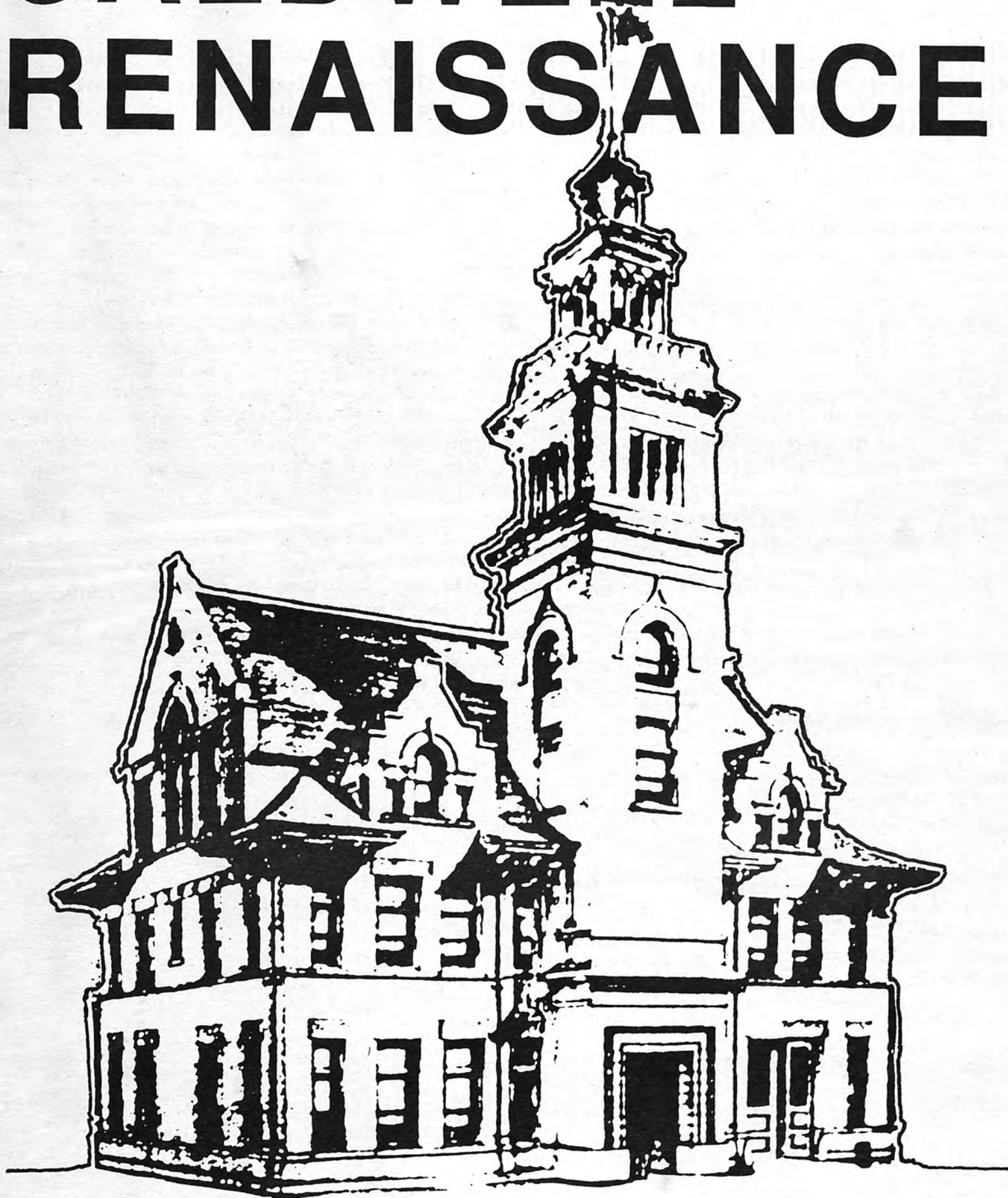


CALDWELL RENAISSANCE



CALDWELL R/UDAT

1991

CALDWELL RENAISSANCE

30, September 1991

To the People of Caldwell:

On behalf of the members of the American Institute of Architects we would like to give our thanks to all of you that we have met and listened to in the past several days. You are, in a real sense, the co-authors of this report.

We came to Caldwell to learn something of your history and your dreams of the future. What we found was a city, whose history is living today in all the magnificent old buildings listed and proposed for the National Register, the proposed Districts and others that will surely be added in the coming years. We found a generally warm people whose dreams are for the future. Most of all we saw the 1991 version of the Immigrant City still providing the proving ground to assimilation of which you are so rightly proud. Caldwell, the city that embraced the earlier wave of immigrants, the Adams, the O'Briens, the Legras, the Schmidts, and the Christensens, are now providing the foundation of Caldwell for the Rodriguezs, the Ozunas, and the Perezs.

After all, a city is more than a natural terrain, more than its buildings; it is people that make all cities great. Caldwell, the city with a proud past has a wonderful future before it as the Twenty-First Century approaches.

We, the Caldwell, Regional/ Urban Design Assistance Team salute you.

Submitted with pride-

Charles Hup
James W. Mac Isaac *Karen Hanne*
Ben Ferichs
David H. Hetter *Monty Hill*
David A. J.

el 30 de septiembre del 1991

A los residentes de Caldwell

Quisieramos dar las gracias a todos los que se reunieron con nosotros y que conocimos durante los últimos días de parte de los miembros de la organización American Institute of Architects. Uds. son en realidad los co-autores de este reporte.

Venimos a Caldwell para conocer de su historia y sus sueños para el futuro. Lo que hemos encontrado es una ciudad cuya historia vive hoy en los magníficos edificios anotados y propuestos para el Registro Nacional, los Distritos propuestos y los otros que seguramente se agregarán en el futuro. Encontramos gentes cariñosas que tienen sueños para el futuro. Mas que todo vimos la version de la Ciudad de Imigrantes del 1991 aun hoy proveendo una avenida mas de asimilización de la cual estan debidamente orgullosos. Caldwell, la ciudad que abrazó la ola anterior de imigrantes --los Adams, los O'Briens, los Legras, los Schmidts, y los Christensens-- esta hoy proveendo la base de Caldwell para los Rodriguez, los Garcia, y los Perez.

Sobre todo, una ciudad es mas que el terreno natural, mas que sus edificios; es la gente la cual hace a todas las gran ciudades. Caldwell, la ciudad con un pasado tan orgulloso tiene un gran futuro al acercarse el siglo veintiuno.

Nosotros, el Equipo Regional de Asistencia en Diseños Urbanos les saludamos.

Sumetido con orgullo-

James W. Mac Isaac
Ben Ferichs
David H. Hetter
Monty Hill
David A. J.

CONTENTS

3	CHARGE
4	INTRODUCTION
5	STUDY/CONTEXT
6	RECOMMENDATIONS
8	SELF IMAGE
9	BUILDING COMMUNITY
10	PLANNING GUIDELINES
12	ECONOMIC DEVELOPMENT
18	TRANSPORTATION
22	HISTORIC PRESERVATION
25	BUSHNELL COMMUNITY CENTER
26	URBAN DESIGN
29	R/UDAT
31	ACKNOWLEDGEMENTS

CHARGE

THE CHARGE TO THE TEAM

The Caldwell R/UDAT Steering Committee, composed of citizens of Caldwell, requested in mid-1990 that the American Institute of Architects commit to sending a Regional/Urban Design Assistance Team to study a group of identified issues in Caldwell. In the spring of 1991, the commitment was made to send a Team. This action followed much preparation and fund raising by Caldwell. Public forums were conducted to help identify the issues of concern. During this process, the following issues were targeted and listed by the Caldwell Steering Committee.

DOWNTOWN

The downtown has suffered serious decline. There is a 50% vacancy rate with many vacant buildings poorly maintained contributing to an appearance of deterioration. Traffic and access patterns to the downtown area have changed over the years. The downtown has many historic buildings including a historic UPRR Depot listed on the National Historic Register. Many other buildings are worth preserving. Businesses and the community at large are concerned about the future of the downtown.

STRIP COMMERCIAL DEVELOPMENT

In spite of the fate of the downtown, commercial development and retail businesses have increased. New commercial growth, however, is occurring as strip development along major arterials, particularly along Cleveland Boulevard. There is community concern about this type of development. Should it be encouraged, discouraged, or more closely monitored?

POVERTY

There are some revealing statistics which are indicative of high levels of poverty in the community. Median income levels are low. Perhaps the most startling statistic of all, however, is that 50% of school children are involved in free and reduced school lunch programs. The community is concerned that these social-economic conditions will become prevailing and endemic rather than cyclical, seriously affecting the future growth and prosperity of the city.

CULTURAL INTEGRATION

The community is characterized by a relatively high minority population, predominantly Hispanic. For the most part minority neighborhoods are distinct and moderately segregated from other areas and neighborhoods. Community perceptions of the minority population and neighborhoods vary. While many view the minority population as a comfortable, stable element in the community, others view these neighborhoods as being transitional and unsettled and thus associate these neighborhoods with a wide variety of criminal activity and behavior. Concerns are that the city's minority population is becoming more distant and separated from the rest of the community. The community is seeking methods to stimulate and improve social, economic and cultural integration with other segments of the community while at the same time encouraging preservation of cultural heritage.

EXTERNAL APPEARANCE/COMMUNITY AESTHETICS

Visual perceptions of the community vary. Caldwell is characterized by a variety of neighborhoods and districts. It is unique with its topographic diversity compared to adjoining cities (Canyon Hill, Boise River, and Indian Creek which flows through the city center). There are many distinct well-maintained residential neighborhoods and well-preserved historic neighborhoods, projecting a positive visual image. However, many of the city's buildings, streets, curbs and sidewalks are old and thus in a deteriorating condition. Many initial impressions of the city are not positive due to a number of contributing factors including lack of landscaping, lack of design continuity, haphazard strip commercial development, proliferation of signing, infrastructure in a state of disrepair, and the presence of vacant,

deteriorating buildings and structures. The community is concerned about the city's aesthetic appearance. It seeks a way of maintaining the quality of life for its residents, improving its visual external appearance and creating a more positive initial impression of the community.

PUBLIC SERVICES AND FACILITIES

The city is in the advantageous position of having a community hospital, public library and excellent public and private educational systems. However, the Caldwell School District is faced with the prospect of expanding student enrollment without future school sites to accommodate anticipated growth. The sewage treatment plant is at or near capacity and not capable of accommodating significant expansion, particularly in the area of industrial growth and development. The city provides domestic water for its residents. In addition, irrigation is provided by the Caldwell Municipal District and several other water districts.

ECONOMIC DEVELOPMENT

Caldwell has recently created the Caldwell Economic Development Project, a non-profit organization aimed at promoting economic development. As with many cities in the US and in the greater Treasure Valley, "economic development" has become a high priority. Caldwell, perhaps, has lagged behind in this effort. When other Treasure Valley cities were organizing and addressing the economic development of their communities, various groups in Caldwell were disagreeing among themselves whether or not this task should even be pursued. There is still a diversity of opinion on the issue of growth and what form growth should take. How do we recognize the legacy of our agriculture base? Should an emphasis be placed on unrestricted industrial growth at all costs? Should industrial recruitment realize the strengths and deficiencies of the community and thus be more selective and more focused? Should an emphasis be placed on commercial development with the objective of transforming the downtown into a regional shopping center? Should commercial development be dispersed throughout the community or should more focus be placed on sustaining, retaining and promoting the expansion of existing businesses in the community. Should an emphasis be placed on expanded residential development and promoting the concept of "bedroom community" with the thought that an expanded population base would help to sustain and promote new commercial and industrial growth? And what is the relationship of Caldwell in terms of economic development with surrounding cities and the larger Boise metropolitan area?

INTRODUCTION

THE R/UDAT CONCEPT

The Urban Planning and Design Committee of the American Institute of Architects (AIA) has been sending Urban Design Assistance Teams to various American cities since 1967.

The teams respond to the problems described by the local AIA Chapters and their community sponsors.

Each Regional/Urban Design Assistance Team (R/UDAT) is specially selected to include professionals experienced in the particular problems of the area under study. Team members are not compensated for their services and agree not to accept commissions for work resulting from their recommendations.

The team acquaints itself with the community and its people, engages in analysis from a fresh and unbiased perspective, and offers its recommendations for planning and action strategies.

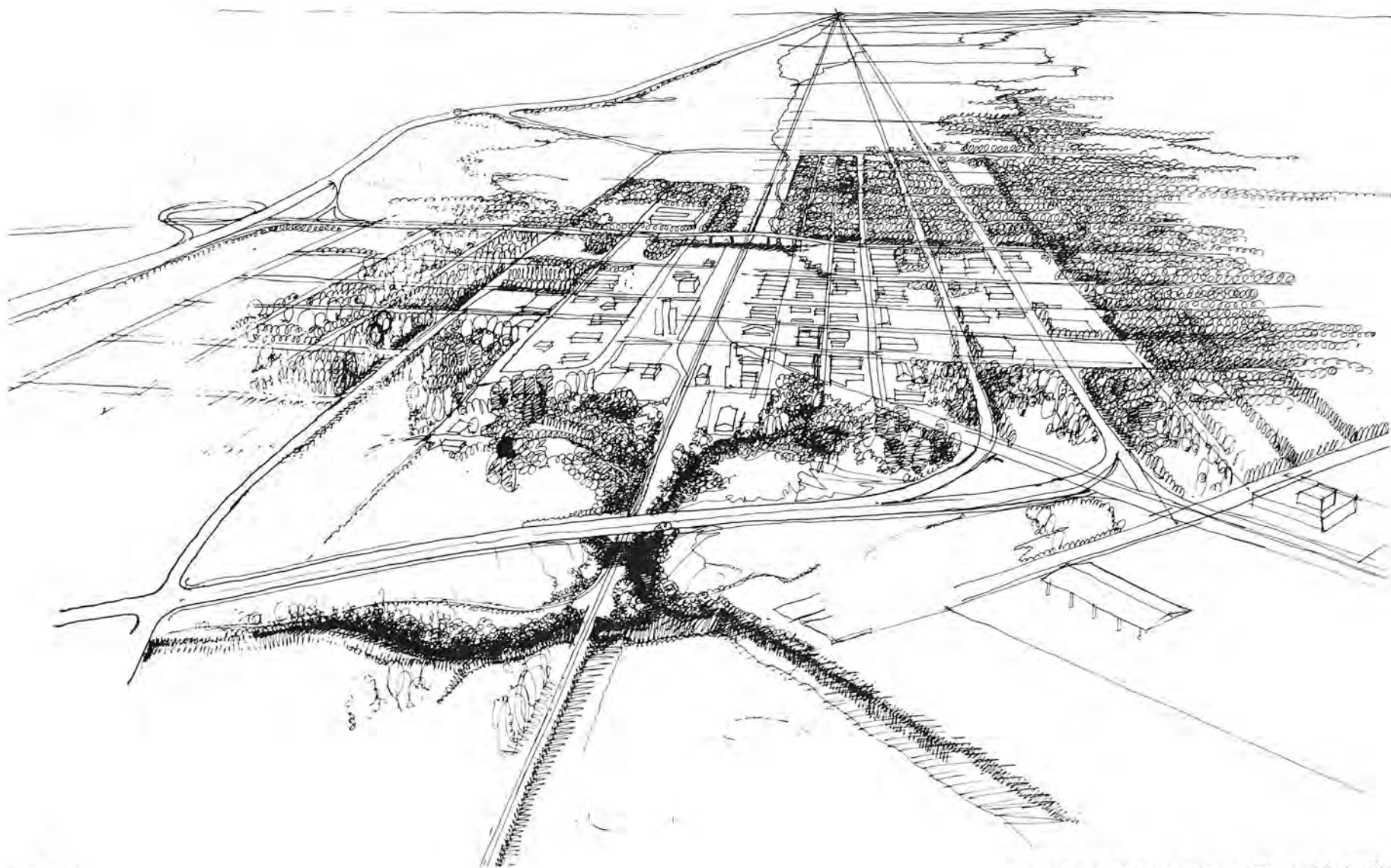
This R/UDAT study has grown out of a community-wide feeling that Caldwell could benefit from the R/UDAT process. Caldwell is the 113th city to receive this benefit.



THE R/UDAT PROCESS

Following the receipt of Caldwell's request for a R/UDAT, Jerry Ernst, an architect from Seattle came to Caldwell to survey the area, to evaluate the need and to report back to the National Task Group. The evaluation report was extremely positive, reflecting the broad-based support for a R/UDAT within the community. On the basis of this report, the Chairperson of the R/UDAT program, James Christopher of Salt Lake City, formally committed a team visit to Caldwell. The team chairman was selected, and he made a visit to Caldwell to assist the local steering committee with their final preparations for the team visit. Finally, team members representing specific disciplines were selected in response to the identified issues.

The team approached the project in a comprehensive manner, acquainting themselves with the area through intensive sessions with community leaders, concerned citizens, and resource groups over a four-day period. The team toured the area by air, bus, and foot. The following report is the result of this process.



VIEW OF CALDWELL FROM WEST

STUDY/CONTEXT

THE STUDY CONTEXT

The following paragraphs have been extracted from the Caldwell application letter to the R/UDAT Task Group by the Caldwell Steering Committee. The paragraphs describe the context and fabric of Caldwell and its neighbors as viewed by the people of Caldwell, Idaho.

The City of Caldwell is a rural community of approximately 21,000 people located in southwest Idaho's Treasure Valley. It is 25 miles west of Boise, a population center of over 200,000.

The community of Caldwell, in recognition of a need for a contemporary, comprehensive program for the city, is seeking assistance in coordinating efforts toward this common goal.

Covering an area of approximately 8.6 square miles, Caldwell is the county seat of Canyon County. The county ranks second nationwide in the highest number of individual family-owned farms. The area is characterized by a highly diversified agricultural base with over fifty different commercial crops, ranging from field/fruit crops to seed production and food processing.

Political System

Incorporated in 1890, Caldwell has a full-time salaried mayor. In addition, there are six elected members of the city council. The Mayor represents the administrative head of the city organization. Currently the city has 125 full time employees with an operating budget of approximately \$15 million.

Education

The College of Idaho, a private liberal-arts institution located in Caldwell, was founded in 1891. Recently, U.S. News and World Report named the College of Idaho as one of America's finest up-and-coming institutions of higher learning. The college has begun construction on a major campus addition including a new athletic complex, and School of Business and International Studies. Expectations are that student enrollment, currently at 500 undergraduates and 300 graduate students, will double over the next five years.

Caldwell School District has six schools serving approximately 5,000 students from kindergarten through twelfth grade. Currently, a new elementary school is under construction. In 1984/1985, Jefferson Jr. High School was the recipient of the U.S. Office of Education National Secondary School Recognition Award. Lincoln School received the 1985/1986 U.S. Office of Education Elementary School Recognition Award. There are a number of private, post-secondary, secondary and elementary schools in the community.

Medical Facilities

West Valley Medical Center is a 150 bed acute care facility affiliated with Health Trust, Inc. It is a full-service hospital serving over 75 local physicians, optometrists and dentists in Caldwell, as well as surrounding communities. Expansion of hospital and medical office facilities is ongoing.

Transportation

The city of Caldwell has 120 miles of streets and roads. The majority (95%) are paved while approximately 5%, in older areas and newly annexed areas are gravel. Twenty small bridges and one overpass (four-lane) over the Union Pacific Railroad tracks are included in the streets and roads system. Approximately 20,000 vehicles per day travel I-84, a major interstate highway which passes through the city limits. State highways 20/26 and 30 also go through the city. Caldwell is within three miles of state highway 55, a major thoroughfare for incoming traffic from California and Nevada. The Union Pacific Railroad provides freight service to the community.

Caldwell has a modern industrial airport, designated as a reliever airport to the Boise International Airport. Commuter bus service to Boise and outlying communities is also available.

Commerce and Industry

Over 2,000 appropriately zoned industrial and commercial acres are available in Caldwell. They include sites in various stages of development, many of which have services available.

Housing

The city of Caldwell currently has approximately 5,100 open residential utility accounts with an additional 10% on separate private water or sewer systems.

A mixed and varied housing stock exists within the community with 73% of the housing units being single family, 5% duplex, 15% multi-family and 5% mobile home. Fifty-nine per cent are owner occupied while 41% of the housing stock are rentals. A total of fifty homes have been identified as having historical significance with complete histories compiled and on file.

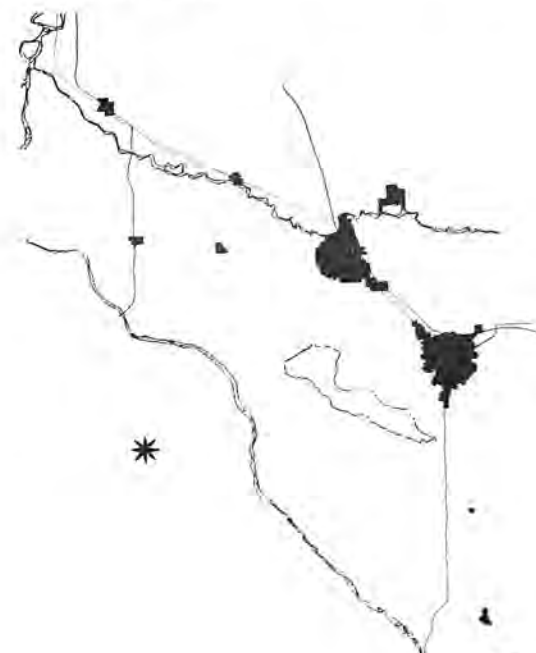
Rural /Recreation

Caldwell is characterized by a wide variety of cultural and community activities. The Fine Arts Series brings national talent and theatre events to town. Cultural resources are varied: including a library, museums, and community music, dance and theatre programs. The city Parks and Recreation Department offers a variety of youth and adult activities throughout the city's four municipal park sites. Caldwell's municipal parks feature picnic and playground areas, baseball fields, roller skating, miniature golf, an outdoor stage, lighted tennis courts and an olympic size swimming pool. The city also owns a nine-hole golf course near the city center and an eighteen-hole golf course. Nearby recreation includes boating, water sports, hunting, fishing, hiking, bird-watching and skiing. Three area wineries host tours, tasting and musical events. The Caldwell Events Center is a 55 acre complex composed of Simplot Stadium, O'Connor Fieldhouse, Fair Building, Fairground, Rodeo Arena, livestock barns, horse stalls, softball field and BMX race track. The first phase of a major greenbelt along the Boise River has been constructed and provides park, jogging and cycling facilities.

Social

A significant minority population is Hispanic. A percentage of the population is transient due to seasonal employment related to agriculture. The city has 41 churches, representing a wide variety of denominations.

While Caldwell has managed to maintain its rural character, its economic progress has been slow and somewhat uneventful. The community has experienced slow growth. The downtown has seriously declined to a current vacancy rate of over 50%. The infrastructure is deteriorating with many of the City streets and sidewalks in a state of disrepair. Also, there is a relatively high crime rate. As a result of these factors, Caldwell's once proud image and reputation has been tarnished.



RECOMMENDATIONS

RECOMMENDATIONS AND PROPOSALS

The R/UDAT Team fully recognizes that the governmental as well as the physical fabric of Caldwell is complex and that all parts are interrelated. The recommendations that follow relate to general public works projects as well as changes to the present form of the city government. All that follows should be designed so that their integration can allow for the maximum benefit to the citizens of Caldwell.

The R/UDAT Team report emphasizes those areas of concern identified by the City of Caldwell; dealing with the downtown, strip commercial development, external appearance, public service and facilities, poverty, cultural integration and economic development. Many ideas and concerns of the community may not be fully discussed in this report. This does not mean those concerns are not important, or do not need detailed consideration. Rather, we have made an effort to focus the discussion on those issues that are likely to have the greatest impact within the city. In addition, rather than attempting to isolate a single recommendation for a perceived need, the R/UDAT Team has suggested many ways to address the problems within a strategic framework. This allows Caldwell to develop the capabilities and resources to evaluate and implement key planning and physical initiatives as time, money, and resources allow.

RECOMMENDATIONS:

The recommendations listed below have been explained, in most cases, in the analysis parts of this report. A more detailed understanding of the recommendations can be gained by studying the analysis.

- Change the present form of government, from the "strong mayor" type, to the Council-City Manager type. This will allow the depoliticizing of the service departments of the city government and allow for professional administration of all city services.
- Reorganize city departments into not more than five city departments whose directors answer directly to the city manager.
- Reinforce City Council support to Boards, Commissions and staff. The perceived work of support can be changed by anchoring all recommendations and decisions on city ordinances, codes and professional opinions.
- Implement an affirmative action plan to insure equal employment opportunities.
- Broaden the representation of all segments of the community on boards and commissions.
- Improve ties with the Idaho Migrant Council.
- Strengthen land use regulations and code enforcement. Code enforcement can "jump-start" a positive image quicker than any other action.
- Pursue an aggressive annexation policy.
- Create consensus on a strong infill policy of existing undeveloped areas to relieve strain on city infrastructures such as sewer, water and streets.
- Develop a comprehensive sign ordinance that will, over time, reduce the sign clutter along the Caldwell-Nampa corridor and in other parts of Caldwell.
- Rezone or annex more multi-family zoned property. Almost all of the present locations zoned for multi

- -family within the city are developed.
- Consider funding a Main Street Program with a Main Street Manager.
- Initiate a "Goals for Caldwell" to establish a long range strategic agenda. This process will bring together all parts of the City of Caldwell including geographic representation, governmental bodies, volunteer organizations, special interest groups, etc.
- Ensure that all segments of the population, representative of all geographic areas, ethnic groups and economic stratos actively participate in this update of the Caldwell Comprehensive Plan.
- Initiate close ties with the College of Idaho, Caldwell's greatest physical asset. This closer relationship can benefit both Caldwell and the College.
- Consider combining the Caldwell Economic Development Project with the Chamber of Commerce to reduce duplication of effort and expenses, and to focus the economic development forces of Caldwell. A closer relationship with Caldwell Unlimited should be encouraged.
- Aggressively pursue all funds available and needed to implement the action items and issues of this report. In addition to local, state and national grants, Caldwell should consider a Capital Improvements Bond Issue, of the amount required and/or is politically achievable. The city should also draw down its reserve funding to finance a portion of capital improvements.
- Assign the implementation of this report to the City Planning Department. Add new employees to aid the director in preparing a work plan to implement the R/UDAT Team report. Appoint a Commission to advise and help in the implementation. It is suggested that the commission be composed of the Caldwell R/UDAT Steering Committee with the addition of representatives from the Hispanic community.
- Solicit active support for the recommendations in this report by county government.

PROPOSED PROJECTS

The R/UDAT Team proposes the following projects to further the renaissance of Caldwell. The implementation of each proposal should be initiated by the proper department of the city, and be funded and completed by the proper governmental body such as the city, school district, county, state or federal governments.

- Fund and complete the Seventh Street Rehabilitation project.
- Renovate the historic Union Pacific depot for Chamber of Commerce offices or other similar use.
- Promote a Ustick Street interchange on the Interstate highway. This should be done soon so that it is in place when needed to access the Municipal Airport. The planned industrial park to the northeast of the airport should have implementation plans completed as soon as possible.
- Actively support the implementation of the Airport Master Plan.
- Plan and fund a Capital Improvements Plan (CIP) that includes the

enlargement of the municipal sewage treatment plant, sidewalk additions, street improvements and street lighting. Other infrastructure items can be added as funds are available. Review priorities and update plan on an annual basis.

- Initiate action to explore the proposed Caldwell Center for Rural Affairs.
- Renovate the City-owned Jefferson School into the Marjorie Bushnell Community Center.
- Continue work to "uncover" Indian Creek in the Central Business District. Plant and beautify the banks and consider adding the creek to the proposed Caldwell Greenbelt.
- Consider an element to the comprehensive plan for a bicycle/pedestrian trail system.
- Implement a plan for public/private cooperation in a comprehensive downtown streetscape plan.
- Secure funding to upgrade and increase fair housing opportunities for an affordable housing rehabilitation program.
- Ratify Historical District #1 and consider the proposed Residential Historic District.
- Plan and implement neighborhood parks and recreation programs.
- Landscape and clean-up the entries into the city with special attention to the 10th Street and Cleveland Blvd. entrances. Add information kiosk at each entrance. A simple directional signing system can be designed to help the visitor to Caldwell find certain locations and destinations.

The R/UDAT Team recommends that the city government of Caldwell be the primary implementor of these recommendations and proposed projects with the advice and consent of the people of Caldwell.

There are many other suggested action items in the analysis parts of this report. These items can be added to any part of the recommendations and proposals listed above. With the concentrated efforts of the people of Caldwell, the Caldwell of the future will rival old Caldwell at its best and can set new standards - and memories - for many future generations.



RECOMENDACIONES Y PROPUESTOS

El equipo de R/UDAT reconoce completamente que la tela de gobierno tanto como la de el estado físico de Caldwell es compleja y que todas las partes están interrelacionadas. Las recomendaciones siguientes son con relación a proyectos en general para el bienestar de el público tanto como cambios a la forma presente de gobierno de la ciudad. Todo lo siguiente debe ser integrado para que la integración permita el beneficio máximo para la ciudadanía de Caldwell.

El reporte de el equipo de R/UDAT, pone énfasis en las áreas de preocupación identificadas por la ciudad de Caldwell; tratando con el centro de la ciudad, desarrollo comercial en una zona larga, apariencia externa, servicios públicos y facilidades, pobreza, integración cultural y desarrollo económico. Muchas ideas y preocupaciones de la comunidad quizá y no serán discutidas completamente en este reporte. Esto no indica que estas preocupaciones no son importantes, o que no necesitan considerarse en mas detalle. En vez, hemos hecho un esfuerzo para enfocar la discusión a los temas que tienen la capacidad de tener el mayor impacto dentro de la ciudad. Además, en vez de intentar de aislar una sola recomendación para una necesidad, el equipo de R/UDAT ha sugerido muchas maneras de dirigirse a los problemas dentro de un guía estratégica. Entonces Caldwell puede desarrollar las capacidades y recursos para evaluar y implementar planes y iniciativas claves según el tiempo, dinero, y recursos permiten.

RECOMENDACIONES

Las recomendaciones anotadas en seguida han sido explicadas, en la mayoría de los casos, en las partes de analisis de este reporte. Un comprendimiento mas detallado puede alcanzarse al estudiar los analisis.

- Cambiar la forma de gobierno presente de "mayor poderoso" a la forma de Concilio-Manejador de Ciudad. Esto permitirá disminuir la política en los departamentos de servicio de el gobierno de la ciudad y permitirá administración profesional de los servicios de la ciudad.
- Reorganizar departamentos de la ciudad en no mas de cinco departamentos cuyos directores son responsables directamente al manejador de la ciudad.
- Reenforzar apoyo de el Concilio de la Ciudad a las Mesas, Comisiones, y empleados. El apoyo de trabajo pueda cambiarse al relatar todas recomendaciones y decisiones en reglas de la ciudad y en opiniones profesionales.
- Implementar un plan de acción afirmativo para asegurar igualdad en oportunidades de empleo.
- Engrandecer la representación de todos grupos de la ciudad en las mesas y comisiones.
- Mejorar las líneas de comunicación con el Concilio Migrante de Idaho.
- Poner fuerza en las reglas y enforzamiento de el uso de terreno. Enforzamiento de reglas puede "dar arranque" a una imagen positiva mas rápido que ninguna otra acción.
- Perseguir un polize agresivo de anexación.

- Crear pensamiento de acuerdo en un polize sobre llenar áreas existentes que están sin desarrollo completo para disminuir problemas a la infraestructura de la ciudad en las áreas de drenaje, agua, y calles.
- Diseñar una regla comprensiva de letreros que reducirá sobre el tiempo, la gran cantidad de letreros en la calle de Caldwell a Nampa y en otras partes de Caldwell.
- Cambiar el uso según las reglas de uso o adquirir mas zonas de residencia multifamiliar. Casi todas las locales presentes para uso multi-familiar dentro de la ciudad están completamente desarrolladas.
- Considerar financiar un Programa para desarrollo de Calle Main con un Manejador para el programa.
- Iniciar un programa "Metas para Caldwell" para establecer una agenda estratégica de larga duración. Este proceso reunirá todas las partes de Caldwell incluyendo representación de todas las áreas geográficas, cuerpos de gobierno, organizaciones voluntarias, grupos con intereses especiales, etc.
- Asegurar que todas las áreas de la población, representante de todas las áreas geográficas, grupos étnicos y niveles económicos participen activamente en esta renovación del Plan Compensivo de Caldwell.
- Iniciar relaciones mas acercadas con el Colegio de Idaho, la atracción mayor física de Caldwell. Esta relación puede beneficiar ambos a Caldwell y el Colegio.
- Considerar combinar el Proyecto de Desarrollo Económico de Caldwell con la Cámara de Comercio. Considerar esta combinación para reducir dobletear el esfuerzo y el gasto, y para enfocar las fuerzas de desarrollo económico de Caldwell. Una relación mas acercada con Caldwell Unlimited debe ser perseguida.
- Agresivamente perseguir fondos a la disposición y necesarios para implementar los artículos de acción y los temas de este reporté. En adición a fondos gratuitos locales, estatales, y nacionales, Caldwell debe considerar Impuesto para Mejoramiento de Capital, en la cantidad requerida y que sea obtenible políticamente. La ciudad también debe reducir sus fondos de reserva para financiar una parte de los mejoramiento de Capital.
- Asignar la implementación de este reporte a el Departamento de Planeamiento. Agregar nuevos empleados que ayuden al director a preparar un plan de trabajo para implementar el reporte de el equipo R/UDAT. Nombrar una Comisión para aconsejar y ayudar en la implementación. Se sugiere que la comisión sea compuesta de el Grupo dirigente de el Comité de R/UDAT de Caldwell con representantes adicionales de la comunidad Hispana.
- Solicitar apoyo activo para las recomendaciones encontradas en este reporte de el gobierno de el condado.

PROYECTOS PROPUESTOS

El equipo de R/UDAT propone los siguientes proyectos para adelantar el cambio de Caldwell. La implementación de cada uno de estos propuestos deben ser iniciados por el departamento respondiente de la ciudad y terminado por el respondiente cuerpo de gobierno tal como la ciudad, el distrito escolar, el condado, el estado, o el gobierno federal.

- Financiar y terminar el Proyecto de Rehabilitación de la Calle Siete.
- Renovar la estación histórica Union Pacific para Oficinas de la Cámara de Comercio u otros usos semejantes.
- Promocionar una calle en la Auto pista con la Calle Ustick. Esto debe hacerse pronto para que este lista cuando se necesite utilizar para llegar al Aeropuerto Municipal. El parque industrial planeado al noreste de el aeropuerto debe tener planes de implementación terminados lo mas pronto posible.
- Activamente soportar implementación del Plan Principal del Aeropuerto.
- Planear y financiar un Plan de Mejoramientos Capitales que incluyan el aumentación de la planta para tratar drenaje, adiciones de banquetas, mejoramientos de luces y calles. Otras cosas pueden agregarse al encontrar fondos. Revisar prioridades y renovar el plan anualmente.
- Iniciar acciones para explorar el Centro de Negocios Rurales de Caldwell ya propuesto.
- Renovar la escuela Jefferson a el Centro de Comunidad de Marjorie Bushnell.
- Continuar el trabajo para "re-descubrir" Indian Creek en el Distrito Central de Negocio. Plantar y adornar las orillas y considerar agregar el arroyo a la Zona Verde de Caldwell ya propuesta.
- Considerar un elemento al plan comprensivo para un sistema de Vereda para Peatones/Ciclistas.
- Implementar un plan público/privado para cooperación en adornar las calles de el centro.
- Asegurar fondos para mejorar y aumentar oportunidades imparciales en viviendas para un programa de rehabilitación de viviendas al alcance de todos.
- Ratificar el Distrito Histórico #1 y considerar el Distrito Histórico Residencial ya propuesto.
- Planear y implementar parques en los barrios y programas de recreación.
- Adornar con plantaciones y limpiar las entradas a la ciudad con atención especial a las entradas en la Calle 10 y la Calle Cleveland. Agregar sitios de información a cada entrada. Un sistema direccional simple puede ser diseñado para ayudar a los visitantes a Caldwell en encontrar ciertos locales y destinaciones.

El Equipo de R/UDAT recomienda que el gobierno de Caldwell sea el principal implementador de estas recomendaciones y proyectos propuestos con los consejos y permiso de la gente de Caldwell.

Hay muchas otras cosas sugeridas en las partes de analisis de este reporte. Estas cosas pueden ser agregadas a cualesquier parte de las recomendaciones y propuestos anotadas antes. Con los esfuerzos concentrados de la gente de Caldwell, el Caldwell de el futuro será un rival al Caldwell del pasado en sus mejores tiempos y puede asentar nuevas guías - y recuerdos - para muchas generaciones del futuro.

SELF IMAGE

NEGATIVE SELF-IMAGE

The city of Caldwell has many major assets to offer. Its assets greatly outnumber any liabilities or perceived liabilities. It is not a dead city nor even a dying city. Most cities in the United States are envious of Caldwell's assets, however its biggest liability, an overly negative self-image, is causing many of the other liabilities. Caldwell people have allowed the negative image to be exported to its neighbors. If Caldwell wishes to move strongly and positively through the years of this century and millennium, it must initiate efforts to develop pride in itself. Many other cities, for various reasons, have experienced the same problems and have reached down and pulled itself up. It is a problem that truly the people of Caldwell can change. The people need first to convince themselves, and then their neighbors that Caldwell is a good place to live, a good place to shop, a fun place to visit and a good place to work and raise a family.

The problem of self-image results from numerous factors. The probable chief causes are the problems of accepting a changing role, the problem of focusing on bad news without hearing the good, and the power of subliminal messages. Finally the problem is severely exacerbated by rumor. More objective information is required regarding the problem of crime, education, the questions of race and nationality, and the questions of the economy. When objective data is not collected or is not proudly shared and publicized, it is far too easy for false rumors to start. This is clearly the major problem of Caldwell today . . . the lack of a positive self-image of both the city and its people.

Time moves on. Caldwell is not going to return to the ways of 25 years ago. New people now live in Caldwell. The world thinks differently, works differently than in the 1970's. Just because changes occur does not mean that these changes must destroy all that is good. Change also brings opportunity. If the people of Caldwell will spend more time thinking and working with the assets that Caldwell brings into the future, with what opportunities await, what resources Caldwell has to offer, and if the citizens will not overly dwell on the remembrances of what the city's role might once have been, great things will happen. The pride of all the people will return and the city will take its rightful position atop the list of great cities.

To overcome the negative self-image, the city government and the people of Caldwell must work together. Success comes to Caldwell when the successes of a few are expanded. Some action in Caldwell such as the following can make a great change. Caldwell can start a **Clean Community City Commission** whose charge is to plan and implement a yearly program to make Caldwell's appearance better... City-wide clean-up days, planting public spaces, city-wide tree planting, and neighborhood competitions. An aggressive publicity campaign must accompany the landscaping... speeches by the Mayor, the Commission members and anyone willing to speak on just a few of the planned activities; a program to train the people who interact with the public like restaurant waitresses and store clerks. This training would be similar to the Leadership program.

Start an "Events" Commission whose sole purpose is to help promote existing events and start new ones. This Commission must have a yearly budget with guidelines on financing and starting and maintaining events. The city presently has several major events. Others can be initiated so that within two to three years, some financially rewarding activity could be held every week. The return to city businesses will be many times the funds expended with a side effect of creating a positive self-image that can be exported to the neighboring communities in Idaho, Oregon and Nevada as well as all parts of the world.

A positive self-image is catching. Soon Caldwell Pride will be as widely known as is the city slogan of New York City.



Building Community

Building on a rich history of ambitious, hard working and family oriented settlers, the city of Caldwell's Hispanic population has reached a level that will add valuable cultural and economic vitality to the future development of the area. All segments of Caldwell agree that there is a need to involve more of this emerging population. The success of bringing Hispanics to the table will depend on how well the community at large responds to some issues that must be addressed. The issues that are of significant importance for the Hispanic community are housing, employment, education, police and community relations, economic empowerment and race/ethnic intolerance and/or insensitivity.



BUILDING COMMUNITY

Status Quo

The R/UDAT review has found a profound lack of inclusion and participation on the part of the Hispanic community in the affairs of the city. With the exception of a few individuals, the city leadership is devoid of any semblance of effective methodology to involve Hispanics in the significant affairs of the city. While there is a realization of this as a problem, very little is taking place to correct the situation. The relationship between the Anglo and Hispanic population is best characterized as distant and dependent on ethnic and racial stereotyping. The situation is made worse because of a general lack of an effective communication mechanism throughout the community regardless of ethnic background. As mentioned in other parts of this report, the efforts to improve the general quality of life in the city of Caldwell will depend primarily on the city leaders' ability to involve a representative cross-section of the community in building a common agenda for the city.

Housing

The R/UDAT has found much work needs to be done to enhance housing in older neighborhoods. The near northside neighborhood in Caldwell with a predominantly Hispanic population presents opportunities that need to be considered as part of any plan to deal with the downtown area. A review of the area indicates a need for dealing with the deterioration of some of the housing stock along with the need for the city to focus attention on some of the infrastructure, such as streets sidewalks and streetlights. The city needs to develop some neighborhood housing improvement programs to address the many housing and other related issues in this area. Cooperative programs with other agencies like the housing authority and the migrant council could improve and expand availability of affordable safe housing.

Education

As in the general population, education is the most important resource in the community for developing its citizens. The Caldwell School District is now facing an increasing need for programs to insure that more Hispanics graduate from high school. Hispanics represent 20% in the general population. Enrollment data from the Caldwell School District places the student population at around 30% of the District's 4,389 students. These data are irrefutable evidence that there is a very significant stable Hispanic population that must become better integrated into the community. The District has recently reorganized school grade levels and attendance zones to better distribute the Hispanic student population among every school. This is seen as a very positive move on the part of the Hispanic community. As in other school districts, there continues to be a very significant

drop-out problem among Hispanic students. This is a source of concern for the district, which does not know the exact dimension of the problem. This is problematic in itself in that it makes it difficult to provide an adequate response to the issue. There is an alternative high school program available that provides some help, but there does not seem to be a comprehensive approach to the problem.

Of the seven schools in the District, one school has an Hispanic principal. There are concerns, however, that out of over one hundred teachers only seven, according to the superintendent, are Hispanic. With such a large Hispanic enrollment there is a need for the District to begin to have, as a goal, the hiring of more Hispanic teachers to give students more positive role models in the classroom. In addition to improving the numbers of Hispanic teachers, multicultural staff development programs can help teachers understand Hispanic history and culture in the United States, and thereby help improve the self image of students.

There is a perception in the Hispanic community that discipline procedures in the schools are unnecessarily severe, owing partially to the stereotyping issue raised earlier. The dropout rate of Hispanic students in high school does not even recognize students who are suspended for extended periods of time, which makes it difficult if not impossible to either catchup with studies and/or meet the minimum attendance requirements for continued enrollment and/or graduation. This indicates the need for the school district to review its policy or procedure on extended suspensions and expulsions in an effort to both improve graduation rates and improve parental involvement with discipline issues.

The College of Idaho is revered throughout the community. Indeed it does seem that this institution has contributed greatly to the community of Caldwell. The College could be very instrumental in helping to raise the expectations of student throughout the public school system. Programs to inform Hispanic students about the benefits of a college education by the College would be very beneficial.

Police/Community Relations

There exists great mistrust of the police department on the part of the Hispanic community. The recent appointment of the department's only Hispanic officer to a Tactics Against Gangs (TAG) program is seen as positive. However, there is great skepticism about the relative chances for success of this program. The community's perception of the current problems with Hispanic youth does not take into consideration environmental factors that are contributing to the problem. The high dropout rate, coupled with the lack of an

organized city recreation program, give young people few productive options. Intervention strategies must be developed for job training programs for out-of-school youth.

Employment and Training

Opportunities are of great need in the Hispanic community. Earlier in this section employment opportunities in the school district were addressed. R/UDAT has found that every public organization has nowhere near equal ethnic representation on their respective workforce. Equal employment opportunity must become a goal of the City of Caldwell, the Canyon County and the Caldwell School District. Economic empowerment has to begin with equal access to employment. The public sector must provide leadership in this area.

Race Relations

The R/UDAT identified race relations as one of the most potentially crippling impediments to the future of Caldwell. The City cannot progress if there is anything less than general agreement, by a representative cross-section of the community, to the main objectives to be attempted through any follow-up to this report.

The best example of a lack of communication between the Hispanic and Anglo communities is the lack of awareness of some of the very positive work being done by the Idaho Migrant Council.

There is a general lack of communication and cooperation between the two organizations. At different times during the R/UDAT's work it was obvious that many programs and projects administered by the Migrant Council were not understood, and in some cases were misrepresented to members of the team. The Migrant Council can be a very positive factor in helping bring the community together. As a

membership organization, the Council can reach out through its different service centers to inform and request input and involvement of its members. The Council boasts of a membership of slightly over 3000. The Council is involved in providing a comprehensive set of services to the migrant that range from Head Start Programs to a senior citizen program. The extensive and successful grant writing experience of the Council represents a resource which the City of Caldwell could use in applying for some of the grants projects that are suggested in other parts of this report.

PLANNING GUIDELINES

PLANNING GUIDELINES

In a state that values individualism and free enterprise city planning has been generally viewed with a high degree of skepticism and outright disdain. Gradually this attitude is changing. Caldwell's request for a R/UDAT project to help evaluate the opportunities and problems of the city is reflective of this shift in thinking.

Change is often a difficult thing to accept but it is inevitable. The city needs to move forward, taking into account the demographic, social and economic changes that have occurred, particularly in the last decade, while preserving the heritage of the past. Caldwell can choose a bright future for itself and clearly there are strong positive elements; that if pulled together, will create success.

Citizen Participation-

An observation that the R/UDAT members made over and over again is that there are numerous interest groups with their own agendas for the city - but no common or shared vision. If the update of the Caldwell Comprehensive Plan is going to be successful then all of the various constituencies in the city will need to be involved. Token participation is not going to result in a plan to which all segments of the community can relate or take ownership. There needs to be citizen participation effort that actively reaches out to all elements of the community, but especially the Hispanic community which seems to be particularly disenfranchised from the mainstream at this time.

Caldwell's current comprehensive plan is not a plan that reflects a shared vision. It appears to be a "canned" response to a state requirement to produce a plan. Consequently it has been ignored; and worse has yet given planning a bad rap. If the citizens of Caldwell are truly serious about addressing the challenges that the future presents, then the comprehensive planning process can be used as a means to lay the groundwork for deciding what the city wants to look like and how it is going to get there.

Land Use-

On positive side, Caldwell has an optimum location, as gateway to the Treasure Valley and its proximity to Boise, an interstate highway and a major airport. All of these things provide a greater opportunity for more people to work, live, visit - and yes, even shop - in Caldwell. Land for development in Caldwell is abundant and development will help to consolidate the disjointed visual appearance of the town.

Mixed-use land development has its advantages but when put together in a haphazard way it can have disastrous consequences. Certain land uses work well

together, but a random mix of uses can be visually displeasing and detrimental to property values. For whatever reason, Caldwell has allowed this to happen; there appears to be a general dissatisfaction with the consequences.

Caldwell's current Comprehensive Plan advises against leap-frog development and yet that appears to be exactly what has occurred. Several things may be at the root of this problem but it is clear that the City and Canyon County officials need to have better communication about how development should take place on the fringes of the community. A policy which prohibits hookup to city water and sewer lines without annexation should be adopted. The City should also take a serious look at aggressively annexing developed properties that are contiguous to the city.

Caldwell has a strong industrial base which really is the backbone of the community. This base needs to be nurtured but also regulated through sound development regulations and enforcement to keep the industrial uses from intruding into other sectors of the community. This point about sound development regulations and enforcement is perhaps even a more critical issue in relation to commercial development. The new landscaping requirements in the Caldwell Zoning Ordinance are a welcome and needed addition to the community. Their enforcement should be strongly supported by the City Council.

Housing-

Residential property is relatively well-maintained in Caldwell with the exception of the poorer areas of town. More attention needs to be paid to the rehabilitation of housing occupied by persons of low to moderate income. Community Redevelopment Block Grants are an obvious source of funding to be pursued. In general, the cost of housing in Caldwell is relatively affordable, especially when compared to Boise. However, there's a need for more residential subdivisions, additional land zoned for multi-family development, affordable low income housing and moderately priced assisted living arrangements for senior citizens. Increasingly Caldwell is going to be a safety valve for people from Boise looking for more affordable housing. This phenomenon will increase as the negative images associated with Caldwell are gradually dispelled.

Education-

Besides the cost of housing another factor that should attract people to Caldwell is the quality of the educational system. The community is obviously supportive and proud of its public schools. The school district is to be complimented on its recent restructuring of the elementary schools in order to achieve a better ethnic and economic balance. This move can help a great deal to improve communication

and appreciation of diversity. Children are not born prejudiced; it is a learned trait. Increased interaction between groups at an early age can help to break old cycles of prejudice, that if held, will only in the end divide the community and hold it back from achieving a shared vision.

The College of Idaho is a cherished element of the community that continues to attract its alumni back to the city. Support for the college is on the upswing and the potential for a greater interaction with other segments of the community is highly desirable. There appears to be good cooperation between the local school district and the college, but more obviously could be done. For example, Helen VonDach, a recently retired Caldwell school teacher wanted to take her 6th grade class to the Natural History Museum on campus. What held her up was funding for transportation. Surely someone or a group in the community could have assisted in this matter - not just for Mrs. VonDach's class but many others as well.

Sometimes, the pieces of the puzzle for improving opportunities for a large number of people are very small. The missing links can not be identified though unless they are talked about. Perhaps more regular or formal lines of communication need to be established between the college, the city, the school district and service clubs in order to bridge this communication gap.

Another area where the College of Idaho might be able to assist the citizens of Caldwell is to establish stronger links between the Albertson Business School and small business owners. Market research and business plan analysis and preparation are two areas that come to mind.

Capital Facilities & Utilities-

The city has a large investment in its capital facilities and needs to ensure that they are well maintained and expanded as necessary. The comprehensive planning process can help to evaluate existing capacity and identify where utility systems, and public facilities need maintenance and expansion. Several areas that need immediate attention are readily apparent. These include the downtown core, the sewage treatment plant, sidewalks, street trees and lighting throughout the city, the municipal irrigation district and the development of community centers, one at the old high school and another in the north end of town. Other city capital projects to be considered should include the development of a park in downtown along Indian Creek, the expansion of the greenbelt project and trail system, the construction of the Caldwell Expo Center and the development of an airport industrial park. Reflecting back on these projects, the expansion of the sewage treatment plant seems absolutely critical if the community is going to grow.

The city circulation system is another major component of the Comprehensive Plan

Development Regulations-

and one that needs particular attention in Caldwell. A special section of the R/UDAT report is devoted to an analysis of transportation issues. Something that needs to be noted here though, is the very special relationship between land use and transportation. The capacity of the various circulation elements need to be closely tied to the level of traffic generated from the various land uses which it serves.

The Comprehensive Plan can contain an economic development element and clearly Caldwell needs to rethink its approach to economic development. Again suggestions along this line are made elsewhere in the report.

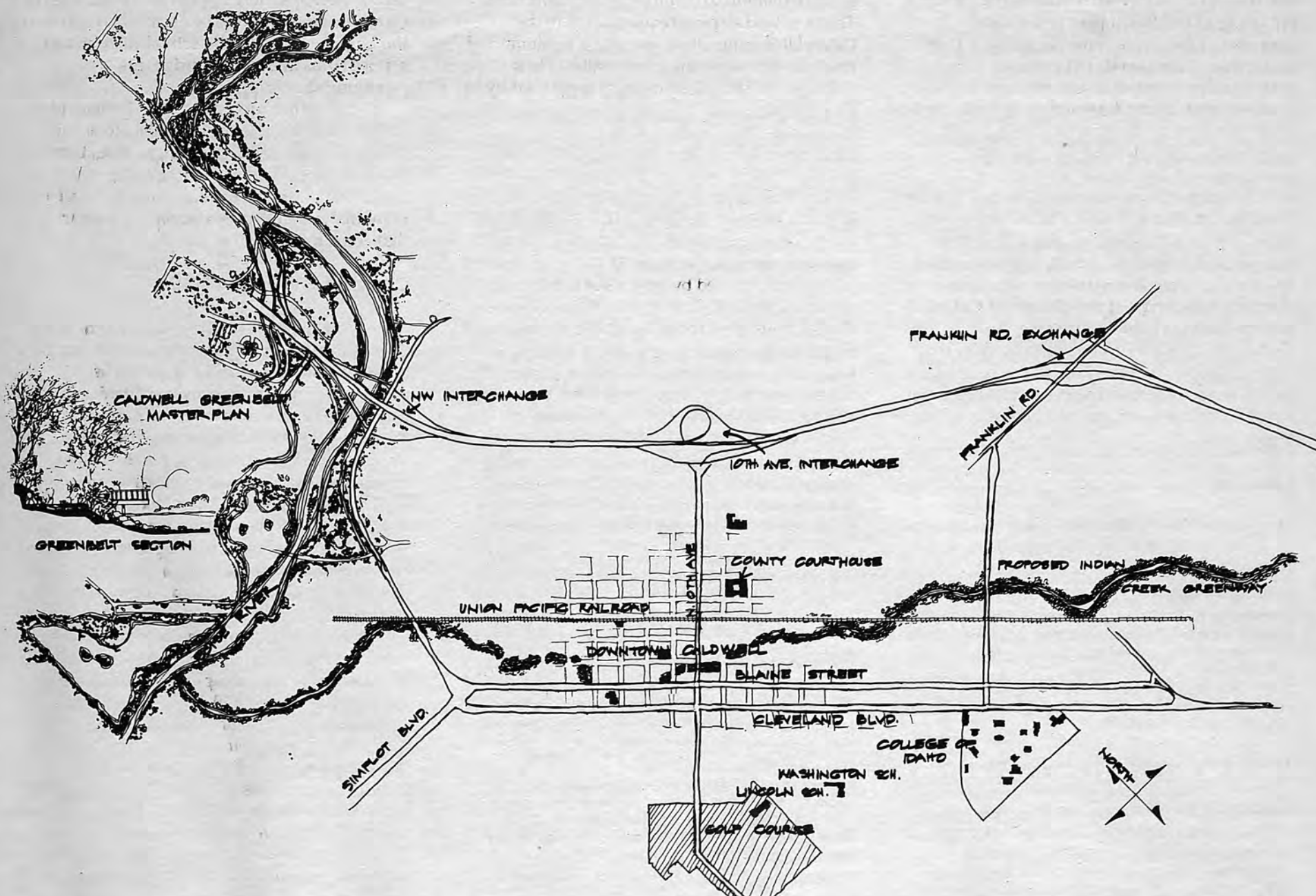
Funding-

Funding of these capital facilities is key to the successful implementation of the Comprehensive Plan. The development of a Capital Improvement Program is instrumental in identifying sources of funding and establishing priorities and timetables for implementation. The development of a CIP is detailed elsewhere in this report.

Besides the CIP, the implementation of the Comprehensive Plan also relies on a series of development regulations, but most importantly the Zoning and Subdivision Ordinances. It is important to achieve as much consistency as possible between the plan and development regulations.

Enforcement-

And of course, key to making the development regulations work is good enforcement that is uniformly and consistently applied. Nothing undermines the faith in any set of laws more quickly than selective or blatant disregard for enforcement. If the City is not serious about enforcing a particular law, then it shouldn't be put on its books. This is not to say that enforcement cannot be done on a complaint basis, as opposed to having staff out looking for violations. If this approach is taken then the City must be cognizant that the results will be different than a more aggressive form of enforcement. The most important thing, whatever the method selected, is consistency. Particularly with citizen complaints, a uniform process needs to be established for documenting whether or not a violation is occurring, what steps have been taken to correct the violation if present and follow-up with the complaining party.



ECONOMIC

ECONOMIC DEVELOPMENT

Caldwell's geographic position places it in an advantageous position to accept future growth. While population and economic growth have been less than robust in Caldwell, important local sectors and surrounding areas are doing very well. This is an asset that can be leveraged for future growth in Caldwell.

Table 1 indicates the recent trends in population growth in the area. The pace of the City of Caldwell's population growth from 1980-1990 was less than half that of the state; a third of Nampa's and a fourth of the Boise metropolitan area. Canyon County accounted for 10.5% of the state's total increase in population during the last decade. Its growth was one-fifth as fast as the increase in the adjacent County of Ada. In the future, because of the proximity to Boise, Caldwell could be expected to grow to the extent it can capture, attract or market itself to take advantage of this growth, in addition to people who may be naturally attracted to the area.

Idaho Power Company's latest forecast indicates that State growth in population growth during the next two decades is expected to grow faster than during the past ten years. From 1990 to 2000, the state is forecast to grow at twice the rate of the last decade. This growth would slow to the historical rate from 2000-2010 (see Table 2). Idaho & West Coast growth represents a potential source of energy to shape and revitalize the local economy.

Canyon County has had a very interesting pattern of economic growth in the past decade. Employment growth has been substantial at 2.5% per year, more than three times population growth (see Table 3). In addition, the pattern of growth is encouraging. Traditional industries have remained stable while a diverse group of other industries have grown. Approximately 1700 jobs have been added in manufacturing industries. Employment in food processing and lumber wood products has been stable and growing but slower than the local economy respectively. A diverse group of other manufacturing industries has added over 30% of the new jobs in wage and salaried employment. The data in Table 3 does not include persons in their own businesses and jobs not covered by federal employment tax programs. Retail trade has added 12% of the new jobs and increased from 17.6 to 20.1% of the job total. Service employment has also increased in importance from 16.9% to 21.5% of the work force. This category includes business, personal and social services, health industries and other professions. Agricultural employment also grew in importance from 7.7% to 10.0% adding 1250 jobs.

Local economic growth has been rapid and diverse. Still the unemployment rate has remained above a new trend as shown in Table 2. The labor force is 48.3% of the total population of Canyon County compared to 56.6% in neighboring Ada County. This can be explained by both fewer employed, more unemployed in Canyon County and commuting to Boise for employment. Employment there has grown at an annual rate of 3.1% from 1980 to 1991, an astounding rate! The Idaho Power Company's forecasting model projects this rapid rate to continue in the next decade at 3.3%; 2.6% for years 2000-2010 in their service area. These rates are dramatic compared to expected national employment growth rates of .8% per year and .7% per year in those decades.

All this goes to say that areas near Caldwell are expected to grow and Caldwell should be able to participate in that growth. Table 5 represents industries that will lead the way. These are not the traditional industries of the Treasure Valley.

Electronic instruments, chemicals, and diverse manufacturing will need land, skilled workers, and industrial areas with infrastructure and quality of life amenities to be able to participate along with the region.

Presently the income levels of people in the Canyon County are markedly below those of the state and region. Figure 2 illustrates, the average per capita income level in the county being 29% below the state's and 41% below the region. This is a crisis, or according to the Chinese symbols for crisis, which are longer and opportunity. Poverty presents problems for both the majority and minority groups, but low wages can be used to attract new firms and industries, if there are programs to train and educate workers. Often existing local businesses may resist new growth of labor demand that would raise wages.

Interestingly Figure 3 presents information that shows that even though local personal incomes are lower, they have been growing more rapidly than the state's average, but slightly slower than the Boise Metropolitan area's. The rising tide of economic activity and prosperity in the metropolitan area east of Caldwell (and Nampa) can be used to float the local economy out of its doldrums.

The sources of local incomes are also interesting. One of every three dollars comes from non-working or current business activity. Figure 4 shows that one of five dollars comes from retirement or pension and assistance programs; one of six dollars comes from past investment. Typically 75% of incomes come from working and owning a business. So there is evidence of wealth in the County, and retirees as well as low income groups. Service and non-durable goods manufacturing industries together account for a third of personal incomes, and farms and retail stores are equally important (see Table 6).

Local real estate markets also present a mixed bag of potentials and challenges. Residential real estate is getting stronger as existing stocks of homes, lots, apartments and zoned land is becoming less readily available. Single family home prices are attractive to regional and West Coast households. Retirees are reported to be buying homes in Caldwell at a rate of several dozen per year. New residential units have been built at a pace of 3.5 dozen units per year during the 1980's in Caldwell. There is a range of housing types and prices from golf course lots to much older lower priced homes in areas with like amenities and infrastructure.

Industrial land is very cheap by West Coast standards. This is also an advantage.

There appears to be a great deal of it for future expansion. Local planners estimate that there are 500-600 acres outside the city and 700-800 acres within the city that are zoned industrial and vacant. Utility infrastructure (sewerage capacity particularly) and roads present problems for having first quality sites ready and available for business relocations or expansions. Very few modern industries are content with traditional "down & dirty" industrial sites. The community and other businesses are increasingly sensitive to the amenities of the building and the site. Attracting and retaining workers requires a high quality of local living.

There are few quality office buildings of any size available in Caldwell. Those few are associated with the medical facilities complex. Rents are low and discourage new buildings as well as rehabilitation of old buildings. Caldwell does not appear to have been an office oriented business and professional center. If that comes at all it will no doubt follow growth in local industrial businesses and resident population. The drive to Boise for business, financial, and other professional services is too easy and modern office buildings and office parks in other cities have preempted the office market for sometime.

Table 1
Population & Economic Growth

	1980	1990	Average Annual rates of Growth 80-90	Increase in Population 80-90
Idaho	946,300	1,006,750	.9%	60,450
Canyon County	83,756	90,076	.7	6,320
• Caldwell	17,699	18,400	.4	701
• Nampa	25,112	28,365	1.2	3,253
Ada County	173,036	205,775	1.78	32,739
• Boise	102,249	125,738	.2	23,489

Source: U.S. Bureau of Census

Table 2

Population Projection
Actual 1980-90 Forecast 1990-2000 2000-2010
Annual average rates of growth

Idaho			
Total Population	.9%	1.9%	1.1%
• School age	.7%	1.2%	.7%
• Working age	1.1%	2.3%	1.2%
• Retirement age	.0%	1.7%	2.6%

Source: Idaho Power Company

Table 3
Canyon County Economic Base

	Annual Average Employment Total Non Agricultural Wage & Salary				Idaho State
	1980	%	1990	%	
Industry	24,951	100.0%	31,873	100.0%	100.0%
AGRICULTURE	1,931	7.7	3,815	10.0	2.6
MANUFACTURING	6,143	24.6	7,840	24.6	17.2
• Food Processing	3,753	15.4	3,708	11.6	4.8
• Lumber	783	3.1	966	3.0	4.2
• Other Manuf.	1,607	6.4	3,766	11.8	8.2
MINING, CONSTRUCTION	8,483	3.4	1,117	3.5	1.5
TRANSPORTATION, COMMERCE, UTILITIES	1,044	4.2	1,772	5.6	4.9
TRADE	6,494	26.0	7,337	23.0	26.4
• Wholesale	2,113	8.5	2,060	6.5	6.3
• Retail	4,381	17.6	5,277	16.6	20.1
FLIRE	740	3.0	1,225	3.8	4.6
SERVICE	4,219	16.9	5,824	18.3	21.5
GOVERNMENT	3,751	15.0	4,537	14.2	20.8

Source: Idaho Employment Security Department

Table 4
Unemployment Rates

County	85	86	87	88	89	90
Ada	5.9	5.9	5.7	3.8	3.4	3.8
Canyon	9.5	10.0	9.4	6.6	5.9	7.5

Source: Idaho Employment Security Department

Table 5

Economic Forecast *
State of Idaho

1990-2000 2000-2010
Average Annual Rates of Growth

Industry		
Food Processing	.1%	1.2%
Lumber & Wood Products	-.4%	-.6%
Electric Mach. & Instruments	3.3%	1.4%
Fabricated Metal	-.8%	4.4%
Chemicals	1.9%	1.4%
Machinery & Computer equipment	.1%	.8%
Other Manufacturing	6.2%	4.8%

* employment growth selected industries

Source: Idaho Power Company

Table 6

Personal Income by Industry Canyon County (1989)

Services	19.6%
Non-durable goods	
Manufacturing	14.2%
Retail Trade	10.2%
Farms	10.1%

Preliminary Economic Development Strategy

The focus of Caldwell's efforts for economic development should focus on three interrelated strategies. The strategies are based on past and repeated economic trends, local needs and realistic expectations. Chart #1 describes the strategies in terms of potentials & constraints, possible activities and outcomes and identified projects.

Industrial Expansion

There is a solid industrial base to build on. There is land available, a labor surplus, potential tracking programs on active airport and regional patterns established. Poverty, unemployment, how tax base and funds for public improvements require forging ahead to increase employment and incomes. But future industrial expansion will be hindered unless infrastructure is improved; there will be quality residential areas and widespread community support.

Amenity Driven Development

Several components of growth are sensitive to the amenities available in the community:

- commuting residents within the region
- tourists
- retirees
- recreation facility & event attendance.

Caldwell's existing numbered amenities and projects recommended in the R/UDAT report can be used to support this strategy. Caldwell can be improved to offer those four groups more reasons to visit and settle here. An added benefit is that increased permanent and visiting populations will also support CBD revitalization efforts, efforts for cultured integration, and providing unemployment & business opportunities for unemployed and under employed, beginning retail & service businesses and new entrants into the labor force.

Downtown Revitalization

Caldwell's image in the region and to visitors is based in a large part on eliminating a concentration of vacant & underutilized buildings in the downtown. Central business district revitalization is the most efficient kind of economic development because it requires a long term commitment from all sectors of the community. In order to be revitalized older smaller downtowns must:

- invest in public improvements
- adopt realistic long term plans
- aggressively seek public & private funding for public improvements & building renovation
- attract retail & service businesses that appeal to residents (from convenience shopping); tourists brought through the areas on freeways, and one-day regional tourists
- the types of business appropriate are:
 - * specialty food & clothing stores
 - * businesses with strong & distinct clientele
 - * reading & drinking establishments
 - * business requiring large and small inexpensive spaces

- * beginning retail & service businesses
- * have strong management of joint activities and marketing.

- be linked to other local facilities & amenities
- have an inviting atmosphere for pedestrian meandering

Four generic types of economic development activities can be used for assisting these strategies. Chart 2 illustrates how these activities are supportive of the three economic development strategies suggested in the R/UDAT report.

Any economic development activity by the community requires a very high level of cooperation among all elements of the community and organizations that represent constituent groups. Caldwell has what seems like a large number of organizations for a small town. This may represent a high degree of involvement but it also represents a high probability for a fractionated approach to economic development. Funds and energy spread among a number of organization can dissipate efforts. For example, there is very little organized information on the local economy, demographic patterns, local real estate, land use and available sites. the information for the Chamber of Commerce is of a high quality of technical production for a town this size.

Information from the City and Caldwell Economic Development Project useful for industrial development, stimulating amenity sensitive firms, residents and visitors was only marginal. Caldwell and its few attractions are not mentioned in much that is available in Boise. Information on local attractions is available from the Chamber but city maps, signs at sites, tours of interesting industrial producers such as Simplot, Flavor Freeze, Dairy and tortilla factory could be combined with other locally grown, processed and made products could be linked to spaces in the CBD or other facilities.

Strip Commercial Development

The long strip of auto oriented development between Nampa and Caldwell and along the one-way Cleveland and Blaine streets of Caldwell appears to function well. The large retailers, auto equipment, sales and accessories, businesses requiring outside storage and merchandise display and fast food or regionally oriented restaurants would not locate into downtowns. While many would regard that strip as less than attractive, some buildings being excepted it appears to be weathering the opening of the Boise Mall well. Design standards, code enforcement, modest signage, planting and other public improvements could make a big difference.

This area also would seem better utilized with multi-family residences appropriately designed. This area could compliment the downtown and attract traffic to and through the Caldwell central area.

Community Assembly Facilities

Several proposals were suggested to the R/UDAT team that fall outside of the usual sphere of economic development but these could be especially important for the amenity-driven strategy. Very careful thought, planning and intergroup cooperation should be undertaken before decisions are made to go forward with these facilities. The alternative is a bunch of underutilized facilities that have absorbed public and private funds that could

have been used for other much needed capital improvements, and annual drains on the financial and community energy of public agencies and private groups to keep them operating.

Often, multiple purpose facilities end up suiting no one purpose well and are inappropriate for important activities. The following activities have very different needs for space and facilities.

- performing arts - professional
- performing arts - amateur
- convention centers
- cultural centers
- community centers
- senior centers
- youth recreation centers
- meetings facilities for fraternal and religious activities
 - professional organizations
 - business meetings
 - exhibitions
 - consumer shows
 - recreation events
 - community groups
- tourist & visitor attractions.

Some events facilities can be combined, some complement each other, many conflict. All cost a lot of money to build and operate. Some need crucial private sector activities and facilities. Outside help by non-involved professionals should be considered. Operation of the facilities, fee structures marking, and scheduling should be by persons or organizations is crucial.

Communities with facilities that Caldwell should contact include:

- Newport (OR) Performing Arts Center
- Seaside (OR) Convention and Community Center
- Orcas Island (WA) Theater and Community Center
- San Juan Island (WA) Theater and Senior Center
- Spokane International Trade and Agricultural Center

Convention centers require immediate access to hotels, visitor attractions, a large amount of local population and business growth, heavy and professional marketing. Performing arts, community and cultural centers, require large operating subsidies each year and firm goals and policies for use.

Chart 1
Summary of Economic Development Strategies

Industrial	Opportunities	Challenges	Activities	Potential Outcomes	Possible Projects
<ul style="list-style-type: none"> agri-business light manufacturing technology related 	<ul style="list-style-type: none"> regional trends available land location on I-84 and railroad low wages available labor low power rates existing industries airport and its master plan 	<ul style="list-style-type: none"> roads and utility infrastructure community and industrial area appearance local resistance to growth & change public and private financing 	<ul style="list-style-type: none"> continue activities of Caldwell Unltd. comprehensive land use, roads & utilities plan market analysis to support local case complete airport master plan support training programs 	<ul style="list-style-type: none"> increased employment higher wages increased tax base spin-off office & residential development 	<ul style="list-style-type: none"> airport sewage treatment plan I-84 interchange identify & assemble sites and plan utilities & amenities economic & demographic materials to market area
Amenably Driven Development	<ul style="list-style-type: none"> community size Boise river Lake Lowell hunting & fishing winter sports medical facilities golf courses C of I & BSU I-84 	<ul style="list-style-type: none"> climate community appearance community center self image of community 	<ul style="list-style-type: none"> improve tourist facilities & amenities develop attractions related to natural amenities redevelop downtown core area community events and facilities 	<ul style="list-style-type: none"> community grows improve community appearance supports CBD efforts entry level jobs exploits national, regional trends new energy into community 	<ul style="list-style-type: none"> link natural & recreational attractions entrances to city community center link city & county recreation & fair facilities media campaign
Downtown Revitalization	<ul style="list-style-type: none"> stock of buildings location near I-84 & one way couplet existing retail eating & service businesses community support 	<ul style="list-style-type: none"> stock of buildings location not near enough to I-84 existing retail eating and service businesses location of county court house regional retail competition 	<ul style="list-style-type: none"> market & demographic analysis for retail market physical revitalization plan financing public improvements & private projects cooperation of property owners, city, county, businesses 	<ul style="list-style-type: none"> improve image in region incubator space for retail & service business entry level jobs reteach historic buildings fill "donut hole" in City's fabric 	<ul style="list-style-type: none"> streetscape improvements technical assistance to businesses target a few do-able buildings connect other city amenities plan & publicize community events in area link to freeway

Personal Income by Source
(1989) Canyon County

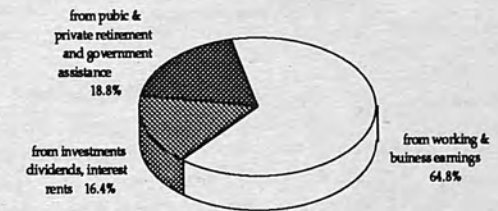


Figure 4

Population and Employment Projections



Increase in Personal Income 1984-1989

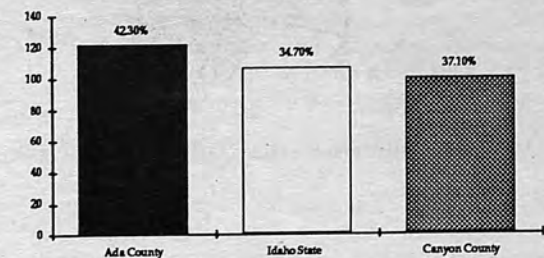


Chart 2
Economic Development Activities

	Employment Training	External Business Recruiting	Business Retention	New Enterprise Assistance
Industrial	<ul style="list-style-type: none"> targeted training programs for new and expanding businesses 	<ul style="list-style-type: none"> materials describing economy and sites advertising client assistance public financing 	<ul style="list-style-type: none"> ombudsman activities with government agencies technical assistance 	<ul style="list-style-type: none"> incubator space technical assistance public financing of infrastructure
Amenity	<ul style="list-style-type: none"> visitor industry employer training 		<ul style="list-style-type: none"> market analysis and monitoring assist visitor industry 	<ul style="list-style-type: none"> incubator space technical assistance public financing of community facilities
CBD Revitalization	<ul style="list-style-type: none"> on-the-job training for public and private building improvement 	<ul style="list-style-type: none"> attract successful regional business to open branch 	<ul style="list-style-type: none"> public improvements development regulations event sponsorship crime prevention improved city services 	<ul style="list-style-type: none"> retail & service incubators public financing of area improvements building rehabilitation funds

Total Population

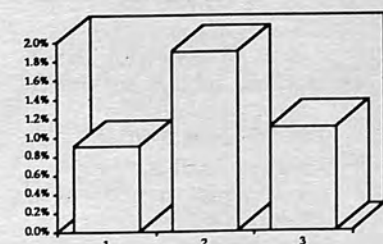
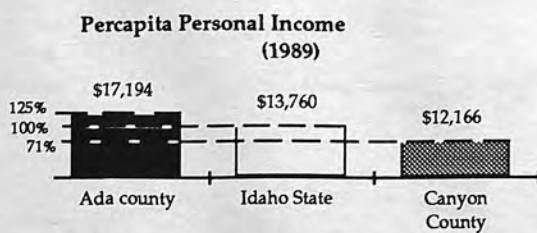
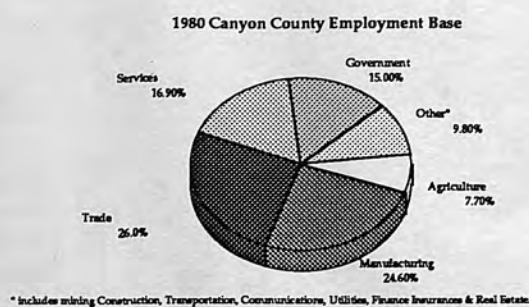


Figure 3

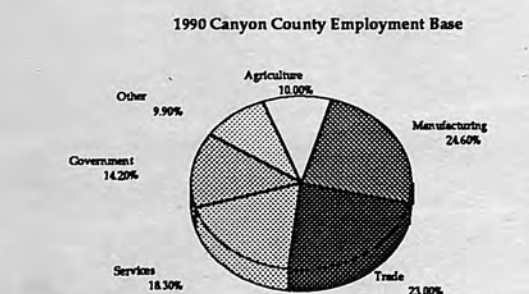


Source: U.S. Department of Commerce Bureau of Economic Analysis

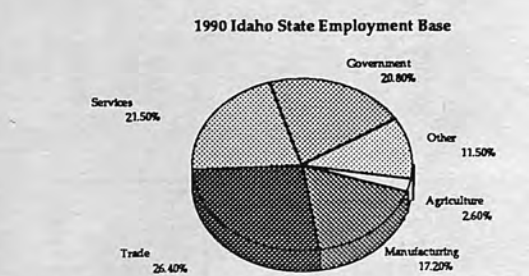
Figure 2



* Includes mining Construction, Transportation, Communications, Utilities, Finance Insurance & Real Estate.



* Includes mining Construction, Transportation, Communications, Utilities, Finance Insurance & Real Estate.



* Includes mining Construction, Transportation, Communications, Utilities, Finance Insurance & Real Estate.

Figure 1

FINANCING COMMUNITY AND ECONOMIC DEVELOPMENT

Any program for community and economic improvement requires a substantial investment in financial resources. The following is not a financial plan or strategy, but a listing of important ideas and sources of funding. The sources of funding for public improvements such as those recommended in the R/UDAT report include:

- excess cash fund balances
- external grants and loans through the federal and state agencies
- general obligation bonds
- revenue bonds
- leasing
- industrial development bonds
- tax increment bonds
- local improvement and special assessment bonds
- joint city-county construction and operation

There are several important factors to keep in mind when considering public finance of facilities:

- a specific project plan is necessary before a community can apply for external state or federal funds.
- borrowing means paying back at roughly \$100,000 per year for every \$1,000,000 borrowed out of local funds
- debt capacity increases with economic development
- new community facilities require increases in annual general fund expenditures for maintenance and operation
- public services that are non-essential and similar to private services, where the direct benefactor is identifiable, can be funded by user charges
- local non-profit community, performing and cultural groups can not pay much to use public facilities so these facilities have to be heavily subsidized
- federal and state grants often require a local match
- facilities wear out and have to be replaced periodically just as Caldwell has in the past
- government programs and projects can be run according to sound management practices
- priorities and hard choices will have to be made and some good projects postponed.

The dreams, plans and needs for community facilities often dissolve when confronted by funding realities.

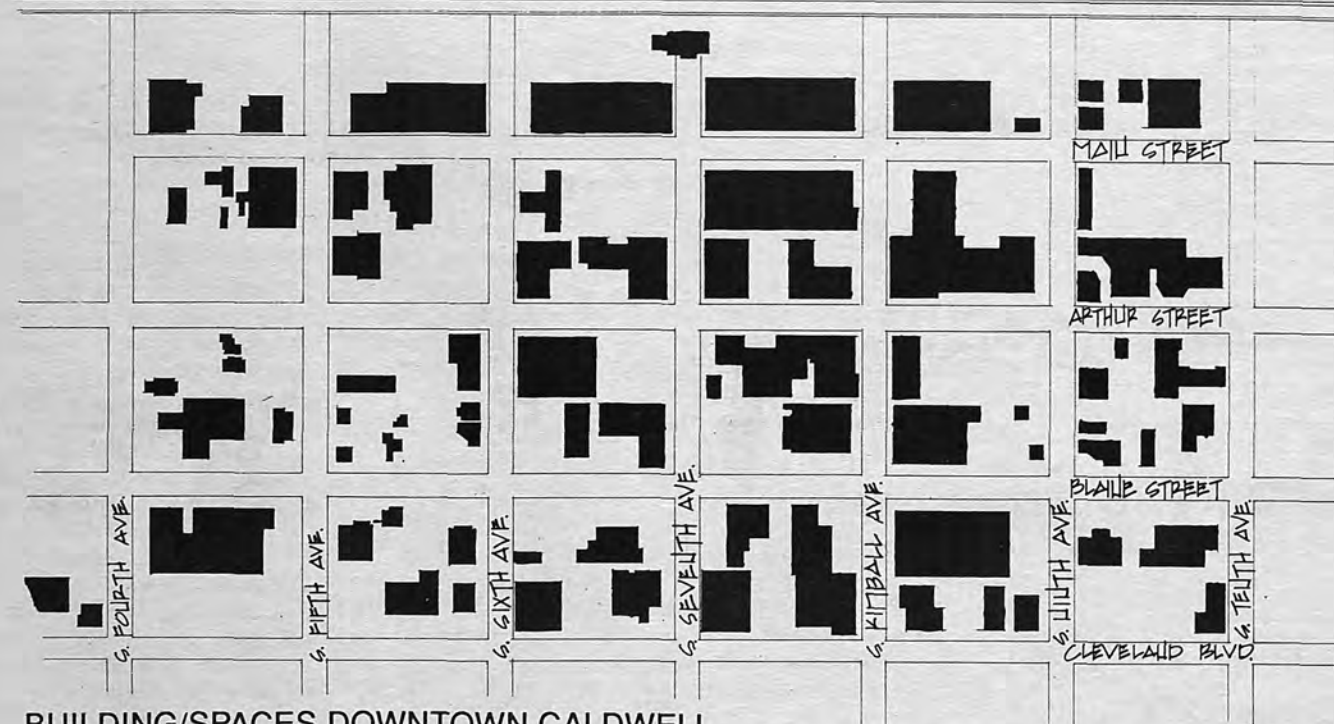
UNCLE BEN'S ADVICE FOR PARTICIPATION IN COMMUNITY & ECONOMIC DEVELOPMENT

Remember often:

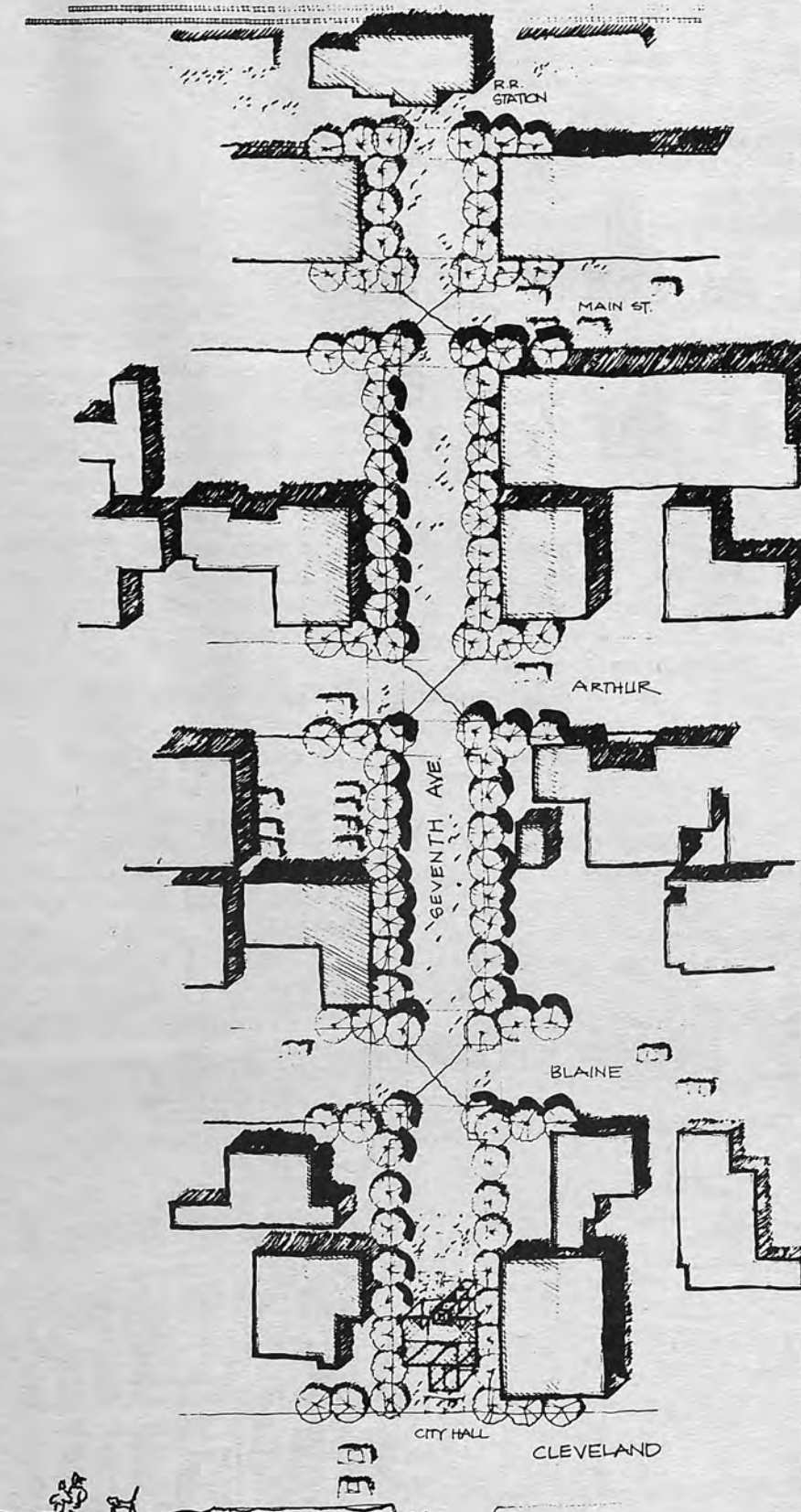
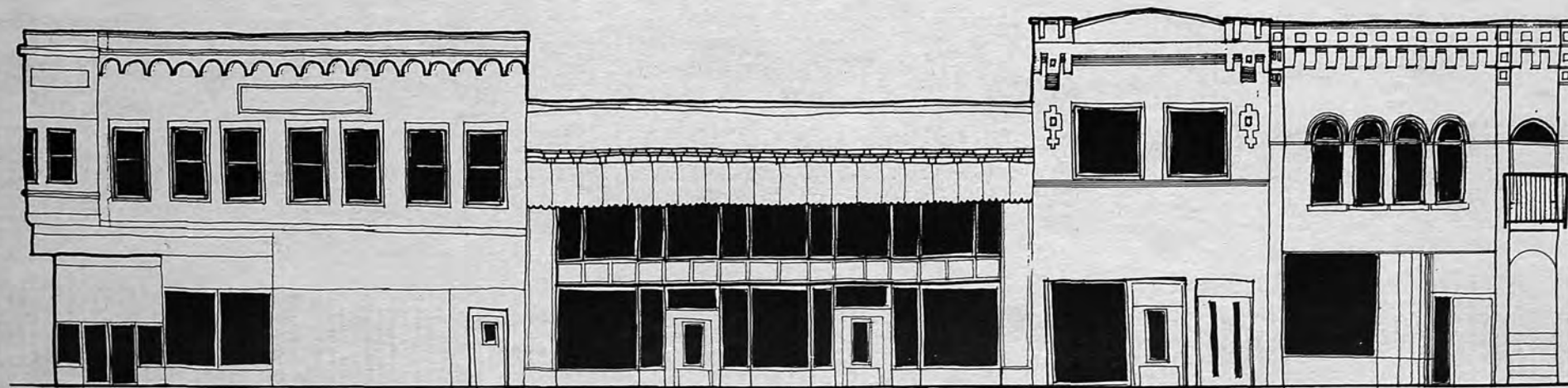
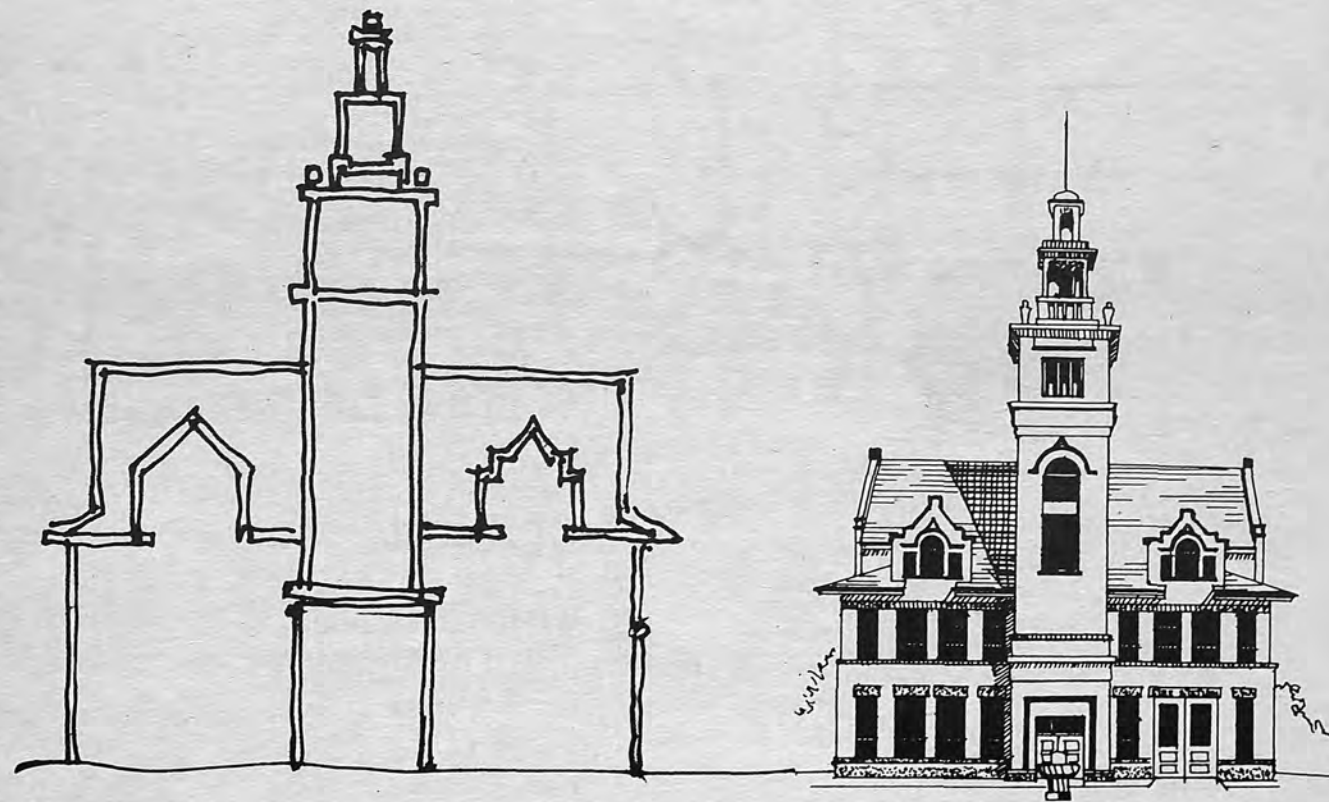
- that anything called development takes a loooong time!
- that you don't always get what you want but if you try you get what you need.
- that if you are a human being don't forget what you know about how cooperation and compromise ends up better.
- that you are not doing this for the community. You are doing for your business, your family, your organization and it is part of your job. If you do it for "them" it will never get done.
- that there is strength in numbers and that a whole bunch of things tied together (like the sheaves of wheat) can be very strong. and then you are still going to need a lot of luck and hard work.
- that often we pluck the feathers from a bunch of mangy ducks to make a feather bed for all of them. And that is why we pay taxes and tithes.
- that you should not forget your business and good judgment skills just because you serve on public or community committee
- give everyone credit for success and blame no-one for things that don't work
- publicize and build on successes



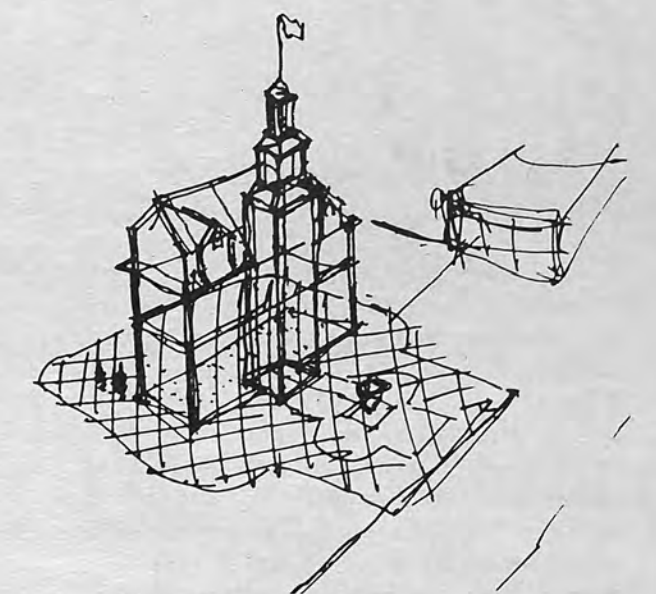
City Hall, Caldwell, Idaho.



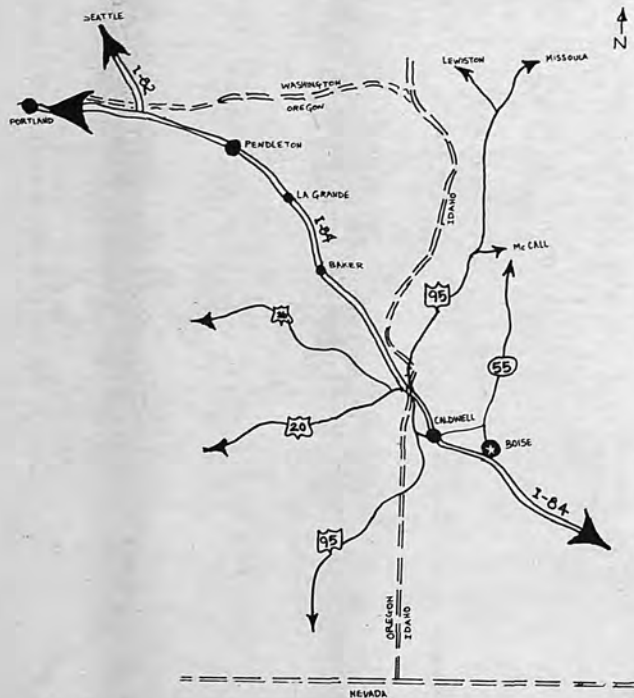
BUILDING/SPACES DOWNTOWN CALDWELL



SEVENTH AVE. REVITALIZATION



TRANSPORTATION



REGIONAL MAP

TRANSPORTATION

CROSSROADS OF THE STATES (Map 1)

Nestled alongside Interstate 84, the City of Caldwell is the gateway to Treasure Valley from Washington, Oregon, Northern Idaho and Montana (see Map 1). Interstate 84 generally follows the path of the historic Oregon Trail, and is paralleled by the Union Pacific Railroad which passes through the heart of Caldwell. About 30 miles to the east of Caldwell lies the capitol city of Boise, Idaho. US highways 20, 26, 30, 44 and 95 radiate outward from Caldwell to north-central Idaho recreation areas and to all parts of Oregon.

EASY FREEWAY ACCESS (Map 2)

Interstate 84 currently carries about 25,000 vehicles per day through Caldwell, with over 31,000 vehicles per day using the ramps of its three access interchanges (see Map 2). All three interchanges provide access to the Caldwell central business district and its surrounding commercial and industrial areas. About 1400 acres of commercial and industrial land area lie within two miles of these three interchanges. Another 600 acres of industrial zone land is available along the I-84 corridor south of Linden Street and in the vicinity of the Caldwell Industrial Airport. Plans for a future interchange with I-84 at Ustick Road will bring all of this industrial land to within one mile of I-84 access (see Map 3).

CALDWELL INDUSTRIAL AIRPORT

Caldwell has a modern industrial airport, designated as a reliever airport to the Boise International Airport located 30 miles to the southeast. Located on the eastern edge of the City, the Caldwell Industrial Airport is an attractive general aviation and light industrial airport facility which serves the needs of the public and the general business community of the mid-Treasure Valley area.

The airport currently offers a 5,500 foot-long runway capable of serving all private aircraft and small commercial jets. Runways, taxiways and parking areas are lighted at night, providing 24-hour landing and takeoff capability. All necessary rights-of-way have been acquired and plans are in process to extend the runway to 6,500 feet, together with plans to provide full instrument landing and takeoff capability.

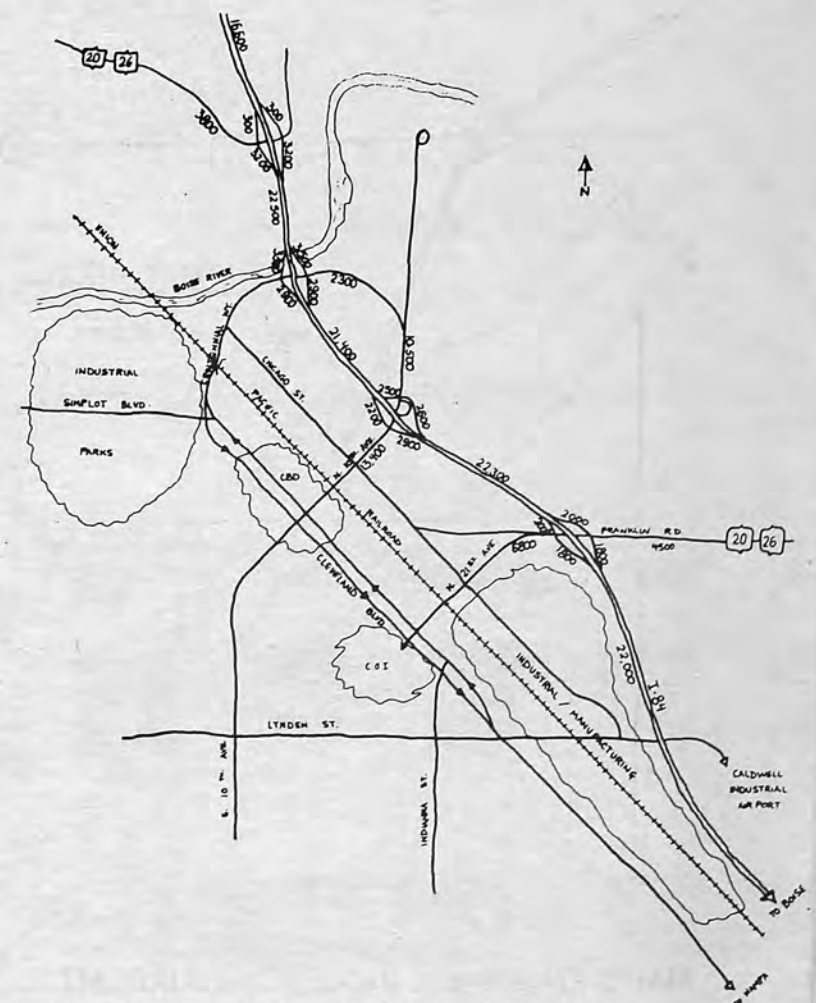
Other services and facilities at the airport include aircraft charter, aircraft rental, flight instruction, aircraft maintenance, an aerial photography firm, an aircraft kit manufacturer, a restaurant and a World War II museum.

All land area east of I-84 and south of Franklin Road within the Caldwell City limits is zoned for airport related commercial, industrial and manufacturing facilities. The R/UDAT project has proposed future arterial street plans as illustrated on Map 3. These include a future parkway east of the airport to serve a potential major industrial park corridor, and a future new interchange with I-84 at Ustick Road. Development of the industrial park, parkway route and new I-84 interchange should be pursued through a city/private development partnership spearheaded by the City in cooperation with land owners in the industrial park corridor.

ARTERIAL STREET SYSTEM

Functional Classification

The existing arterial street system serving the City of Caldwell, together with recommended street additions and extensions is illustrated on Map 4. Three classes of arterial street are shown:



MAP 2 CENTRAL CALDWELL ACCESS

Major Arterials

Arterial streets serving inter-city and long-distance intra-city traffic. These arterials serve moderate to heavy traffic volumes ranging from 10,000 to 25,000 vehicles per day. Within the urban area they will range from 3 to 5 lanes in cross-section, and they require a minimum of 86 feet of right-of-way (60 feet of right-of-way each is adequate for the Cleveland/Blaine one-way couplet).

Minor Arterials

Arterial streets serving intra-city traffic through subareas of the city, and with equal emphasis on providing direct access to abutting land uses. In residential areas these arterials will be two-lane streets carrying less than 5,000 vpd; in commercial/industrial areas these streets can be up to four lanes wide and carry up to 15,000 vpd.

Collector Arterials

Streets primarily serving access needs to the residential neighborhoods and commercial districts through which they pass. They will generally be two-lane streets carrying less than 2,500 vpd in residential areas and less than 5,000 vpd in commercial/industrial areas.

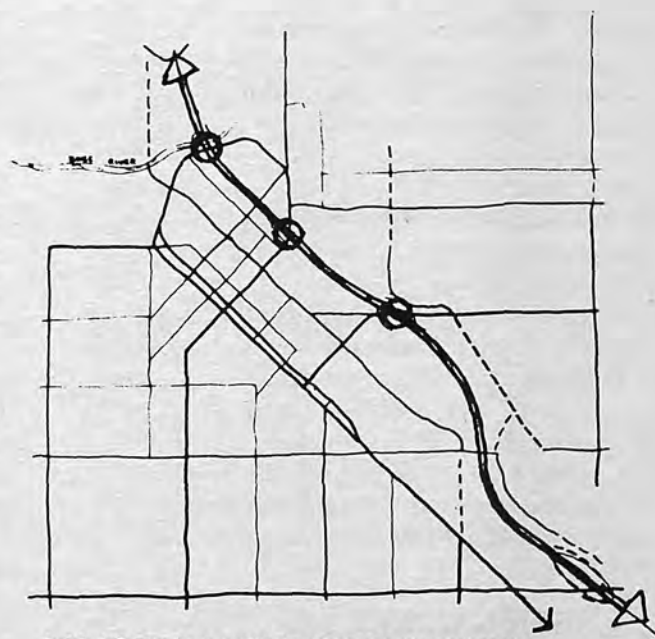
The Caldwell street system is laid out in two grid patterns. The central city grid pattern is oriented about 45 degrees from the north-south, east-west grid pattern for the outer portions of the city and the surrounding county street grid. The slant orientation evolved in Caldwell to

parallel the Union Pacific Railroad line. Though the two grid systems can lead to driver confusion, the transitions between the two grid patterns is fairly well done.

General Condition of Street System

Caldwell is fortunate that its founders obtained generous rights-of-way for most streets, sidewalks, and on-street parking needs. In the CBD area many streets are wide enough to accommodate angle parking in addition to adequate moving traffic lanes. Outside the CBD most arterial streets have sufficient right-of-way to not only provide sidewalks, but also to provide planting strips between sidewalks and street curbs to provide additional comfort and safety for pedestrians.

The surface conditions of most streets are generally good. Some streets have rough pavement overlays, and a few streets lack surface paving. Though all street intersections have reasonably safe traffic control devices, the types of control devices need to be reviewed and upgraded at some arterial intersections together with lane lines, stop bars, and pedestrian crosswalk paint lines.



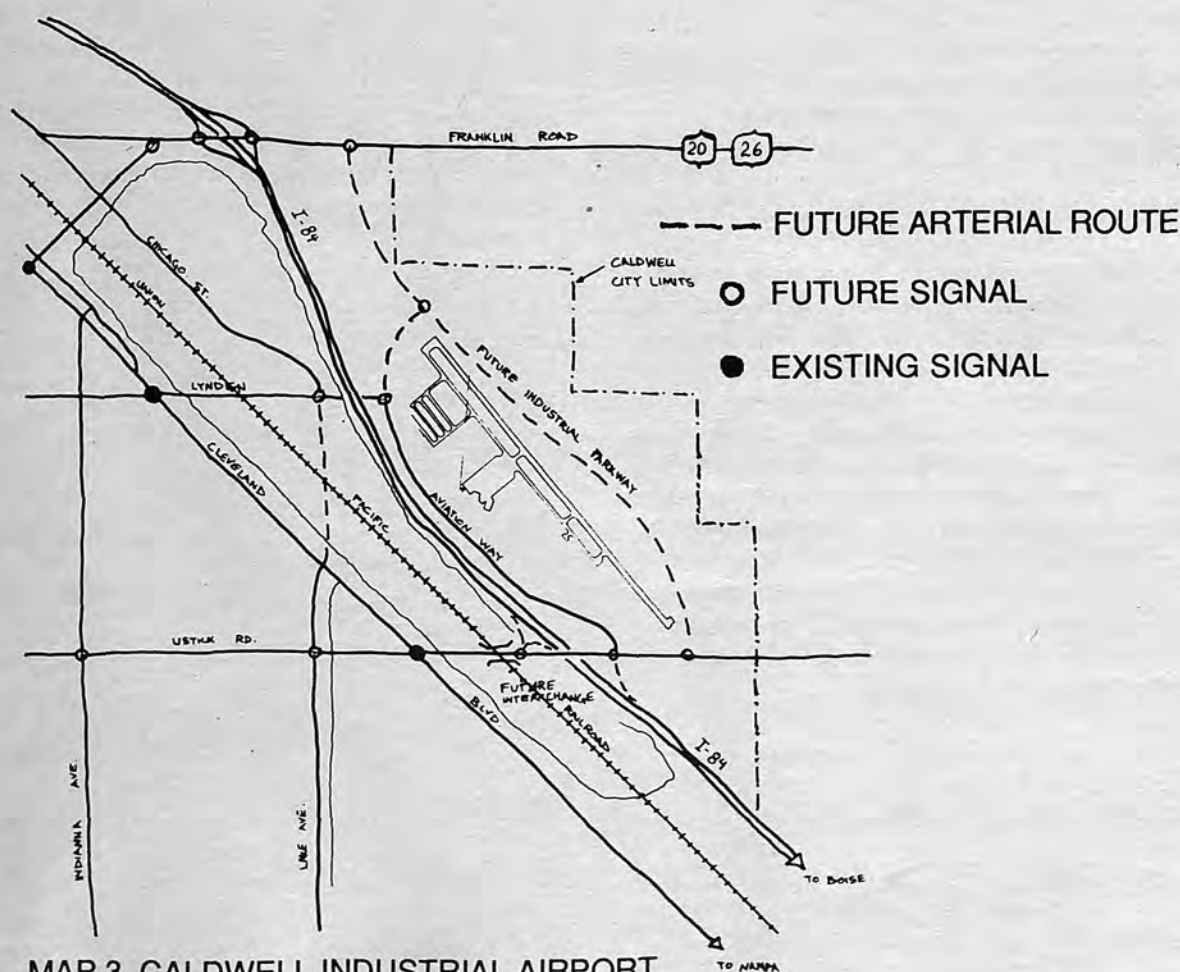
MAJOR VEHICLE CIRCULATION

Quality of Traffic Flow

Caldwell motorists currently experience a good quality of traffic flow. Traffic flow quality, or "level of service", is graded by conditions of A through F, very much like grading students. Levels of service (LOS) A, B, and C represent traffic operating conditions ranging from free flow (LOS A) to some traffic congestion (LOS C). All are considered acceptable operating conditions in smaller cities. LOS D is experienced when a road or intersection reaches 75 to 90 percent of its maximum capacity. This is the usually accepted tolerance for traffic congestion levels in larger urban areas. LOS E occurs when a street or intersection is operating at capacity, and LOS F reflects severe congestion when traffic demand exceeds capacity.

Though traffic count data are not available upon which to grade the Caldwell street system, observations by the R/UDAT Traffic Engineer find the street system to be operating at LOS C or better during the 4-6 p.m. peak period of commuter travel, and LOS A or B at all other times of the day. There are some exceptions in the vicinities of the I-84 interchanges, and at some arterial street intersections that are still controlled by Stop signs (such as the intersection of South 10th Avenue and West Linden Street). These can be remedied by eventual installations of traffic signals when "warranted."

The one focus of traffic complaints heard from Caldwell citizens during this R/UDAT process tended to focus on Cleveland Boulevard/Caldwell Boulevard (HS Highway



MAP 3 CALDWELL INDUSTRIAL AIRPORT

30) between the Caldwell CBD and Nampa. Through central Caldwell the traffic is divided between the Cleveland/Blaine one-way street "couplet". Though some portions of this couplet pass through residential areas, the split of traffic flow between the two streets reduces the traffic impacts along any one street frontage. Some review of signal coordination appears desirable between N 21st Avenue and Simplot Boulevard. South of the confluence of the Cleveland/Blaine couplet, traffic volumes are heavy and traffic control is poor. Traffic safety is a serious issue as a result of myriads of driveways along this commercial strip. The city, county and Idaho State Transportation Department should give priority attention to providing a continuous center left-turn lane where one is not currently provided; and additional signal locations should be identified.

When Are Signals Advisable?

There is often a tendency to install traffic signals at intersections whenever some delay on a minor street approach is experienced, or when a serious accident occurs. All cities, counties and states must subscribe to federal guidelines for traffic control and safety as set forth in the Manual on Traffic Control Devices (MUTCD). This manual prescribes the use of intersection traffic controls which minimize the sum total of delay for all vehicles traveling through the intersection.

The first level of control is STOP signs on the minor street approaches to an intersection. The "minor street" is the street classified with the less major traffic function (see Map 4). When two streets of equal function or of generally equal traffic volumes intersect, a 4-way stop control is often utilized. When intersection traffic volumes exceed certain levels, or when special pedestrian crossing needs exist, traffic signals can be installed.

The MUTCD has very clear guidelines or "warrants" that must be met before a traffic signal can be installed. This is to avoid creating unnecessary stops and delays to traffic on the major streets when signal control is not necessary. It also avoids politically motivated signal actions to pacify constituent complaints about traffic/pedestrian safety concerns, or desired favoritism of certain traffic movements at an arterial intersection.

BICYCLE AND PEDESTRIAN SYSTEMS

There are no special bicycle facilities along the Caldwell street and arterial system. Very little bicycle circulation currently exists in Caldwell. The R/UDAT team foresees no need for provisions of special bicycle facilities at this time, except perhaps along special recreational paths and trails that are being developed as part of the parks system.

Pedestrian sidewalks are provided along parts of most of the street and arterial system. However, along most streets they have been developed at abutting property owner option. Consequently, sidewalks are incomplete on most streets where provided, and non-existent on many streets. The vast majority of sidewalks where they do exist are in a poor state of repair.

The citizens of Caldwell apparently desire to drive rather than walk for nearly all of their travel needs. Consequently, pedestrian activity is generally light. This may, however, result from the hazards associated with walking on uneven pavement that is frequently stops and starts. A good safe pedestrian circulation system is essential to the quality of life in a modern day living environment. The more available and complete the pedestrian system, the more it will be utilized.

The City of Caldwell should undertake an inventory of its pedestrian circulation system, and should prepare a capital improvement program for its repair and extension. The study should focus first on the circulation needs and safety of school children and the non-driving public.

PRIORITIES

Within this charge, public funding priority should range from the high-volume arterial streets downward in street function to collector streets. Local street sidewalks must continue to be the primary responsibility of abutting property owners, since no city can ever develop the magnitude of funds needed to provide sidewalks on the entire local street systems. However, public funding assistance should be targeted for economically disadvantaged neighborhoods.

CAPITAL IMPROVEMENT PROGRAMS

The Idaho Transportation Department has no major highway improvements planned within the City of Caldwell, other than maintenance improvements of I-84, during its 1991-96 capital improvements program. A new Karcher interchange is planned with construction tentatively scheduled to proceed beginning 1996. Reconstruction of Highway 19 (Simplot Boulevard) in 1995-96 is planned to widen it to four lanes from Wilder Junction to Simplot. Franklin Road (US Highways 20 and 26) is planned for improvement to a better standard two-lane rural highway east of Caldwell during 1992-93.

The City of Caldwell has no capital improvement program for city streets, arterials or pedestrian facilities. Only \$350,000 per year is available from state gasoline taxes to accommodate the most basic of street maintenance needs: pavement overlays, signs, signals, paint markings, cleaning. This is a

wholly inadequate funding program for even the most basic street maintenance program.

It is essential that the City of Caldwell establish a 6-year capital improvement program for streets and pedestrian facilities. All available state and federal transportation assistance programs should be reviewed for available funding assistance. The City will need to develop additional local funding resources to support its CIP.

DEVELOPMENT CODE REQUIREMENTS

It has become common practice throughout the country for cities and counties to require certain road improvements by land developers. Development applicants are generally required to construct on-site and adjacent off-site local and collector streets, sidewalks, lighting and street trees according to prescribed standards. The applicants may be required to dedicate right-of-way and construct full standard half-street improvements on arterial streets adjacent to developments. It is also becoming common to require some proportional funding of more remote off-site street improvements through use of environmental policy acts and street standard ordinances.

Current Caldwell city codes specify requirements for on-site and adjacent off-site street improvements. These requirements should be reviewed for adequacy, and they should be rigidly and consistently enforced. Any requirements for more remote off-site street improvements require more sophisticated street plans, traffic impact assessment procedures and legal foundations than currently available to the city or within its near-term reach. Therefore, during the next five years the city should be prepared to publicly fund street improvements not immediately adjacent to land development projects.



Parking does not currently appear to be a problem within the City of Caldwell. Parking problems, when they do appear, will occur around major public facilities such as schools, hospitals, community centers, and sports facilities. Public parking shortages will also potentially occur in the CBD as, or when, full occupancy of buildings is achieved.

As guidelines for required parking supply, the following minimum parking supply ratios should be sought in terms of spaces per 1000 square feet of building floor area:

- General office use - 3 spaces per 1000 sf
- Medial office use - 5 spaces per 100 sf
- Retail/Commercial - 3 spaces per 1000 sf
- Restaurants - Midday - 10 spaces per 1000 sf
- Evening - 15-20 spaces per 1000 sf

Shared parking should be considered in assessing parking supply. For example, a restaurant near an office building could likely share the office spaces during its evening dinner peaks.

Develop 6-year TIP

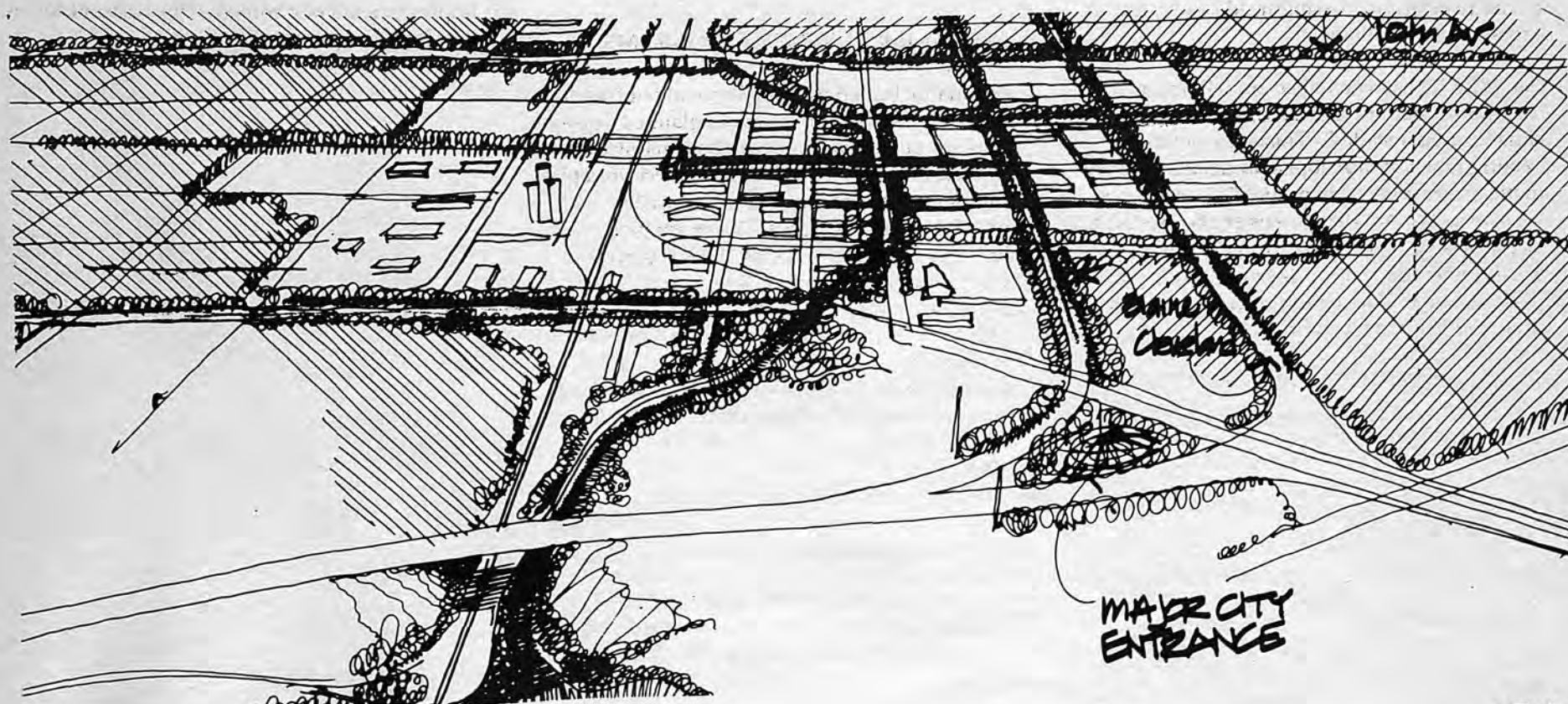
It is essential that the city prepare and execute a six-year transportation improvement plan (TIP) and funding program. To prepare a TIP, the city should pursue the following action program:

1. Collect traffic counts on the intersection approaches of all arterial streets.
2. Use the traffic counts to assess the operational adequacy of all arterial streets and intersections; identify improvement needs such as street widenings, signals, etc.
3. Prepare a physical inventory of street and sidewalk conditions; prepare a list of improvement needs based upon adopted street standards.
4. Identify street and sidewalk extensions desired for system continuity or for providing arterial street access to and through new development sectors.
5. Prioritize all street improvement needs in terms of high, medium or low; prepare construction cost estimates; identify funding sources including specific definition of expected private versus public funding shares.
6. Assemble all projects and funding sources into a city TIP similar to the five to six-year "Highway Development Program" prepared each year by the Idaho Transportation Department.
7. Submit plan together with proposed public funding programs to City Council for adoption by resolution or ordinance.

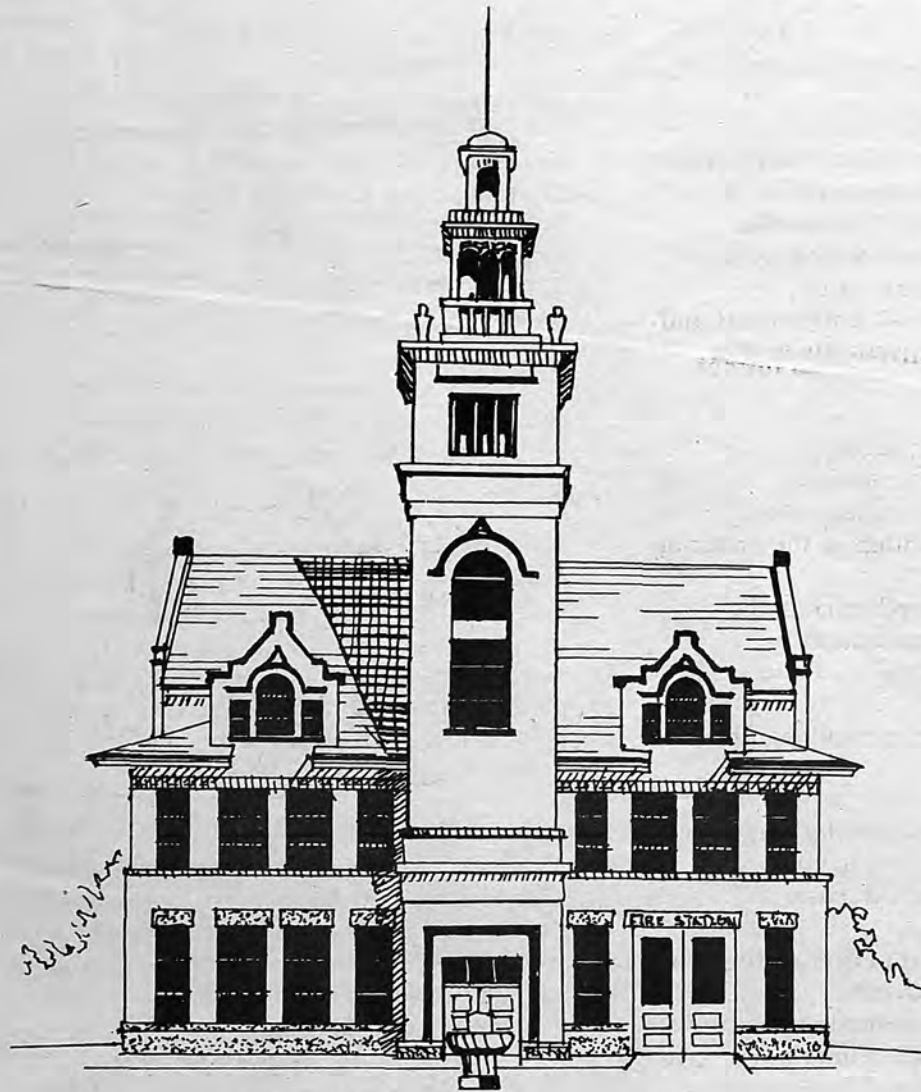
Though there is no immediate priority, the City of Caldwell should actively pursue future development of new interchange ramps with I-84 at the Ustick Road overcrossing (see Map 3). The project should include a grade separation of Ustick Road from the Union Pacific Railroad. This project is to serve three evolving transportation needs:

1. Provide freeway access to the developing southwest sectors of the City of Caldwell without causing freeway traffic to circulate through the central portions of the city.
2. Provide freeway access to the Caldwell Industrial Airport to better utilize the large federal investments in this reliever airport.
3. Provide access to and opportunity for development of a major industrial park along the northeast side of the airport.

Caldwell Unlimited should pursue marketing of the prospective business park project. The project should include private funding of a new industrial parkway route from Franklin Road to Ustick Road, and should include some private funding support for the new interchange ramps. The City should actively and continuously lobby the Idaho Transportation Department for this one major freeway improvement request for inclusion in its 1997-2000 Highway Development Program.



HISTORIC PRESERVATION



HISTORIC PRESERVATION

"There is more National Register Buildings per capita in Caldwell than any City in the world"

This Historic Preservation movement in Caldwell has been successful in its efforts to provide the City with a positive direction for recognizing and maintaining historic properties. The accomplishments to date include:

- A. National Register of Historic Place designation for 50 buildings
- B. Creation of the Caldwell Historic Preservation Commission
- C. Identification of Caldwell local Historic District No. 1 located in the downtown area
- D. Recommended design guidelines for the Historic district
- E. Publication of Early Caldwell through photographs

Historic preservation is not just the recognition and designation of individual structures but is also the identification of all of those positive elements which make up the fabric of the community. (The streetscape, the parks, the tree lined streets, the diversity of housing types, the mansions and the modest homes.)

The challenged in 1991 for Caldwell and the Historic Preservation Commission is to look at the overall fabric of the City and determine positive action to continue the preservation movement.

"Awareness of preservation and the revitalization movement in historic areas has become a major economic generator for communities. The connection with the past provides the stability for confidence in the future."

Downtown Central Business District (CBD)

Caldwell is seeking to revitalize and change the image of the main downtown area. The adoption of the recommended Historic District #1 would allow any potential investor in downtown to be confident that the city has a clear plan and vision for the CBD.

What is missing in downtown in 1991 is the amenities to make the streets a people place.

While the city cannot create private investors, it can effect one overall streetscape. This type of urban design in historic downtowns has been successful throughout the U.S.A. Work involved includes sidewalks, street tress, lighting, fountains, water features, etc.

The streetscape can provide the overall unity that has been lost with the removal of buildings and construction of buildings without design guidelines.

The scope of this work can be a single intersection or a series of City blocks. The issue for Caldwell is the city's financial commitment to undertake this urban design work.

Possible CBD work might include:

A. The Seventh Street revitalization. This would include urban design amenities between the UPR railroad station and City Hall. The City Hall work would include a new plaza and construction of a framework of the original City Hall Building .
The design would close 7th Street at City Hall between Blaine and Cleveland.

B. Indian Creek Plaza: The development of a pocket park at Indiana Creek and Blaine. This project would recognize the beginning of Greenway system identified in 1977 Caldwell Comprehensive Plan.

C. 10th Street Railroad Bridge: The design of an entry portion at the bridge which establishes a sense of arrival in downtown Caldwell. This would announce the City Name, be lighted at night and become the symbol entry to the City.

D. Farmers Market: The development of area along the east and west side of the train station a a regional Farmers Market. The concept would provide a simple movable covered system to allow for display of goods. The station as a city property could become the hub of this agra- business activity.

E. Agra-Business Resource Center/Education Center: The development of a resource center of educational programs and history of the Caldwell contribution to the agra- business industry. This facility would be used by local schools and schools in the region. It would be a resource of information about regional agriculture for both tourist and industry people.

Strip Commercial Development/Historical Districts

The issue of strip commercial development affects the historic fabric of Caldwell in its potential for adverse effects along Blaine and Cleveland streets. These one-way streets provide for easy access for the residences to both the downtown area and the College of Idaho/Events Center area.

As revitalization occurs in Caldwell there will be pressure for these streets to become strip-commercial. The strip commercial would destroy the original residential area of the city.

The historic commission should consider designation of this area as the Dorman/Washington Heights Historic District. This residential district would have the following boundaries (10th to 21st, Arthur to Fillmore). The current historic ordinance allows the Caldwell City Council to designate historic districts. The designation should be accomplished with the agreement of the majority of home owners in the area with all aspects of the historic ordinance fully discussed.

The value of homes in historic districts is normally 20% higher than a non-district area. This is the result of stability that comes from neighborhood identity and pride of ownership.

Caldwell Historic Preservation Commission

The purpose of the Commission is to engage in a program of historic preservation, to encourage protection and preservation of historic buildings and sites, to establish districts and neighborhoods which serve as visible reminders of the historical, archeological, architectural, educational and cultural heritage of Caldwell. Its further purposes are:

- (a) To encourage harmony in the planning of new buildings and developments with existing historic buildings in the proximity.
- (b) To preserve and enhance the environmental quality of neighborhoods.
- (c) To promote the creation of historic districts.
- (d) To strengthen the City's economic base by the stimulation of conservation and reuse.

This ordinance will effect all segments of the community in Caldwell.

Each area of the community has a particular landmark which is unique and gives Caldwell its quality of life. These may be buildings, parks, waterways or scenic views.

The RUDAT project has experienced many of the positive areas throughout the community. Some of these areas have been developed while some wait for funds for development.

The areas with the positive qualities would be:

- The City Park/ Golf Course
- The residential neighborhoods at Dorman/ Washington Heights
- The Greenbelt Master Plan/ development
- Canyon hill/ Cemetery/ vistas of the Boise River
- The College of Idaho

- Projects with potential are:
- Caldwell Expo Center
 - Indian Creek waterway
 - Replanting of the street trees
 - Expansion and landscape of Caldwell Events Center
 - Entry points to the city.

In each of these projects the historic commission can be an advocate for recognition and support the quality of design that is detailed in their design guidelines.

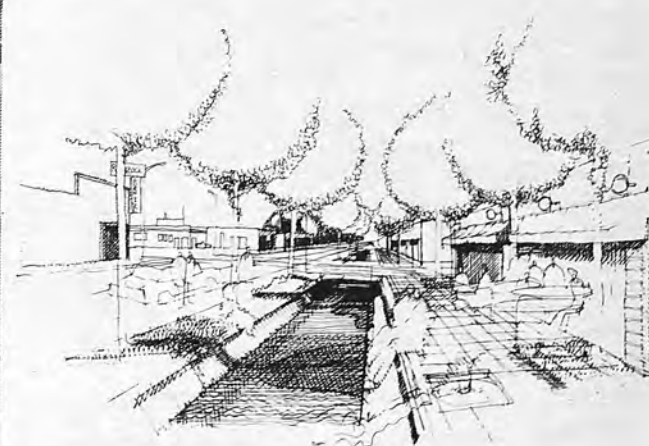


CALDWELL HISTORIC SITES IN NATIONAL REGISTER OF HISTORIC PLACES

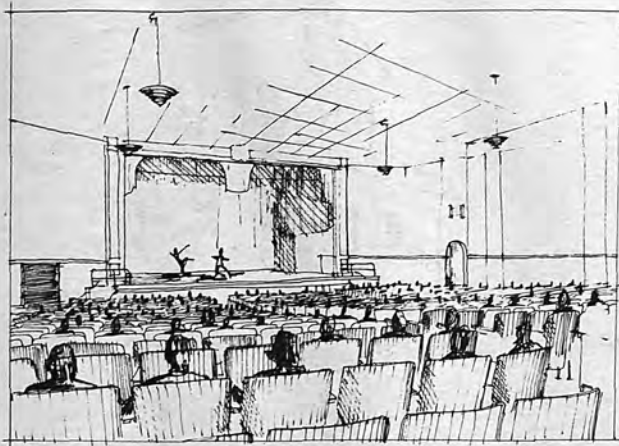
1.	Blatchley Hall	College of Idaho	1909
2.	Sterry Hall	College of Idaho	1909
3.	Carrie Adell Strahorn Memorial Library	College of Idaho	1925
4.	Saratoga Hotel	624 Main	1903
5.	Commercial Building	Burnt down 1990 702/704 Main	1903
6.	Steunenberg Block	103/105/107 Seventh	
7.	Egleston Block	706/708 Main	1906
8.	Robert Building	710 Main	1906
9.	Creative Printing	712 Main	1893
10.	Oakes Brothers Store	714 Main	1912
11.	Harmon Building	720 Main	1905
		722/724 Main &	1896
12.	Ballantyne Building	104 S. Kimball	
		803 Main &	1910
13.	Western Building	104 N. Kimball	
		105-111 S. Kimball	1903
14.	Union Block	& 803 Main	
15.	Caldwell News	113-123 S. Kimball	1907
16.	113-117 Seventh S.	114 Seventh	1903
17.	Lowell Building	113-117 Seventh	1906
		701/705 Arthur &	1907
18.	Academy Building	121/123 Seventh S.	
		1015 Albany	1892
19.	Caldwell Carnegie Library	Torn down 1979	
20.	Isaacs House	1101 Cleveland	1913
21.	Boone House	823 Albany	1889
22.	Blatchley House	810 Belmont	1890
23.	Presbyterian Church	833 Belmont	1889
24.	Presbyterian Parsonage	901 Albany	1887
25.	Johnson House	210 9th Ave. N.	1887
26.	John C. Rice House	904 Belmont	1895
27.	Thomas K. Little House	1520 Cleveland	
28.	Caldwell Odd Fellows Home for the Aged	703 E. Belmont	1896
29.	St. Mary's Catholic Church	North 14th Ave.	1920
30.	Steunenberg A.K. House	616 Dearborn	1925
		409 N. Kimball	1904



INDIAN CREEK



BUSHNELL COMMUNITY CENTER



Marjorie Bushnell Community Center
(Caldwell High School)

It rests like a sleeping giant waiting to be called. Once it was the community's pride, the new school, the high school, the emblem of Caldwell's urban maturity. No less an architect than John E. Tourtellotte, fresh from the design of the Idaho State Capitol building, was employed by the Board of Trustees to plan the structure. Its exterior was to be brick, its configuration two levels over daylight basement, its pitched roof edged in dentils, its gymnasium separate and freestanding, its site large enough to accommodate the students of an expanding population.

A building that was once celebrated, that once required community sacrifice, is easy to wound, but difficult to destroy. Under the boarded windows, behind the single missing facade lies a slumbering giant, irreplaceable in its elegance, steeped in the history of Caldwell, inhabited by generations of traditions and personalities, living in the memories of those who once worked or taught or studied or played within its walls.

The entrances arch a warp in the decades. The grand height of the ceilings and the echoing halls invite thoughts of a younger time. Here are stored the legends of "Pigeon Alley," the bizarre behavior of the blind stairwells, the disorienting green catacomb of basement and the compressed dining experience of the Hi Pop Inn.

In the auditorium, now protected by a layer of dust, the expectant ear can almost hear the echo of strings tuning in the orchestra pit in anticipation of a CHS musical. Only a section of missing plaster and the absence of the red velvet stage curtains mark the passage of years. The gold and red CHS crest that drew generations of eyes upward, still defies gravity at the front of the theater. The formal auditorium foyer is unlike any other room in Caldwell.

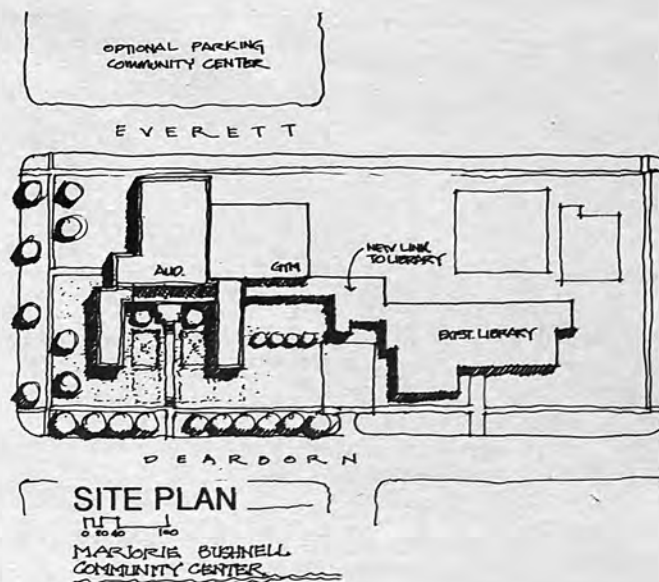
As if reacting to 40 years of pep bands, the gymnasium paint is cracked and falling but the hardwood playing surface is intact. The wreckage of suspended lights litter the floor in a line across Mrs. Bollinger's library; the ceiling in Miss McClure's English room is gone but the verbs are there as surely as is the solution for (x) in the math rooms once directed by Mrs. Sutton and Mrs. Brock. Foot thick door casings and heavy window sashes give a sense of permanence and endurance that defy aging.

It took years to first bring the Caldwell High School building to life. Now, the time of slumber has passed. It is time to call the massive structure back to life, to allow the work and struggle and vision of earlier generations of Caldwellites to serve later ones; to allow the emblem of the community's pride in the first decade of the century to be the emblem of the community's pride in the last decade of the century.

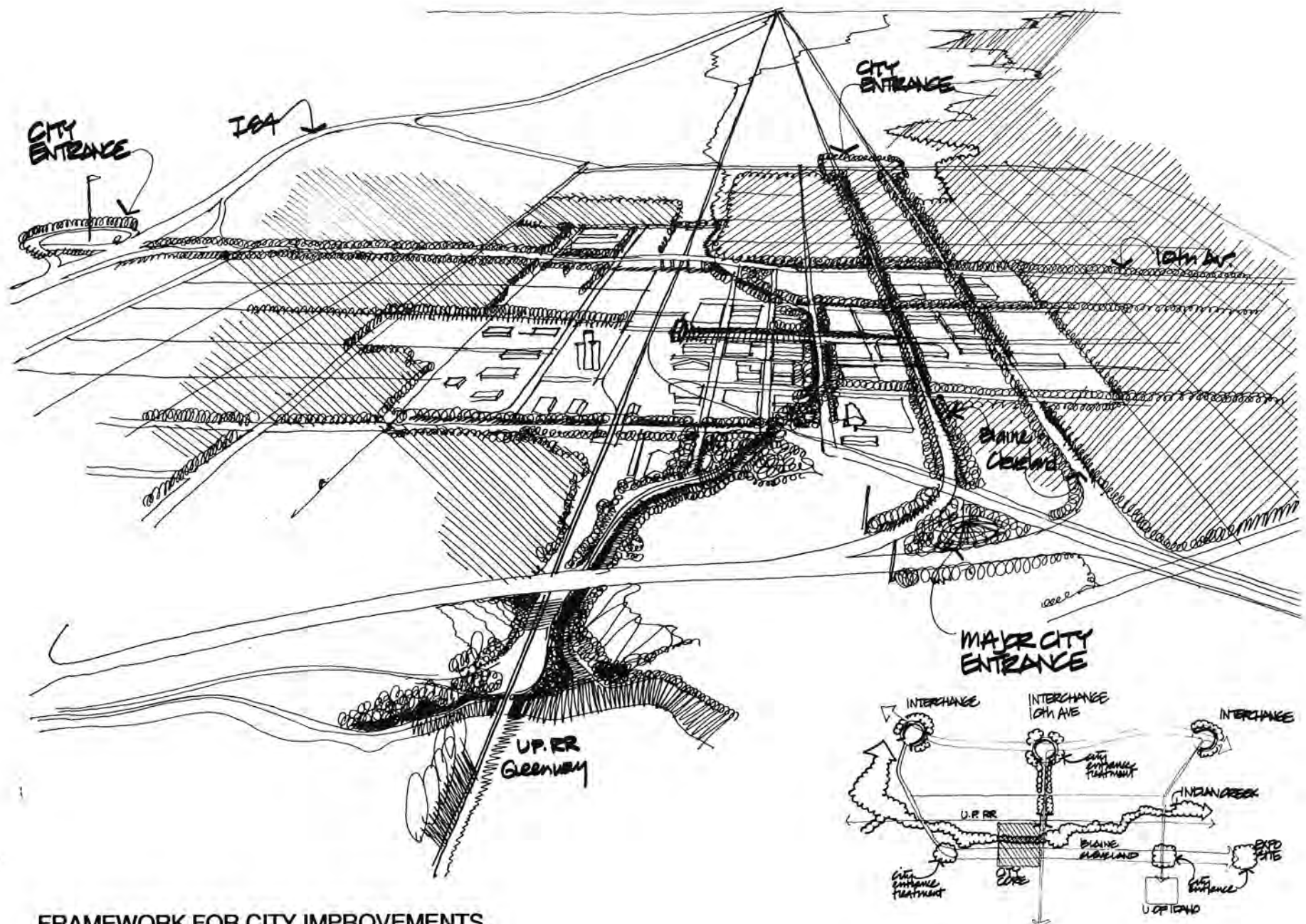
by Chuck Randolph
Chairman

Caldwell Historic Preservation
Commission

The proposal for the community center provides for expansion of the library, addition of a new entry foyer, utilization of the classroom wings, gym, and auditorium. The revitalized building will have a total of 61,000 square feet of usable space.



URBAN DESIGN



FRAMEWORK FOR CITY IMPROVEMENTS

URBAN DESIGN

Caldwell, like many American cities, was laid out in a grid of blocks along the original rail line through the city. As the city grew, new residential blocks were added.

HISTORIC CORE

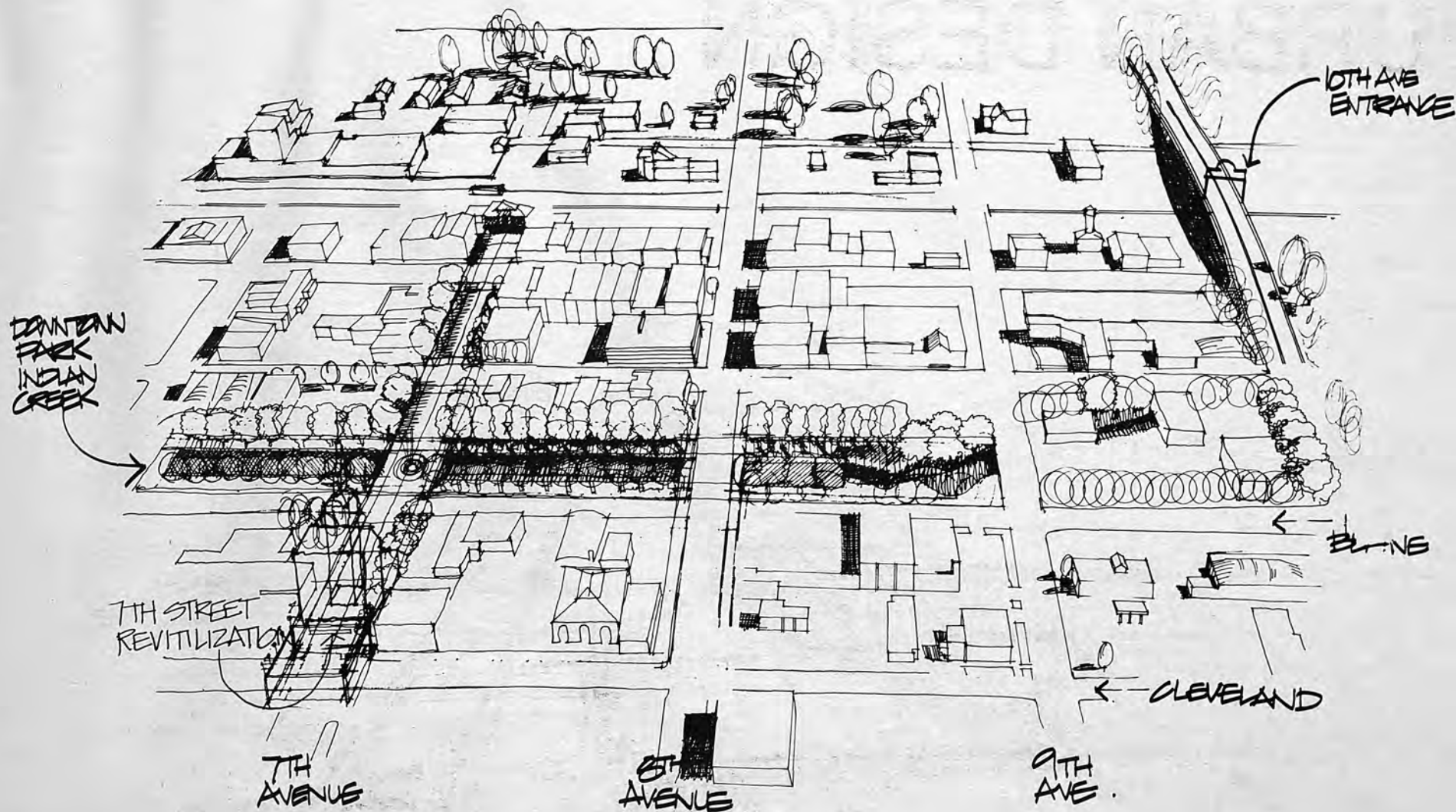
While the original core of blocks comprising the downtown has experienced much deterioration and building removal, Caldwell still has a substantial number of historic structures left. This is especially true in the Steunenberg block and the railroad station area. This area is an important asset to Caldwell. It should be protected and developed over time as a special historic district.

The residential block areas surrounding the downtown core are also important assets. They represent a historic building stock within walking distance of the downtown. Many of these areas are very pleasant with heavy tree cover. Others are more deteriorated, but have the potential of becoming very nice places to live close to a refurbished downtown.

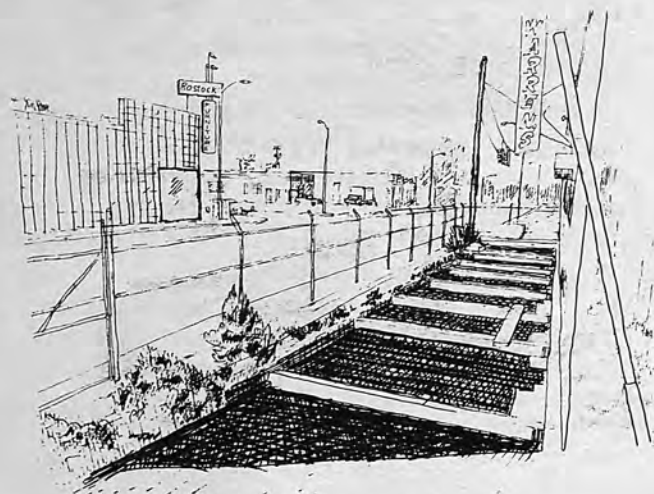
CITY ENTRANCE ENHANCEMENT

INDIAN CREEK

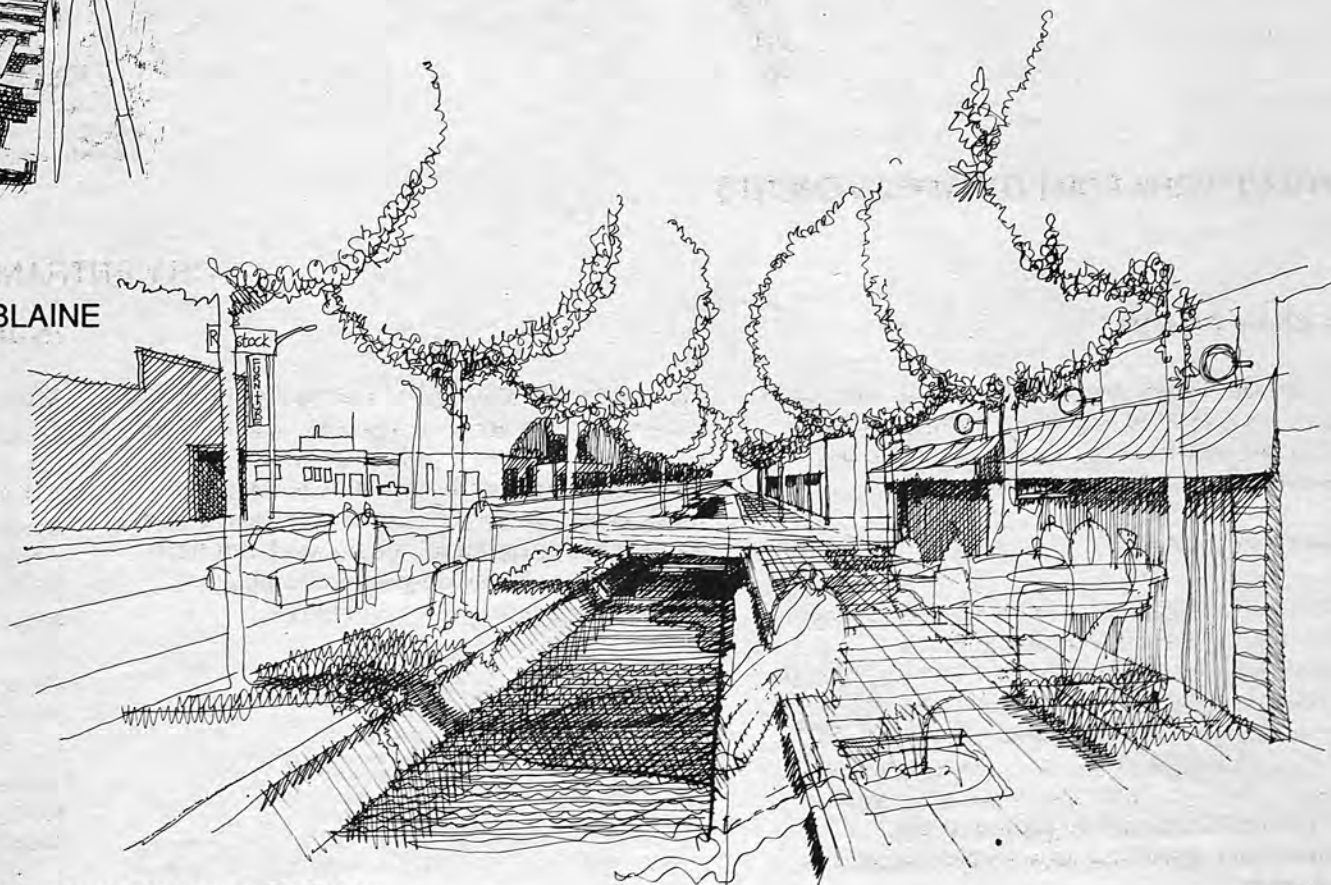
Indian Creek is another asset the city could build upon. The creek, which passes through the length of the city is not taken advantage of. It disappears underground through the downtown area and becomes a backyard creek through other parts. Over time the creek could be uncovered and incorporated into a city park system, passing through the downtown and linking up with the existing greenway system along the Boise system. Such an amenity could be enjoyed by all. The parkway could also be the site of a new development projects, both commercial and residential as well as a bike path, providing safe passage for pedestrians through the length of the city.



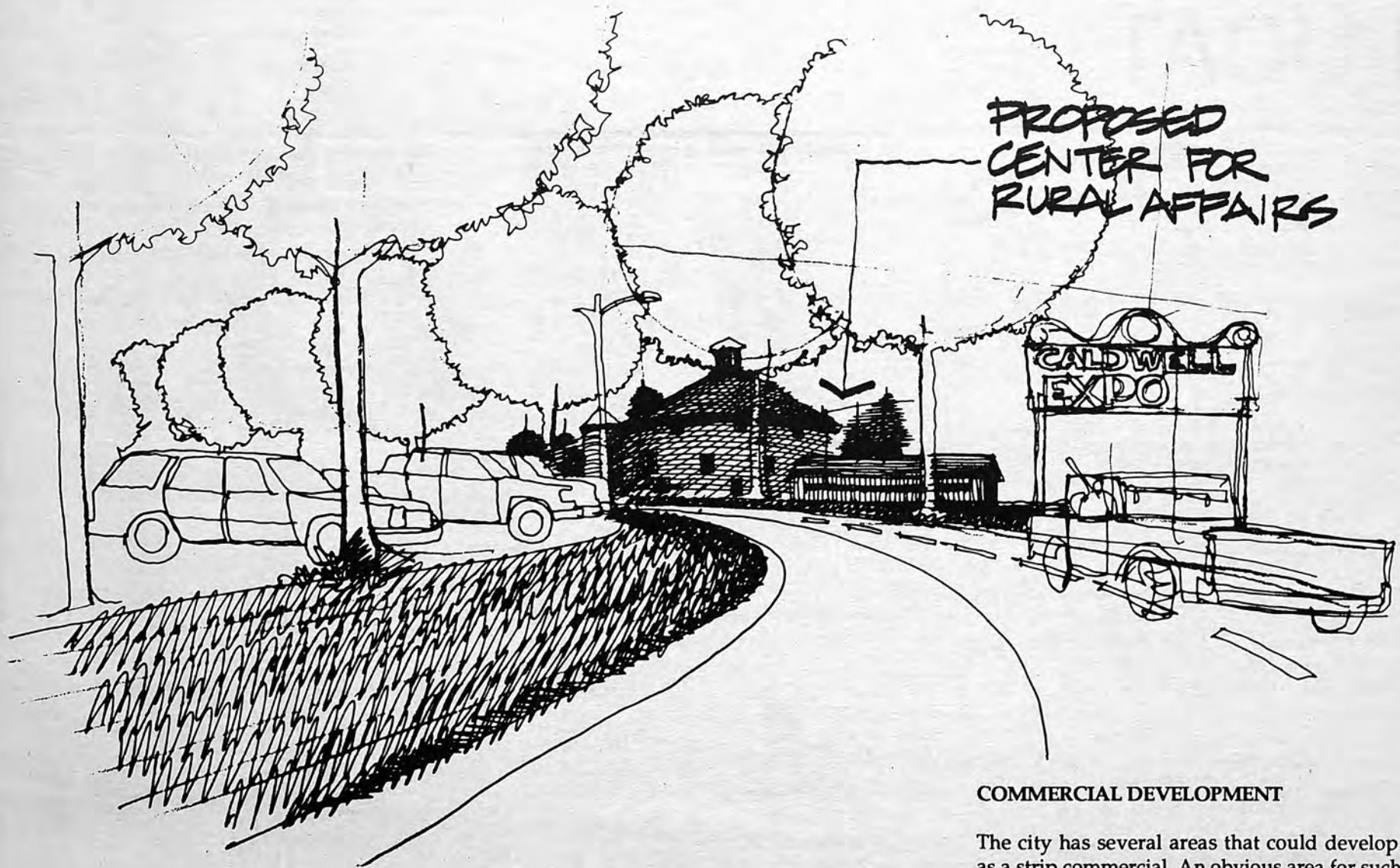
POTENTIAL DOWNTOWN PROJECTS



EXISTING CREEK @ KIMBALL & BLAINE

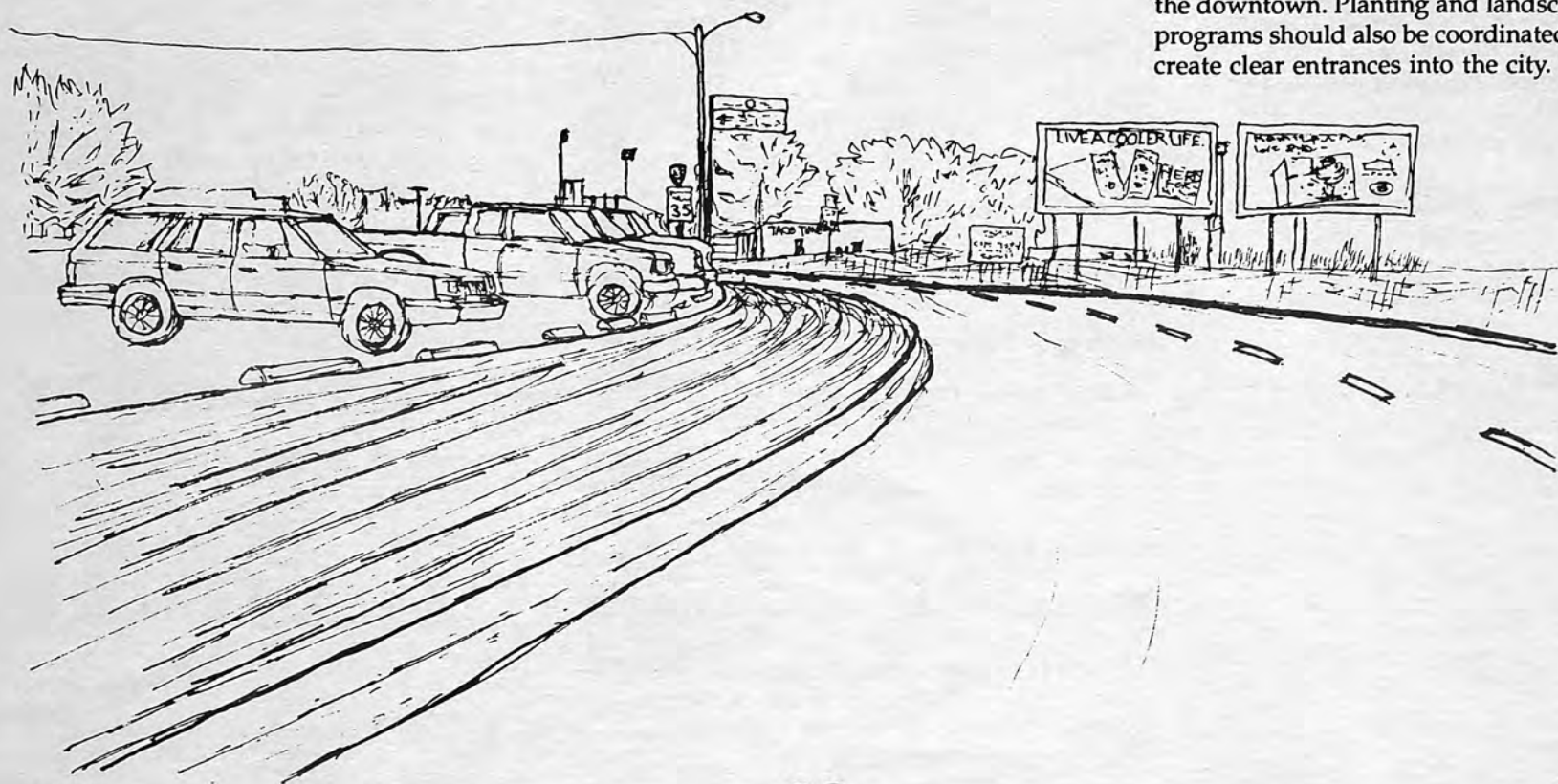


PROPOSED CREEK DEVELOPMENT @ KIMBALL & BLAINE



PROPOSED CITY ENTRANCE @ NAMP/CALDWELL BOULEVARD

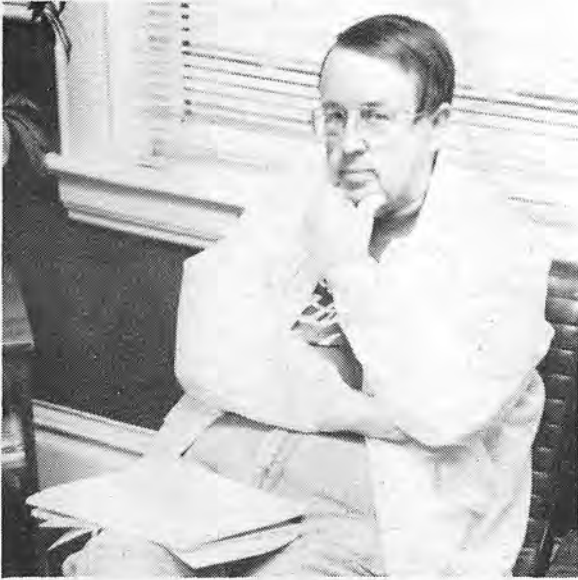
EXISTING CITY ENTRANCE @ NAMP/CALDWELL BOULEVARD



COMMERCIAL DEVELOPMENT

The city has several areas that could develop as a strip commercial. An obvious area for such development is the Blaine / Cleveland couplet, especially at the southwest entrance of the city. Other areas that would naturally be prone to strip development are along the freeway entrances into the city. Uncontrolled strip commercial development can have negative aspects. They can be dangerous traffic areas a maze of confusing signage and clutter. Many times they are devoid of any planting or natural cover. The city should control the location and nature of such development. Signage regulations should be upgraded and enforced in these areas as well as the downtown. Planting and landscape programs should also be coordinated in order to create clear entrances into the city.

R/UDAT



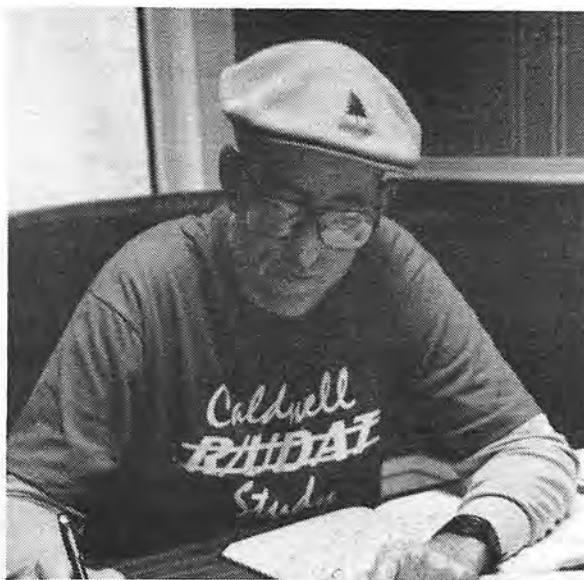
CHARLES HARPER FAIA

A native of Bonham, Texas, Harper served in the U.S. Air Force before graduating from Texas Tech in 1955 with a degree in Architecture. In 1962, the firm of Harper, Martin and Associates was created. That firm was succeeded by Charles Harper Associates in 1968 and by Harper Perkins Architects in 1979. Harper now serves as President of this multi-disciplined firm.

Harper has achieved the Certificate of the National Council of Architectural Registration Boards and is a Registered Architect in the States of Texas, Oklahoma, Arizona, New Mexico, Colorado, Arkansas, Alabama, North Carolina and Florida. He is a member of the American Institute of Architects (AIA), the Construction Specifications Institute (CSI) and the Interfaith Forum for Religion, Arts and Architecture (IFRAA). In 1986 he was honored by the AIA by being named "Fellow, American Institute of Architects" (FAIA) for his work in advancing the profession.

Harper is recognized as having acquired a knowledge of the ingredients for a successful recovery from an urban disaster and has helped many cities across North America start their recovery from a major disaster.

He has served as Mayor of Wichita Falls (1986-88) and City Councilor for 3 years (1983-86); member of the Planning Board (1972-78); Chair, the Reconstruction and Redevelopment Task Force after the 1979 tornado.



JOE STUBBLEFIELD

Joe Stubblefield, a registered architect, is the principal in the firm of Stubblefield & Associates of San Antonio, Texas. Joe was educated at the University of Texas at Austin in Community and Regional Planning. He serves as chair of the Board of Review for Historic Districts and Landmarks for the City of San Antonio and has been active in Greater San Antonio Chamber of Commerce projects including Leadership San Antonio. Joe's work has included planning and urban design and restorational historic preservation in cities in Texas. His projects have been featured in magazines such as Architectural Record and Southern Living.



FELIX A. ZAMORA

Felix A. Zamora, a Dallas native, graduated from the School for International Training in Brattleboro, Vermont with a degree in International Economic Development.

He received a Master's Degree in Public Administration from Southern Methodist University and has done post graduate studies at the University of Texas at Dallas and San Antonio as well as Dartmouth University in Hanover, New Hampshire.

Felix is the Vice President of Student Development at Eastfield College. He has been Assistant to the President, Director of Development, Dean of Students and he also teaches courses in Business and Government.

Felix has served as Treasurer for the Texas Association of Chicanos in Higher Education (TACHE) through which he has been very involved in advocating for reform in the Public Higher Education System for the State of Texas.

He serves on the City of Dallas Planning and Zoning Commission and is Chairman of the Hispanic PAC of Dallas.



JAMES PETTINARI

James Pettinari is a Professor of Architecture and Urban Design at the University of Oregon where he has taught since 1976. James is also a principal in the firm Kasprism/Pettinari Design in Seattle, Washington.

James holds a MA in Architecture from the University of Pennsylvania and a BA with distinction in Architecture from the University of Minnesota. Previous teaching experience includes a term as Assistant Professor of Architecture, University of Kentucky from 1970 to 1973 and a Fulbright Lecturer in Architecture and Urban Design in 1973. James is fluent in Spanish and has lectured in Ecuador and Columbia and served as a Peace Corps Architect associated with a forestry development program for wood construction in Santiago, Chile.



BEN FRERICHS

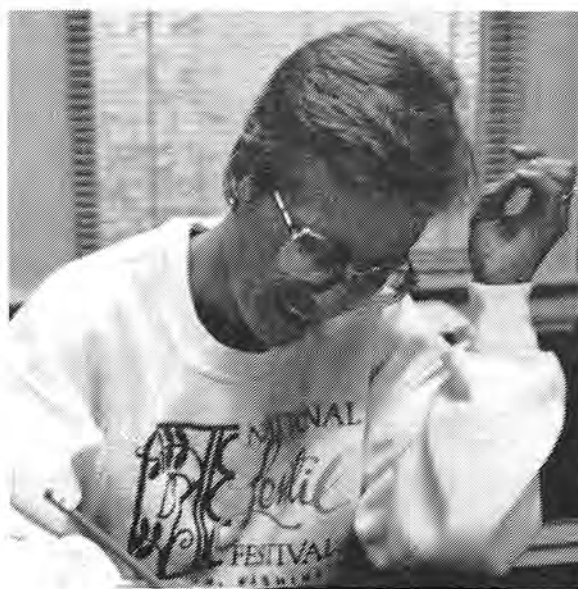
A principal in the Seattle firm, Property Counselors, Ben provides comprehensive economic, financial, and management consulting to the real estate industry. Clients within the industry include property owners, developers, lenders, investors, managers, public agencies, and municipalities. Ben served as the economic development manager for the city of Tacoma. Ben's educational experience includes a Ph.D in Economics and a MA in Economics from Washington State University, a MA in Economics from St. Louis University and a BA in Economics from Benedictine College in Kansas. Ben also serves as regular columnist for the Tacoma-Pierce County Real Estate Trends.



JAMES E. MACISAAC

James E. MacIsaac is a registered professional civil engineer specializing in transportation systems planning, traffic engineering and operations and traffic impact analyses and mitigation of large real estate development projects. He formed the Transpo Group in 1975, and it is now the largest transportation planning and engineering specialty firm in the Pacific Northwest.

James is a graduate of Seattle University in civil engineering and he obtained a M.S. in transportation engineering from the University of Washington in 1965. He is a member of the Tau Beta Pi, the Institute of Transportation Engineers, the American Society of Civil Engineers, the Transportation Research Board and the Consulting Engineers Council of Washington.



KARNA O. HANNA AICP

Karna O. Hanna is the Director of Planning and Economic Development for the City of Pullman, Washington. Karna has fifteen years of experience as a professional City Planner with an emphasis on economic development and downtown revitalization, particularly within districts of historic significance. Karna's educational background includes a Master of Urban Planning from Michigan State University, a MS in Education from State University College of New York and a BA in American Studies with an emphasis in urban studies from the University of Kansas. Karna also served in the Peace Corps in Afghanistan where she taught English to 250 Afghan secondary students.

D. NELS REESE

D. Nels Reese is an Assistant Professor of Architecture at the University of Idaho where he has taught courses in Architecture, Urban Design and City Planning for the past five years. Previous to his term as Assistant Professor Nels was the Director of Facility Planning at the University of Idaho.

Professional interests include American Architecture, Urban Design and City Planning. Nels has recently completed a research project on the rehabilitation of downtown Boise. Nels' role in the study was to facilitate and manage the student team from the University of Idaho and provide graphics, design and map making assistance for the R/UDAT team.



MONTY HILL

Monty Hill is a fourth-year architectural student at the University of Idaho. Originally from Boise, Idaho, Monty intends to pursue the practice of architecture within an urbanized environment and setting and focus on urban design issues.

DAVID VAN ETEN

David Van Etten is a fifth year University of Idaho student and is also enrolled in the College of Art and Architecture. David intends to become a practicing architect with interests in urban design as related to youth and young adult activities and facilities.

DION ZIMMERMAN

Dion is a fifth year architectural student at the University of Idaho. Dion is recently married and hails from Parma, Idaho. Upon graduation, Dion expects to pursue a career in architecture and at present maintains a broad range of interests in the field.

MATT REDDY

Matt Reddy attends the University of Idaho. Matt is from Boise, Idaho, and is a fourth-year architectural student. His immediate goal is to attend graduate school at the University of Oregon.

PARVIZ AZAD

Parviz Azad is from Tehran, Iran and is a fifth-year architectural student at the University of Idaho. Parviz wishes to attend Rice University and pursue a master's degree in Urban Design. His interests include buildings, streets and people in the context and fabric of urban design.

STEERING COMMITTEE

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Carpenter Screen Printing

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Dennis Crooks
City of Caldwell

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Independent Historian

Elaine Leppert
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