

# March 2005 Community Review



## a World of Potential

GATEWAY TO BIRDS OF PREY  
HUB OF THE TREASURE  
VALLEY WESTERN HERITAGE  
BYWAY SMALL-TOWN  
ATMOSPHERE GOOD  
SCHOOLS SAFE COMMUNITY  
GREAT PLACE FOR FAMILIES  
QUIET FRIENDLY PEOPLE  
AFFORDABLE HOUSING

URBAN ACCESS WITH A  
RURAL FEEL REASONABLE  
COMMUTE TO EVERYTHING  
POSITIVE GROWTH  
POTENTIAL CARING PEOPLE  
AGRICULTURAL HERITAGE  
LANDSCAPE AND  
RECREATIONAL AMENITIES  
HOME OF KUNITY!





## Preface

---

This document provides an overview of a Community Review requested by the City of Kuna and conducted March 7-9, 2005. Its purpose is to present observations and perspectives generated from the review process for use by Kuna's residents, government and civic leaders in future community strategic and planning efforts; it should not be viewed as a substitute for a formal market study or analysis.

The intended audience includes all residents of Kuna and its surrounding areas, regional economic and community development professionals and partners, elected officials, business leaders, local government staff, and nonprofit and civic organizations.

The document is divided into three main parts:

Part One, *Introduction and Overview*, contains a description of the Review process and participants, why it was requested, a brief overview of the community, its history and goals, etc. and the approximate value of the in-kind donations made by Visiting Team members.

Part Two, *Team Reports*, presents the heart of the review with a closer look at the requested focus areas. This section reflects the thoughts of the content experts in Civic Life and Community Identity, Community Design and Infrastructure, and Local Economic Development. The respective Team Leaders were responsible for writing and organizing each section.

Part Three, *Summary, Strategies and Next Steps*, offers general conclusions and recommendations for further discussion, along with additional biographical and contact information for the Visiting Team members.

Special thanks to the Visiting Teams and their sponsoring organizations for generous contribution of time, focused attention and expertise, to individual team leaders for compiling the observations, recommendations and resources for their respective focus areas, and to Erik Kingston, Mary Hegge and Hank Ebert for their contributions to pull it all together into one report.

We would also like to express our appreciation to the Idaho Housing and Finance Association for its considerable in-kind contribution to the report's production, and to the Idaho Transportation Department for generously printing copies for distribution.

For more information about this document or the Idaho Community Review process, contact:

**Idaho Rural Partnership**  
**Dale Dixon, Executive Director**  
821 West State Street  
Boise, Idaho 83702  
(208) 334-3131

Intentionally left blank

# Table of Contents

---

<b><i>Part One: Introduction and Overview</i></b>	<b><i>1</i></b>
<b>Community Review</b>	<b>1</b>
Application and results	1
In-kind value	1
<b>Kuna Review</b>	<b>2</b>
<b>Visiting Team Makeup and Contribution</b>	<b>2</b>
<b>Home Team Makeup and Contribution</b>	<b>4</b>
<b>Visiting Team Review Schedule</b>	<b>6</b>
<b>Post-Review Updates</b>	<b>6</b>
<b><i>Part Two: Team Reports</i></b>	<b><i>9</i></b>
<b>Report Outline</b>	<b>9</b>
Civic Life & Community Involvement:	9
Community Design and Infrastructure	9
Local Economic Development	10
<b>Civic Life and Community Involvement</b>	<b>10</b>
Civic Engagement, or ‘Kunity’	10
Youth and Seniors	14
Culture and Tourism	17
Connectivity	21
Civic Engagement Resources	22
Youth and Senior Resources	23
Culture and Tourism Resources	24
<b>Community Design and Infrastructure</b>	<b>25</b>
Description of Focus Area	25
General Community Comments and Concerns	25
Visiting Team Observations:	26
Public Works/Infrastructure	33
<b>Economic Development</b>	<b>35</b>
Locating Future Industrial Development	35
Business Attraction and Business Retention & Expansion	37
Marketing	39
Downtown Revitalization	42
Summary	43
Conclusions	43
Resources	44
<b><i>Part Three: Summary and Strategies</i></b>	<b><i>47</i></b>
<b>Summary</b>	<b>47</b>
Field of Dreams?	47
<b>Strategies</b>	<b>47</b>
Land-use	48
Connectivity	49
<b>Conclusion</b>	<b>50</b>
<b>Parting Thoughts</b>	<b>51</b>
<b>Visiting Team Bios</b>	<b>52</b>



# Part One: Introduction and Overview

---



## Community Review

The Community Review is a partnership between local host communities and visiting teams made up of individuals from the public, private and nonprofit sectors. These professionals come from the private, local, state and federal levels and bring diverse perspectives and expertise to each review. While visiting team members can offer observations and recommendations, it is up to local residents to work together to move their community towards the goals they set for themselves.

### *Application and results*

Each review is initiated by the host community, which applies to the Community Review Team to schedule a visit. If an application is selected, several months of advance planning follow, with site visits from review leaders to help identify and articulate local needs, clarify roles and expectations, and develop a sense of the expertise and visiting team members that best fit the particular areas of focus.

The result of this collaboration is a “sounding board” for the host community; visitors listen, observe and interact with community residents, and we explore the people and places that contribute to the local economic and cultural identity. Ultimately, visiting team members create a detailed written report that should be viewed as a tool to help remind the local community of its identity and values, of its natural and human capital, and most importantly, the dialogue and cooperation required to achieve a stronger, more resilient community and region.

### *In-kind value*

The in-kind value of each review varies and is always substantial. It is the equivalent of hiring a professional consulting firm of 15-25 experienced professionals from land-use planning, economic and community development, infrastructure, transportation, housing and various other backgrounds for two to three days of focused on-site work; 14-hour days are typical. This is in addition to weeks or months of planning and follow-up by selected team leaders. Travel and lodging costs are assumed by visiting team members, as are costs associated with producing and printing a lengthy final report.

At standard billable rates for the average visiting team member, the total in-kind value to the community can easily exceed \$50,000-\$75,000. All this for a net cost to the host community of two days’ worth of down-home cooking for guests, meeting rooms and local tour transportation, much of which is donated by community volunteers, business leaders and civic organizations. If you feel this is a valuable service, let Visiting Team members and sponsoring organizations know. Their significant commitment of resources and time is available to the extent they see a positive impact.

## **Kuna Review**

On March 7-9, 2005, the City of Kuna hosted 25 community development professionals as part of the Idaho Community Review. The visiting team's aim was to listen, observe and engage in dialogue with local leaders and residents about their community, and to expand perspective of its challenges, strengths and potential. We were asked to focus on three core interest areas: Civic Life & Community Involvement, Community Design and Infrastructure, and Local Economic Development. The process and this report should provide useful tools and perspective as Kuna engages in strategic and land-use planning to create desired outcomes.

A common challenge in such reviews is determining what constitutes a "community." Kuna proper is a relatively small area, but many people living outside the city limits consider themselves to be from Kuna, and are thoroughly involved with Kuna's educational, cultural and civic activities. One way to look at community boundaries would be to include those within local school and/or sewer districts. For purposes of this review, we will consider this area of impact.

Review goals are to provide objective recommendations and resources, and to supplement Kuna's efforts in developing and implementing local community development strategies. Kuna city leaders should be commended for their willingness to share all aspects of their community, remaining open to feedback, information and ideas from the visiting team. They clearly understand that in order to improve, they must be willing to examine those areas that need improvement.

It should be noted up front that (aside from public survey results) perspectives contained in this document represent personal observations and perceptions of Visiting Team members based on interactions with Home Team members, Kuna residents and community leaders. Every community is complex and dynamic, with many layers, issues and facets. Visiting Team comments in no way mean to characterize or define Kuna categorically; they simply reflect a point-in-time visit with those participating in review activities and our brief tour of the community. We hope that this document serves to generate thoughtful discussion and reflection, and facilitates progressive action that benefits the entire community.

Our message to rural Idaho is simple: your future is being shaped by every acre committed to development and every nail driven. Residents and leaders need to ask themselves whether each action represents a net gain or net drain to community in the long run.

## **Visiting Team Makeup and Contribution**

Visiting Team members were a diverse mix of professionals from the public, private and nonprofit sectors. They included state and local government representatives, experts in housing, economics, labor, small business development and planning, and private consultants, to name a few. All visitors' time was donated, along with their travel and lodging costs. For its part the City of Kuna contributed meeting rooms, refreshments and meals for visiting team members (and local residents during the public forum).

The conservative total estimated (in-kind) value of this review to the community of Kuna is \$23,000, reflecting approximately \$355 per day per visiting team member along with other preparation and follow-up time. Cost per day is based on average salaries (plus benefits), travel, lodging and per diem costs contributed by visiting team members and associated organizations. Aside from the actual review itself, select Planning Team members also spent weeks coordinating the review, conducting site visits and producing the follow-up report.

This significant investment represents an in-kind match toward a community's planning efforts and should be an incentive for community leaders and residents to make the best possible use of the Review process and product. This is the equivalent of hiring a 23-member consulting firm (for the cost of meals and local tours only). The key Team Members for the Kuna Review included the following individuals (for background information, see the attached Team Roster Biographies.):

### Visiting Team Coordination

*Erik Kingston	Housing Resources Coordinator	Idaho Housing and Finance Assoc.	331-4706	erikk@ihfa.org
*Debbie Bloom	Operations Manager	Idaho Nonprofit Development Ctr.	375-7382	dbloom@cableone.net

### Economic Development

*Rick Weekly	Gem Community Comp Plan	Retired	365-3558	rdweekly@bigskytel.com
*Hank Ebert	Rural Development Specialist	ID Dept of Commerce & Labor	334-2650	hank.ebert@community.idaho.gov
Candi Durusu	Rural and Community Dev. Analyst	Private consultant	(703) 730-1313	ccdurusu@gmail.com
Jana Chalfant	Economic Development Specialist	ID Dept of Commerce & Labor	334-2650 x2125	jana.chalfant@business.idaho.gov
Pat Engel	Planning Director	Sage Community Resources	322-7033 x234	pengel@sageidaho.com

### Community Design & Infrastructure

*Diane Kushlan	Principal	Planning & Mgmt Services	433-9352	dkushlan@fiberpipe.net
*Mike Williams	Code Enforcement	City of Eagle	939-0227	mwilliams@cityofeagle.org
Mark McNeese	Bicycle/Pedestrian Coordinator	ID Transportation Dept.	334-8272	mark.mcneese@itd.idaho.gov
Jon Barrett	Co-Director	Idaho Smart Growth	333-8066	isg@idahosmartgrowth.org
Jim Hall	Parks & Rec. Director	City of Boise	384-4240	jhall@cityofboise.org
Michelle Pak	Planner	City of Pocatello	234-6190	mlewis@pocatello.us
Bill Ancell	Ret. Boise Public Works Director		342-6023	bancell@spro.net

### Civic Life: Group 1 - School Group

*Michael Shaw	Human Rights Coordinator	Association of Idaho Cities	724-1073	mshaw@idahocities.org
Lori Benfiet	Tech Asst Coordinator	ID Housing & Finance Assn	331-4873	lorib@ihfa.org
Tedd McDonald	Professor of Psychology	Boise State University	426-2425	tmcdonal@boisestate.edu
Sergio Gutierrez	Judge	Idaho Court of Appeals	334-5166	SGutierrez@isc.state.id.us
Connie Hogland	Field Office Director	US Dept of Housing & Urban Dev.	334-1088x3002	Connie_Hogland@hud.gov

### Civic Life: Group 2 - Swan Falls Group

*Delta Smith	Community Development Director	ID Commission on the Arts	334-2119	dsmith@ica.state.id.us
Brenda Maynard	Case Work Director	Office of Senator Craig	342-7985	brenda_maynard@craig.senate.gov
Layna Hafer	Councilwoman	City of Weiser	414-0255	director@fiddlecontest.com
Lorie Higgins	Ag Econ & Rural Sociology	University of Idaho	885-9717	higgins@uidaho.edu
Brian Dale	Operations Specialist	US Dept of Housing & Urban Dev.	334-1088x3005	Brian_Dale@hud.gov

(\*Denotes team leaders)

## Home Team Makeup and Contribution

**Home Team Coordinator: Mary Hege**—Certified Public Accountant, Chair of Kuna Gem Team, Chair Chamber Economic Development Committee, Member of Kuna Chamber of Commerce, Past President of Lewiston Roundup Association

### Community Design & Land Use

**\*Tim Gordon**—Local business owner, City contractor, Transportation Task Force Member. Chairman, Community Design and Land Use Committee; coordinating team member

**Greg Abrahamson**—AICP / Director, Kuna City P&Z, formerly with Ada County Development Services Dept. Gave overview of Kuna Land Use Planning and P&Z regs

**Scott Dowdy**—City resident, Attorney, Current City Council member, presenter for *Defining Character of Kuna's Future*

**Cathy Gealy**—Ada County Planning and Zoning Committee Member, Community Volunteer, Provided county citizen input for Kuna's future growth and direction

**Zella Johnson**—City Resident, Current City Council member, Community Volunteer, assisted in the overall planning and organization as a member of the coordinat-

ing team, and is a past Visiting Team Member for other Community Reviews

**Jeff Lang**—Kuna City Council President, Boys and Girls Club advocate, co-hosted city tours, assisted in overall planning and organization as a member of the coordinating team; Kuna City historian

**Terry Shannon**—Ada County Resident, Retired Hewlett Packard Engineer, provided critical county citizen input and questions for Kuna's future growth and direction

**Keven Shreeve**—Kuna City Engineer; Contractor w/ Keller Associates; Working on Kuna's Long-Term Water and Sewer Plan, Discussed current and future infrastructure

**David Szplett**—Kuna City Resident, Engineer/Planner, employed as an engineering consultant, Gave presentation on Kuna City and surrounding area Transportation Issues

### Civic Life Team

**\*Joe Luppens**—Retired educator, past member of the Urban Renewal Commission, City Council advocate. Chairman of the Civic life Home Team, member of coordinating team

**Holly Kerfoot**—Previously with Channel 12, Kuna horticulturist, community review public relations coordinator, community review focus: "Kuna's Future is You," arranged radio and TV coverage; coordinated publicity

**Dr. Doug Rutan**—Superintendent of Schools; Kuna Kiwanis Board; arranged tour transportation, guided city tours and discussed Kuna history; promoted community review through school and central office newsletters

**Karlynn Hurd**—Administrative Assistant, Kuna School District, chairperson and spokeswoman for the successful Bond Election Initiative, organized the school visitations, lunch interactions with students/ faculty and arranged the town hall meeting and debriefing

**Jim Menall**—Association of Idaho Cities, President of ACT (Study Circles), Planning and design of the civic life tour schedules and Swan Falls tour participant

**Lynne Wells**—A Director of the Kuna Recreation District, organizer and director of youth sport programs in Kuna, collected and organized the information for all sports programs, photographer and guide for the neighborhood tour group

**Jeff Lang**—Kuna City Council President, Boys and Girls Club advocate, co-hosted the city tours, assisted in the overall planning and organization as a member of the coordinating team, Kuna City historian

**Dave Lyon**—Kuna real estate broker, Veterans of Foreign Wars Board, Western Heritage Historic By-ways Foundation, Treasure Valley Futures, guide for the Swan Falls tour, provided Heritage By-way public display, set up street signs

**Trina Stroebel**—Previous City Council member, Confetti Sound Productions, VP Western Heritage Historic By-Ways Foundation, member Kuna Futures, guide for the Swan Falls tour

**Stan Johnson**—Pastor, Kuna Life Center Church, director of the Zone, after school program, Swan Falls guide, coordinated and led faith community luncheon

**Don Johnson**—Kuna historian, president of the Kuna Community Grange, Kuna Library Board, Kuna Cemetery Board, Swan Falls tour, Initial Point tour guide

**Jim Jencks**—Professional spelunker, Treasure Valley historian, Kuna Cave restoration and excavation, tour guide Kuna Cave, video presentations of Kuna Cave

(\*Denotes team leaders)

## Economic Development

**\*Mic Ashby**—Local Business Owner, Residential Contractor, Kuna Chamber Economic Development Committee Chairman and coordinating team member, Past President Kuna Chamber of Commerce.

**Fred Knehans**—Manager, Farmers & Merchants State Bank; Chamber Economic Development Committee member

**Charlie Long**—Manager Paul’s Market; Chamber Government Affairs Committee; Past President Kuna Chamber of Commerce.

**Tamra Giampedraglia**—Local Business Owner; Farmers Insurance Agent, President Kuna Chamber of Commerce.

**Julia Ziegler**—Secretary, Kuna Chamber of Commerce.

**Layne Dodson**—Representative of Idaho Power, member Chamber Economic Development Committee.

**Justine Bradford**—Realtor, Coldwell Bankers Aspen Realty.

## Extended Team Support

**Dean Obray**—Mayor of Kuna; coordinating team member; newsletter publicity

**Zella Johnson**—Kuna City Council member, Kuna Act, coordinating team member, Kuna Juvenile Justice Council

**Larry Ridenhour**—Bureau of Land Management, Swan Falls tour guide

**John Sullivan**—Bureau of Land Management, Swan Falls tour support

**Dave Couch**—Developmental Services, member of the Surveyors Association, Initial Point tour guide

**Claire Whitlock**—Snake River Raptors Volunteer – Kuna History Center tour guide

**Lane Dodson**—Idaho Power Company, arranged for the Swan Falls and generator tours

**Anne Hankins**—Director of the Kuna library, tour guide of the library

**Greg Nelson**—Past Mayor, President Kuna Historical Society, museum tour guide

**Sylvia Rel Blain**—Executive Director, “Yes We Can!” liaison for the Latino culture

(\*Denotes team leaders)

Home and Visiting Team members meet in early 2005 to discuss logistics



## **Visiting Team Review Schedule**

### Fall 2004 through March 2005

Community Review Planning Team members met regularly with civic and Home Team leaders to discuss logistics, areas of focus and to clarify mutual expectations.

### Monday, March 7

The Visiting Team members conducted a pre-review site visit to meet with civic leaders and Home Team leaders and discuss logistics, areas of focus and to clarify mutual expectations.

### Tuesday, March 8

Visiting Team and Home Team participants split into four focus groups to conduct separate tours of the community. Visiting Team members took available opportunities to interact with residents during the day, met with community representatives from education, law enforcement, planning, business and other areas of interest.

Following a dinner sponsored by the local Chamber of Commerce, visiting team members had the opportunity to mingle and converse with over 225 Kuna residents during an open house held at the Kuna High School auditorium. After a welcome from Kuna Mayor Dean Obray, participants met in smaller groups to discuss areas of interest covered by the review.

### Wednesday, March 9

Visiting Team Members spent the day discussing and distilling the information gathered during the previous day's activities. Each focus team prepared a brief outline of their observations and recommendations. During a public meeting held at the Kuna High School Library, the public was treated to a presentation summarizing the initial observations and recommendations of the visiting team members and focus groups.

## **Post-Review Updates**

The city is now exploring options for meeting the wastewater treatment needs of its residents. Kuna is still deeply divided in several areas, and faces situations and events to challenge any community; its response to them will demonstrate the community's resolve and resilience.

Despite challenges, Kuna's Home Team members and city leadership are committed to building lines of communication among diverse factions and interest groups. On the plus side, Kuna's growth is beginning to generate revenue for use in its parks, sewer infrastructure, and law enforcement. The public had the chance to comment on a \$10.8 million budget through October 1, 2005. The city also plans to put aside \$500,000 towards a planned sewer treatment plant north of town.

A few achievements and highlights since the review:

- Mayor O'Bray appointed a *Citizens Action Committee* that has reviewed and recommended sewer treatment plant sites as part of the larger sewer facilities study commissioned by Kuna. The study recommendations were scheduled to go before the City Council in September 2005. Completion of this study and the related Council decisions with respect to infrastructure development will affect many elements of Kuna's future (i.e., economic development, parks/recreation development, comprehensive planning, etc.)
- The core *Citizens Action Committee* and several Home Team members have been meeting since the completion of their study to discuss relevant issues and define areas of interest for future efforts; however, their activities/actions have been on hold pending receipt of the final Community Review report, as they felt that proceeding without community input would be premature.
- The Kuna Chamber of Commerce has undertaken efforts to unify the community, with support from the Home Team members. It is clear that both businesses and residents are interested in Kuna's future.
- There is significant local interest and a strong desire to improve Kuna's infrastructure, facilities and inter-group relationships. These efforts will be greatly enhanced once the final Community Review report is made available. Despite the lapse between the Kuna review and final report, every indication is that residents and team members are invigorated and will hit the ground running.



## Part Two: Team Reports

---

The following sections reflect input from Kuna residents and the observations and recommendations of the visiting focus team members, collected, coordinated and edited by the team leaders:

### Report Outline

#### *Civic Life & Community Involvement:*

- Address cost of living, health care, and social resources for residents, including seniors.
- Find ways to involve and provide for special educational and recreational needs of youth.
- How can the community better engage citizens to attract multigenerational involvement and increase attendance at events?
- How can the community develop sustainable tourism events/festivals and community activities utilizing youth and adult volunteers?
- Will a volunteer base of city and county representatives, faith-based organizations, civic organizations, Chamber and non-Chamber of Commerce members adequately support new opportunities?
- Are residents from various ethnic and diverse cultural backgrounds sufficiently included in community events and represented in local leadership?
- Is a community center that would host functions such as community meetings, intergenerational activities, performing arts and other income generating events feasible in our community?

#### *Community Design and Infrastructure*

- What is the long-term vision for our community? What does the community value and how can we protect our resources without negatively impacting individual rights?
- Review and evaluate zoning ordinances and restrictions to determine compatibility and compliance with the comprehensive plan.
- Help us cope with rapid growth and change.
- Review the comprehensive plan to evaluate how it meets growing community needs and commerce opportunities.
- Evaluate greenway possibilities to meet growing bicycle and walking usage in the community and on state highways and local street ways.
- Look at park expansions and open space issues of new development with pedestrian and bike connectivity.
- Evaluate if business development locations are compatible with residential and agriculture segments of the community, and if unique design suggestions are complimentary with community landscape.
- Look at enforcement codes to enhance the tourism experience and the development of a master plan design that will receive local support.

## *Local Economic Development*

- Help create more jobs with adequate wages and benefits to support a Kuna family.
- Assess the community business climate for retention of existing businesses and bringing in new business to eliminate empty storefronts.
- Help us identify ways we can better market our community and what it has to offer.
- Assess the community capacity for growth (infrastructure, zoning restrictions, availability of land, bandwidth, and location) as it applies to economic development.
- Help us understand regional and national trends and profiles and how they apply to our community.
- Work with us on the mechanics of a strategic plan that would enable the community to achieve its vision of economic development.

## **Civic Life and Community Involvement**

The health of a community is linked to many factors, few more vital than civic life and community involvement. Businesses and workers consider moving to a community based upon a wide range of services and opportunities. On the top of their list is the vitality of civic and community life. Key questions include:

- Is it a place where families want to raise their children?
- Are there entertainment and recreational opportunities for young and old?
- Is the community willing to engage citizens of all backgrounds as active participants?

Visitors want to experience the genuine unique qualities of a community's history and culture, feel welcome and be easily directed to recreational opportunities. All of these aspects not only contribute to making a community a better place to live and visit, they also are vitally important to creating economic strength.

Our observations are a collective summary of a number of interviews, observations, and site visits to various locations including: schools, the library, the history museum, downtown businesses, the birds of prey conservation area, senior center, and more. All provided the visiting team with an opportunity to gain insight into Kuna and its citizens.

This section is organized into four major focus areas: *civic engagement*, *youth and seniors*, *culture and tourism*, and *connectivity*. In each section we have tried to summarize our observations and recommendations and offer resources for Kuna citizens to build upon its plentiful momentum and commitment.

## *Civic Engagement, or 'Kunity'*

Well in advance of the Kuna Community Review and throughout our time in town, we heard and participated in ongoing dialogue about Kuna's identity, the need for improved communication, a strengthened sense of community, and inspiring pride in place and a stronger sense of unity. We believe many essential components Kuna citizens are striving for come together in a term we are going to call 'Kunity.' Kunity is about shaping Kuna to be the best place in the nation to live, work, play, and raise a family. Kunity is about creating deep pride and appreciation for a community and all of its residents.



Kunity already exists in abundance in Kuna. We felt it at the skateboard park, Senior Center, Library, in every school we visited, in the bustling faith community, in the Chamber of Commerce, in City Hall, shining in the eyes of downtown business owners we interviewed, and reflected in public programs from law enforcement and emergency services to Juvenile Justice and English as a Second Language.



However, despite the extremely positive efforts the community is undertaking to move forward in so many areas, members of the Visiting Team heard or sensed several undercurrents of discontent, rumor, criticism, distrust, skepticism, blaming, and personality conflict that threaten to erode community vision and pride. Sources of such conflict exist in every community for a variety of reasons, and in Kuna these deconstructive forces serve only to hold the community back from realizing its considerable potential.

If not addressed directly and respectfully on an interpersonal level, Kuna's ability to provide a sense of community for every resident will diminish. Perspectives will be tainted, defenses reinforced, and agendas entrenched; effectively limiting decision-making processes. We saw organizations working in isolation and engaged in turf battles with little thought to how collaboration might add value to projects. Limited financial resources are exhausted in duplication and competition. Everyone's purposes would be better served working as a team.

We humbly and respectfully suggest that community connections can be strengthened when all citizens in Kuna feel they are treated with dignity and respect, and when all individuals have an equitable seat at the table. It is time to leave egos at the door, completely stop the negativity, re-focus, and move forward with consensus:

- Meet regularly as a community and increase communication efforts in person, in the mail, online, and within leadership teams. Attack issues, not people.
- Visiting team members are available to help as facilitators in Kuna upon request.
- Put on an attitude of gratitude, beginning a concerted effort to stop complaining and begin congratulating and encouraging one another. Go out of your way to build bridges and withhold judgment and negativity. Perform random acts of kindness. Invite 'competing' or 'opposing' organizations out to lunch to discuss how everyone might all work together.
- Use the letters to the editor column in the Kuna Melba News more for congratulatory efforts rather than criticism.

Local leadership must model the way for this effort to be successful, and we were happy to hear of initiatives undertaken by the School District to bring public agencies together to search for ways to communicate more effectively and share resources. Leaders are dealers in hope. We encourage every community leader to work hard to re-focus on the positive. Perhaps Kuna can develop some creative ways to recognize and validate excellence in the community, such as starting an annual Mayor's Awards for Community Excellence. Such formal communication,

recognition, and appreciation systems can reset the bar high in terms of community expectations and protocol.

In addition to strengthening existing communication networks, we want to encourage the creation of new ones. Bring together the vibrant leaders of the faith community and form a Ministerial Association. Utilize expertise from Community Development Director Delta Smith at the Idaho Commission on the Arts to form a Kuna Arts Commission. Although we saw little evidence (during the 2-day review) of multi-generational relationships functioning in Kuna, we know there is an enormous pool of volunteer service represented by Kuna's seniors and youth. The Kuna Juvenile Justice Council and adult tutors and readers in local schools (approximately 150 per site) are great examples of Kuna's volunteer spirit.

There may be additional opportunities for these mentoring experiences, such as connecting the Senior Center and the skateboard park as a result of their proximity. Perhaps the Senior Center and local youth can partner to go on fishing excursions to Swan Falls. Kuna can continue to expand its success tapping seniors as volunteers for youth reading programs, as mentors for youth who need help with homework, and as experienced role models.

Kuna's Latino community should be more involved in the community in a substantive way. Secure bilingual interpreters for community meetings and communicate upcoming events on Spanish-speaking radio stations, at community gathering places for Latinos such as the Library and El Gallo Giro, and through well-connected communicators so that members of the Hispanic community are represented in planning and decision-making processes. This will increase the community's awareness about issues the Hispanic community is concerned about, such as recruiting more Latino educators, the location of the magnet school, equal representation in leadership, immigration, bilingual education, and equity in employment, education, housing, and healthcare. Remember that engaging under-represented groups not already part of the power structure takes time, commitment, and more than a 'Y'all come to our meeting' invitation.



### Volunteerism

This is a challenge for all communities in the 21<sup>st</sup> century. More focus on church, family, careers and single parenting along with the involvement of recreational sports for kids at younger ages has made time a scarce commodity. Volunteerism isn't lost; it just needs to accommodate tougher time constraints. Kuna is fortunate to have several groups whose energy is to work towards a better community. Each of those groups listed an area of concern as lack of volunteers or members that can assume and maintain leadership roles. Experienced, energetic and reliable leadership will always be a challenge.

It is very important to recognize how important it will be to tap new residents as volunteer resources. Your next leaders and volunteer force are out there in the new as well as the current residents. They just may need to be called to action. This is where your volunteer organizations need to get together for one meeting to create a volunteer event in conjunction with an already existing community event. Identify the volunteer opportunities, creating one- or two-hour volunteer jobs a month. Get your volunteers to buy in on the importance of volunteering, even on a small basis, and then hopefully they will see a need to volunteer in other areas.

Get your city council to buy in with the creation of certificates of recognition for new and existing volunteers. Kuna should continue its “volunteer sign up notice” distributed annually in utility bills and via the recent Chamber survey. Local newspapers often help by sponsoring a “volunteers needed” section of the newspaper. The leaders from the different organizations need to regularly review and update a volunteer needs list and create description of what volunteers are expected to do.

The worst thing you can do is to assemble volunteers without clear direction on what you need from them. Have volunteer signup forms and lists available on your website, at the city office, chamber, visitor’s center and any other social gathering locations. Make sure they are turned into one location when they are filled out. Perhaps a volunteer program could be started out of the High School or through the Idaho Congressional Award program, which is an established program in Idaho with participants looking for volunteer possibilities.

### Faith Community

During the review, members of the Civic Life and Community Involvement Team had an opportunity to share lunch with ecclesiastical leaders representing several denominations in Kuna. Listening to the thoughtful dialogue among those present it became clear that Kuna’s faith community is dynamic, healthy and on the move. It is also clear that along with present and future opportunities, Kuna’s faith community faces present and future challenges.

The most formidable challenge in the path of Kuna’s faith community is communication at the local level. As visiting team members listened, it was evident that the ecclesiastical leaders have many opportunities to work through their own denominations within and outside of Kuna, but it was evident that the leaders want the opportunity to work more closely with other local denominations. Up to the present, efforts to establish a ministerial association locally have been unsuccessful. The visiting team strongly encourages Kuna’s ecclesiastical leaders to find common ground and establish regular communication among themselves, either informally or formally. Informally, faith leaders could agree to meet over breakfast or at another venue at relaxed intervals. More formally, faith leaders could work together to set up a local ministerial association or ministerial alliance with regular meeting dates and times.

Another tremendous challenge facing Kuna’s faith community is growth. With the steady influx of newcomers, many churches have recently expanded or are in the process of doing so. The expansive growth is bringing an overwhelming number of new youth to the community, youth who are stretching the support resources of the ecclesiastical community to the limit.

In addition to being a challenge, youth represent a tremendous asset for Kuna’s faith community. Channeled productively, the energy of Kuna’s youth can be brought to bear on a wide variety of local community issues. Recently local youth were active participants in Kuna’s ‘Paint The Town’ project; helped assemble over 5,000 hygiene and school kits for distribution to disaster areas, provided service to elderly shut-ins, child care for community volunteers. These young people are acquiring skills and values through volunteerism that will serve them and their community well.

It is evident that Kuna’s faith community faces a future full of both challenge and opportunity. With the support of local ecclesiastical leaders, the community can develop a strong and unified vision to meet the challenges and embrace the opportunities.

## *Youth and Seniors*

During the visiting team's tour of Kuna, we had several excellent opportunities to assess schools, recreational facilities, and the senior center. We also had opportunities to interact with a number of community members, particularly young people, at elementary, middle schools, and the high school. Our observations and interactions allowed us to make some assessments about the civic life and opportunities for young people, and at a more limited level, for seniors as well.

### Youth

Prior to our visit, we had the opportunity to evaluate the results from the Kuna community survey, and portions of these results, coupled with our observation at the schools and interactions with school personnel, made us aware that a relatively large percentage of Kuna residents is comprised of young people. This awareness helped us form the realization that Kuna has opportunities and challenges with respect to how to involve young people in meaningful ways in the community, and to offer recreational opportunities to them locally—both as a means of giving them appropriate activities to engage in and to harness the economic benefits that may result from them recreating in the community.

As a general rule, communities have a tendency to view youth either as a resource or as a drain on resources. It seems to us that Kuna, with a large proportion of young people who struck us as bright and civic-minded, has a tremendous opportunity to involve its youth as a wonderful community resource. In order to do this, it is important for community leaders and other residents to look for opportunities to utilize youth in truly meaningful ways, by facilitating opportunities for them to be involved in making decisions on issues related to them as well as to the future of the community itself.

As noted above, we found that young Kuna residents are aware of important community issues (e.g., growth, economic considerations), and that they possess some remarkably sophisticated insights on how to address pressing problems and on how to make the community a place of high life quality for all of its residents. We strongly recommend that Kuna recognize its youth as an important current resource as well as the source of its future community leadership, by encouraging youth involvement in community decision-making processes. It would be wonderful to see the community involve youth representatives in all forums in which important community decisions are contemplated, as this would not only empower Kuna's young people to be active members of the community, but would also likely stimulate civic pride among members of this population.

As a small community with relatively limited current economic and higher education opportunities, we perceive several challenges for Kuna to address while harnessing the resource of its younger residents. These include:

**Keep them in the community.** Many relatively rural communities suffer from a “brain drain” in which many of their young and able residents leave the community upon graduation from high school. A number of the young people we spoke to at the high school in Kuna announced their intention to do exactly that. We strongly encourage local leaders to consider opportunities to retain young adults, by not only developing an economic infrastructure to provide local employment offering livable wages, but also pursuing opportunities for young people to be able to take higher education courses in the community (perhaps by partnering with Boise State University or another educational institution to have college-level classes offered in Kuna).

**Enhancing recreational activities and opportunities.** We were impressed with several recreational opportunities in Kuna, including the BMX and skate parks. We were also impressed by the opportunities for youth (and adults) to utilize facilities and grounds on public schools for recreation purposes. However, as Kuna continues to grow, these resources may quickly be overwhelmed. We encourage community leaders and residents to continue to pursue the creation of a recreation district (or expansion of the recreation department) and to consider developing additional facilities for recreation (for example, a community pool, a bowling alley, and so forth)—particularly those that would appeal to older members of the youth population.

**School facilities & programs.** The children and youth are the pride and soul of Kuna. This is exemplified by the strong educational infrastructure that has been developed to meet the needs of all students regardless of age, skills and background. The Kuna School District continues to improve in its ISAT performance scores and has reduced the dropout rate to 3.5 percent. This is phenomenal.

Kuna is the third fastest growing school district in the state. This growth presents many challenges in meeting the needs of students and their families, such as the need for more classrooms. Private donations of land have made it possible to build two and perhaps a third elementary school to address the increase in student enrollment. This philanthropic spirit is energizing the educational community to be the best. The community's support for excellence in education is overwhelming. In its latest bond proposal, Kuna School District patrons approved the school bond by 90 percent!

As with other school districts, Kuna faces a tremendous challenge with the level of preparedness of its preschool student population. Kuna is commended for instituting a prescreening program that informs parents and provides them with tools to ensure their children will experience success at the very outset of the educational journey.

The Civic Life Visiting team also heard concern from parents that they were instructed by one of the local schools to give a two-day notice to visit their child's classroom. Parental visits and volunteerism is encouraged and promoted in most Kuna schools, and should be a standard practice. Some parents perceived the middle school administration as dismissive of fights in the hallways. In the event the middle school Resource Officer position goes unfunded, consideration should be given to train parents to serve as monitors.

The Kuna School District is to be commended for adopting a community access mission for its facilities. Community groups and organizations are allowed access to use the gymnasiums, auditoriums and ball fields within the various schools. This wonderful collaboration directly impacts the quality of life for all Kuna residents. We are glad to hear that the new school is set to open in the fall of 2006.



**After-school activities.** One cannot think about Kuna, Idaho without thinking about its youth. For years, they have had a unique school system, grouping two grades together in whole schools instead of individual schools that have K – 12. Children bond as early as kindergarten, forming close and supportive relationships that stay with them until graduation. In addition, because of the

high cost of living in Boise, many young couples with children have chosen to move to Kuna, where most of the new housing being built is more affordable. The entire community, especially the leadership of Kuna, takes great pride in their educational system and the kind of youth it develops and graduates.

At the same time, many schools are at capacity or over at the present time. Now, picture all of these children, adolescents and young adults with no place to go after school. From our team's point of view, but from others as well, this seems to be the number one challenge that the community faces at this time. Kuna's parks and recreation facilities are poor or non-existent at best.

In a recent survey, there were 91 written requests for a public swimming pool; 46 requests for a recreation center, YMCA, or a Boys & Girls Club; 21 requests for a bowling alley; and 23 for a movie theatre. Additionally, their softball fields, for boys only, are few and ill kept; there are not enough running trails and bike paths; no after school activities such as T-Ball, dance, karate or ice skating; no adult recreation leagues and/or programs. The list goes on.

We are afraid that the community's pride in their youth could soon take second place to its concern for what the kids are doing with their free time, which is not always constructive.

Our recommendations are varied and across the board:

- Bond election for a Sports Facility/Recreation Center;
- Impact fee on developers for park development and equipment;
- Enforced ordinances requiring neighborhood parks (with play areas and picnic tables) with any and all new subdivision development;
- Volunteer activities to clean up and/or build new pedestrian and bike trails;
- Kuna Chamber of Commerce and City officials to actively solicit a movie theatre, bowling alley, and/or game facilities (Boondocks);
- Build budgets for pools into new school facilities;
- Research how other small communities have funded such projects and programs;
- Consider expanding the middle school play area to alleviate parent concerns that the students are only allowed to play in the parking lot and front grass area; and,
- Review school policy to ensure equal support for all extra-curricular programs.

Perhaps a Christmas Home tour, Chili Cook-Off and/or runs / walks/ marathons, or a Parade of Homes could be organized where the entry fees would go to the purchase of sports or playground equipment. Advertise them well. Treasure Valley residents will respond.

**Multicultural involvement.** Multicultural involvement in Kuna is in its initial stages and is more noticeable in the school environment and in afternoon programs sponsored by the schools, religious organizations, or ad hoc sports organizations. It should be noted that our review visit provided no opportunity to meet with members of the minority community and therefore, whatever interaction did occur involved minority school students and staff.

English Language Learners (ELL) present a challenge and an opportunity for the Kuna School District. Currently, the utilization of a magnet elementary school and two bilingual staff at the middle and high school are the primary means for addressing the needs of this student population. This has been beneficial from the standpoint of providing much needed services with limited resources. The unintended effect has been to diminish the integration between Latino students and parents, and their counterparts and also with most of the faculty.

The Kuna School District recognizes that much more needs to be done to continue working successfully with the minority student population and, at the same time, avoid creating a segregated school environment. The school district should develop a strategy that will attract bilingual faculty and staff, provide Spanish language classes for its faculty and staff, expand the English language classes for its Spanish-speaking parents, and fully integrate ELL students into all its elementary schools. This may include conducting a Spanish language and cultural assessment of individual staff and faculty to identify course-offering opportunities with the Association of Idaho Cities, BSU, NNU, Albertson College and others.

Also consider student partnerships/mentoring programs, where Latino Middle and High school students serve as role models and study buddies to elementary-aged students. Perhaps older students can get a credit, extra-credit, etc. for participating.

### Seniors

For various reasons, we had fewer opportunities to interact with Kuna's senior citizens compared to its youth. Our tours focused primarily on schools and neighborhoods, however, we were able to make a number of observations of the Kuna senior center and interact with a number of seniors there and elsewhere in the community. We were impressed by the senior center itself as a local resource. It offered adequate space, seemed well cared for, and seemed to offer some interesting activities for seniors. At least with respect to this facility, it seemed to us that Kuna's seniors have some resources available to them.



However, it seems important that Kuna not only provide resources for seniors, but also utilize seniors as a resource (much like with youth). Unfortunately, in some communities (both large and small), seniors become isolated from involvement in community affairs—particularly community decision making. We strongly suggest that Kuna's leaders look for ways to actively involve seniors—individually and in groups—in community decision-making processes.

The wealth of knowledge seniors generally have about community assets and liabilities could easily be harnessed to the benefit of the entire

community. We also recommend that Kuna strive to involve seniors in intergenerational contacts with youth, though volunteering programs such as “Adopt a Grandparent” or through the utilization of seniors to assist in schools. It seems to us that Kuna has two excellent local resources in its youth and its seniors, and that it would be wonderful to see each of these resources utilized for the benefit of the other and for the community as a whole.

### *Culture and Tourism*

#### Tourism

Kuna has the benefit of several unique tourism opportunities including the Snake River Birds of Prey Conservation Area, Swan Falls Dam & Museum, Dedication and Initial Points, Pioneer Cemetery, the Visitors Center Museum, the Historical Museum and area events. These experiences are historic and educational opportunities for both the local residence and visitors. The

Western Heritage Historic Byway Project plan is a great road map that will help progress with an identified direction and also access funding resources to implement the plan.

Birds of Prey Area and the Swan Falls Dam & Museum are there now. Market what you have now to people who will come see what you have now. Seniors, adventurers, bird watchers, and history enthusiasts are plentiful and only need to be made aware of opportunities. As historic sites, viewing areas and tour stops are continually developed; the volunteer structure will have time to be put in place to handle larger volumes of people.



Another benefit to Kuna's tourism is the passionate people leading the tourism charge. Believing in Kuna's potential and still recognizing the challenges ahead shows dedication, and we found a great amount of dedication while touring the area. Creating multiple organizations to promote local resources is a good thing, and the energy should continue to be nurtured. Kuna's projects are moving forward, some in small steps and some in leaps. Constructive energy will ebb and flow, but it is energy and passion that moves things forward. The ability to actively and persistently market the Kuna area is important to your community because it will bring outside dollars into your town. The increased visibility will also strengthen the identity businesses and residences need to feel they are a part of a great community.

A challenge facing Kuna's tourism potential is a clearer identification of the target markets that fit existing opportunities in the area. Additionally, educating those target markets through distribution of current information and motivating them with clear descriptions of their potential experience will take coordination of all groups. Remember, Kuna residents who haven't yet experienced the tour opportunities in your area are also part of your target market (and represent potential ambassadors and tour guides). Do not forget them in your marketing distributions. As with all marketing, there is the challenge of generating money to produce and distribute updated information pieces. Take advantage of the listed tourism grants available.

Brochures and information pieces cannot always be combined into one community guide. Information changes and the cost to participate may be too much for small non-profit or volunteer groups. People need detailed information about what they are going to see, whether it comes from a nicely printed computer brochure or a professionally printed brochure.



Advertising is having distribution plans. Use the Southwest Idaho Travel Association (SWITA) to provide photos and information distribution points. Periodically provide brochures to area Senior Citizen Centers, R.V. Parks, Forest Service Centers, Visitors Centers, Museums, and the Birds of Prey Center. Use the Internet to market. Create links. Try for a volunteer to create a site from home.

Creative Tracking - Plan your marketing to include creative methods of bringing visitors close to your resources of food, gas, B & B and shopping. Tracking ideas can be obtained from other

Chambers of Commerce or the Idaho Dept. of Commerce and Labor's Tourism Development Division.

**Visitors Center.** It is apparent that Kuna is a city rich in culture. You feel it as you exit I-84 and drive south on SH-69, arriving in rural Idaho a few short miles off the interstate. As a visitor you know rich culture and history is there, however, it is very difficult to locate information to guide your visit. The Kuna Visitors Center hours are mainly during the week and they are sporadic. If tourism development is a community goal, it is imperative that the Visitors Center be manned, at least on the weekends during peak tourist travel. Clearly, people in Kuna care about their community; by acting as a volunteer for the Visitors Center they would earn bragging rights.

Whenever the Visitors Center is not staffed there should be plenty of brochures available highlighting the area. The brochures on display during the Visiting Team tour were from the Bureau of Land Management with basic information of the area. The Raptor Identification Guide and a map of Kuna along with information on Chamber of Commerce businesses were helpful. From the Western Heritage Byway Plan it appears that another brochure is being developed to meet the needs of the area. However, most of the information did indicate to contact the BLM in Boise for more information, this information should be readily available in Kuna.

There should also be an "advisory" to folks headed to Swan Falls Dam that they must call ahead for a tour. You may also want to consider developing a one-page map that can be mass-produced and left at area business in Kuna and gas stations from Mountain Home to Ontario, Oregon. This resource is very successful in many "driving tourist" communities throughout the west.

**The Western Heritage Byway.** The Western Heritage Byway plan is a great opportunity to showcase Kuna's rich history, and to guide people to the Snake River Birds of Prey Conservation Area, Swan Falls Dam, and Celebration Park. The plan has clear goals and guidelines for the development of the Byway.



The Snake River Birds of Prey Conservation Area (SRBPCA) is the largest potential draw for tourists, bird watchers, and day-trippers to Kuna. It was surprising that there appeared to be no partnerships with the World Center for Birds of Prey in southwest Boise. The location of the center is listed on the map; however, there is no reference to any relationship being fostered for future endeavors and they are not listed as part of the Byway planning team. This is an untapped resource for the Byway plan. The possible collaborative efforts are boundless. For example, there could be joint tours with the already established educational tours at the Center in the morning followed by tours of the SRBPCA to view birds in the wild.



The Vision Statement of the plan states: "The Western Heritage Historic Byway, where the Stone Age meets the Age of Energy." The plan includes road pullouts and site development for numerous points of interest. We agree that visitors should be discouraged from the Kuna Caves until the site can be developed, however other opportunities to highlight the geology of the region should be investigated. The area is rich in geological history and would be a good addition to the byway plan.

Idaho State University, Boise State University, and the University of Idaho each have relevant departments who may be interested in assisting with expanding the "Stone Age" history of the region. They could date and label the geological points of interest throughout the SRBPCA, spe-

cifically along the road to Swan Falls Dam and Celebration Park. Perhaps local educators could act as guides for field trips. This is an untapped resource, and much of their work may be able to be funded through the university.

As part of a Byway plan, one goal is to educate the youth with respect for public land and historic sites; however, this needs to go further and include the adult population. The SRBPCA is a dumping ground for old washers and dryers, tires and various other large items. A consorted effort must be made to insure the dumping stops. Perhaps intergenerational Birds of Prey cleanup efforts could be organized in Kuna not only to improve the quality of these sites, but also to encourage more pride and ownership of this exceptional natural resource by Kuna residents.

**The Chamber of Commerce.** The Kuna Chamber of Commerce can easily become a catchall for business and community promotion, event co-ordination and information distribution, all of which it does very well. Currently, the Chamber is responsible for the following annual events:

- Birds of Prey Art Festival/Duck Race (May)
- Q-Nuh Quilt Show/Kuna Days (August)
- Holiday Parade/Festival (December)

Whether developing businesses, organizing ribbon cuttings, conducting surveys or distributing newcomer packages, members must contribute time and energy. Many ideas and discussions from the community members indicated that the Chamber could be limited to event coordination and providing information to tourists and the community. We recommend you not become the sole resource for event planning, information distribution and any other projects that need a home base. It is a sure ticket for burnout of staff and board members.

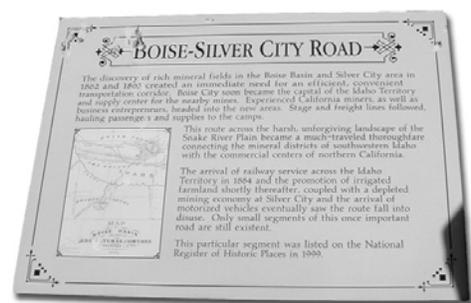
The success of the chamber would be easier with a full-time staff of one or more persons, but staffing the Chamber and Visitors Center costs money. If the chamber spends the bulk of its time trying to generate memberships for staffing costs, the more difficult it becomes to spend time providing positive return to the Chamber members by active promoting the businesses and community. Currently, board members serve two-year staggered terms. Creating a community tourism and marketing plan that outlines resources the Chamber can provide will help the Chamber Board document its value to businesses. It will also create a list of volunteer opportunities with time commitments and frames.

## Arts, History, and Events

From quilters, woodcarvers, old-time fiddlers, and cloggers, to high school musicals, Kuna is a community of deep artistic and cultural resources. If you find way to celebrate these assets, promote them, and make them visible and accessible, you will help define and preserve Kuna's unique identity, creating civic pride and involvement for both visitors and residents alike.

Kuna has several community events that are community gathering places and opportunities to generate tourism including the Birds of Prey Arts Festival, Kuna Days, the Harvest Festival, and even the Tractor Pull. Each has great potential. Some recommendations to enhance these events:

- When planning events, focus on the quality of the experience, not the quantity of audience members you hope to attract. If your event is top notch, the audience will show up.



- Remember, you are Kuna. Your events should be an appropriate scope and size for Kuna. Do not try to compete with Boise events in design, but do market to Boise residents if you want to draw visitors. What makes Kuna events unique is that they have that small, rural, community feel and it is exactly that aspect that will draw visitors.
- Create incentives for attendance by Kuna residents. Perhaps a reduced ticket price for library cardholders or a pre-event “locals only” potluck would be appropriate.
- Create print and web-based central listings of events and activities. Make this information available through the newspaper, the Chamber, the City, and the Library.
- Most importantly, each event-coordinating group should seek to collaborate on all of Kuna’s events to maximize resources, create cross-promotional opportunities, find each event’s unique niche, and identify opportunities to target visitors. For example, perhaps a Bird Watchers’ Festival with guided tours to the Birds of Prey area as part of one of the existing events would bring recreationalists (and their dollars) to Kuna.

Kuna’s Historical Society has in its possession, and on occasional display, a very interesting collection of artifacts and historical photos. Find ways to make the story of Kuna that is told through these objects available to more residents and to visitors. New Kuna residents should be educated about Kuna’s history in order to build civic pride and investment. The Historical Museum needs to be moved or expanded for more exhibition space and regular hours should be established. Historical photos could provide a basis for interesting public murals or art works, bringing your unique history to the forefront of your community.



Kuna should consider forming a city-affiliated arts and culture council to help coordinate collaboration among events, to support the efforts of the Historical Society, and to engage the artists of the community in efforts to provide after school activities. An arts council can also contribute to Kuna’s economic and community development efforts. If you have to tear up a street or build a sidewalk, why not make it beautiful and unique by incorporating public art by local artists and/or youth?

### *Connectivity*

One of the major themes picked up on by the Civic Life focus team was a need to maintain and enhance Kuna’s community connectivity. In this case connectivity means more than one thing. There is the connectivity of civic institutions to one another – for example the School District connecting to the library and to the parks department. There is the connectivity of transportation (geographic) features – for example developers of new neighborhoods including stub roads at the margins of subdivisions to connect to other subdivisions. Finally, there is connectivity of ideas; Kuna’s past, present and future are all interwoven in one continuum.

As the visiting team observed, Kuna’s civic institutions need to strive to maintain and expand the bonds among them. With such rapid growth, there is an ever-present danger that existing links will be stretched or even severed without efforts to maintain them. The visiting team saw glimpses of such strain. The rapid growth is also bringing new civic institutions that need to be woven into the ever-larger tapestry that is Kuna.

Geographic (transportation) connection is also important. What is Kuna’s identity? Is it history and the Kuna caves, is it the development of a gateway to the Snake River Birds of Prey and as a partner to the World Center for Birds of Prey? Is it as a suburban community to the Boise metro area? Or, is it in some measure part of all of these, depending on which resident one speaks

with? Regardless of the specific identity, Kuna needs to maintain existing connections and develop new ones—for example, is there a simple way to describe the route to the World Center for Birds of Prey from Kuna? If not, can such a route be defined and made available?

Finally, local residents might look to unifying their ideas about the past, present and future of Kuna. Look at supporting the local history museum. Look at drawing in all the community diversity and strength Kuna has to offer in the present. Embrace newcomers and new ideas for Kuna in the future. All of these things will continue to make Kuna a desirable place to be from now into the future.

### *Civic Engagement Resources*

#### Mediation & Facilitation:

- University of Idaho Department of Ag Economy and Rural Sociology – Dr. Lorie Higgins, (208) 885-9717, Higgins@uidaho.edu

#### Civic and Community Life Infrastructure Projects:

- Ms. Shawn Charters, (208) 322-7033

#### Volunteer programs:

- Corporation for National and Community Service, Idaho State Office - Kent Griffiths or Colette Scheideler, (208) 334-1707
- Serve Idaho, Idaho Commission for National and Community Service – Kelly Houston, Executive Director, 658-2063.
- AARP – Cheryl Tussey, Associate State Director, (208) 855-4004, ctussey@aarp.org
- Points of Light Foundation, <http://pointsoflight.org>

#### Intergenerational Mentoring programs:

- Idaho Commission on Aging - Richard Juengling, (208) 334-3833
- BRAG Coalition (Building Respect Across Generations) 1616 Central Avenue, Charlotte, NC 28205 (704) 333-7471

#### Community Development Resources:

- Facilitating Community Change, Community Initiatives, Tyler Norris, Boulder, Colorado, 303.444-3366, <http://www.communityinitiatives.com>.
- Community and Economic Development Toolbox, <http://www.cardi.cornell.edu>
- Asset-Based Community Development Institute, Institute for Policy Research, 847-491-3395, [ipr@northwestern.edu](mailto:ipr@northwestern.edu) and <http://www.northwestern.edu/ipr/abcd.html>.
- Non-Profit Development Center and Funding Information Center, Mary K. Jones Aucutt, Boise, ID, 384-4024

### Faith-based Initiatives and Resources

- Faith and Community at Work, faith-based organizations and community/economic development, [www.faithandcommunityatwork.com](http://www.faithandcommunityatwork.com), Billy Terry, Faith-Based Community Development Coordinator, phone: 202-289-9020 ext. 133, bterry@ncced.org.
- Faith-Based and Community Initiatives, <http://www.whitehouse.gov/government/fbci>.
- Center for Faith-Based and Community Initiatives, Bobby J. Polito, Director, 200 Independence Ave, SW, Washington, D.C., 20201, 202.690.6241, bobby.polito@hhs.gov.

### Civic Engagement Resources

- **Center for Civic Participation**, This site is packed with valuable tools and resources (go to tools and resources), <http://www.civicpartnerships.org>.
- **Volunteer Match**, <http://www.volunteermatch.org>, find and post volunteer opportunities.
- ServeNet, <http://www.servenet.org>, list of service and volunteer opportunities.
- **Volunteer Today**, <http://www.volunteertoday.com>
- AmeriCorps National Civilian Community Corps, Charles Davenport, San Diego, 619.524.0749.

### *Youth and Senior Resources*

- Teaching from a Hispanic Perspective: A Handbook for Non-Hispanic Adult Educators - [www.literacynet.org/lp/hperspectives/contents.html](http://www.literacynet.org/lp/hperspectives/contents.html)
- National Association for Bilingual Education - <http://www.nabe.org>
- Office of English Language Acquisition [www.ncela.gwu.edu](http://www.ncela.gwu.edu)
- Defining Multicultural Education: McGraw-Hill Multicultural Super site by Paul Gorski - <http://www.mhhe.com/socscience/education/multi/define.html>
- Cross Cultural Developmental Education Services - <http://www.crosscultured.com/downloads2.asp>
- Awareness Activities: EdChange Multicultural Pavilion - <http://www.edchange.org/multicultural/activityarch.html>
- ESL Magazine - <http://www.eslmag.com>
- Everything ESL - <http://www.everythingsl.net>
- Other Multicultural Education Resources and Lesson Plans –
- <http://www.cloudnet.com/~edrbsass/edmulticult.htm>
- <http://www.emporia.edu/sleme/mcsite.htm>
- <http://www.iub.edu/~diversit/diversity/resources.html>
- <http://www.indianeduresearch.net/confpap.htm>
- <http://brj.asu.edu/archives/1v21/articles/Issue1Guerrero.html#academic>
- <http://www.ed.gov/offices/OCR/ELL/otherresources.html>
- <http://coe.sdsu.edu/people/jmora/MoraModules/effectiveL2classrooms.htm>
- <http://www.cde.ca.gov/demographics/files/lcstruc/prgsch99.htm>
- <http://www.gse.gmu.edu/ell-ld/ELL-LDclassroom.shtml>
- [http://latino.sscnet.ucla.edu/Latino\\_Bibliography.html](http://latino.sscnet.ucla.edu/Latino_Bibliography.html)
- <http://www.cal.org/ericell/faqs/RGOs/methods.html#video>

- <http://www.emsc.nysed.gov/ciai/nysben.html>
- <http://curry.edschool.virginia.edu/go/multicultural/activities/choosing.html>
- <http://curry.edschool.virginia.edu/go/multicultural/activityarch.html>
- <http://www.mhhe.com/socscience/education/multi/philosophy/2narrative.html>
- <http://ourworld.compuserve.com/homepages/JWCRAWFORD/>
- <http://www.mhhe.com/socscience/education/multi/define.html>
- <http://www.ncela.gwu.edu/pathways/reading/index.htm>
- [http://www.nwrel.org/msec/just\\_good/8/table.html](http://www.nwrel.org/msec/just_good/8/table.html)
- <http://www.teachnet.com/lesson/class2class/holidays.html>
- <http://www.as.wvu.edu/~equity/general.html>
- <http://www.mts.net/~ftp001jd/lessons/esl/>
- <http://www.ncela.gwu.edu/library/index.htm>
- <http://brj.asu.edu/archives/1v21/articles/Issue1Guerrero.html>

### *Culture and Tourism Resources*

- Idaho State University Departments of Geosciences and Anthropology. <http://www.isu.edu/geology/> and <http://www.isu.edu/departments/anthro/>
- Boise State University Department of Anthropology <http://anthro.boisestate.edu/>
- University of Idaho Department of Geosciences <http://geoscience.uidaho.com/>
- The Congressional Award program is for youth ages 14-23. For more information contact US Senator Larry Craig's Boise Regional Office at 342-7985 or for general information on the program, go to: [www.craig.senate.gov](http://www.craig.senate.gov) look for the Congressional Award link.
- World Center for Birds of Prey, 5668 Flying Hawk Lane, Boise, Idaho 83709, 362-3716. <http://www.peregrinefund.org/default.asp>
- Link to grant information [http://craig.senate.gov/crs\\_grants.cfm](http://craig.senate.gov/crs_grants.cfm)
- Idaho Department of Commerce and Labor, tourism website <http://www.visitid.org/>
- Southwest Idaho Travel Association, <http://www.swita.org/>
- Ada County Commissioners, 200 West Front Street, Boise, Idaho 83702, 387-7000 [www.adaweb.net](http://www.adaweb.net)
- Idaho Commission on the Arts. Support for performing arts events, in school/after school arts education, folk arts, local arts councils; training in festival management, fundraising, cultural tourism; and cultural planning facilitation. P.O. Box 83720, Boise ID 82720, 1-800-ART-FUND, [www.arts.idaho.gov](http://www.arts.idaho.gov). Contact: Delta Smith, Community Development Director.

## Community Design and Infrastructure

### *Description of Focus Area*

The Community Design and Infrastructure Team focused primarily on the patterns and design of development, and infrastructure support for the community. The Team members divided into two sub-groups: one looking at community design and land-use planning and the second exploring Kuna's infrastructure, including existing facilities and future plans for water, sewer, transportation, parks, recreation, and public safety services.

### *General Community Comments and Concerns*

#### What people like about living in Kuna:

- Small-town atmosphere
- Good schools
- A safe community
- Great place for families
- Quiet
- Friendly people
- Affordable housing prices
- Urban access with a rural feel
- Reasonable commute to Boise
- Has chance to grow in a good way because a lot of people care
- Agricultural heritage
- Surrounding landscape (agricultural land, Owyhee and Boise ranges)

#### What people said they would like to see changed:

- Greater range of housing types, costs, and designs in \$150,000-\$250,000 range
- Better planning; clearer direction
- Parks, recreation facilities, swimming pool, community center and greenbelt (ie. extend existing greenbelt along Indian Creek and into residential neighborhoods.)
- Downtown plan that preserves Kuna's historic character, improves its appearance and provides for small-scaled shops
- Create a community identity
- More economic diversity and jobs, preferably at livable wages
- Make Kuna more pedestrian and bike friendly
- Transit service and commuter buses
- More trees and landscaping
- More community involvement
- Family friendly venues and community activities
- Open space (e.g. parks and linear greenbelt-type pathways) within and between subdivisions
- More retail stores, services, health care and entertainment opportunities (e.g. theater) to reduce travel
- Increase sewer treatment capacity
- City police department and improved emergency access on the south side of town
- Interchange at 10 Mile/I-84 to expand access to I-84 and adjacent communities. Based on number of comments, new bridge over railroad tracks
- Quality sustainable development

What people said was their vision in five and ten years:

- Be a bedroom community
- Be a self-sufficient community with good paying jobs, park facilities and services, good schools, a transportation system that makes walking and biking easy and safe, and retail stores and services.
- A safe, low-crime community.
- Stay the same; small improvements, but basically keep the same
- Slow, steady and planned, responsible, smart growth
- Develop into own identity
- Beautify but keep small town and historic atmosphere
- Preserve and upgrade downtown
- Planned commercial development; limited big boxes and chains.
- Family Parks and Rec. facilities
- More upscale subdivisions to bring up property values, City revenues
- More cultural events and a cultural center
- Need sewer connections
- Need to grow south as well as north requires distributed infrastructure

*Visiting Team Observations:*

From the presentations, field review, observations and community interviews, six themes emerged related to the team's focus:

- Well-planned community
- Small-town identity
- Family friendly
- Balanced community
- Commitment to implement
- Improve public services and infrastructure concurrently with growth

From these six themes, the vision for Kuna that the team heard from the community was:

- To maintain the small-town character of Kuna with more diversity in housing and a place to live, work, play and shop.
- A safe place for kids to grow up.

1. Well-Planned Community

*Challenge.* The challenge to a well-planned community has been the tremendous rate of growth in a limited residential development product. This monoculture development has few neighborhood amenities, limited connectivity beyond the individual subdivision and strained Kuna's infrastructure. The relative low assessed valuation of this residential product type does not cover the cost of the services needed by the development. In particular, the starter home has attracted young families that challenge the school district's standards of quality education and facilities.

Kuna's challenge is to find ways to create growth that pays for itself, is sustainable over the long term and that contributes to the community's sense of identity and uniqueness.

*Opportunities.* Create neighborhoods not subdivisions. Kuna should revise the standards and raise the bar on requirements for subdivisions. And Kuna should do this NOW, not wait for another Comprehensive Plan revision. The new requirements should focus on development regulations to require more neighborhood amenities including green space, pedestrian pathways;

connectivity requirements and site and street design. Subdivision standards should encourage greater variety of lot sizes, street connectivity, façade design, setbacks, and housing types.

Minimum standards for open space are needed to avoid the unusable spaces that have been dedicated in the past.

- Change the fencing requirements that create an impediment to connectivity.
- Require connectivity in road configurations.
- Add requirements for community amenities that will encourage a higher priced housing product.
- Amend the regulations to allow for more creativity and innovation in the design of neighborhoods.
- Allow for small pockets of non-residential land uses well integrated into the neighborhood fabric.

Whatever distributed amenities and uses are developed, care must be taken to ensure that they are not confused with historic downtown Kuna as the community's center.

Pro-actively plan for development with a basis in what Kuna can serve in terms of sewer, water and other infrastructure. Create a more logical pattern of development and densities of residential land uses. Plan for sub areas of Kuna. Rezone areas in advance of development.



Require that development pay of the costs of new city facilities that are created from the need to serve the new development. Examine the feasibility of impact fees for parks, recreation facilities, pedestrian pathways and other eligible community capital improvements.

*Available Resources.* The community and future development must support and reflect planning for managed growth. Excellent planning requires three elements: people, tools and systems. Kuna should

support training for staff and decision makers so that they have the skills needed to plan for the community. There should be time given for planning as well as application review. Plans, codes and communication handouts should be kept up to date. The system of application review should be clear, concise and timely. Application fees should be commensurate with the costs of application review. Staff, the Planning and Zoning Commission and the City Council should work as a team. There should be clear understanding of each of their roles and responsibilities. The Planning and Zoning Commission should have an annual work program of planning work and should meet with the City Council on at least a yearly basis.

### Opportunities

Conduct a series of visual preference surveys to determine the kind of neighborhoods, central business district, and commercial/mixed use centers Kuna residents find attractive. Such an effort would put visual definition to sentiment like “small town character” and “promote well planned and well designed quality housing with a variety of housing types.” It would also allow definition of the type of community design that creates good environments for kids to grow up in, since kids seems to be such a focus of the community.

Develop neighborhood advisory committees or associations to improve communication between city leaders and residents.

Other resources:

*Planning the Built Environment*, Anderson Planners Press (2000)

*The Small Town Planning Handbook*, Daniels, Keller, Lapping, Planners Press (1995)

*Planning for Street Connectivity*, Handy, Paterson, Butler, PAS Report 515 (2003)

## 2. Small-Town Identity

*Challenge.* The challenge to maintaining a small-town feel is the rapid pace of growth and development, which ultimately leaves little to distinguish Kuna from its neighbors. Community identity is also compromised by the increasing number of people who commute from Kuna to Boise and other areas outside the city for employment, services and entertainment. Commercial areas and other activity areas outside the downtown area, if not strategically planned and implemented, can pull Kuna away from its historic center. Finally, the limitation on development to the south is pushing new development further north and west in a seamless spread that could eventually merge with the growing communities of Nampa and Meridian. As mentioned earlier, this is a balancing act.

*Opportunities.* The opportunity for identity is better created through the inherent qualities of the community over a contrived imagery. The defining feature for Kuna that should be preserved and enhanced is the “small town close to the metropolitan area.”

The downtown is the greatest asset Kuna has for reinforcing its image. The downtown is the heart, the core and soul of Kuna. Ensuring that the downtown is a healthy and vital center of activity will help maintain your small town community identity.



Create a new downtown-zoning district that allows for an accessible, compact center with a diversity of uses, including housing. Develop a marketing plan that assesses the downtown's market capacity and existing market leakages. Target businesses that are identified as sustainable for the downtown. Make downtown the center for all civic uses and events. City Hall and the post office should remain downtown.

Build on available resources from the University of Idaho, and work to develop a strong visual image of what the downtown should look like. Evaluate alternative funding sources for downtown re-vitalization including business improvement districts, local improvement districts, urban renewal districts, and the Main Street Program.

To maintain identity for the community, adopt principles of place making:

- Parks, commercial centers, and schools connected by a combination of pathways and pedestrian-safe streets

- Integrate new commercial areas with residential neighborhoods
- Encourage compact, well-designed housing near the downtown
- Use design standards for commercial development to ensure compatibility with nearby residential neighborhoods
- Continue to improve street connectivity
- Landscape or install public art at gateways including Avalon, Ten Mile and Highway 69
- Complete streets to make walking and bicycling safe and comfortable, including street trees, on-street parking, street widths, separated sidewalks, shallow building setbacks and short block lengths.



Physical separation (through preservation of farmland and open space) among neighboring cities may be the most effective, albeit difficult tool for Kuna to use in creating a unique identity. At a minimum, city planners should guard against leap-frog development, by approving only new development that is adjacent to

existing development and discouraging other jurisdictions from allowing new non-rural development on the fringe of Kuna's area of impact. Long-term open space preservation can be achieved through purchase, conservation easements (which provide tax advantages to the owner), and transfer of development rights from land that is desired as open space to land that is planned for development.

Finally, from both an identity and safety perspective, bridging the railroad should be given the highest priority. Re-establish conversations and explore joint funding with partners from the regional, local and federal agencies that share a stake in improving the access to the south.

*Resources:* These opportunities can be seized through good planning, political will and informed and involved citizenry. Strong community support will be required to pursue new directions for Kuna that will respond to the challenges of identity and small town character. This vision needs to have strong support from across all sectors of the community and be reinforced by every decision that is made regarding future development.

Other resources:

*Placemaking*, Bohl, Urban Land Institute (2003)

*Creating a Vibrant City Center*, Urban Land Institute (2004)

*Model Development Code and Users Guide*, State of Oregon Departments of Transportation and Land Conservation and Development (1999)

### 3. Balanced Community

*Challenge.* The lopsided nature of growth in primarily residential development has created an imbalance in housing and jobs within the community. Most people work outside the town. Peo-

ple who work outside the community tend to buy and seek services close to their employment rather than within the community of their residence. The challenge for Kuna is in creating jobs and services that will allow citizens to meet the community vision as a place to live, work, play and shop.

Currently, Kuna has limited viable industrial land for job creation, and the land that is available is not located or suited for its purpose. Commercial land is generally in small parcels, limiting the opportunity for large-scale commercial employment except in green land locations.

*Opportunities.* Opportunity for better balancing housing and jobs can be achieved through a number of initiatives. While it may be unreasonable to fully balance jobs and housing, providing more opportunities for job creation can be accomplished. To maintain the character of the community, focus on developing small businesses, not recruiting big boxes and large industry. Increasingly business and industry seek out quality of life first over all other factors in determining business location. By concentrating on community identity and maintaining the community as described above, Kuna will do more to attract business than using any other effort.

Kuna does not have adequate tracts of land zoned to allow big boxes (if desired) and large industry. Analysis should be made to double the amount of commercial and industrial land for future growth. New standards for industrial development should be developed to create more viable industrial areas. Focus on the downtown first through a development of a master plan. Adopt new zoning standards for other commercial and industrial land uses.

*Resources.* Creating a jobs/housing balance is a long-term effort. This issue needs a champion, either an organization or an individual to maintain momentum over the long term. The State of Idaho, Sage Consulting and others can provide resources for funding and expertise.

Other resources:

Guide to Classifying Industrial Property, ULI (2003)

*Redesigning Cities*, Barnett Planners Press (2003)

#### 4. Commitment to Implement

*Public Services.* The City of Kuna has a great library, fire station, and schools. The city currently leases space for City Hall, and maintains a contract with Ada County for law enforcement.

City Hall is located in the shopping center has you enter the community from Avalon. The Sheriff's office (substation) is located next door to the Clerk's office.



City Hall is short of space to say the least. There are two (2) small offices within this area and a small meeting room. The main area is split with the clerks occupying one side and the Planning and Zoning Department occupying the other. City Council meetings are held at the Senior Citizen's Center due to the small size of City Hall. Kuna desperately needs to either find a larger building or construct a new one so that all services can be centrally located. With the amount of growth that is currently occurring in Kuna it is time to plan so that the Mayor, Council Chambers, Clerk's office, Planning and Zoning, Law Enforcement and Public Works can be located under one roof.

The Kuna Library is a facility the community should hold their heads high and be proud of. The library offers several programs, a meeting room, computers, and labs for tutoring youth. The library has a young adult program with over fifty participants. Few communities of this size in Idaho offer this level of facility, programs, or staff availability. The District has also planned for the future by setting up the facility so that it may be added on to.



The Kuna Fire Station is a nice facility centrally located in the community; however they have an aging fleet of vehicles that needs to be addressed. The Fire District needs to do some strategic planning to start addressing these needs. A Chief and four (4) full-time firemen staff the Fire Department. There are 38-40 volunteer firefighters. Some of the volunteer firefighters live on the south side of the tracks dividing the city and this can create a problem with response time if a train is blocking the tracks. Ada County Paramedics are located in this station with two units and a response vehicle. All transports go into the area hospitals therefore at times leaving

Kuna without a timely response for addressing emergency transportation needs locally. The Fire Department also has a large meeting room, which can be used by the public.

Kuna has a beautiful new High School, nice Junior High building and four (4) Elementary schools. All the schools are located within city limits and equipped with ample room for sports events. The High School has a great auditorium, library and student store. The school district needs to continue its strategic planning, working with Kuna's Planning and Zoning Department to stay ahead of the growth the community is facing.

The contract with Ada County for law enforcement should probably be maintained; it is cost effective and provides other resources for law enforcement besides those at the substation. With the contract if the Sheriff's Department in Kuna is short an officer or loses a vehicle, Ada County has to keep those spots filled immediately at no additional cost; therefore not creating an officer shortage or the need to replace a vehicle during the course of the year. The Department has already come up with a strategic plan to address future growth. Juvenile and Adult Probation are also located in the Sheriff's substation.

*Community Identity.* We noted that Kuna was in the process of creating a lasting identity that would inspire locals and instill a sense of pride and place. We heard from several residents who would like to distance themselves from the "Caveman" image and embrace something more progressive. Kuna has so many good things going for it: rural atmosphere, growth potential, community involvement, Birds of Prey, and Western Heritage Byway, just to name a few.

The people we heard from want an identity that separates Kuna from other communities, whether it is the small- town atmosphere, Birds of Prey area, 'Kunity' or something else the community has to offer.

*Implementation.* It is time for Kuna to unite and come together to address the Four C's: communication collaboration, cooperation and coordination. With teamwork, Kuna will set itself apart from other communities. Kuna has taken these steps before. Local government, the chamber, service organizations, administrators, ministerial association, students and citizens who want to make a difference need to come together to set your course. There are many successful things happening in Kuna and the community needs to capitalize on these to determine how they worked and apply it to other areas.

*Challenges.* At the time of the Review, Kuna appeared divided, with a fresh City Council and Mayor who came into their respective offices to address growth issues (sewer) and the need for more public input. There is only one councilperson left from the previous Council. The learning process for the new Council to come up to speed with community issues and local government operation may have slowed down the process of addressing problems, although in hindsight there may be benefits to approaching these issues with a fresh perspective. The entire Council clearly wants to work towards a more sustainable community.

Kuna could use more commercial and some form of compatible industrial growth, due to its high residential tax base. The business district is aging and some growth areas are landlocked (more on this can be found in the following Economic Development section). Conventional wisdom has always held that residential development does not pay its own way, although as property taxes continue to shift to residential taxpayers the relative tax impacts among residential, commercial and industrial development may be changing.

Due to the number of citizens who commute outside of the community for work it will be difficult to bring them together to re-shape the future of Kuna. One thing that came out in the interviews is the new citizens do not feel accepted by the citizens who have been in the community for quite some time.

*Opportunities.* Kuna has some great assets that present opportunities:

- Citizens feel they can make a difference and want to become involved (as evidenced in the Town Hall Meeting).
- A Mayor and City Council who are not afraid to think out of the box and ask for help.
- Core group of citizens who are already movers and shakers.
- A re-shaped Planning & Zoning Department.
- A very successful School District.
- Plenty of meeting rooms available to bring groups together.
- Chance to create a distinctive entrance to the community.
- Kuna seems to have a good attitude about the need for change to address growth.
- 80% of the citizens agreed that a goal for the community is inter-community support.
- Gem Team needs to work towards a broader goal, objectives and action plan.

*Resources.* Available resources are as follows:

- Kuna is already a Gem Community, which offers access to resources and technical assistance.
- Idaho Commerce and Labor
- There are several successful community development and economic development organizations in the area. Attend their meetings to see what makes them successful.
- Ada County and other municipalities within the area should be contacted to evaluate some of their successes.
- Several Regional, State and Local organizations are available for technical assistance:
  - Urban Land Institute (ULI)
  - Idaho Planning Association
  - Idaho Department of Water Resources
  - Community Planning Association (Compass)
- *The Planning for Results Guidebook: Practical Advice for Building Successful Rural Communities* (2003) Nellis and Van Gilder / Joint project of the Sonoran Institute and the National Association of Counties
- *Community Culture and the Environment: A Guide to Understanding a Sense of Place* (2002) U.S. Environmental Protection Agency

### *Public Works/Infrastructure*

The City of Kuna can be proud of its many first-rate facilities and its potable water system. The positive working relationship between the Mayor/Council and Chamber of Commerce is of significant benefit to the community. The development of a comprehensive Plan and the efforts to keep the plan current will be helpful in addressing the community's growth issues. We did not find a crisis but rather a well-organized community looking ahead to forestall future problems.

### Wastewater:

The city must soon determine how to provide for adequate wastewater services, not only for growth but also for its current demand. Fortunately, this has been recognized and (at the time of our review) a consulting engineering firm was currently engaged to consider alternatives and make recommendations.

During our visit, we learned that the wastewater facilities have been out of compliance with Kuna's permit about three years and that current capacity is not enough to accommodate growth. There are some facts that were not clear, such as a comprehensive plan statement that there is capacity to serve 13,000 people, when the treatment facility has not been able to reliably treat wastewater for a smaller population. The consultant should be able to help resolve this issue. The consultant is considering a concept for treatment that is relatively new in this country. For this reason, we believe the consultant and city representatives should visit facilities currently using their proposed method of treatment. The visit should be to an operational plant. The city and

the consultant need to be certain that the proposed facilities will not only meet treatment requirements but also be compatible with the neighborhood. You also will want to be sure that the treated water will meet desired methods of application, such as on a golf course.

### Water

According to the two-year-old comprehensive plan, the city has adequate water supply, including the appropriate water rights. The plans for wells and reservoir capacity seem appropriate to us as presented by the consultant.

The proposal to reduce the irrigation use of the potable water supply is going in the right direction. In addition to changes to irrigation practice, the city will want to explore other water conservation practices.

### Growth Paying its Way

The city should review its fees for water and wastewater services as well as other services provided by the city. The city currently charges connection fees for water and wastewater. All fees need to be reviewed to determine that they represent the cost of services. The same can be said of the monthly fee charged for the operation and maintenance of services. The fee should include a component for depreciation (replacement). It is essential that the utilities income be separate from other city funds so that the money for utility needs can be met in a timely manner.

It is not unusual for water and sewer funds to be co-mingled with each other, but not with non-utility needs. Kuna currently has separate water and sewer funds and may want to review the policy to determine if the co-mingling of the funds would be of any benefit.

### Railroad Crossing

With a reported 50 trains per day passing through Kuna, there will come a time when an emergency will not be adequately addressed due to a blocked crossing. Proceeding with the chosen plan for correcting the situation should start now, regardless of projected city growth. The city should pursue the extension of highway 69 to the Birds of Prey area, including state participation in the new crossing plan.



### Growth Projection

The community services team saw the work the consultants did in trying to determine the need for water and wastewater services. They had five graphs with 2030 projections ranging from a 32,000 to 140,000 population. We recommend that the planning be done for an agreed upon population number, without a specific date, or alternatively use the total projected population for the area of impact. Then everyone can work toward serving the agreed upon population target. Everyone should be working toward the same population figures with annual adjustments as appropriate.

## Planning For Growth

It would be prudent to obtain right of way, property acquisition, water rights, parkland, etc., as will be needed in the future so the acquisition can be obtained before prices show further increase.

## Street Lights

The city should have an established street light policy, including size and spacing of lights, expectations of developers, addressing 'light pollution' concerns and etc.

## Private Utilities

The review team heard presentations from the private utilities. We feel comfortable that these utilities have prepared themselves for growth in the Kuna area and their ability to serve is not an issue.

## **Economic Development**

The Economic Development Team was asked to review and provide recommendations in several areas that pertain to Kuna's growth and economic welfare:

- Locating Future Industrial Development
- Business Recruitment (also known as Business Attraction)
- Marketing
- Downtown Revitalization



Our primary message to Kuna is: **“Fix the Mix.”** Many of the issues we observed are impacted by other factors, such as transportation, housing developments, commercial growth outside of the downtown core, and regional growth throughout the Treasure Valley, especially in Meridian, Nampa, and Boise. At the heart of many of these issues is *land use planning*. Also, complaints about the need for more housing options and services peppered our discussions at the Town Hall meeting on March 8<sup>th</sup>. Although other members of the Kuna Community Review Visiting Team may be more knowledgeable about land use planning, growth management, transportation, infrastructure, and housing issues, our comments may touch on some of those issues as they pertain to economic development.

### *Locating Future Industrial Development*

We were asked to review the location at which industrial development presently is zoned and suggest other areas where industrial development may occur. To assist us with that assessment, we visited Best Bath and toured several residential areas south of Kuna's downtown core. Also our examination of zoning maps and aerial photographs provided us with an opportunity to make a few recommendations.

Industrial development generally provides well-paying jobs with benefits and adds to a community's tax base. Some industrial or manufacturing development is generally characteristic of full service communities, in contrast to bedroom communities. Locating manufacturing businesses in a growing community can be a challenge when substantial residential development already has occurred, as is the case in Kuna.

### Current Industrially Zoned Area

Visiting Best Bath allowed an opportunity to observe a business that will bring good jobs to Kuna and be a credit to that community and the Treasure Valley. This business will help improve the local economy and demonstrate that a medium-size manufacturing business is a great fit for Kuna. However, the proximity of that business to residential housing suggests a potential challenge in siting future industrial development in that immediate area. We understood that the nearby residential development was allowed *after* the business park was zoned and permitted. Nonetheless, residents may object to potential impacts no matter what future precautions are taken in recruiting businesses to that part of the city, thus creating a dilemma for city planners, residents, business park developers, and prospective business park tenants and business owners.

We encourage city and business leaders to continue to develop sites for small-scale businesses that provide needed services and products to the thriving Treasure Valley construction industry and other entrepreneurs that need affordable space. For example, cabinet makers, artisans, custom window, door, hardware manufacturers or installers, equipment shops, contractors, and other similar businesses that don't require ample foot-traffic, don't generate multiple truck loads of product each day, or don't operate 24/7 may be suitable for spaces in or near the current industrial park. Team members also suggested small-scale wholesale nurseries that cater to landscaping contractors.

It is important that locations be found in the Kuna area for these kinds of businesses as well as other mid-size manufacturers, such as Best Bath, that want to take advantage of Kuna's comfortable, affordable lifestyle and the community's proximity to Nampa, Meridian, and Boise.

### Future Industrially Zoned Area

Our discussions with city leaders and our examination of maps and aerial photographs led us to conclude that there are few immediate options for additional industrial development. A large area considerably south of Kuna and another area west of Kuna were proposed to us for the purposes of discussion. While large tracts of land currently in agricultural use may be able to be converted to other purposes in the future, we observed that the absence of suitable transportation corridors and the distance of those locations from I-84 are potential limiting factors at this point in time. Many residents repeatedly emphasized that they did not want to see transportation routes to I-84 resemble Eagle Road. Transportation corridors need to be carefully planned.

For that reason, and because considerable residential growth has occurred in Kuna north of the downtown area, we were not particularly optimistic about other areas of Kuna that readily suggest themselves to immediate industrial development. It may be advisable to place more of an immediate emphasis on business park development than industrial park development in areas in which residential growth is the dominant land use. Business parks differ from industrial parks in that the former tend to have clusters of offices and service centers and the latter tend to have manufacturers and distribution centers.

We commend city leaders for raising these issues now, however, before Kuna is entirely girdled by residential growth that further restricts its commercial and industrial or business park devel-

opment options. Also, at the present rate of growth, areas that seem relatively distant to I-84 now may be relatively close in five to 15 years. Major transportation corridors in the western area of impact may be appropriate. Finding a suitable balance between future industrial growth and transportation options requires that comprehensive planning begin immediately, if not sooner.

We recommend that city leaders continue to explore future light industrial or business park development options, plan transportation corridors, and avoid co-locating housing developments and industrial developments. Generally we also recommend that city leaders seek to balance commercial, residential, and industrial development.

### Railroad

There is definitely a physical and psychological barrier having the railroad cut through Kuna. We were told that about 30 trains pass through Kuna every day. There are not many changes that can be done in the short term, but in the long term there will be a great benefit to the community if city leaders plan for and advocate a railroad overpass or underpass. Moreover, there may be value in determining whether a rail spur in the city's area of impact could be a future asset, after current transportation planning efforts are put into development.

For the short-term, we recommend there should be more of a focus in targeting for expansion or recruitment businesses that do not rely heavily on trucks for distribution. Most businesses that ship a lot of products prefer that their trucks not regularly cross railroad tracks because of safety, liability, and time issues associated with railroad crossings. Also, if Kuna is going to zone other areas south of the tracks as industrial there should be a landscaped buffer area between residential and industrial neighbors.

### Infrastructure

City and business leaders ought to consider developing a readily accessible database of all available public and private infrastructure for industrial and commercial development for planning and development purposes. The database and related maps should include information about the availability, capacity, and/or location of current or projected water, wastewater, transportation, electricity, natural gas, and telecommunications utilities as well as zoning and rights of way.

### *Business Attraction and Business Retention & Expansion*

We were asked to examine options for business recruitment. Specifically, we were asked to identify the types of businesses that would be best suited to available industrial sites. While we were not asked to address commercial business options or business retention and expansion facets of economic development, our conversations with residents and business owners suggested that some of these issues were among their primary concerns.

In the preceding section, we recommended that small to mid-sized manufacturers with minimal truck traffic or pedestrian requirements may be best suited for the existing light industrial park south of the downtown business core. An emphasis on establishing shop fronts for businesses in the construction trade may be entirely appropriate.

Industrial development was not a widely supported economic development strategy based on the survey results that were provided to us by Kuna Community Review organizers. Despite the known benefits to the community of locating high-quality, well-paying manufacturing jobs and adding to Kuna's tax base, residents seemed to support the recruitment of service businesses and the development of amenities that enhance the quality-of-life in the community. Since creating jobs for residents was supported in the community survey, it seemed that one plausible business

attraction strategy would be to determine what service needs were unmet and then seek to have existing, local businesses meet those needs *before* recruiting companies from outside of Kuna to fill those needs.

For example, several residents told us that a dry cleaning service would be highly desirable. One businessman told us that he was taking steps to find a business to provide that service. It was also suggested that additional nurseries that complement Zamzow's offerings might do well. We observed few businesses that seem to cater to "do it yourselves."



As stated earlier, businesses that service the construction industry, landscapers, and residents with home improvement or other needs may find a ready niche in Kuna. Also there may be opportunities for home-based businesses or businesses that can operate from almost any location. It was brought to our attention that health clubs, a YMCA, or a Boys & Girls Club would be desirable amenities (a 'Y' has been proposed within the Water's Edge Development in North Kuna).

It is readily apparent that the business base is growing rapidly; in 2002, there were 700 Kuna business filings with the Secretary of State, and in 2004 that number increased to 1,200. Papa Murphy's and a video rental store were among the newest commercial retail businesses that we observed. Even if gaps in locally available products and services exist, Kuna is thriving. Other commercial business and professional services are only months away. It remains unclear *where* that growth will occur, but it is happening.

### Supporting Local Businesses by Shopping Locally

Retaining dollars and circulating them as often as possible in one's own community is an important goal of economic development. We learned that a local bank had 200 accounts after 60 days, and that it was succeeding in pulling money that would go to banks outside of the area. We also learned that local bankers were eager to invest in their community by making business and personal loans.

Despite this we observed a potential disconnect between currently available services and products and the willingness of residents to patronize Kuna businesses that offer them. This situation was underscored in one of our roundtable discussions in which the wife of a local medical practitioner lamented that Kuna residents seem to



take their business elsewhere while her neighbors at the table simultaneously lamented the absence of city services. The lack of knowledge about available services and products may be partially attributable to the rate of growth in the community as well as existing commuting patterns. Residents north of the downtown core who commute northward to work may be oblivious

to services and products offered elsewhere in the community if they seldom explore Kuna when they return home at night or on weekends.

We recommend that the Kuna Chamber of Commerce survey business owners and residents every year to identify what products and surveys are needed and try to determine the degree of satisfaction residents have with available products and services. The survey should also attempt to discover the degree to which residents shop for products and services outside of Kuna and their reasons for doing so.

A regularly updated website, electronic and/or printed business directory of available services and products in Kuna may be one of the most important tangible outcomes of a community-wide shopping pattern survey. The benefits of shopping locally needed to be emphasized repeatedly by business owners, the Kuna Chamber of Commerce, and city leaders. In fact, *everyone* with an interest in Kuna's economic well being can play a role in making a compelling case for doing business in Kuna. *Superior* savings and service may form the basis for a marketing plan, which is discussed in detail in the following section.

### *Marketing*

We were asked to make recommendations for an economic development-oriented marketing strategy for Kuna. We found many positive attributes that any community would be proud to have and advertise. But there is room for improvement in telling Kuna's story.

### Signage

Our first initial observation was the apparent absence of signage, a welcome billboard with businesses, churches, activities, and tourist attractions. When such signage is developed, we recommend a theme such as "*Gateway to the Birds of Prey*" or others under consideration.

### Web Presence

Even before arriving in Kuna, one team member arranged to meet some friends in Kuna to go to a party. She tried to find information of Kuna on the web so that she and her friends could find a central meeting place. She said it was an excruciating process. She Googled "Kuna" and could not find an official site that would give her the information she needed. When she finally found her way to [www.cityofkuna.com](http://www.cityofkuna.com) it was still difficult to find a map or listing of places of interest. This observation may help us understand why some residents or visitors to the area may not patronize local businesses. More linked key words and phrases, or "meta tags," included in the local web sites would help web visitors quickly find Kuna businesses.

Another suggestion for the Chamber and City web sites is to keep calendars updated, use simple and legible fonts, and regularly check to make sure links are functioning.

### Need for Existing Buildings for Lease or Sale

Businesses want turn-key buildings for lease or sale. It cuts down time to move and start-up, and the presence of available, suitable buildings cuts costs. Any buildings available in the community can be listed with realtors as well as the [Idahoworks.com](http://Idahoworks.com) website. The Land & Buildings site is a free and easy way to list these existing buildings, spec buildings, and raw land for customers to see. We recommend that Kuna's business and city leaders let people know what is available and that Kuna is ready for businesses to move to or expand in Kuna.

### Excellent Schools

It was suggested that the excellent school system could be used in the marketing program to help recruit businesses and families to Kuna. Others expressed concern about marketing the school system perhaps because they believe the area already is saturated with school-aged families.

### Best Bath as a Tool for Economic Development Marketing

This company represents a great score for Kuna. As stated elsewhere, its presence suggests that mid-sized manufacturers providing good jobs are attracted to the area. We recommend the Kuna Chamber of Commerce and city leaders organize a ribbon cutting, open house, or grand opening ceremony when the company is ready, and invite local and state dignitaries, media, bankers, and real estate developers as one way to publicize Kuna's availability to businesses that may be looking to move out of Boise, Nampa, or Meridian. In order to attract more businesses like Best Bath to the existing industrial park, and other land that is available, it would be a great idea to market directly to Boise, Nampa, and Meridian businesses that are growing and need to expand, but don't have the space to do so where they are. This can also be achieved by networking within these areas at business meetings, such as those sponsored by various chambers of commerce, Rotary Clubs, or other service clubs. A great selling point would be to focus their attention on Kuna as the central area for employees coming from Boise, Meridian, and Nampa. Other attractive features include less congestion, lower costs, and city leaders that want new businesses and may be willing to make the development process easier.

### Marketing advantages

According to research, 80% of business growth within a community or town comes from existing businesses. It would be a good strategy to focus on business expansion and retention. We saw a number of exemplary businesses, such as Sandstone, the coffee shop, an outstanding local Mexican restaurant, and Wild Ivy that are destination businesses that bring customers, money, and jobs to the community. One goal of a marketing campaign would be to persuade visitors that Kuna is part of the Boise metro area, in order to dispel the common misperception that Kuna is a remote community. There was also evidence of small businesses, such as the ones in the building owned by Mic Ashby that we drove past on our tour. This type of small start up business would be a great target for assistance to help them expand and grow.

### Business Retention & Expansion

There are several primary strategies, which can be used to allow current businesses to be more successful, and therefore encourage them to remain located in Kuna.

**Develop a Central Theme (brand, logo, tag).** This is important for the community as a whole to have an identity and set itself apart from other cities in the Treasure Valley. This theme can help an area develop a strong position and increase value and recognition throughout the whole Treasure Valley. It is suggested that Kuna focus on the small town feel and values of their community that repeatedly came up in our conversations with residents. People go out of their way to support the small town, and stay away from the crowds and traffic in Meridian and Boise. In advertising, this would reinforce the growing discomfort many consumers feel toward the "big box" retailers and the lack of service and quality the big retailers provide. This theme should be tied to the area in community marketing efforts and any advertising that local businesses do. It can be placed on all specialty promotions, items and flyers.

A positioning theme can be based on physical attributes such as:

- Silver Trail
- Historic Byway
- Gateway to the Birds of Prey
- Heart of the Treasure Valley or based on feelings toward the town such as:
- Traditional Service, Traditional Value
- Personal Service
- Hometown Quality and Values

**Awareness of Local Retail/Services.** There is a definite need to increase awareness of local residents, new residents and visitors of the number, variety and selection of retail and service businesses in Kuna.

- Publish a complete directory of all businesses, including name, address, and phone numbers. It is a good idea to also include hours of operation, store description, and special services. Use this as a tool to convince local residents to shop in Kuna rather than heading to nearby towns.
- Produce a map. Should have a fun-focus, be professionally designed and include local landmarks for easy reference. It can include paid advertising, which may cover its full production/distribution costs.
- Promote local businesses through a “virtual mall.” It seems to us that there are a number of small and in-home businesses that could put themselves together in one spot on the Internet to sell “Kuna’s goods.”
- Continue to enhance business-to-business activities. The Kuna Chamber of Commerce already may host business-to-business events, but they can always be augmented. Make sure that businesses know what services are presently available in their own community so they do not have to travel to Boise, Meridian, or Nampa to spend their money.

Joint Marketing. Most small businesses rely on “word of mouth” advertising. In a community that is growing by leaps and bounds and in a valley with a large population that way of communicating is not as effective as it used to be. Local businesses do not attract the new residents simply because those residents have not seen any advertising for them. There are inexpensive ways to get greater market impact and thereby increasing sales and awareness.

- Additional emphasis on cost-shared paid advertising. This is an effective way for small businesses to get more bang for their buck. It is hard to afford to put ads in the valley papers or on radio stations, but as a group they can cover more ground. These can include a jointly produced ad, flyer, brochure or poster.
- Website – Put more information on local business on the city website, or create a Kuna business website that is easily searched and found on the Internet.
- Retail promotions, late night shopping, strolling art or music event ... something to build traffic and get people into downtown area.
- Ride the coattails of local successes. A couple of local businesses are bringing more people to Kuna. One of these is the new Cowgirls bar and Sandstone shop/winery (the site formerly occupied by Kings). Why not work out some joint efforts to increase sales to these people coming into town with local restaurants and other shops?
- Special events – Market other local events such as the spectacular Birds of Prey area or a day trip to Swan Falls with lunch downtown or picnics provided by local restaurants.

- Historical and Cultural Tourism – Because Kuna is on the Historical Byway this may be a great tie in for marketing the community. Put ads on the maps; create a tour cassette that can be rented from the visitor’s center for travel around the area; or signposts with information and directions to get people interested in this type of thing off the freeway.

### New Businesses

Focus on attracting complementary businesses that mesh with what Kuna already has. A farm store, clothing store, dry cleaners and/or variety store are some of the kinds of businesses that residents indicated to us they want to see. Since these are items that the local residents are likely to be traveling to other cities to purchase, we recommend that businesses in Kuna contemplate providing those services wherever possible. If that strategy does not succeed, we recommend attracting those types of businesses to Kuna. Both strategies are intended to keep residents’ and visitors’ money in Kuna.

**Develop Recruitment Information Package** – Assist in the attraction and selling of Kuna as a viable location for new businesses to complement the existing businesses. This can be done by providing a package with maps, area profile and history, trade area demographics, current retail/service mixes, typical business costs, names and numbers for new businesses (utilities, banks, office supply stores, planning & zoning) and available properties and marketing flyers. The idea is to make it attractive and easy to start a new business. This should be professionally designed and placed in a folder with separate sheets that can be quickly, easily, and inexpensively updated.

**Available buildings and land listings.** This can be done on the State of Idaho’s website for land and building inventory ([www.idahoworks.com](http://www.idahoworks.com)). A link can be established to this site, as well as printing off these information sheets for inclusion into the information packages.

### *Downtown Revitalization*

We were asked to examine the viability of the current downtown business core. An argument was made that it would be difficult to sustain the viability of downtown area because of a lack of public parking. It was suggested that a new commercial zone might be more viable, at which the Post Office and city services would be located.

Some buildings on the main street are in need of a face-lift. The area looks run down and does not show evidence of community pride. But overall the downtown does not have a lot of blight and we observed only one vacant structure.

We believe the downtown core is viable and is worth developing. It has a history and is being embraced by the community. We believe the current downtown needs to be the historic, cultural, and business center of the community.

Kuna needs to make its own determination as to where the center of their community will be. Without such a decision, it will be difficult to predict where future commercial growth is likely to occur. There seemed to be some consensus that space constraints may limit the kind and size of development that may occur downtown. The majority of people we spoke to would like to see the downtown area stay where it is, and that money and effort be put into dressing it up. Even if local government officials have made some decisions to locate services closer to Paul’s Market or elsewhere, the community’s wishes for a downtown area that is a place to walk, meet and enjoy their neighbors still could be met by changing the downtown into a historical area or shopping area, as is the case in Eagle, Emmett, Rupert, or Sandpoint, to name a few.

We recommend that there be a concerted effort to thoroughly and completely revitalize the downtown business core. This will take an ample investment of resources, but so too is it likely to result in enhanced property values and resale prices. Talk to the owners of the buildings. Convince them of the benefits of putting a little money into the facades of their properties and businesses. Talk to the local bankers. They are willing to invest in local businesses. They want to see merchants succeed and shoppers feel comfortable and at ease during the day and at night, spending their dollars downtown.

More parking must be added, but it should be located behind the current buildings. We were told that the lack of public parking and public land influenced the decision to locate City Hall and the U.S. Post Office outside of the downtown core. We wonder if this issue can be satisfactorily addressed if that would be sufficient to return those essential public services to the business core. Is a parking garage out of the question?

More outdoor patio seating may benefit the downtown area. The new Sandstone complex seems to be a natural fit in the community as a boutique shopping center. We wonder what other sorts of boutique shopping mixes would be beneficial to the community.

“Where shopping flourishes, so do the communities that foster it. Where it fades, so do the economic prospects of the communities that lose it.” This quote from the National Council for Urban Economic Development explains why much of a downtown’s market analysis focuses on retail, and why we believe a thriving retail base in downtown Kuna should be a high priority.

### *Summary*

Economic development decisions in Kuna are closely interwoven with other factors, such as land use planning, infrastructure, transportation, and housing. We do not know the degree to which growing demands on infrastructure as a result of residential growth will inhibit future industrial and commercial growth. It is possible that housing developments now trump industrial and commercial development in the quest for land and infrastructure resources. That would be unfortunate. But we have already seen that poorly conceived housing development decisions may adversely impact previously zoned industrial sites. Consequently we recommended that considerable attention be paid to comprehensive planning.

We recommended a cautious approach to future industrial development not only because of various constraints at the present time, but because the development and promotion of existing local businesses to meet the needs of residents and businesses in a growing community may be a preferable economic development strategy. But small to mid sized companies such as Best Bath need to be welcomed into the community because they provide good jobs and add to Kuna’s tax base. They should be located in the current industrial park while future industrial and business park sites and transportation corridors are planned. We recommended buffers between that site and adjoining residences.

We noted that there is much to market in and about Kuna, and recommended various strategies for telling residents and visitors alike where and how they can spend their money locally. We recommended that the revitalization of the downtown business core and the expansion of shopping and entertainment services in that area be a high priority.

### *Conclusions*

The Kuna Chamber of Commerce’s survey shows that the growth most residents seem to prefer is related to: education (1); small business (2), that which primarily provides jobs for current

residents (3); and that which promotes technology (4). In contrast, respondents stated that their least favorite growth options were: new houses (1); large commercial growth (2); jobs that attract new residents (3); and industrial growth (4). While we may not fully understand the definition of some of the terms, we do understand the general concept of smaller growth being preferred over larger growth by the majority of Kuna's residents who responded to the survey.

Another portion of the survey makes the same point in a different way. Over 85% percent of respondents support the goal of attracting new businesses, 83% want recreation facilities expanded, 83% want Kuna beautified, and about 78% want jobs for youth. Less than 35% support large industry and 55% apparently do *not* want things to stay the same. With respect to the last point, and if we interpret these findings correctly, respondents support change.

Based on our conversations with residents and meetings with business owners, elected officials, and other community leaders, it is apparent that Kuna residents are seeking a better quality of life for themselves and their families. We believe they will support strategies to: grow small businesses; provide limited numbers of new jobs; diversify housing options; develop recreational and retail amenities; and transform downtown into a shopping and entertainment experience. Residents told us that they believe the time has come to phase out what they consider to be large tracts of lesser quality housing in favor of better quality, mid-range housing. Finally, we believe large-scale commercial and industrial development generally will not be popular because of concerns about transportation and congestion. Most of the persons with whom we spoke want to preserve the rural, small-town feel that attracted them to or keeps them in the area.

We recognize that the expansion of the local tax base to provide for vital city services is an important factor in weighing various economic development options. Almost all economic development decisions are locally driven. We anticipate that the open-minded city leaders who requested our advice and were so forthcoming in providing our small team with ample information and assistance will find a way to balance competing needs and demands in one of Idaho's fastest growing cities as they guide Kuna's growth into the 21<sup>st</sup> Century. We wish them well.

## *Resources*

There are many organizations and individuals that city leaders, business leaders, community developers, and residents may wish to contact for more information and assistance in the areas we covered, several of which are suggested below. We also encourage readers with specific questions to contact Visiting Team members.

### **Ada County Development Services**

200 West Front Street  
Boise, ID 83702  
Richard Cook, P&Z Administrator  
287-7903  
[dscokra@adaweb.net](mailto:dscokra@adaweb.net)  
[www.adaweb.net](http://www.adaweb.net)

### **Association of Idaho Cities (AIC)**

3100 Vista Avenue, Suite 310  
Boise, ID 83705  
Ken Harward, Executive Director  
344-8594  
[kharward@idahocities.org](mailto:kharward@idahocities.org)  
[www.idahocities.org](http://www.idahocities.org)

### **Ada County Highway District (ACHD)**

3775 Adams Street  
Garden City, ID 83714  
387-6100  
[www.achd.ada.id.us](http://www.achd.ada.id.us)

### **Boise Valley Economic Partnership**

250 South Fifth Street, Suite 800  
Boise, ID 83701  
Shirl Boyce, VP, ED Services  
James Grunke, Manager, ED Policy  
472-5200  
[sboyce@boisechamber.org](mailto:sboyce@boisechamber.org)  
[jgrunke@boisechamber.org](mailto:jgrunke@boisechamber.org)  
[www.boisechamber.org](http://www.boisechamber.org)

**Business Information Center**

380 Parkcenter Blvd., Suite 240  
Boise, ID 83706-3965  
334-1696 ext 236  
[www.bizinformationcenter.org](http://www.bizinformationcenter.org)

**Community Planning Association of  
Southwest Idaho (COMPASS)**

800 South Industry Way, Suite 100  
Meridian, ID 83642  
Matthew J. Stoll, Executive Director  
855-2558 ext 241  
mstoll@compassidaho.org  
[www.compassidaho.org](http://www.compassidaho.org)

**Idaho Department of Commerce &  
Labor**

Economic Development Division  
Cliff Long, Administrator  
P.O. Box 83720  
Boise, ID 83720-0093  
(208) 334-2470  
[www.idahoworks.com](http://www.idahoworks.com)

**Labor Market Information**

John Panter, Regional Labor Economist  
205 East Watertower Lane  
Meridian, ID 83642-6282  
(208) 364-7785 ext 3599  
[www.lmi.idaho.gov](http://www.lmi.idaho.gov)  
[jpanter@cl.idaho.gov](mailto:jpanter@cl.idaho.gov)

**Meridian Local Office**

Kristyn Roan, Manager  
205 East Watertower Lane  
Meridian, ID 83642-6282  
(208) 364-7785  
[kroan@cl.idaho.gov](mailto:kroan@cl.idaho.gov)  
[www.cl.idaho.gov/meridian](http://www.cl.idaho.gov/meridian)

**Tourism Development Division**

Carl Wilgus, Administrator  
P.O. Box 83720  
Boise, ID 83720-0093  
(208) 334-2470  
[www.tourism.idaho.gov](http://www.tourism.idaho.gov)  
[carl.wilgus@tourism.idaho.gov](mailto:carl.wilgus@tourism.idaho.gov)

**Idaho Heritage Trust**

P.O. Box 830  
Weiser, ID 83672  
Gaetha Pace, Executive Director  
549-1778  
[gaetha@mindspring.com](mailto:gaetha@mindspring.com)  
[www.idahoheritage.org](http://www.idahoheritage.org)

**Idaho Small Business Development Center  
(Idaho SBDC)**

Boise State University  
1910 University Drive  
Boise, ID 83725-1655  
426-3875  
[cchamber@boisestate.edu](mailto:cchamber@boisestate.edu)  
[www.idahosbdc.org](http://www.idahosbdc.org)

**National Main Street Center/National Trust  
for Historic Preservation**

1785 Massachusetts Avenue, N.W.  
Washington, D.C. 20036  
Doug Loescher, Executive Director  
National Main Street Center  
(202) 588-6219  
[www.mainstreet.org](http://www.mainstreet.org)

**Sage Community Resources**

Pat Engel, Program Manager  
10024 West Executive Drive  
Boise, ID 83713  
(208) 322-7033  
[www.sageidaho.com](http://www.sageidaho.com)

**Southwest Idaho Travel Association**

Jenifer Johnson, Chairperson  
332-5144  
[jenifer@boqusbasin.com](mailto:jenifer@boqusbasin.com)  
[www.swita.org](http://www.swita.org)

**U.S. Small Business Administration (SBA)**

380 E. Parkcenter Blvd., Suite 330  
Boise, ID 83706-3965  
334-1696  
[www.sba.gov/id](http://www.sba.gov/id)

**Women's Business Center**

119 N. 9<sup>th</sup> Street, 3<sup>rd</sup> Floor  
P.O. Box 6700  
Boise, ID 83707-0700  
336-5464  
[www.wbcidaho.org](http://www.wbcidaho.org)

Many Idaho cities have local economic or community development professionals, Gem teams, chambers of commerce, merchants associations, downtown business associations, and urban renewal agencies. Below are a few cities in southern Idaho worth contacting and visiting.

**Emmett**

Mike Williams, President  
GEDA (Gem Team)  
939-0227

**Cheryl Conrad**

CORE and Shadow Butte Development  
Corporation  
741-1113

**Eagle**

Bill Vaughan, P&Z Administrator  
City of Eagle  
P.O. Box 1520  
Eagle, ID 83616  
939-0227

**Jerome**

Marlin Eldred, Economic Development Director  
City of Jerome  
152 E. Avenue A.,  
Jerome, ID 83338  
324-8189  
meldred@ci.jerome.id.us

**Rupert**

Sherri Miles, CCD  
Grant Coordinator and Economic Development  
Director  
City of Rupert  
(208) 436-9600  
sherri.miles@rupert.id.us

Literature, Web Sites, Training Programs, and Other Resources

- 2001 – 2002 Small Business and Community Development Resource Directory, Idaho Rural Partnership (out of print)
- **Blane Canada:** [www.blanecanada.com/free.html](http://www.blanecanada.com/free.html)
- Northwest Community Development Institute (NWCDI)
- Gloria Mabbutt, Rural Team Manager
- Idaho Department of Commerce & Labor
- (208) 334-2650 ext 2139
- [gloria.mabbutt@community.idaho.gov](mailto:gloria.mabbutt@community.idaho.gov)
- Salant & Dillman, **How to Conduct Your Own Survey**, John Wiler, Publisher, 1994
- **Smart Towns: A Guide to Downtown Revitalization**, Idaho Department of Commerce Community Development Division, August 1998 (out of print)
- **Smart Towns: A Guide to Growth Management for Idaho City and County Officials**, Idaho Department of Commerce, Rural & Community Development Division, March 2004
- **Starting a Business in Idaho**, Idaho Department of Commerce & Labor, 2004-2005
- University of Idaho Extension Service: [uidaho.edu/ag/extension](http://uidaho.edu/ag/extension)
- Other State Web Sites:  
[www.spokanebic.org/internet.htm](http://www.spokanebic.org/internet.htm)  
[www.srdc.msstate.edu/cred/ozconf/session3/woods.htm](http://www.srdc.msstate.edu/cred/ozconf/session3/woods.htm)  
[www.muextension.missouri.edu/explore/commdm](http://www.muextension.missouri.edu/explore/commdm)  
[www.city.langley.bc.ca/dev/busrecruit.htm](http://www.city.langley.bc.ca/dev/busrecruit.htm)

Several consultants and grant writers offer expertise in downtown revitalization, infrastructure project development and funding, business recruitment, historic preservation, and other topics referred to in this section. In the interest of fairness, we cannot list some of them and not others, and we there are too many to mention. We encourage readers to contact Visiting Team members for particular recommendations based on your needs.

## Part Three: Summary and Strategies

---

This last section offers general conclusions and recommendations for further discussion, along with additional biographical and contact information for the Visiting Team members.

### Summary

#### *Field of Dreams?*

One of the issues identified by Kuna residents and leaders alike—and observed by Visiting Team members—was a significant rift dividing the community. The roots of the conflict have taken hold over the years in politics, land use and growth, and diverse perspectives on Kuna’s identity and future. This conflict thrives on negative energy and if left unchecked could choke out the very qualities Kuna wants to cultivate. The more time and energy Kuna has to spend on “weed control,” the less time and energy will be available for growing what you want.

If a fire or flood threatened Kuna with destruction, it’s safe to assume that residents would stand shoulder-to-shoulder to cut fire lines or fill sandbags. If a child goes missing, political rivals would no doubt be willing to drop everything to mount a search—it’s what neighbors do. Think of the current challenge in the same way: divided, your future may well be determined by outside forces; united, you will ensure a strong and vibrant community.

Visiting Team members recognize and appreciate the challenge of resolving long-standing personal and political conflict. We wish Kuna the best, and in that spirit offer you our honest observations, recommendations and encouragement.

Thank you for inviting us into your wonderful community, and thank you for your hospitality.

### Strategies

Kuna has effectively employed “Study Circles” in the past to explore challenges and solutions. This may present a forum for discussing the many issues identified in this report. We can’t stress enough the importance of including diverse perspectives together on each of these topics. When everyone is welcome, included and respected in the process, the outcome will have the support of the community. Most importantly, however, if the group process recommends a particular course of action, and leadership instead implements something completely different, public trust and support will be eroded. Remember, you can’t make good PR out of bad policy, but if you listen well, speak the truth, and follow through with your promises people will take notice.

Obviously, every community has controversial issues; the process of moving forward requires cooperation and some compromise on everyone’s part. Sometimes it’s best to get all parties together and identify the things you can all agree on before tackling the tough problems. Meeting facilitators often use simple discussion exercises to re-introduce people on a human level, to re-orient their relationship by discussing non-confrontational issues or topics. The first step is to get former adversaries to sit down together and talk about things as simple as family, pets, or fishing. Reasonable people often disagree, but as long as you can keep a respectful dialogue going, you’re halfway there.

The following key elements identified in this report deserve consideration and action.

## *Land-use*

### Downtown Strategy

Opinions are divided as to the viability of the historic downtown core. Many local business owners want to see more investment in the appearance and infrastructure of this area. They see a tremendous opportunity to reinforce Kuna's historic identity, support locally owned businesses, and create a clear destination for visitors and surrounding residents. Others feel Kuna's energy would be better spent on a new commercial and civic hub. We would submit that both are possible and not mutually exclusive.

Many communities have preserved an "old-town" district reflecting local history and culture; while establishing "distributed" neighborhood-scale commercial and cultural areas that reduce car trips (and the attendant traffic and pollution), encourage pedestrian access and create sources of civic pride and neighborhood gathering places. These distributed centers are local employment opportunities for youth, and needn't compete with or detract from the historic downtown identity (a great nearby example of this is the Hyde Park neighborhood in Boise's North End). Think of establishing complementary districts, but not at the expense of your historic core identity. We encourage Kuna to retain its primary civic presence in the current downtown; this may require creative parking alternatives, but we feel it will pay off in the long run.

One persistent recommendation of Visiting Team members is the need for land-banking. There are currently several vacant parcels near historic downtown Kuna that should be explored and acquired if possible. This land can be used for future commercial, government and residential purposes and would enhance Kuna's center of gravity in social, cultural, economic and political terms. Other obvious land-banking needs involve sewer expansion, parks and green space.

### Residential and Mixed-Used Development

As mentioned above, we observed several existing and planned development strategies that present challenges and opportunities for Kuna and its residents. Wherever possible, think of ways to reduce car trips, encourage pedestrian activity and encourage compatible mixed uses. When large tracts of land are restricted to suburban residential developments with limited connectivity, 'neighborhood identity' is replaced by a 'subdivision identity.' They are not the same. Typical subdivisions don't offer a corner drugstore or barber-shop, or a local restaurant, bakery or coffeehouse to walk to in the morning for a paper or breakfast with neighbors.

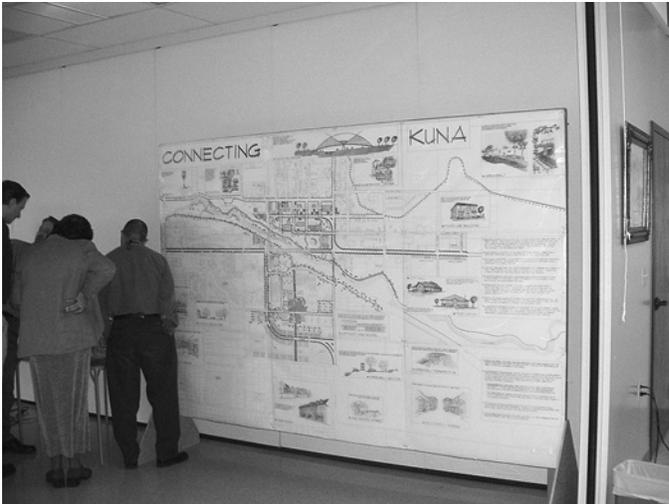
These assets make a neighborhood, in that they offer opportunities to mingle with your neighbors in different settings, understand who lives where, and in general discover common values and identity. They help build the networks and relationships that are the glue of a community.

The photos at right illustrate the "airport runway" effect unintentionally created through current subdivision layout, and one attempt to create an access point for the resulting isolated residential areas. We would encourage decision makers and residents alike to explore vibrant neighborhoods and downtowns whenever possible to look for what makes them work, then apply those principles to future development.



## Connectivity

Connectivity is a broad topic that has several key components: physical or geographical, social/cultural, and economic. Physical connectivity refers to the geographical relationships within Kuna, such as the distance between developments. Social or cultural connectivity refers to personal and civic relationships, some of which may be affected by geographic considerations (such



as the distance of some residential developments from Kuna's downtown core or government activities). Economic connectivity reflects local shopping and business ownership patterns and the symbiotic connection between local businesses and their customers.

### Social/Cultural Connectivity

We note with some concern that some residents of Kuna do not appear to readily identify with their own community. Some residents in the northern part of Kuna, newer residents, or residents who work elsewhere in the Treasure Valley may identify more with the broader Treasure Valley or its larger urban centers.

They may not be aware of the goods and services Kuna's businesses currently provide or may find it more convenient to patronize businesses on their way to or from work; some of this is inevitable. It is important to continue promoting the goods, services and cultural resources in and around Kuna. We believe Kuna's civic leaders, business owners, and residents need to build and reinforce the social connections that are essential for community pride and cultural identity.

### Physical Connectivity

Distances do not necessarily have to be a deterrent to getting from place to another. Ease of travel, safety conditions, information (including signage and directions), weather, development decisions, roadways, and pedestrian and bike paths (or their absence) are equally important considerations that either make it easier to get from one place in your community to another or make it more difficult to get around.

During our interviews we learned of the frustration some teenagers and pre-teens have with the way Kuna is laid out. Specifically, they said it was difficult or unsafe for them to walk or bike in Kuna to see their friends, get to part-time jobs, or engage in social activities. The way residential developments are laid out meant (to them) that there were few paths through developments or between developments, and some were uncomfortable riding or walking along narrow roads lacking shoulders, sidewalks, or lighting, or those with speeding traffic. Although we did note subtle and limited connections between subdivision areas, we encourage Kuna's leaders to consider the needs of all of their residents as housing and commercial developments, public safety, and transportation decisions are made.

Finally, the rail lines south of town pose a formidable barrier to future development, connectivity and emergency response. We urge careful consideration of the recommendations of the U of I *Connecting Kuna* study. This display should be carefully preserved and made available for review during any public discussions of transportation plans.

## Economic Connectivity

Economic development professionals know it is often more effective to support locally owned businesses than to try to attract new employers. Local small-business owners hire and reinvest their profits locally. They are already part of the fabric of your community and have a stake in its success. Large chains, on the other hand, send their profits to national or international headquarters, from which they are distributed among shareholders who are far less likely to shop, hire a contractor, buy a church raffle ticket, sponsor a local charity or get a haircut in Kuna.

More and more communities are realizing the benefits of shopping locally, despite the lure of regional big-box discount stores. As fuel costs rise, the economics of a ‘trip to town’ may also start to shift in favor of local businesses. The more you support local retailers and service providers, the more they can justify extended hours, expanded inventories and competitive pricing. Think of each local purchase as an investment in the future your hometown. When these businesses grow, they hire more locals, support more local events and recycle more local capital.

A diversified small business community can better withstand economic shifts, whereas a single major employer is the equivalent of placing all your employment and economic eggs in one basket. Just ask towns like Cascade, Council, Kellogg or Wallace.

Remember, too, that customers come in all forms. Think of your local economy as the equivalent of an ecosystem, with multiple complementary niches to be filled. In a “bionetwork,” the inputs are basically sunlight, nitrogen, and water; food is manufactured from these inputs or by re-processing the outputs from another niche.

Communities are beginning to understand the value of “biomimicry” as an economic tool. Local businesses should explore ways to limit their reliance on outside inputs and to reduce waste. This process succeeds only when businesses see themselves as part of a broader local system that thrives on creative cooperation. For a better understanding of the biomimicry movement, visit [www.biomimicry.net](http://www.biomimicry.net).

Local government can support this concept by offering incentives to developers that “future-proof” commercial or residential projects through efficient use of materials and energy, and that seek homegrown resources where possible. Co-locating complementary activities and industries is a good first step. Development, wherever possible, should take into account the economic, social and environmental impacts of its construction and maintenance. This set of values can result in a broad net gain for host communities. A leader in this area is Windmill Development of British Columbia; visit them at [www.windmilldevelopments.com](http://www.windmilldevelopments.com) to read about their “triple bottom line” philosophy at work.



## **Conclusion**

We end where we began: with the concept of “Kunity.” It is important for various factions in Kuna to set aside their differences and work together, for residents to patronize local businesses, for leaders and residents alike to encourage positive development and growth patterns, and for the Kuna Chamber of Commerce to keep reaching out to residents and visitors. We hope you can preserve and reinvigorate the historic downtown core while carefully planning and distributing services (and jobs) near residents; to develop and enhance safe corridors for pedestrians and cyclists; and to strengthen connections among assets, organizations, and communities within (and outside) Kuna.



Mayor Dean Obray addresses a record turnout for the Kuna Community Review public meeting.

## Parting Thoughts

In the several years of reviews and dozens of communities we've visited, Kuna stands out for many reasons, two of which we'd like to emphasize:

- Typical local turnout for past reviews has ranged from a handful of local sparkplugs to a hundred or so interested residents and leaders. Our community meeting at the Kuna High School Auditorium attracted over 225 locals, an all-time Community Review record!
- We also applaud the outstanding support Kuna residents have shown for their local schools, library and many volunteer efforts, passing recent school and library bonds by some of the highest margins in Idaho history. And we were all moved by the story of the "human chain" that passed the community's books, a few at a time, from the old library location to its beautiful new home.

The first item showed our group that your community members are interested and engaged in shaping Kuna's future, a clear indicator of potential success. The second item demonstrates a clear understanding of the old Chinese proverb:

*If you are planning for a year, sow rice.*

*If you are planning for a decade, plant trees.*

*If you are planning for a lifetime, educate the people.*

Here's to a lifetime of creative progress and prosperity!

## Visiting Team Bios

### Kuna Review Co-Chairs

#### **Erik Kingston**

Housing Resource Coordinator, Idaho Housing and Finance Association  
P.O. Box 7899, Boise, ID. 83707-1899  
208 331-4706, [erikk@ihfa.org](mailto:erikk@ihfa.org)

IHFA provides resources for affordable housing in Idaho communities. Erik created and manages IHFA's Housing Hotline and the Housing Information and Referral Center. He has coordinated statewide strategic planning and reporting efforts for housing and community development on behalf of the State of Idaho since 1999. Erik is a board member of the Idaho Task Force on the Americans with Disabilities Act and Idaho Families with Children from Asia, and was formerly employed by Boise Public Works. Originally from Utah, he served as Executive Director of Salt Lake City's Wasatch Community Gardens, Publications Coordinator for the Canyonlands Natural History Association in Moab, and with the Utah Arts Council Performing Arts Tour and Folk Arts Program. Erik's background also includes desktop publishing, nonprofit development, concert and event promotion, driving thirsty cattle through dry country and working in a Central Idaho hard rock mine.

#### **Debbie Bloom**

Special Projects, Idaho Nonprofit Development Center  
P.O. Box 7899, Boise, ID. 83707-1899  
208 331-4706, [erikk@ihfa.org](mailto:erikk@ihfa.org)

Debbie previously served as Deputy Director of the Association of Idaho Cities, and later Operations Manager with the Idaho Community Action Partnership Association. She has extensive project management, organizational and outreach skills. Although a recent career move has taken her away from the Community Review Process, Debbie was a key player in preparing for and implementing the Kuna review. She was instrumental in assembling one of the finest Visiting Teams ever for this review, and her creativity and hard work will be missed. We wish her well in her future endeavors.

#### **\*Michael Shaw**

Former Human Rights Coordinator, Association of Idaho Cities  
3100 S. Vista Ave Ste 310, Boise, ID 344-8594  
208 344-8594, [mshaw@idahocities.org](mailto:mshaw@idahocities.org)

Michael has a B.A. from Colorado College, and an MBA from Northwest Nazarene University and has worked as a child therapist, civil rights investigator, human resource specialist and consultant. He has extensive experience facilitating statewide intercultural events; providing leadership, conflict resolution and facilitation; community building; survival Spanish; employment discrimination, hate crime, racial profiling, and diversity training to city officials, schools, and human rights groups across Idaho. Michael served for several years in a leadership role with the Community Planning Team and contributed to the Kuna Review preparation and visit; a career change in 2005 has meant re-focusing his energies. It will be difficult to replace Michael's wonderful communication skills, historical knowledge and follow-through as the Community Review process moves forward in Idaho. He is currently assisting Garden City, Idaho in its comprehensive planning process.

Kuna Review Visiting Teams (\*denotes team leader)

**Jon Barrett**

Co-Director, Idaho Smart Growth  
P.O. Box 374, Boise, ID 83704  
208 333-8066, [isg@idahosmartgrowth.org](mailto:isg@idahosmartgrowth.org)

Jon has 15 years experience in regional and town planning. He became associated with Idaho Smart Growth as Project Assistant in 1997. He became Co-Executive Director of the agency in 2000. He worked as a city planner and as a planning consultant from 1991-1997. During this time he developed expertise in comprehensive, recreation, and open space planning and community development. He holds an undergraduate degree in landscape architecture from Washington State University (1986). In his role with Idaho Smart Growth, Jon was a focus team leader for both the Emmett and Rexburg Community Reviews.

**Lori Benfiet**

Technical Assistance Coordinator, Idaho Housing and Finance Association  
P.O. Box 7899, Boise, ID 83707-1899  
208 331-4873, [lorib@ihfa.org](mailto:lorib@ihfa.org)

Lori is a Technical Assistance Specialist with Idaho Housing and Finance Association (IHFA). She regularly works with developers, cities (except Boise), counties and non-profit agencies to develop capacity through one on one training and classroom settings. She also works to create and maintain projects like homeless shelters, transitional housing, and permanent housing, including homeownership. She has 15 years experience in banking, working her way up to Vice President/Community Development officer. She has also worked as a licensed real estate agent, licensed general contractor and controller.

**Richard Juengling**

Administrative Support Manager Idaho Office on Aging  
P.O. Box 83720, Boise, Idaho 83720-0007  
208 334-3833; [djuengli@icoa.state.id.us](mailto:djuengli@icoa.state.id.us)

Richard has a BA degree from the University of Wisconsin with an emphasis on Urban and Regional Planning. He worked on land use planning in Wisconsin and then founded and directed a non-profit civil rights organization. He moved to Boise in 1990 to direct the Idaho office of the Land and Water Fund (a non-profit legal assistance organization). Richard then worked with the State Library managing grants for local libraries around Idaho, and moved to his current position managing fiscal and administrative functions. Including funding for Area Agencies on Aging and local organizations providing services to older Idahoans statewide.

**Lorie Higgins**

Agricultural Economist, University of Idaho  
Some Address, Grangeville, ID  
208 885-9717, [higgins@uidaho.edu](mailto:higgins@uidaho.edu)

Lorie is a research and extension sociologist in the Agricultural Economics and Rural Sociology Department at the University of Idaho. As an Extension specialist, she assists community organizations with facilitation skills and leadership training, strategic planning and collaborative decision-making. She brings extensive experience in community interviewing techniques to the Community review process.

**Michelle Pak**

Associate Planner, City of Pocatello  
Municipal Building, 911 N. 7th Ave. P.O. Box 4169, Pocatello, ID. 83205  
208 234-6278, [mpak@pocatello.us](mailto:mpak@pocatello.us)

Michelle has been an Associate Planner with the City of Pocatello for the past four years. She is responsible for reviewing conditional use permits, variances and residential building permits, as well as acting as staff liaison to the Historic Preservation Commission. Periodically she is assigned to various long-range planning projects and ordinance updates such as the Comprehensive Plan and the Boarding House Ordinance. Prior to Pocatello, she worked for Orange County California and the City of Eugene Oregon. Michelle holds a master's degree in Community and Regional Planning from the University of Oregon, a bachelor's degree in Biology from Whittier College, and is certified by the American Institute of Certified Planners.

**\*Delta Smith**

Community Development Director Idaho Commission on the Arts  
P.O. Box 83720, Boise. ID. 83720-0008  
208 334-2119 Ext 51, 1-800 ART-FUND (Idaho only)  
[dsmith@ica.state.id.us](mailto:dsmith@ica.state.id.us)

Delta provides advice and training for arts organizations and community leaders on a variety of topics including: cultural tourism development, festival planning, public art projects, and fundraising. She has a Masters Degree in Arts Administration from the University of Oregon and was previously the Executive Director of an arts council in rural eastern Oregon. Delta is a regular contributor to the review and planning process and offers broad and valuable perspective to every community review.

**Jana Chalfant**

Economic Development Specialist, Idaho Department of Commerce & Labor  
P.O. Box 83720, Boise, ID 83720-0093  
208 334-2650 x 2125, [jana.chalfant@business.idaho.gov](mailto:jana.chalfant@business.idaho.gov)

Jana is an Economic Development Specialist with Idaho Department of Commerce & Labor. As part of the Sales and Marketing team, she works to help Idaho businesses with their expansion plans as well as working with companies outside Idaho that are interested in relocating to or expanding in Idaho. Her team works through trade shows around the country to get the business message out about Idaho, the low cost of operations, the business-friendly government and the exceptional workforce. Jana is also part of the business development team who work one-on-one with communities to increase their economic development readiness. Prior to working for the State of Idaho, Jana managed an Idaho distribution company for 12 years.

**Brian Dale, CCD**

Operations Specialist/Faith-Based Liaison, U.S. Dept. of Housing & Urban Development  
800 Park Blvd., Ste. 220, Boise, ID 83712  
208 334-1088 x 3005, [brian\\_dale@hud.gov](mailto:brian_dale@hud.gov)

Brian has been involved with the Idaho Community Review process since its inception, participating in nine reviews. He was a Co-Team Leader for the Rexburg review. Brian is currently a member of Idaho's Governor's Coordinating Council for Families and Children. Additionally, he has worked with numerous local, regional and national disability councils, advisory committees and coalitions, and he served as Executive Director of the Utah Statewide Independent Living Council. A certified community developer (CCD), Brian has a B.A. from Westminster College (in Missouri) and attended Community Builder training at the John F. Kennedy School of Government at Harvard University.

**Candi Durusu (dba Project Resources)**

5616 Eppes Island Place  
Manassas, VA 20112  
(703) 730-1313 – [ccdurusu@gmail.com](mailto:ccdurusu@gmail.com)

Formerly with the Idaho Department of Commerce and Labor, Candi is an independent community development professional working with local governments and non-profits in capacity building and grants management. As a community development specialist for the Idaho Department of Commerce and Labor she worked with many rural cities and counties in all the regions of the state. As a self-employed community development professional she has conducted grants management trainings for rural communities in Virginia, Oregon and Nebraska.

**\*Hank Ebert**

Rural Development Specialist, Idaho Department of Commerce & Labor  
P.O. Box 83720, Boise, ID 83720-0093  
208 334-2650, [hank.ebert@community.idaho.gov](mailto:hank.ebert@community.idaho.gov)

The Gem Community Program Coordinator at the Idaho Department of Commerce & Labor, Hank works to assist small communities, principally in rural Idaho, by providing strategic planning, team building, and project development and implementation assistance in the areas of economic development and community development. His professional experience includes government relations and public affairs at federal and state levels of governments. A 1979 graduate of Rutgers University (New Brunswick, N.J.), he earned an MPA from Boise State University in 2003. Hank also graduated from the University of Oklahoma's Economic Development Institute and the Northwest Community Development Institute. He has served on the Community Review Steering Committee since its inception.

**Pat Engel, CCD**

Planning Director, Sage Community Resources  
1001 S. Orchard, Boise, ID 83705  
208 322-7033 x 234, [pengel@sageidaho.com](mailto:pengel@sageidaho.com)

Pat has a long history working towards community and economic development from both the public agency and private developer perspective. Since 2001, Pat has been with Sage Community Resources, the Federally-designated Economic Development District serving thirty-five cities and ten counties in southwest Idaho. She presents workshops describing the many partnerships involved in restoration, revitalization and economic development of communities through success stories. Pat is also an expert on how no-to-low interest loans can help private as well as public property owners' cleanup of Brownfield properties in Idaho. A graduate of the Northwest Community Development Institute, Pat is a certified community developer (CCD).

**\*Rick Weekly**

800 Clifford Dr Emmett, ID 83617  
(208) 365-3558, [rd\\_weekly@juno.com](mailto:rd_weekly@juno.com)

Rick was with Pacific Gas and Electric Company for 35 years. He has extensive knowledge of corporate, general and project level management. Rick is retired and living in Emmett, Idaho where he supports a wide range of economic development activities throughout Gem County. He served as co-chair for the City/County joint comprehensive plan revision team and devoted a significant amount of time to project planning for the Shadow Butte Development Corporation (enhancing living wage jobs). Rick is passionate about supporting communities as they struggle through mill and mining closures and work toward re-inventing themselves as thriving communities. His participation in the review planning process has benefitted many communities besides his hometown of Emmett. He has been attempting to retire for several years.

**William J. Ancell PE. DEE**

1810 Edgecliff Terrace  
Boise, Idaho 83702-2911  
Phone: 208 342-6023  
Fax: 208 345-5789  
E-mail : [bancell@spro.net](mailto:bancell@spro.net)

Bill is the Owner and Principal of Bill Ancell Consulting LLC, Public Administration and Environmental Engineering. He served from August 1972 through April 1, 2003 as Director of Public Works for the City of Boise. During that time, he successfully introduced and directed implementation of the Dispute Resolution Board process for Boise Public Works Department and administered numerous design and construction projects via in-house staff, consultants and contactors over a thirty-year period. Projects included a 37 million dollar wastewater treatment project. He was also responsible for overseeing the city's environmental programs for surface water, ground water, solid waste, and air quality.

He recently served as interim Garden City Public Works Director for six months, developing processes and procedures for ordinances, resolutions and fees, along with a "How To" manual for fee calculation and implementation.

**\*Diane Kushlan**

Principal, Planning & Management Services  
P.O. Box 8463, Boise, ID 83707  
208 433-9352, [dkushlan@fiberpipe.net](mailto:dkushlan@fiberpipe.net)

Diane, AICP is a professional planner in Boise, Idaho with her own practice, Planning and Management Services. She has over thirty years of experience working as a planner in California, Washington State and Idaho, including serving as Planning Director in Carmel, California and Mercer Island, Washington. Since founding her practice in 2002, Diane has focused her attention on Idaho cities. She is currently providing planning assistance to the cities of Caldwell, Garden City, Mountain Home, and Sun Valley, Idaho. Diane holds a masters degree in City Planning and is a member of the American Institute of Certified Planners (AICP). She is on the board of the Idaho Planning Association, is the professional development officer for the Western Central Chapter of the American Planning Association and is the coordinator for the Urban Land Institute Idaho District Council.

**Brenda Maynard Walters**

Case Work Director, Office of Senator Craig  
225 North 9<sup>th</sup> St., Ste. 530, Boise, ID 83702  
208 342-7985, [brenda\\_maynard@craig.senate.gov](mailto:brenda_maynard@craig.senate.gov)

A native of Sundance, Wyoming, Brenda graduated from the University of Wyoming receiving a BS in Political Science, with an emphasis in Political Theory, in 1997. She served as a legislative intern for Representative Barbara Cubin of Wyoming and moved to Idaho in August 1998. As Senator Craig's Casework Director, she assists constituents who have encountered difficulties with federal agencies, and provides guidance to the Senator's caseworkers located in offices across Idaho. The majority of Brenda's time is spent working in immigration matters; however she also is also assigned to Department of State, Department of Homeland Security, Department of Justice and all federal law enforcement agencies. She also acts as a liaison to the Hispanic and adoption communities.

**Jim Hall**

Parks & Recreation Director, City of Boise  
1104 Royal Blvd., Boise, ID 83706  
208 384-4240, [jhall@cityofboise.org](mailto:jhall@cityofboise.org)

Jim is currently the Director of Parks and Recreation for the City of Boise, Idaho. He is responsible for direct supervision and leadership of an organization with a combined annual budget of \$16 million, 158 full-time and 400 part-time/seasonal employees, and 2,800 acres of park and open space in 82 sites. He developed a 20-Year Land Acquisition Plan, Department Fees and Charges Policy and Schedule, successfully completed land exchange that netted city 100 acres of critical wetlands and habitat open space, purchased 800 acres for new park sites, established partnership with YMCA for new indoor facility, acquired Idaho Ice World for less than the facility is worth, and added a fifth Ribbon of Jewels Park by acquiring 55 acres for the Esther Simplot Park. He developed Comprehensive Parks and Recreation System Plan, the first in Boise's history. Jim has been a member of National Recreation and Park Association since 1972 and a Trustee from 1990 to 1996 and 2000 to present. Jim has extensive previous experience in Boise and Juneau, Alaska.

**Tedd McDonald**

Professor of Psychology, Boise State University  
426-2425, [tmcdonal@boisestate.edu](mailto:tmcdonal@boisestate.edu)

Tedd is an associate professor in the Department of Psychology at Boise State University. Specializing in community psychology with an emphasis on creating and maintaining healthy communities, he has conducted research throughout Idaho on mental health access in rural and frontier communities and on a variety of other issues, including the impact of neighborhood environmental features on quality of life perceptions and predictors of mental health in active and homebound seniors. As part of the Idaho Community Review process, he has conducted survey analyses on reviews in Emmett, Salmon, and Rexburg, and served as a member of the visiting team in Kuna.

**Judge Sergio A. Gutierrez**

Idaho Court of Appeals  
334-5166 [SGutierrez@isc.state.id.us](mailto:SGutierrez@isc.state.id.us)

Judge Gutierrez is a resident of Canyon County where he has lived since 1976. He obtained a Bachelor of Arts degree in Elementary Education from Boise State University and a Juris Doctor degree from the University of California, Hastings Law School. Judge Gutierrez practiced law in southwest Idaho until 1993, when he was appointed to the District Court. In 2002, Judge Gutierrez was appointed to serve on the Idaho Court of Appeals. Judge Gutierrez currently serves on the Governor's Criminal Justice Commission and on the Governor's Coordinating Council for Families and Children. Judge Gutierrez frequently volunteers his services to communities statewide, including taking time to visit area schools and other youth organizations.

**Layna Hafer**

City Council Member, City of Weiser  
55 West Idaho St., Weiser, ID 83672  
208 414-0255, [director@fiddlecontest.com](mailto:director@fiddlecontest.com)

Layna is a graduate of the University of Idaho with a degree in Business Communications. She was a small business owner for 20 years and has served as the full-time director of the National Old-time Fiddlers' Contest and Festival for 16 years. She is serving her second term as a Weiser City Councilwoman and is actively involved with Washington County's Economic Development Commission. Layna helped coordinate the Weiser Community review and currently works as a grant technician for the Idaho Department of Environmental Quality.

**Connie Hogland**

Field Office Director, U.S. Department of Housing & Urban Development  
800 Park Blvd., Ste. 220, Boise, ID 83712  
208 334-1088 x 3002, [connie\\_hogland@hud.gov](mailto:connie_hogland@hud.gov)

In 2001, Connie was hired as the Field Office Director of the U.S. Department of Housing and Urban Development's (HUD) Boise Field Office, following two previous appointments with the agency beginning in 1998. Previously, Ms. Hogland completed a government leadership forum at the John F. Kennedy School of Public Policy at Harvard. Prior to HUD, she served as the Executive Director of Boise's Neighborhood Housing Services, Inc. from its inception in 1982. Ms. Hogland has served on the Board of Directors of the Salt Lake City Branch of the Federal Reserve Bank of San Francisco, the Federal Home Loan Bank of Seattle's first Affordable Housing Advisory Council, Fannie Mae's Western Regional Advisory Board, Neighborhood Reinvestment's Western Region and National Advisory Boards, on Idaho Governor Batt's statewide Affordable Housing Task Force, and as Chair of the State Housing Trust Fund Commission.

**Mike Williams, CCD**

Currently: Planner II, City of Eagle / Previously: Code Enforcement Officer, Ada County  
310 East State St., Eagle, ID 83616  
208 939-0227, [mwilliams@cityofeagle.org](mailto:mwilliams@cityofeagle.org)

Mike is a Planner II for the City of Eagle. He is a graduate of the Northwest Community Development Institute (NWCDI) and is certified as a Community Developer (CCD). He has attended professional development courses at the University of Wisconsin-Madison College of Engineering in land use practice and zoning administration techniques. He currently sits as a board member of the Idaho Planning Association and NWCDI Advisory Board. He is president of the Gem [County] Economic Development Association, a partnership of local government, economic and community development organizations, public service administrators, students and local organizations. He also serves as a member of the Idaho Community Review Steering Committee. He chairs the economic development chapter sub-committee that is re-writing the comprehensive plan for Gem County and City of Emmett. Mike also provides consulting services on land use issues in Gem County. Mike is a past Gem County Commissioner, Gem County Zoning Administrator, served on both the Gem County and City of Emmett Planning and Zoning Commissions and has served as a Code Enforcement Specialist for Ada County Development Services.