will accomplish these goals. The process is offered to Idaho communities with populations of fewer than 10,000. The over 40 communities in which community reviews have been conducted have used the process to better understand how they can more effectively approach long standing and emerging issues and opportunities. The program cannot provide instant solutions, but it has been evaluated as an invigorating, validating, unifying and vision-creating experience by the communities that have completed the process.

Ashton benefitted from a community review in 2005 and is the first Idaho community to request a second community review.

Each phase of the community review process is facilitated by a “visiting team” of professionals who have expertise in various aspects of community and economic development. The presence of the visiting team throughout the process creates valuable networking opportunities, setting the stage for future resource referrals and follow-up activities.

The three phases of the community review process are summarized as follows:

Phase 1: Listen

The Listen phase of the community review includes completing a community satisfaction survey, a series of community listening sessions, and an economic and demographic data profile of the community. Phase I of the Ashton Community Review was conducted in October of 2018.

Phase 2: Learn

The Learn phase of the community review involves a 3-day visit by a larger visiting team of professional from around the state. These experts help the community explore and develop strategic actions regarding the focus areas identified at the end of Phase I. This report documents the brainstorming, prioritizing, and project development activities completed during Phase II of the Ashton Community Review. The Phase II visit from April 23-25, 2019 uniquely included a community involvement roundtable discussion involving leaders of prominent community organizations.

Phase 3: Launch

The Launch phase provides assistance needed to implement recommendations identified and prioritized during Phase 2. The exact nature of this assistance depends on community needs and issues and is facilitated by IRP and/or partner agencies and organizations. Assistance may include, but is not limited to the following:

- Plan community conversations about issues that need further exploration before charting a direction
- Leadership development training to expand the leader base in the community
- Technical assistance by Phase 2 visiting team members to move projects forward
- Organizational development for teams and steering committees

Additional information about the Idaho Community Review program can be found at www.irp.idaho.gov or by calling the Idaho Rural Partnership at (208) 332-1730. The IRP and the Idaho Community Review program are part of the Western Community Assessment Network coordinated by University of Idaho Extension. Go to www.communityreview.org for more information.

Monetary Value

While the in-kind value of each phase of the community review process varies, it is always substantial. It includes the value of hiring 5-15 professionals in land use planning, transportation, civil engineering, economic development, arts and other cultural resources, communication, grant funding and other fields of expertise for three 12-hour workdays. It also includes the value of pre-review planning, travel, lodging, report writing, and post-review follow-up. Nearly all these costs are generously donated to the community by various government agencies, nonprofit organizations and are supplemented with funding provided by many of the organizations and agencies identified at the beginning of this report.

The total in-kind value of Phase II of the Ashton Community Review is \$22,814.14. The documentation of this value is found in Appendix B. Contact the Idaho Rural Partnership with

questions about this value. In some cases, the in-kind value can count as local match by some funding programs. Likewise, the findings of the review help validate the need for external investment and support.



Summary of Phase I

Phase I of the Ashton Community Review was conducted October 14-16, 2018. It included completing an economic and demographic profile for Ashton, completing a survey of residents in Ashton and the surrounding areas, and conducting listening sessions with key community stakeholder groups. Information collected during Phase I was used to identify the following potential focus areas for Phase II:

- Job creation through business creation, retention, and expansion
- Transportation (especially with respect to the Highway 20 corridor)
- Community involvement and communication
- Opportunities for youth, including education, employment, and recreation
- Downtown revitalization
- Housing
- Community infrastructure and services

The report from Phase I can be downloaded here: www.irp.idaho.gov and www.communityreview.org.

Selection of Focus Areas for Phase II

Ashton home team leaders took advantage of community events during the late winter and early spring of 2019 to informally poll residents to help identify the three most appropriate focus areas for Phase II (from the list above). It was also at this time that the Ashton City Council passed a resolution affirming the City's commitment to support Phase II of the Community Review. This resolution is found in Appendix C.

This outreach effort, combined with planning meetings between the home and visiting team leaders from January – March 2019, resulted in the selection of the following focus areas and the identification of issues that could come up within each focus area.

Economic Development

- Increasing jobs through business creation, expansion, and attraction
- Healthy, diverse mix of businesses in agriculture, light manufacturing, health care, retail, services, tele-working, etc.
- Encourage amenities and services that support tourism, but do not become tourism-dependent at the expense of the community's character and affordability.
- Downtown revitalization (e.g. continue the progress made since 2005 Community Review)
- Housing

Community Infrastructure and Services

- Improved or new publicly and privately-owned amenities that increase entertainment, recreation, and cultural opportunities (e.g. improvements at city park).
- Improved cell phone and internet service, natural gas, and recycling
- Transportation improvements, including safety improvements in Highway 20 corridor, bike and pedestrian amenities, considering changes to school zone speed limits, improved enforcement, and helicopter landing pad.
- Improved city services
- Back-up electrical service for emergency situations
- Improved first responder response time and services
- Appropriate long-range community planning that anticipates some growth while retaining Ashton's small-town character.
- Improved or new community meeting spaces (e.g. conference room).
- Make cost of city services more affordable

Opportunities for Youth

- Youth education (both within and outside the traditional school environment)
- Increase opportunities for community education (adults and youth)
- Increase employment opportunities for youth
- Increase opportunities for sports and other non-sports activities.
- Reduce drug use

Planning for Phase II in late winter and early spring of 2019 included preparing for the visit in mid-April and recruiting additional people to serve on the home and visiting teams.

Home team members and other residents attending a late March meeting in Ashton completed Worksheet A. This worksheet asked each person to identify up to three possible projects for each focus area they personally consider a high priority and/or something they would work to achieve. Participants were not limited to the ideas identified for each focus area during Phase I. Found in Appendix D, Worksheet A was completed by 15 Ashton residents.



During the planning process it became clear that increasing the quality and quantity of community involvement was key to making progress within all three focus areas going forward. For this reason, it was decided to include in the Phase II schedule a roundtable discussion on community involvement with leaders of key organizations in Ashton. This roundtable discussion is summarized in the following section.

COMMUNITY INVOLVEMENT ROUNDTABLE

Involving the residents of Ashton and surrounding area in important community conversations, improvement projects, and events is key to accomplishing the goals and actions described by this report.

Leaders of community organizations met at the Henry's Fork Foundation on Tuesday, April 23 from 4:30 – 6:00 pm to talk about the current state of community involvement and brainstorm ways to work together to increase the number of people giving their time and energy to community improvement projects and events.

Thanks to the efforts of the home team, representatives from the following organizations participated in the community involvement roundtable.

Ashton Dog Derby	Ashton City Council and Planning & Zoning
Ashton Community Foundation	Commission
4 th of July Celebration	Lutheran Church
Rotary	Rails to Trails
Chamber of Commerce	Youth sports programs
American Legion	Lion's Club
North Fremont Education Association	Distinguished Young Women
Individual local business owners	Ashton Community Foundation

Discussion Questions and Brainstorming

The following questions and ideas were discussed during the community involvement roundtable. The visiting team encourages participants in the roundtable to identify and act on the ideas they believe have the greatest potential to increase community involvement, beginning with the proverbial “low-hanging fruit” strategies that are easiest to implement.

What is the current state of community involvement in Ashton?

- Community involvement needs to be improved. Achieving this goal requires committed volunteers working toward and coordinating the effort.
- The level of community involvement depends on the project.
- People are more likely to become involved in things they can see.
- Families with kids are extremely busy, which means volunteering is difficult for them.
- Alignment between words and actions could be improved. Leaders of organizations don't trust that people who say they'll volunteer will actually follow through.
- A significant number of volunteers are newer residents. Many of these volunteers live outside Ashton city limits.

- Business owners and others who live outside city limits cannot vote for city elected officials.
- Residents don't like change; can be set in their ways and reluctant to reach out to new residents.
- The dynamic between long-time and new residents is not as prominent as it once was.
- It's difficult for residents to know where volunteers are needed.
- There are opportunities to increase and improve communication between organizations.
- Organizations do not consistently have contact information for their volunteers, making communication and follow through difficult.
- Efforts to increase community involvement should include both residents within the city limits and the surrounding area.
- We need a way of connecting people's passions and skill sets to volunteer needs.
- The number of people currently volunteering is underestimated.
- There's a sense among at least some residents that an agreement to volunteer for something comes with an unspoken expectation that their role is a "life term." It helps if volunteers are asked to commit for a specific time period.
- Teenage youth are involved and could be more involved through their senior projects and school work days.

What are the projects or events of the last 5-10 years that successfully involved a large number of people and what can be learned from this past success?

- Residents describe Ashton as a "caring community". The community will drop everything and respond to people and organizations in need, especially if the need can be addressed in a short-term, narrowly focused, and tangible way.
- Spirit of Christmas is a successful event because residents value it and volunteers can see the tangible result of their effort.
- Existing events and organizations have passionate leadership.
- Successful events and projects don't limit the scope of who's asked to volunteer.
- Success requires trust among leaders, committees, and volunteers.
- Thorough planning and clear communication of instructions/expectations is also key.

How can Ashton increase the number of residents involved in community improvement activities?

Participants broke up into small groups of 3-4 people each to spend 15 minutes brainstorming and discussing responses to the question above. Collectively, they came up with the following ideas (in no particular order).

- Electronic marquee, reader board, and/or banners promoting events, projects, and volunteer opportunities.

- The rural economic development professionals program administered by the Idaho Department of Commerce could potentially support someone who could help coordinate communication efforts, among other duties.
- Bridge-building between long-time and newer residents and between city residents and residents in outlying areas needs to continue.
- Welcome packet for people moving to Ashton on a full- or part-time basis could provide important information about existing organizations, annual events, and volunteer opportunities.
- Establish a 'one stop shop' source of information organizations and residents could go to advertise volunteer needs and find out about volunteer opportunities. Identify an organization or one or more key individuals to serve as the conduit for such information. The Ashton Chamber of Commerce was mentioned as the kind of organization that could serve this role.
- Engage high school and college students in ideas that involve creating a central communication hub and expanded use of social media and multimedia (e.g. video). Mike Davidson was identified as key to engaging students at the high school.
- Increase use of social media and networking websites to advertise volunteer opportunities, e.g. LinkedIn, Facebook, etc. There could be a Facebook page exclusively devoted to volunteering in Ashton.
- Create a way for residents to document their passions, skills, and talents. This information can then be used to match them to appropriate organizations, events, and projects.
- Increase community recognition of volunteers. This could be done by, for example, creating an annual volunteer appreciation dinner and awards event.
- Scannable QR codes could be used to convey information about organizations and volunteer opportunities. This might be a particularly helpful way to engage young people.
- Increase and broaden the pool of people thought of as potential volunteers.



- Better support volunteers so they can be successful. Make sure they have the information they need.
- Encourage mentorship and success by pairing up long-time volunteers with new volunteers.
- Big question: Who is going to implement or pay for communication related to advertising volunteer needs? This is a big, ongoing job.
- Create one or more videos and/or written testimonials featuring people talking about their fun, positive experiences as volunteers in the community.

Ideas from previous community reviews

The visiting team offers the following additional ideas for increasing community involvement and volunteerism that have come up in past community reviews.

- Use incentives to encourage volunteerism. Ideas include giving volunteers for specific event or project a discount coupon from a local business, giving a souvenir t-shirt or other low-cost thank you gift, and entering volunteers in a drawing for one or more prizes.
- Publish the name of volunteers in the newspaper and on social media.
- Create a community involvement advisory committee that would develop ideas described in this section of the report and offer additional recommendations regarding community involvement to the City, County, and other anchor institutions.
- Create a mayor's youth advisory committee to engage more young people in community improvement efforts.
- If one does not exist, create an interdenominational or ecumenical council of faith leaders who could support efforts to bring the community together and respond to specific needs.
- Use existing online volunteer registration forms to make it easy for people to volunteer for specific roles and events.
- Survey or debrief with volunteers following events to learn about the experience and gather feedback that can be applied in the future.
- Encourage volunteers to contribute their ideas.
- Look for opportunities to encourage volunteers to become leaders.
- Encourage existing volunteers to ask their friends, relatives, and co-workers to volunteer.
- Resources related to increasing community involvement are found in the "Resources" section of this report.

In Summary

The following dominant themes emerged out of the community involvement roundtable.

- People who participated in the roundtable see a need and opportunity to better communicate volunteer needs and opportunities as they come up in the community but are unsure about who would lead or coordinate such efforts.
- There was strong interest among roundtable participants in creating a central hub or clearinghouse of information for organizations seeking volunteers and for residents seeking to volunteer. If the person serving in this coordination and communication role were to be compensated, it's unclear where the funding would come from.
- The community acknowledges that more could be done to appreciate volunteers. This appreciation will encourage people to continue volunteering in the future and encourage more residents to volunteer.
- Participants also identified the importance of a broader, larger-net approach to thinking about potential volunteers.

“Volunteering is the ultimate exercise in democracy. You vote in elections once a year, but when you volunteer, you vote every day about the kind of community you want to live in.”

– Author Unknown

FOCUS AREAS

This section of the report includes action plans for projects identified by the community as being a high priority for of the focus areas. Working together, visiting and home team members for the three focus areas completed a Worksheet C for each of these projects. The completed worksheets for the Economic Development, Community Infrastructure and Services, and Opportunities for Youth focus areas are found in Appendices E – G, respectively.

Worksheet C describes the actions steps needing to be accomplished to complete each project. It also includes the following information for each action step:

- Person or partners responsible
- Resources needed, internal and/or external
- Benchmarks
- Completion dates for each action step

Summaries of the high priority projects for each focus area are found below.

Economic Development Focus Area

Visiting Team Members

- Randy Shroll, Department of Commerce, 208-334-24790, randy.shroll@commerce.idaho.gov.
- Shannon Madsen, U.S. Small Business Administration, 208-334-9635, shannon.madsen@sba.gov.
- Erik Kingston, Idaho Housing and Finance Association, 208-331-4706 erikk@ihfa.org.
- Brian Dale, U.S. Department of Housing and Urban Development, 208-334-1338, brian.dale@hud.gov.

Economic Development Project #1: Growing existing assets

Home team members assigned to the economic development focus area identified an opportunity to develop Ashton’s existing assets to increase the quality of life for residents and attract visitors and businesses. Identified assets include the existing “rails to trails” system that has potential for expansion, the area’s world-class trout fishing opportunities, and signature community events.

Proposed implementation steps

1. Increase and improve web-based and other marketing of the existing rails to trail recreation opportunities and other area attractions and amenities. A high school or college-aged intern could be help with this strategy.
2. Create new or improved signage to direct people to trails, trailheads, and related facilities.

3. Complete trailhead improvements, e.g. trail extension from downtown to trailhead to Warm River; improve parking, etc.
4. Promote events through increased collaboration between the Chamber, Henry's Fork Foundation, and other organizations.
5. Develop new marketing partnerships with the fishing industry/community and businesses that serve visitors who fish.
6. Promote current events through social media and traditional marketing. Examples include Mesa Falls Marathon, 4th of July Celebration, and Dog Derby.
7. Complete a community-wide market survey to identify good and services in and near Ashton would like to see available in the community. Likewise, take advantage of support available through the Tourism Division at the Idaho Department of Commerce and Yellowstone Teton Territory to increase understanding of goods and services desired by visitors.



Economic Development Project #2: Downtown revitalization

The home team sees downtown revitalization efforts in recent years as positive. Examples include building renovations, new businesses moving in, and the new downtown pocket park. This project is about continuing these efforts. The team recognizes that this effort, like many, requires coordination between the Chamber of Commerce, the Community Foundation, the Urban Renewal Agency, building owners, and other stakeholders.

Typically, downtown revitalization includes organizational development and partnerships, design and completion of physical improvements, and promotion of the downtown as a center of activity.

Proposed implementation steps

1. Engage the Chamber of Commerce members in this project.
2. Reconvene Main Street Matters, G.E.M.S., and Good Earth Matters.
3. Inventory local property ownership and review tax assessment goals and strategies.
4. Evaluate opportunities to make use of funding tools available to the urban renewal agency.
5. Evaluate grant options for downtown revitalization projects (e.g. tax increment financing)

6. Use available storefront or other space (possibly in the pocket park) to create the best public restroom in Idaho.

Economic Development Project #3: Ag. Equipment Parts Store

One home team member suggested opening a specialty farm equipment-focused parts store. Team members explored this idea within the local ag community and learned that parts were readily available from nearby regional centers for regular delivery to Ashton on request, often with same-day delivery.

Although Ashton is well known for its agricultural resources and stakeholders, we recommend a community wide conversation to identify projects with a broader demand and impact to better target business recruitment efforts.

Community Infrastructure and Services Focus Area

Visiting Team Members

- Shawn Cafferty, USDA Rural Development, 208-690-3539, shawn.cafferty@id.usda.gov.
- Rick Miller, East-Central Idaho Planning & Development Association, 208-356-4524, rick.miller@ecipda.org.
- Mark Layton, Idaho Transportation Department, 208-745-5626, mark.layton@itd.idaho.gov.

Community Infrastructure and Services Project #1: Encourage residents of Ashton to support local businesses by “buying local” This project is related to downtown revitalization because the downtown is stronger and more vibrant when local businesses are supported located. Healthy local businesses maintain and increase job opportunities and have more capacity to contribute toward community events and improvements. It is similarly related to community infrastructure project #3.



Encouraging residents to support local businesses often makes use of a variety of strategies. These include, for example, incentives, normalizing or modeling the choice to buy locally, improving customer services, increasing awareness of goods and services available locally, and

understanding the goods, services, and customer experiences that are more difficult to obtain on-line or outside the community.

Proposed implementation steps

1. Establish a “buy local” committee.
2. Talk with existing businesses to get ideas and input.
3. Define rewards program to offer incentives to residents.
4. Coordinate or combine with the related effort to develop Ashton’s brand (see below).

Community Infrastructure and Services Project #2: Define and develop Ashton’s brand
A community’s brand is about much more than developing a logo or putting up a new community entrance sign. It is about reaching agreement about what you want residents and people outside the community to think of when they hear or see the name Ashton -- and then developing a variety of marketing and other strategies that encourage people to form the desired associations.

During discussion about this project, the Ashton home team identified the need to develop a branding plan with technical support and possible subsequent funding from entities such as the ID. Department of Commerce and Bengal Solutions at Idaho State University.

Proposed implementation steps

1. Establish a committee.
2. Committee meets to define scope of work.
3. Determine budget and funding, determine project milestones.
4. Solicit proposals from consultants and other organizations who can provide assistance by sharing scope of work with them. Examples include RBDC and Bengal Solutions.
5. Assess proposals and select firm or organization.
6. Interact with provider as project moves forward.
7. Review deliverable; accept or adjust proposal.
8. Define implementation plan.

Community Infrastructure and Services Project #3: Increase housing options
Housing could have come up as a concern in the infrastructure or economic development focus areas. Either way, it came up frequently in multiple conversations with the home team and in the survey and listening sessions conducted during Phase I of the Community Review. For example, local public and private sector employers told visiting team members it can be difficult to attract or retain labor due to housing shortages, cost, or quality.

During the Phase II visit, the home team agreed on the need to become clearer about the existing conditions related to housing. Gathering this information will help answer questions such as:

- How constrained is the current housing supply?
- What is the condition of existing housing?

- What segments of the community need housing options?
- What type of housing is desired/needed?
- What are the factors impacting the supply and variety of housing?
- Which of these factors can be influenced by the community?

We suggest identifying the appropriate strategies to increase the supply and type of housing available in Ashton cannot or should not be done without answering the questions above.

Proposed implementation steps

1. Establish a housing committee
2. Research current housing availability and demand.
3. Complete an inventory of available buildable parcels.
4. Identify and prioritize types and price points of housing most needed.
5. Identify programs and resources, and strategies available, including land banking. This step should also include consideration of establishing or re-establishing a relationship with Habitat for Humanity.
6. Identify and organize appropriate housing goals and strategies in a housing plan or incorporate this information into an update of the Ashton Comprehensive Plan.
7. Seek out investors and developers (private and public) interested in building housing that's consistent with the plan.

Other potential community infrastructure and services topics

The visiting team encourages to the community to keep in mind other topics that came up in Phase I of the Ashton Community Review that fall under this focus area. These topics include:

- Improved or new publicly and privately-owned amenities that increase entertainment, recreation, and cultural opportunities (e.g. improvements at city park).
- Improved cell phone and internet service, natural gas, and recycling
- Transportation improvements, including safety improvements in Highway 20 corridor, bike and pedestrian amenities, considering changes to school zone speed limits, improved enforcement, and helicopter landing pad.
- Improved and affordable city services



- Back-up electrical service for emergency situations
- Improved first responder response time and services
- Appropriate long-range community planning that anticipates some growth while retaining Ashton's small-town character.
- Improved or new community meeting spaces (e.g. conference room).

Opportunities for Youth Focus Area

Visiting Team Members

- Marci Miller, University of Idaho Extension, 208.301.4538, marcimiller@uidaho.edu
- Jon Barrett, Idaho Rural Partnership, Executive Director, 208-332-1731, Jon.Barrett@irp.idaho.gov
- Dan Cravens, Bengal Solutions, Idaho State University, 208-282-4694, cravdan@isu.edu

Opportunities for Youth Project #1: Open a daycare with possible co-location with after-school and pre-K programs

Opening a daycare in Ashton would provide a critical service for working parents who are residents or prospective residents. Having the option for a full-time daycare in conjunction with an after-school program and pre-Kindergarten would increase the security and quality of life for families with young children. Many parents and caregivers who also have a job need access to quality and affordable care options for children to increase their employment and income potential.

Proposed Implementation Steps

1. There are several individuals who live in Ashton and have previously or currently operate in daycare in St. Anthony. These individuals identified in the action plan could be approached to open a second location in Ashton.
2. The group will need to meet with state and local entities to learn more about rules and regulations for running a daycare. The information needs to include whether permits or licenses would be needed from the city, county or state. A meeting with the East Idaho Public Health office as well as the Department of Health and Welfare would need to be coordinated. Many municipalities have regulations for adult to child ratios, inspections for the space (home or commercial), and background checks for individuals hired as care providers.
3. An information gathering phase will needed to determine the need for parents and caregivers in Ashton. What hours would be needed for those who commute out of town for work? Does the daycare need to be open on state and federal holidays? What is the rate per child and for multiple children from the same family?
4. Evaluate options for operating structure. Will the entity be for profit or non-profit (such as with a church or other local non-profit)? Will the daycare be a part of the Idaho Child

Care Program (ICCP) through Department of Health and Welfare? Will there be a sliding scale or fixed rate schedule? Discounts for multiple children in one family?

Opportunities for Youth Project #2: Support healthy choices

This topic is particularly challenging but important for the youth of Ashton to have peer leaders who promote lifestyle choices that do not include drugs and alcohol. Alcohol and drug use among teens are overall going down in use. Approximately 35% of high school seniors across the U.S. have used marijuana in the past year. (“Monitoring the Future Survey: High School and Youth Trends”, National Institutes of Health, National Institute on Drug Abuse, www.drugabuse.gov, 12/2019). Opioid use is the most concerning but do show decline in use nationwide. Youth are most receptive to peer education, so it is of the utmost importance that this group is led by youth from the middle and high school (Idaho Drug Free Youth, www.idfy.org).

Proposed Implementation Steps

1. Form a group of middle school and high school students who may already be in leadership positions of the student body mixed with students who are not already in positions of leadership to provide a balance of voices.
2. The group will develop a short anonymous survey of attitudes and usage of drugs and alcohol by students and parents. This survey, combined with other existing data, will help determine the most important areas to focus on.
3. The group will engage the community with the help of Idaho Drug Free Youth (IDFY), healthcare professionals in Ashton, educators, and first responders to share the results of the survey and create an open dialogue to shine a light on some on the problem as well as lead the charge towards solutions.
4. Develop ways for students and parents to find support for drug and alcohol prevention and use.



Opportunities for Youth Project #3: Increase education opportunities for youth and young adults

The home team members working on this focus area identified a need to create opportunities for high school students and young adults to be exposed to career options and related educational paths. This project emphasizes professional or technical careers which may or may

not involve pursuing a four-year degree. It also includes encouraging young people to take pride in whatever work they do.

Proposed implementations steps

1. Complete SWOT analysis to identify existing strengths, weaknesses, opportunities, and threats related to the desire education opportunities.
2. Develop strategic plan with goals and strategies.
3. Create or expand existing career/job fair at high school.
4. Inventory potential available resources (such as funding) to implement plan.
5. Create activities and messages that reduce the stigma around “work”.
6. Organize field trips to local employers.
7. Publicly profile people in the community who take pride in their work.

A Final Thought About the Projects Identified and Developed During Phase II

The downtown revitalization project under the Economic Development focus area and the Encourage residents of Ashton to support local businesses by “buying local” and Define and develop Ashton’s brand all suggest forming a committee as an important first step. To increase efficiency, reduce duplication, and recognize these projects are interrelated, the visiting team encourages the community to consider forming a single committee to work on all three projects.

RESOURCES

“Resources” refer to potential sources of funding, technical assistance, and model projects in other communities that can help Ashton implement the action plans found in this report.

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 Ashton 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>

In addition, the visiting team has identified the following resources under each focus area because we think they are particularly applicable to Ashton.

Economic Development Resources

USDA Rural Development offers grant and other financing programs for community facilities, housing, and business development. Of note, the Rural Business Development program (RDBG) is one notable example. Contact Ashton visiting team member Shawn Cafferty, 208-690-3539, shawn.cafferty@id.usda.gov.

U.S. Economic Development Administration, Carleen Herring, Economic Development Representative – Idaho/Nevada, cherring@eda.gov, 206-798-7814.

Idaho Department of Commerce’s Community Development Block Grants can fund a variety of community revitalization projects. Go to <http://commerce.idaho.gov/communities/community-grants/community-development-block-grant-cdbg>.

The Idaho Department of Commerce provides tourism and recreation-related technical assistance. Go to <https://commerce.idaho.gov/tourism-resources/tourism-contacts/>.

Administered by the Department of Commerce, the Idaho Travel Council grant program provides funding for development and marketing of tourism and recreation-related amenities and services. Go to <https://commerce.idaho.gov/tourism-resources/itc-grant-program/>.

The Idaho Department of Commerce's Idaho Gem Grant program provides funding for public infrastructure projects that support economic development. Examples of eligible activities include: construction materials, new and rehabilitative construction, architectural and engineering services, and property acquisition. Grant amounts are up to \$50,000. Go to <http://commerce.idaho.gov/communities/community-assistance/idaho-gem-grants/>. Jerry Miller, jerry.miller@commerce.idaho.gov, 208-287-0780.

The 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. Contact Jerry Miller at 208-287-0780 or go to <http://commerce.idaho.gov/communities/main-street>.

Yellowstone Teton Territory is the regional tourism organization serving Ashton and Fremont County. Contact Kathy Pope, 108356-9796, ext. 6120.

Kansas Sampler Foundation provides an easy to implement approach to asset mapping for heritage tourism. Go to <http://www.kansassampler.org/rce/>.

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>.

USDA-RD's Community Facility Grants and Loans assists in creation of essential public facilities. Go to <https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program/id>.

U.S Department of Housing and Urban Development's (HUD) HOME Investment Partnership (<https://www.hudexchange.info/programs/home/> and multi-family housing program, (https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/mfh). Contact Brian Dale at 208-334-1338, brian.dale@hud.gov.

Idaho Transportation Department's (ITD) Transportation Alternative Program (TAP) and Americans with Disabilities Act (ADA) grants are available at <http://itd.idaho.gov/alt-programs/>. ITD also helps with rail planning.

Local Highway Technical Assistance Council (LHTAC) provides supports rural Idaho communities seeking funding for transportation projects, including sidewalks and trails. Go to <http://lhtac.org/programs/transportation-alternatives-program/>.

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 Walk Bike Alliance. Go to <http://idahowalkbike.org/>. Contact Cynthia Gibson at 208-345-1105, Cynthia@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.

Friends of Pathways is a 20-year old nonprofit organization working to build an extensive network of multipurpose trails in Jackson Hole, Wyoming, <http://www.friendsofpathways.org/>, 307-733-4534, info@friendsofpathways.org.



The Weiser River Trail is a “rails to trails” project in rural Southwest Idaho. Go to <http://weiserrivertrail.org/>.

Idaho Dept of Parks and Recreation, Kathy Muir, State and Federal Grant Manager, 208-514-2431, kathy.muir@idpr.idaho.gov.

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/>.

National Association of Realtors offers Placemaking Grants up to \$5000 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-micro-grant.html>.

Michigan and Pennsylvania both have published manuals for capturing trail-based tourism. Go to <http://atfiles.org/files/pdf/Trail-Towns-Guide.pdf> and http://michigantrails.org/wp-content/uploads/2016/11/trail_town_manual_1.pdf.

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

Idaho Commission on the Arts has numerous grants for projects, education, and training. Artistic gateway signage might fit well here. Go to <https://arts.idaho.gov/grants/>.

In Our Back Yard (IOBY) helps communities craft crowd sourcing campaigns for small projects and can serve as a group's 501(C)3. Go to <http://www.ioby.org/>.

Operation Facelift is a project of the Southern Idaho Economic Development Organization that has inspired many Idaho communities to spruce up their downtowns. Go to this article: http://www.expansionsolutionsmagazine.com/091011_siedo.

Main Street America has outstanding resources and services. Go to <http://www.mainstreet.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/>.

Community Infrastructure and Services Resources

The American Independent Business Alliance publishes a buy local campaign best practices guide. Go to <https://www.amiba.net/buy-local-campaigns/>.

Lessons learned from the shop (or buy local) movement. Go to <https://www.entrepreneur.com/article/334427>.

Local people investing in local businesses is a trend taking hold in many communities. Here's an article on the new Community Supported Brewery in Boise being funded in this way: <http://www.boiseweekly.com/boise/doors-open-at-boise-brewing/Content?oid=3129538>.

Locavesting is a resource book by financial journalist Amy Cortese. Go to http://www.locavesting.com/Locavesting_homepage.html.

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>.

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>.

The Idaho Housing and Finance Association 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.

A variety of resources related to tiny homes are found here: <https://www.tinyhomebuilders.com/tiny-house-knowledge-base>.

Maintained by the Association of Washington Cities, the Municipal Research and Services Center is excellent source of information and example ordinances on a variety of planning issues, including housing. Go to <http://mrsc.org/Home/Explore-Topics/Planning/General-Planning-and-Growth-Management/Accessory-Dwelling-Units-in-Plain-English.aspx> for a large volume of information about permitting accessory dwelling units.

Go to <https://accessorydwellings.org/what-adus-are-and-why-people-build-them/> for a one-stop source about accessory dwelling units.

"Mountain Towns Learn to Love – and Regulate Short Term Rentals". Denver Post, February 20, 2016. Go to <http://www.denverpost.com/2015/02/20/mountain-towns-learn-to-love-and-regulate-short-term-rentals/>.

Opportunities for Youth Resources

Idaho Department of Health & Welfare -- Daycare Licensing. Contact Idaho STARS, 1.800-926-2588, VendorSpecialist@idahoaeys.org. Go to <https://healthandwelfare.idaho.gov/Children/ChildCareAssistance/DaycareLicensing.aspx>.

Eastern Idaho Public Health District. Contact Kellye Eager, 208-523-5382, keager@eiph.idaho.gov. Go to <https://eiph.idaho.gov/EH/Childcare/childcaremain.html>.

Bengal Solutions at Idaho State University. Contact Dan Cravens, 208.282.4694, cravdan@isu.edu. Go to <https://www.isu.edu/cob/business-resources/bengal-solutions/>.

Drug Free Idaho. Contact 208-570-6406. Go to <https://drugfreeidaho.org/>.

Idaho Drug Free Youth. Contact 208-664-4339, hello@idfy.org. Go to www.idfy.org.

Challenge Day provides youth and their communities with experiential programs that demonstrate the possibility of love and connection through the celebration of diversity, truth and full expression. Contact 925-957-0234. Go to <https://www.challengeday.org/>.

Idaho Workforce Development Council. Contact 208-488-7561. Go to <https://wdc.idaho.gov/>.

Apprenticeships program at Idaho Department of Labor. Contact 208-332-3570. Go to <https://www.labor.idaho.gov/dnn/Job-Seekers/On-the-Job-Training/Apprenticeships>.

Idaho Global Entrepreneurial Mission program (IGEM) at Idaho Department of Commerce. Contact Carmen Achabal, program manager, 208-780-5146, carmen.achabal@commerce.idaho.gov. Go to <https://commerce.idaho.gov/idaho-business/idaho-global-entrepreneurial-mission-igem/>. Go here for an excellent interactive resource map containing information about workforce training and business development resources available around the state: <http://igem.idaho.gov/resource-map/>.

The Idaho National Laboratory offers multiple programs that support economic development and job training/education for youth and young adults. Contact Will Jenson, Economist, 208-569-7222, William.Jenson@inl.gov. Go to <https://inl.gov/inl-initiatives/education/k-12-stem/> and <https://inl.gov/inl-initiatives/education/internships/>.

Idaho State University Small Business Development Center, College of Business. Contact 208-523-1087. Go to <https://idahosbdc.org/locations/eastern/>.

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/>.

Karma for Cara Foundation has a microgrant program that encourages youth 18 and under to apply for funds between \$250 and \$1,000 to complete service projects in their communities. Whether it is turning a vacant lot into a community garden, rebuilding a school playground or helping senior citizens get their homes ready for winter, we want to hear what project you're passionate about. Go to <http://karmaforcara.org/get-involved/apply-for-a-microgrant/>.

The Minneapolis-based nonprofit Search Institute is widely known for its 40 Developmental Assets that are the building blocks of healthy development that help young people grow up healthy, caring, and responsible. Go to <https://www.search-institute.org/our-research/development-assets/developmental-assets-framework/> or call 612-376-8955.

Community Involvement Resources

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/>.

National Coalition for Dialogue & Deliberation (NCDD) promotes dialogue, deliberation, and other innovative group processes to help people bridge differences to tackle challenging problems. An impressive variety of resources are available at <http://ncdd.org/rc/>.

Municipal Research and Services Center provides Citizen Participation and Engagement support documents. Go to <http://mrsc.org/Home/Explore-Topics/Governance.aspx>.

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.

Northwest Community Development Institute trains community development professionals and volunteers in Boise annually in leadership and community development. Go to <http://commerce.idaho.gov/communities/northwest-community-development-institute/> or contact Jerry Miller at 208-287-0780 or email jerry.miller@commerce.idaho.gov.

Successful Strategies for Engaging the Latino and Hispanic Population by Michigan State's Extension at http://msue.anr.msu.edu/news/successful_strategies_for_engaging_the_latino_and_hispanic_population

Reaching and Engaging Latino Communities, by the California League of Cities. Go to <http://www.westerncity.com/Western-City/September-2008/Reaching-and-Engaging-Latino-Communities/>.

Center for Community and Justice supports Hispanics in Idaho and could be a good resource for the Hispanic advisory committee. Go to <http://www.comunidadjusticiaidaho.org/>.

Here is one article with information about a variety of free and low-cost volunteer registration websites: <https://www.wildapricot.com/blogs/newsblog/2019/07/30/volunteer-management-software>.

PHASE III AND MINI-GRANTS

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. In Ashton’s case, these focus areas are: (1) economic development, (2) community infrastructure and services, and (3) opportunities for youth. The work groups often include, but are not limited to people who served on the home team during Phase II.
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 updates and challenges.



Residents of Ashton and surrounding area who attended the final town hall-format meeting on Wednesday, April 24 were invited to sign-up to express their interest in being part of one or more of the focus areas work groups described above. Appendix H is a list of people who signed up to participate in Phase III.

Community Coaching

Phase III offers support 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. It is not uncommon for the community coach or coaches to have been a member of the visiting team for Phase II. The following are examples of the types of support typically provided by the community coach or coaches.

- 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

Mini-Grant Opportunity

Ashton is eligible for a \$1,000 grant to support a project discussed during the community review (in the written report) because residents and leaders participated in a ripple effects mapping exercise as part of Phase I in October 2018. This exercise featured the identification of community accomplishments and challenges since the 2005 Ashton Community Review.

Ashton is also eligible for an additional mini-grant of up to \$1,500 as a result of completing Phase II. The two mini-grants can be combined to support a single project or applied to separate projects. The mini-grant application is found in Appendix I. Please contact the Idaho Rural Partnership for a copy of the application or for questions about completing it.

Mini-grants will be awarded to proposals the IRP Program Committee deems consistent with the objectives outlined in the mini-grant application.

APPENDICES

- Appendix A: Master schedule for Phase II of Ashton Community Review
- Appendix B: Documentation of in-kind value
- Appendix C: Resolution passed by Ashton City Council supporting Phase II
- Appendix D: Worksheet A
- Appendix E: Action plans for economic development projects
- Appendix F: Actions plans for community infrastructure and services projects
- Appendix G: Action plans for opportunities for youth projects
- Appendix H: Phase III Sign-up Sheets by Focus Area
- Appendix I: Mini-grant Application

Appendix A: April 23-25 Master Schedule

Ashton Community Review – Phase II

Master Schedule

April 23-25, 2019

Tuesday, April 23

10:30 – 11:30 am Tour of Ashton

- Meet at: Henry's Fork Foundation – Ashton Checking w/ALC for bus
- Address: 801 Main Street in Ashton

12:00 – 1:00 pm Working lunch

- Location: Henry's Fork Foundation – Subway Sandwiches
- Working lunch: introductions, summary of Phase I, review of focus areas, purpose of Phase II

1:00 – 1:30 pm Visiting team prep

1:30 – 3:30 pm Concurrent Focus Area Sessions

- Location: Henry's Fork Foundation
- Give home team members opportunity to complete Worksheet A if they have not done so previously
- Each focus area to use all completed Worksheet A documents and additional brainstorming to generate list of possible projects
- Prioritize the possible projects to identify 3 top projects for further discussion
- Each focus area to complete Worksheet B

3:34 – 4:30 Rapid fire report out

- 7 minutes per focus area

4:30 – 5:15 pm Break

5:15 – 6:15 pm Dinner

- Location: Henry's Fork Foundation – FroStop to cater soup & rolls
- Home and visiting team members (approx. 30+ people)

6:30 – 8:00 pm Town Hall Meeting

- Location: Ashton Community Center (gym on 2nd floor)
- Address: 925 Main Street

- Format and Purpose: Open house/round robin format to give community residents opportunity to give input on high priority projects identified for each focus area.

Wednesday, April 24

7:45 – 8:30 am Visiting team breakfast

- Location: Henry's Fork Foundation – Sunrise Restaurant to cater

8:30 – 9:00 am Visiting team prep

9:00 – 11:45 am Concurrent focus sessions to develop action plans for highest priority projects

Noon – 1:00 pm Lunch

- Location: Henry's Fork Foundation – El Rincon catered taco bar

1:00 – 1:30 pm Develop actions plans (continued)

1:30 – 2:30 pm Next steps

- Determine if additional tours or other information is needed for any focus areas
- Clarify structure and logistics going forward
- Discuss Phase III

2:30 – 4:30 pm Break

4:30 – 6:00 pm Dinner with working roundtable discussion and brainstorming: increasing community involvement in Ashton

- Location: Henry's Fork Foundation – 511 catered pizza
- Participants: Home team members, other leaders of community organizations, visiting team focus area leaders.

6:30 – 8:00 pm Community meeting featuring focus area presentations

- All community residents invited
- Location: North Fremont High School Lecture Hall,
- Address: 3581 E 1300 N

Thursday, April 25

9:00 – 10:00 am Home and visiting team leader debrief meeting

- Over breakfast
- Location: Henry's Fork Foundation – HFF Provide - Pastries & Fruit

Appendix B: Documentation of In-kind Value

The total in-kind value of time, travel, and lodging expenses contributed by visiting team members or their employers is \$22,817.14.

The value of time includes time spent on pre-visit planning, April 23-25, 2019 visit in Ashton, and report preparation.

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

Appendix C: Resolution passed by City of Ashton City Council

RESOLUTION NO. 19-01

A RESOLUTION TO SUPPORT AND PARTICIPATE IN PHASE II OF THE ASHTON COMMUNITY REVIEW

WHEREAS, the City of Ashton, Idaho applied for a Community Review to the Idaho Rural Partnership in March of 2018.

WHEREAS, the Idaho Rural Partnership's Community Review process includes three phases.

WHEREAS, Phase I of the Ashton Community Review featuring a survey of Ashton households and a series of community listening session was conducted in October 2018 and the associated written report was completed in January 2019.

WHEREAS, Phase I of the Ashton Community Review resulted in the identification of community and economic development goals widely supported by residents.

WHEREAS, The City of Ashton understands that Phase II of the Community Review process includes engaging community residents and leaders to develop action plans for the goals identified in Phase I.

WHEREAS, approximately 80% of the costs associated with conducting Phases I and II of the Community Review process are covered by funding provided by USDA Rural Development, Idaho National Laboratory, and other statewide funding partners.

WHEREAS, approximately 20% of the costs associated with conducting Phases I and II of the Community Review process are covered by local contributions. The local funding goal for Phase II of the Ashton Community Review is \$2,500.

Therefore, the City of Ashton hereby resolves:

Section 1. The City of Ashton supports the completion of Phase II of the Ashton Community Review and associated written report.

Section 2: It is anticipated that the Phase II visit by a team of community development professionals will take place in Ashton from March 12-14, 2019 and that the associated written report will be completed in mid-May, 2019.

Section 3. To support Phase II of the Ashton Community Review, the City of Ashton will allow participation by City employees and officials and support efforts to publicize, coordinate, and recruit individual residents and business owners to participate in Phase II of the Ashton Community Review.

Section 4: The City of Ashton will support local fundraising efforts to achieve the goal of raising \$2,500 to help cover the costs associated with Phase II of the Ashton Community Review.

APPROVED by the City Council of the City of Ashton this ___th day of February, 2019.

THEO R. STRONKS, MAYOR

ATTEST:

CATHY STEGELMEIER, CLERK

Appendix D: Worksheet A (blank)

**Ashton Community Review, Phase II
Worksheet A**

Project Identification

Work on this Individually

Name (optional) _____

Your Thoughts

Based on what you have learned from this process thus far – or perhaps something that has been on your mind as a possibility – please identify up to three projects that you PERSONALLY consider to be a priority for Ashton and/or North Fremont County. **NOTE:** *You are not limited to the ideas included in the focus area summary sheet – all ideas are welcome!*

Possible Project #1: _____

Ponder:

- * Why is this important to the community and/or North Fremont County?
- * How will the project impact the community and/or North Fremont County?
- * What do you see as obstacles and how do you suggest overcoming these obstacles?
- * How willing are you to help make this possibility a reality?

Possible Project #2: _____

Ponder:

- * Why is this important to the community and/or North Fremont County?
- * How will the project impact the community and/or North Fremont County?
- * What do you see as obstacles and how do you suggest overcoming these obstacles?
- * How willing are you to help make this possibility a reality?

Possible Project #3: _____

Ponder:

- * Why is this important to the community and/or North Fremont County?
- * How will the project impact the community and/or North Fremont County?
- * What do you see as obstacles and how do you suggest overcoming these obstacles?
- * How willing are you to help make this possibility a reality?

Appendix E: Action Plans for Economic Development Projects

Focus Area: Economic Development **Project:** Growing existing assets

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
<u>Rails to Trails-</u> Market and continue to improve- Chamber page Collaborative relationships with partners	Jake Amon –Chamber of Commerce website Julie Maurer- Chamber of Commerce Dave Jacobson- YTT	YTT-Yellowstone Teton Territory marketing Harriman State Park	Website completion YTT- brochure	60 days Continued marketing
<u>Rails to Trails-</u> Signage- in town and hwy	Sarah Bowersox- signage Cathy- Rotary	ITD Parks & Rec State hwy	Research timelines and grant opportunities Change entry billboard	60 days
<u>Rails to Trails-</u> Improve Trailhead improvements/parking Railroad	Garth- development of ½ mile extension from downtown- trailhead- warm river	State hwy dept.		60 days
<u>Henry’s Fork Foundation-</u> Collaborate w/chamber	Julie Maurer		Included in Chamber of Commerce calendar	

to promote events Include HFF under fishing assets on Chamber of Commerce page				
Fishing industry- tap into fishing tourism Hotel Cabins Air B&B Bed & Breakfast (Otz) Promote shuttle service *MARKETING*	TBD			
Promote current events through social media & traditional marketing- Mesa Falls Marathon 4 th of July Dog Derby	Jake Amon	Idaho Travel Council		

Focus Area: Economic Development

Project: Making downtown/Main Street more attractive

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
Engage the Chamber	Cathy Miller—ACF Sara Bowersox	Time/Spark plugs Churches Rotary High School Students BYU Idaho	Participation/show up Commitment Chamber members show an understanding of economic development principles. Change in behavior	90 days Ongoing
Reconvene Main Street Matters G.E.M.S. Good Earth Matters	Cathy Miller—ACF Garth Blanchard Sara Bowersox Michelle O’Malley	Time/Spark plugs Commitment Churches Rotary High School Students BYU Idaho	Participation/show up Commitment Chamber members show an understanding of economic development principles. Change in behavior	90 days Ongoing
Inventory local property ownership; review tax assessment goals and strategies	Garth Blanchard Sara Bowersox Jerry Funk Assessor’s office Mayor Stronks	Time Commitment County Assessors Web site Personal contacts Local government task force?	Current land-use and ownership maps available for review and to help inform tax discussion and land-banking strategies.	60 days

Appendix F: Action Plans for Community Infrastructure and Services Project

Focus Area: Community Services and Infrastructure **Project:** Encourage “Buy Local”

Goal: Encourage community members and tourists to buy local

Champion(s): Hannah McCausey

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
Establish a committee (Note: Is this the same as the brand?)	Hannah	Esther Ryland Same as brand.	Commitment of members	May 24, 2019
Talk to business to get ideas and input. What can they contribute?	Committee	On-line resources (concept of rewards program)	Commitment of businesses	July 19, 2019
Define rewards program	Committee	On-line resources, prize donations, executive expenses	Defined program	August 16, 2019
Interlock with brand project (step #5 to end)				

Focus Area: Community Infrastructure and Services Project: Define the Ashton Brand

Goal: Establish a brand for Ashton for broadcast before tourist season 2020

Champion(s): Tim Maurer

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
Establish a committee	Tim	Specific city council rep., church, chamber, comm. foundation, business owner, police, youth, school, farmers market	Commitment of members	May 24, 2019
Meet w/ the committee to define the scope of work, including buy local	Tim	Committee location	Mtg. held Defined scope	June 7, 2019
Submit scope to RBDC and Bengal Solutions	Committee	HFF resources on format, Contacts 2 orgs., Individual responsible as point of contact.	Delivery receipt from orgs. Target date for submission; ensure follow-up	July 12, 2019
Assess proposals and select group; determine budget and funding; determine project milestones	Committee	Location for meeting	Accepted proposal Defined budget Defined milestones	July 19, 2019

Interact w/ provider as project moves forward	Committee	Point of contact, defined method of communication	Status reports and/or meetings	December 31, 2019
Review deliverable; accept or adjust proposal	Committee	1. Location 2. Provider	Brand defined	December 31, 2019
Define implementation plan	Committee	ITD – signage Graphics designer Marketing people	Defined implementation plan	March, 2020

Focus Area: Community Infrastructure and Services

Project: Housing

Goal: Develop a housing plan for Ashton community to increase availability of a variety of housing types and price points that meets the needs of everyone in the community.

Champion(s): Sara Bowersox

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
Establish a committee	Sara B. (Ashton P & Z)	City council, comm. foundation, chamber, realtors, local contractors, pub. & private employers, govt. agencies, Habitat,	Commitments of members	May 24, 2019
Research current housing availability and demand	Committee	WCB sites, govt. info., Phase I report, outside resources to conduct survey and identify potential funding. Preston study as info.	Collection of data	July 26, 2019
Identify and prioritize types and price points of housing most needed.	Committee		Prioritizes list of needs	September 20, 2019

Identify programs and resources available.	Committee	Agencies and programs, public and private, ECIPDA, EICAP, Habitat	List of resources and criteria for each	September 20, 2019
Develop a plan (after action report)	Committee	Canned feasibility study format, knowledge of funding. Identify consultant?	Canned presentation package.	March 1, 2020
Seek out investors and developers (private & public) to implement plan	Committee	Realtors, brokers, contractors, developers.	Seeing tangible results in zoning changes, building standards, etc.	Summer, 2020

Appendix G: Action Plans for Opportunities for Youth projects

Focus Area: Opportunities for Youth **Project:** Professional Technical Education

Goal: Increase Professional Technical Education opportunities within the community for high school students & adults

Champion(s): Education professionals, school board members, local business representatives, Chamber of Commerce

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
Complete SWOT analysis	Facilitator for SWOT, school board member, business leaders, education professional	Facilitator for SWOT, school board member, business leaders, education professional	Completed SWOT analysis	Summer/fall
Develop strategic plan w/ goals and strategies	Committee as identified	Committee as identified	Strategic plan with define goals and strategies	Followed after SWOT
Create or expand career/job fair at high school	Dept. of Labor School/school district INL College of East. Idaho	Dept. of Labor School/school district INL College of East. Idaho	Scheduled job fair	Fall 2019/late Oct.
Inventory potential available resources (e.g. funding) to implement plan	Committee as identified	To be identified by champions. Resources include, e.g. ID. Depts. of Education and Labor	TBD in plan	Ongoing, summer-winter

Define work and reduce stigma around 'work'	School – credits for work Dept. of Labor Workforce Development Council	School – credits for work Dept. of Labor Workforce Development Council	Interest in PTE and work experience	Winter - spring
Field trips to employers				

Focus Area: Opportunities for Youth **Project:** Healthy Choices for Youth

Goal: Educate youth to make healthy choices

Champion(s): Committee of students, church leaders

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
Form committee of youth				
Conduct anonymous survey of students and parents,		Collect available secondary data	Define the problem	
Engage youth to educate community about degree of problem and consequences	IDFY, health care professionals, first responders			
Develop ways for students + parents to find support/help				

Evaluate Urban Renewal options and implications of HB 217.	Mayor Stronks, Sara Bowersox and other Urban Renewal Board—Check AIC session on the topic	Attend AIC session in June 19-21 Idahocities.org	Clear understanding among local leadership and residents on what is allowed under state law.	30 day (Contact AIC)
Evaluate grant options for downtown. Subscribe to 'Show Me The Money' from jerry.miller@commerce.idaho.gov	Rick Miller, The Development Company Garth Blanchard Jerry Funk	Vasic fund has \$250K balance Idaho Community Foundation Gem Grants—Commerce. RBEG	Database / matrix of grant sources, eligible activities and application schedule, guidelines.	90 days
Use available storefront or other space to create best public restroom in Idaho.	Mayor Stronks Jerry Funk	Vasic fund has \$250K balance Idaho Community Foundation Gem Grants – Commerce RBEG Local fundraising to create perpetual operating fund	Permits and plans secured, groundbreaking scheduled.	12 months

Focus Area: Opportunities for Youth

Project: Daycare

Goal: Open a daycare with possible co-location for after school and pre-K

Champion(s): Rachel Hatton, Jan Stronks, Cathy Miller, Emma Atchley, Desi Larsen

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
Meet with key individuals already involved w/ daycare (e.g. James, Tammy, Ruth)	Rachel and Jan		Written summary of conversations	June 2019
Learn rules and regulations, permits, and licenses, etc.	Committee	East ID Public Health, Dept. of Health and Welfare, City, Planning & Zoning	Copy of all pertinent info. & websites gathered from.	June 2019
Collect information from parents to determine target market	Cathy, Emma, Desi	Churches: send info. home with kids from school, employers (e.g. living center, schools, elec. coop, County)	Report of data gathered Survey and interviews	June 2019

Evaluate options re: operating structure (e.g. public, private, nonprofit)	Cathy	Bengal Solutions (Dan C.), Small Biz. Development Center	Pros and cons of each structure type	Fall 2019
Identify location	Committee	Identify property/building, church location	List of potential location, rent price, top 3 choices	Fall 2019

Appendix H Phase III Sign Up Sheets by Focus Area

The following people signed up to express their interest in continuing to work on the projects for each focus area described in this report. Please contact Idaho Rural Partnership for phone numbers for these individuals.

Economic Development Focus Area

Julie Maurer
Suzanne Brody
Andrea Simpson
Ray Renouf
Chayla Teske
D. Funk
T. Howell

Community Infrastructure & Services Focus Area

Julie Maurer
Tim Maurer
Gary Jaynes

Opportunities for Youth Focus Area

Sally D Aldgrton
Natalie Pauly
Sterling Nielsen
Alexis Hemming (bike rentals/seasonal gear)
Ray Renouf
Chayla Teske

Appendix I: Mini-Grant Application



Western States Community Review Mini-Grant Application

If your Idaho, Montana, or Wyoming community has completed a community review, you may be eligible for a project mini-grant to support your efforts to implement recommendations from review reports.

CRITERIA

- 1) Your community participated in a community review in Idaho, Montana or Wyoming after January 1st, 2018.

AND

- 2) You have a project that will benefit your whole community, and that you would like to complete within the coming year.
- 3) This project is related to the outcomes of your community review.
- 4) A mini-grant of up to \$1,500 would help you accomplish this project.
 - a. Approved stand-alone projects will be awarded up to a \$1,000 mini-grant.
 - b. Approved collaborative projects, which clearly demonstrate partnerships and/or additional funding, will be awarded up to a \$1,500 mini-grant (see examples on page 3).
- 5) Projects can be completed within a year.

Grant applications are accepted on an open cycle and will be reviewed by members of the Western Community Assessment Network Mini-Grant Committee. Funding decisions are generally made within 30 days of application, but please indicate if your project is time sensitive.

Complete applications can be submitted electronically to Elizabeth Sloan, program outreach coordinator, at esloan@uidaho.edu.

This project is supported by a grant received by the University of Idaho through USDA's Agriculture and Food Research Initiative (AFRI) of the National Institute of Food and Agriculture, Grant #2016-10945. It is part of the AFRI Foundational program.



APPLICATION

1) Contact information

- a) Organization name
- b) Contact name
- c) Address
- d) E-mail address
- e) Phone number

2) Your community's Review history

- a) When was your community's Community Review completed?
- b) Briefly describe how your community has acted on recommendations included in the Review.

3) About your proposed project (2-page limit)

- a) Briefly describe your organization and its current activities.
- b) Describe, in detail, the community project you would like funded by the mini-grant.
- c) How does this project relate to the results of your community review?
- d) How do you anticipate this project will benefit your community?
- e) To qualify for the \$1,500 funding level, describe how the project involves two or more organizations and engages youth or other residents in planning and implementation.

4) Project budget and timeline*

- a) How long will the project take to complete?
- b) Please provide an itemized budget for the mini-grant (a Microsoft Word or Excel document will work best). If the mini-grant is supporting part of a larger effort, please describe that effort and other sources of support.
- c) Who will be the fiscal agent for the project funds (it is recommended that the fiscal agent be a nonprofit organization, educational institution, or governmental body)?

5) Additional comments. (1-page limit)

Please tell us anything else you would like us to know about the project, your community, or your organization.

*NOTE: If all other needed funds and in-kind support have not been secured, mini-grant funding may be pledged but not released until all other commitments for funds or support have been confirmed.

WHAT WE WANT TO FUND

- a) Projects that benefit youth, seniors/elders, people with disabilities or the community as a whole. A bench, a bike rack, a mural or landscaping in a public place – all are a good fit for these funds.
- b) We encourage involvement from a range of residents and organizations representing different ages, incomes and perspectives – collaborative projects are eligible for up to \$500 more than non-collaborative projects. Examples: working with youth, the library and community volunteers build little free libraries; a community clean-up event and celebration; or start a community garden, farmers market, or cardboard construction competition (imagination.org/our-projects/cardboard-challenge/). The key is broad community involvement.

WHAT WE DO NOT FUND

- a) Individuals.
- b) Debt retirement, operating deficits or after-the-fact support.
- c) Capital campaigns
- d) Direct or grassroots lobbying.
- e) Expenses, including travel expenses to attend conferences, workshops, events or symposia.
- f) Routine operating/administrative expenses for organizations.
- g) Public, Private or parochial education institutions (including their foundations) except in special circumstances when support is essential to programs/projects that meet community needs and are not considered standard educational services.
- h) Programs addressing specific diseases or health conditions or other special-interest organizations, except when such support significantly benefits the disadvantaged.
- i) One-time fundraising events or fundraising campaigns.
- j) Organizations or projects that unlawfully discriminate against anybody for any reason.
- k) Hospitals (including their foundations) and governmental agencies except in special circumstances when support is essential to programs/projects that meet community needs. Programs with religious content. In considering applications for funding from faith-based organizations we will apply the following criteria:
 - *The program or service to be funded must be open to all members of the community (not just members of the particular faith community applying for funding)*
 - *In the course of providing programs or services, faith-based organizations cannot proselytize, nor require clients to participate in or adopt any specific religious practice or belief.*