New Meadows/Meadows Valley Community Review Report

May 17-19, 2011

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Presented to the citizens of New Meadows and the Meadows Valley

May 17-19, 2011

The Idaho Community Review Program is a collaboration of federal, state, tribal, and local governments along with the private sector. It is coordinated by the Idaho Rural Partnership. For more information call 208-332-8687 or visit www.irp.idaho.gov.

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SPONSORING AGENCIES AND ORGANIZATIONS

OTHER PARTICIPATING AGENCIES AND ORGANIZATIONS

- Association of Idaho Cities
- Clearstory Studios
- Kamiah Grants & Associates
- Idaho Commission on the Arts
- Idaho Department of Environmental Quality
- Office of U.S. Senator James E. Risch
- Sage Community Resources
- Shoshone County Housing, Inc.
- Silver Valley Economic Development Corporation

ACKNOWLEDGEMENTS

The success of the New Meadows/Meadows Valley Community Review is due to the many individuals and organizations that generously shared their time, opinions, and knowledge by serving on the Home Team, participating in a meeting during the review, or completing a survey. We, the Visiting Team, are grateful and wish you well as you reflect and act on the observations, recommendations, and resources found in this report.

We especially appreciate the efforts of Mayor Gale Stillman, City Administrator John Franks, Home Team focus area leaders Steve Berry (Economic Development), Christina Nemec (Community Design and Identity), and Mac Qualls (Civic Life and Community Involvement), and the rest of the Home Team for their efforts to prepare for our visit and to provide support during our time in the Meadows Valley. The members of the Home Team are identified by focus area on the following page.

A big thank you to the Meadows Valley School District for providing the space for the two community meetings that were part of the review. We are also grateful to the following businesses and public facilities that hosted meals, listening sessions, or focus area meetings:

- United Methodist Church
- Meadows Valley Public Library
- New Meadows City Hall
- New Meadows Train Depot
- Meadows Valley Emergency Services Building
- Roadhouse Java
- Meadows Valley Senior Citizen Building
- The Connection
- The Crawford Company Building
- Granite Mountain Café

Finally, we appreciate financial support from Idaho Power and the contributions from the agencies and organizations identified on the preceding page.

Members of the New Meadows/Meadows Valley Home Team

Coordinating Team

John Franks (Facilitator)
Jack Hellbusch (Transportation)
Dorothy Hellbusch (Transportation)
Linnea Hall (Food)

Economic Development

Steve Berry (Leader)
Pam McGarry

Community Identity and Design

Christina Nemec (Leader)
Audrey Crogh
Linnea Hall
Lin Davis
Ed Kalinowski

Civic Life and Community Involvement

Jacob “Mac” Qualls (Leader)
Heather Wilde
Wade Wilde
Gina Mencer
LeAndra Smith

Listening Sessions

Gale Stillman

Part I Background and Overview

Description of the Idaho Community Review Program

The Idaho Community Review Program provides observations, recommendations, and potential resources to Idaho communities with populations of 10,000 or less. The communities participate in the program to better understand how they might effectively approach long-standing and emerging community issues and opportunities. To initiate a review, community leaders begin assembling a "Home Team" and selecting three subject areas that will be the focus of the review. These "focus areas" become the basis for the creation of the "Visiting Team", a group of 12-18 community and economic development professionals employed by public agencies, non-profit organizations, and private businesses across the state. Appendix A identifies the members of the Visiting Team for the New Meadows/Meadows Valley Community Review.

The Visiting Team spends three days in the community learning about issues through tours, meetings, listening sessions, and interviews with community leaders and residents. The review concludes on the evening of the third day with a public presentation of preliminary observations, recommendations, and resources.

The program cannot instantly resolve all issues, but it has been evaluated as an invigorating, validating, and unifying experience by the 21 communities that have participated in the program since 2000. Community reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow up activities.

Coordinated by the Idaho Rural Partnership (IRP), the New Meadows/Meadows Valley Community Review was a collaborative project of IRP member organizations and agencies, City of New Meadows, USDA Rural Development and its Rural Business Enterprise Grants (RBEG) program, University of Idaho Extension Service, Sage Community Resources, Idaho Power, and other federal, state, local, nonprofit, and consulting organizations identified in the front of this report.

Pre-Review Training

The IRP Community Review Planning Committee and Home Team representatives began monthly planning meetings for the New Meadows/Meadows Valley Community Review in December 2010, with most of the IRP planning team in Boise and New Meadows representatives participating by phone.

On April 7, 2011 available members of both the Home and Visiting Teams participated in a pre-review training and planning session held at the New Meadows City Hall. At this session, Mike Field (IRP), Jerry Miller (Idaho Dept. of Commerce), Debbie Evans (Kamiah Grants & Associates), and Jon Barrett (Clearstory Studios) represented the Visiting Team. The Home Team was represented by Mayor Gale Stillman, City Administrator John Franks, City Clerk Mac Qualls, Steve Berry (Battery Universe), Christina Nemec (Nemec Engineering), Linnea Hall (Rancher/Volunteer), and Audrey Crogh (Meadows Valley Library). The group spent the afternoon talking about the history and purpose of the review program, the three focus areas selected by the community, roles of the Home and Visiting Team, itinerary, and logistics. The meeting ended by watching an inspiring video about 'Amazing Maisie', a woman in Eskridge, Kansas (population 500) who raised money to construct a community swimming pool by recycling aluminum cans for 30 years. It was ultimately decided to show this video to New Meadows residents during the community review.

Monetary Value and Costs Paid by City of New Meadows

The in-kind value of a community review is estimated at $50,000. Imagine the cost of hiring 16 professionals in land-use planning, transportation, civil engineering, economic development, arts and cultural resources, communication, grant funding, and other fields of expertise for three 14-hour workdays. Now add in the cost of preparation, travel, follow up, and report production. These costs are generously donated to the community by the participating agencies, organizations, and businesses or are underwritten by private industry donations.

As with other community reviews, the direct costs to the City of New Meadows were limited to food and transportation for the Visiting and Home Teams during the actual review and any additional staff time spent on planning and preparation. A copy of the

community review application submitted by the City of New Meadows in April 2010 is attached as Appendix B.

Recent Community and Economic Development Efforts in New Meadows/Meadows Valley

The people of the Meadows Valley should be proud of their successful efforts to ensure the community's current and future well-being. These efforts consist of capital improvement projects, organizational development efforts, and planning or policy initiatives.

Recent Capital Projects

To the community's credit, several capital improvement projects have been completed in the last few years or were underway at the time of the community review. Collectively and individually, these projects are undeniable examples of a forward-thinking community that wants to improve. Several notable examples are summarized below:

- Skate park improvements
- Repainted 'Welcome" signs at community entrances
- Highway 95/Highway 55 intersection improvements
- New trees and updated bathroom fixtures in Dorsey Warr Park
- Repainted benches/planters on Virginia Street
- Purchase of new street sweeper
- New entrance at post office
- Constructed roof structure for historic fire truck at Fire/EMS building
- Upgraded the "jaws of life" for Fire/EMS
- New computers at library/new computer classes being offered

Planning, Policy, and Organizational Development Initiatives

Recent planning, policy, and organizational development initiatives completed or started in the last few years include the following:

- Completion of construction drawings for new well, booster system, and reservoir for the water system
- Updated water and sewer master plans
- Enacted amendments to zoning and subdivision ordinances
- Worked with Adams County to expand Area of City Impact and amend Area of Impact Agreement
- Re-organization of Meadows Valley Chamber of Commerce
- Payette Forest Coalition/New Meadows Landscape Restoration Project

Community Expectations and Identification of Focus Areas

The New Meadows/Meadows Valley Community Review was initiated when the City of New Meadows submitted an application to the Idaho Rural Partnership in April 2010. Prior to submitting the application, New Meadows community and business leaders participated in discussion that lead to the identification of three focus areas on which the review would concentrate. Professionals were recruited to the Visiting Team based on their expertise in these areas. To help the community make preparations and gain maximum benefit from the review, City Administrator John Franks attended the September 2010 Bonners Ferry Community Review as an observer. Three focus areas for the New Meadows/Meadows Valley Community Review were requested and are described below.

Economic Development

Economic development is selected as a focus area by nearly every community requesting a community review. The community specifically asked the Visiting Team to provide observations, recommendations, and resources related to the following (in no specific order):

- Recruit businesses to New Meadows that provide family-wage jobs
- Tools and incentives that can make New Meadows more attractive to business
- Practical ways to retain existing businesses
- Practical ways to fund and keep an energized Chamber of Commerce
- Practical ways to further identify and promote recreational resources and attract recreational businesses

- Infrastructure and housing needs and opportunities as they pertain to economic development

Community Design and Identity

All communities have values and qualities that make it unique and distinguishable from other communities. Examples include the natural landscape, history, economy, and recreational pursuits, among others. Successful communities express these qualities through their downtown, streets, neighborhoods, parks, events, and other projects. It is through these elements that residents express to each other and to visitors: *this* is what's important to us; *this* is what we celebrate about living here. In the context of community design and identity, the New Meadows community expressed its hope and desire that the community review address the following:

- Promotion of the arts and historic features of the community
- Bring people together in celebration of our values and identity
- Incorporating our history into community design and identity
- Exploring whether a community "theme" is a viable avenue to promote the community and local business, and identifying practical steps in developing and implementing such a theme

Civic Life and Community Involvement

Civic life and Community Involvement focuses on communication in all its forms. More specifically, it includes communication among residents, organizations, businesses, and leaders. In this case, it also includes relationships and lines of communication between individuals and organizations based in the city who tend to be year-round residents and people and associations in unincorporated areas who are more likely to be part-time residents who have purchased a home in the last 10 years. In its application, the community asked that this focus area specifically address the following:

- Bringing people together
- Promoting community activities
- Practical ways to communicate with citizens without a local newspaper
- Ideas other communities use to bring citizens together to promote community, civility, and respect
- Practical ways to build community pride
- Ideas to get citizens and the business community behind the community review and resulting recommendations while respecting diversity

PRE-REVIEW COMMUNITY SURVEYS

As part of the community review process, 198 Meadows Valley residents responded to one of two identical surveys that invited them to share their experiences, perceptions, and level of satisfaction with various public services and issues. As described below, 76 city residents completed one survey, while 121 residents of outlying subdivisions completed a second survey using the same questions. Both surveys were conducted in April 2011.

Topics addressed by the survey included infrastructure, transportation, public safety, employment, housing, and recreation. Additionally, it was decided the survey would include questions related to public participation, information, and trust in government decision-making, since Civic Life and Community Involvement was selected as one of the focus areas for this review. The survey questions were developed by Home and Visiting Team leaders in collaboration with the Social Science Research Unit at the University of Idaho.

SURVEY OF CITY RESIDENTS

Using the city's utility billing database, the survey of New Meadows residents was mailed to 160 addresses within the city limits of New Meadows. This survey was coordinated by the Social Science Research Unit (SSRU) in the College of Agriculture and Life Sciences at the University of Idaho. The survey was returned complete or partially complete by 76 individuals, resulting in an extremely impressive 48% response rate. A report documenting the results of the survey of city residents is attached as Appendix C.

SURVEY OF RESIDENTS IN OUTLYING SUBDIVISIONS

The second survey, using identical questions, was conducted using the on-line survey tool found at www.surveymonkey.com. An electronic link to this survey was emailed to homeowners in subdivisions in unincorporated areas of the Meadows Valley. Of the 121 people who completed this second survey, 115 of them live OUTSIDE the city limits. Because it is not known how many people received the survey link by email, the response rate for the second survey cannot be established. A complete summary of the survey of subdivision residents outside the city limits is attached as Appendix D.

Demographically, 95% of city residents who completed the survey indicated they were full-time residents, compared with 48% of survey respondents in outlying subdivisions. City residents responding to the survey were far more likely to commute to another community to work than residents in unincorporated areas. When asked about the number of years they've lived in Adams County, 48% of city residents answered "more than 20 years", while the average response to this question among residents of subdivisions outside city limits averaged 13 years.

It is noted that the second survey was created and coordinated by Visiting and Home Team leaders without analysis or other involvement by the U of I Social Science Research Unit.

Survey Results Related to Economic Development and Community Design

The three aspects of economic development and community design with which city residents have the highest level of satisfaction are:

- Level of business involvement in the community (32 percent satisfied)
- Number of hotels and motels (32 percent satisfied)
- Appearance of public buildings (28 percent satisfied)

Residents of subdivisions outside city limits also noted their satisfaction with these aspects. In addition, they tended to be more satisfied with the availability and affordability of housing than city residents.

The three aspects of economic development and community design with which city residents have the lowest level of satisfaction are as follows:

- Availability of local jobs (92 percent dissatisfied)
- Number of local restaurants (89 percent dissatisfied)
- Quality of local jobs (85 percent dissatisfied)

Survey respondents living outside the city limits shared a high level of dissatisfaction with these same factors, although they tended to view the low number of local businesses as a greater concern than the quality of local jobs.

Survey Results Related to Infrastructure

City residents responding to the survey indicate the highest level of satisfaction with the following services and facilities (as measured by the percent of residents stating they are either “somewhat” or “highly” satisfied with that service):

- Emergency health care/EMS (83 percent)
- Quality of the library (82 percent)
- Fire department (70 percent)
- Condition of school buildings (65 percent)
- Availability of high-speed internet (43 percent)

Residents of subdivisions outside the city limits also expressed satisfaction with these same services, although they tended to indicate a higher level of satisfaction with “Availability of senior programs” compared to city residents.

City residents indicated the lowest level of satisfaction with the following infrastructure facilities and services (as measured by the percent of residents stating they are either “somewhat” or “highly” dissatisfied with that facility or service):

- Condition of city streets and roads (85 percent dissatisfied)
- Quality of sidewalks (79 percent dissatisfied)
- Storm water management (66 percent dissatisfied)
- Water department (63 percent dissatisfied)
- Flood control (60 percent dissatisfied)

Residents of subdivisions located outside the city limits did not share the level of dissatisfaction with storm water management, flood control, and drinking water, but did express a greater degree of dissatisfaction (relative to city residents) with the availability of day care for children, drug and alcohol treatment programs, and local arts and cultural opportunities.

Survey Results Related to Public Involvement and Decision Making

Only 27 percent of city residents agree (either strongly or somewhat) that they receive the right amount of information from the City of New Meadows; 79 percent of city residents agree (strongly or somewhat) they would like to be more involved in decisions affecting the community. Most city residents (72 percent) strongly or somewhat disagree with the statement “I generally trust City Council to make decisions for the

community." Seventy-five percent agree either strongly or somewhat feel City Council decisions are often contrary to the wishes of the community. No statistically significant relationship exists between those that are distrustful of City Council and their participation in City Council or Planning and Zoning Commission meetings.

Compared to people living outside the city limits, city residents expressed greater desire to be more involved in decisions affecting the community. At the same time, residents in outlying subdivisions expressed a strong interest in increasing their level of participation in community organizations. These folks also did not express as high a level of dissatisfaction with and distrust of city leadership and administration.

Community Listening Sessions

Five Community Listening Sessions were conducted during the review to ask what people didn't want for New Meadows, what they did want, and to identify perceived challenges and assets. Listening Team members met with representatives from the following stakeholder groups: Home Team members; Meadows Valley School District (MVSD) high school juniors; MVSD teachers, faculty and staff; former mayors; and representatives from local realtors and Meadows Valley homeowner's associations. Appendix E contains a complete transcription of notes taken during the five Listening Sessions. The Visiting Team also met with seniors at the Senior Center and sought out conversations with several other community members during our stay.

Listening session participants were not prompted to talk about any specific subjects, nor were the sessions associated with any of the three focus areas selected for the review. Facilitators simply ensured participants understood the questions, recorded comments, and encouraged everyone in attendance to share thoughts and views on the following questions:

WHAT DON'T YOU WANT TO SEE IN NEW MEADOWS IN 2, 5 OR 10 YEARS?

As in other Idaho communities, New Meadows' responses to this question fell under the following four high-frequency categories.

1. Continued despair and discord among residents, businesses, local government and civic organizations. This item (characterized by poor communication habits) is widely perceived as crippling New Meadows' chances to succeed and survive, and is thought to be at the heart of the remaining undesired outcomes.
2. Poorly planned or unplanned growth/sprawl that degrades the Meadows Valley landscape and environmental values or that threatens the small-town rural feel of New Meadows.
3. Persistent poverty, unemployment, and blight.
4. Dead or dying businesses, dilapidated and inadequate housing, or further loss of services and amenities (infrastructure, post office, restaurants, grocery store, school, and sports).

In addition to these common responses, participants did **not** want to see:

- State neglect of small businesses and schools
- Outmigration of residents young and old
- Demise of golf course
- Increased fuel costs
- Exclusionary attitudes towards second homeowners
- Divisive thinking about 'haves' vs. 'have-nots,' city vs. non-city
- Federal regulations on water/waste water
- Degradation of pristine water and air quality
- Asphalt/hot plant (heavy industry)
- Loss of working lands (farming and ranching)
- Stoplights
- Ghost town
- Trashy entryways
- Inertia, status quo, perennial failed ideas
- Unrepresentative government
- Current flat fees for water
- Old guard/old thinking in control
- Crime, drugs
- 'Curbstopping' (spontaneous used car lots)

WHAT CHALLENGES EXIST THAT COULD CAUSE THE FUTURE YOU DON'T WANT?

Across the board, groups discussed and reflected a sense of hopelessness with respect to the current economic situation, and the discord among various factions within the larger Meadows Valley community. A generation of New Meadows youth has come of age in the shadow of the mill closure and watched as employment options have been diminished and eliminated. The same small-town sensibilities that are treasured by many residents were also cited as a challenge; the intimacy of small towns means that strained relationships and grudges can create persistent obstacles to dialogue and teamwork.

WHAT DO YOU WANT TO SEE IN NEW MEADOWS IN 2, 5, 10 YEARS?

As in other Idaho towns, participants expressed a strong desire to live in a community that:

1. Pursues a culture of unity, mutual respect, open communication and positive collaboration among all residents of the Meadows Valley.
2. Protects its air, land, and water resources through responsible planning, and allows for greater access to surrounding public lands.
3. Preserves or increases access to local retail, affordable single-family, multifamily and senior housing, and educational opportunities.
4. Reflects flexible thinking among leadership and community members, and builds and attracts business and industry that create career opportunities as well as positive spinoff activities.
5. Features dynamic, multi-generational leadership in local government, education and economic development.
6. Reflects a sense of identity in terms of history, geography and culture.

WHAT ASSETS EXIST THAT SUPPORT THE FUTURE YOU DO WANT?

Location, location, location. Residents couldn't stress this enough. New Meadows is unique in its abundant natural resources and landscape/historic values, and sits at a crossroads of Idaho geographically. We were decidedly impressed by the school's students and educators. It is clear the Meadows Valley School District serves as a magnet that brings together families and organizations

for performances, community meetings, and social events. We encountered many creative individuals in New Meadows, and there is no shortage of folks with passion and commitment. The challenge is to channel those assets to achieve productive outcomes.

THE MOST IMPORTANT QUESTION

> *What are you personally willing to sacrifice or contribute to help New Meadows achieve its full potential as a thriving and energetic place to live?*

In many communities we encounter folks with a long list of desired services or amenities: a cleaner downtown, access to natural resources, parks, environmental integrity, better communication among leadership and the community, and jobs, jobs, jobs. Too often these same individuals are unwilling to participate in achieving these desired goals. We hear "no new taxes," "no federal funds or red tape," or "I don't have time to contribute," "I'm not working with 'those people,'" etc. Beyond tangible contributions like taxes or sacrifices of time, there are even more critical needs related to getting past personal positions on issues to find the common interests that all residents share.

A comment from our last town meeting bears repeating here. If a natural disaster threatened Meadows Valley, everyone would step up. People from surrounding communities would turn out to help. Old rivalries would disappear and the strength of small towns would come through.

Fortunately, many Meadows Valley residents are ready to step up, let the past be the past, work as a team, and make things happen. At each listening session, flip chart paper with the three community review focus areas was posted and participants were asked to sign up to help with projects in those areas. Very few were unwilling to commit. Approximately 30 people signed up to work on one of the three project areas or for an open category we called "other." The list is included as Appendix G. Don't wait to be called. Get the ball rolling by initiating a meeting. If you require some outside facilitation or process guidance, don't hesitate to ask one of the Visiting Team members to help.

The Listening Team's basic recommendations to move forward are as follows:

1. Expand the pool of human capital through volunteer and leadership recruitment.
2. Identify the skill sets and ideas within the community.
3. Engage all Meadows Valley residents in a meaningful way to better understand and prioritize needs.
4. Support leadership that values individual contributions and inspires the broader community to define and focus on common goals.
5. Take a step back to understand whether community expectations of leadership are realistic; while we didn't meet anyone that didn't have the best intentions for New Meadows at heart, there are practical limits on what can be accomplished.

We had scheduled a meeting with stakeholders for morning coffee at the Granite Mountain Café on our last day. That's where we met Archie, who stood out among all our contacts in New Meadows. His goals in life seem to be laughter, appreciating the beauty of the surrounding landscape, and encouraging others to do likewise. He reminded us why people love the Meadows Valley and why it's worth our investment. He made us a gift of the poem found on the following page.

The Idaho Invitation

By Archie Breedlove

Come share it with me
Touch the softness of morning
See the dew on the meadow
Feel the warmth of the sun

Hear the cry of the osprey
Hear the trumpeting chorus
Of the elk in the valley
Know your day has begun

Try rafting the rivers
Glide and soar with the eagles
Hear the backcountry calling
Make the summit your goal

Feel the skies in the powder
Sing the song of the mountain
Feel the Idaho heartbeat
Creeping into your soul
Come on,
Come and share it with me

Oh! One more thing.
Air so pure you won't want to exhale

KEY PARTICIPATING INDIVIDUALS

Locally, substantial credit for the success of this community review should go to the City of New Meadows and to Mayor Gale Stillman, City Administrator John Franks, and City Clerk Mac Qualls, specifically. All three of these people played a major role in planning the review from the community's perspective, creating the Home Team, and seeing to the needs of the Visiting Team while we were in New Meadows.

Additional credit and thanks goes to the following focus area leaders for both the Home and Visiting Teams.

HOME AND VISITING TEAM LEADERS BY FOCUS AREA

Economic Development	
Home Team:	Steve Barry, Battery Universe
Visiting Team:	Jerry Miller, Idaho Department of Commerce
Community Design and Identity	
Home Team:	Christina Nemec, Nemec Engineering
Visiting Team:	Delta James, Sage Community Resources
Civic Life and Community Involvement	
Home Team:	Mac Qualls, City of New Meadows
Visiting Team:	Debbie Evans, Kamiah Grants & Associates
Listening Sessions	
Home Team:	Mayor Gale Stillman
Visiting Team:	Lori Higgins, University of Idaho
Visiting Team:	Erik Kingston, Idaho Housing & Finance Assoc.

The Visiting Team also wishes to thank all members of the Home Team for their time and contributions. These individuals are identified by focus area at the beginning of this report. Finally, this community review would not have been possible without the active participation of over 100 community residents and leaders who chose to spend time talking with various Visiting Team members.

The Visiting Team was comprised of 15 community and economic development professionals who were recruited based on their experience and expertise with the three selected focus areas. They came from local, state, regional, and federal agencies; the University of Idaho; non-profit organizations; and private businesses. The Visiting Team was pleased that Marlene Martin from Shoshone County Housing, Inc. and Vern Hanson from the Silver Valley Economic Development Corporation were able to be part of the Visiting Team since a community review is planned for the Silver Valley area in the fall of 2011. Contact and biographical information for all Visiting Team members are included with this report as Appendix A.

The following individuals worked with the Home and Visiting Teams to coordinate preview planning and creation of the Visiting Team in the months and weeks leading up to the review.

VISITING TEAM PLANNING COMMITTEE

Erik Kingston	Idaho Housing & Finance Association
Brian Dale	U.S. Dept. of Housing & Urban Development
Randy Schroll	Idaho Department of Commerce
Greg Siebert	Idaho Department of Commerce
Jerry Miller	Idaho Department of Commerce
Ken Harward	Association of Idaho Cities
Lorie Higgins	University of Idaho
Mike Field	Idaho Rural Partnership
Vickie Winkel	Idaho Rural Partnership
Jon Barrett	Clearstory Studios

REVIEW ITINERARY

The focus area leaders and planning team members named above jointly developed the detailed itinerary for the New Meadows/Meadows Valley Community Review. This itinerary is attached as Appendix F.

The review officially began at 4:00 pm on Tuesday, May 17 with a listening session involving the entire Home Team. This Listening Session and dinner took place at the Methodist Church. Tuesday night concluded with a community meeting held in the cafeteria at the Meadows Valley Schools.

After a light breakfast at New Meadows City Hall on Wednesday morning, the entire Visiting Team met at the train depot to speak with leaders of the Adams County Historical Society, learn about the depot restoration project, and tour the building. The Visiting Team then split into the three focus areas to tour existing facilities, and meet with individuals and groups. Wednesday highlights, by focus area, include the following:

Economic Development

- Tour of industrial park, waste water treatment plant, and recycling center
- Visit with New Meadows District Ranger Kim Pierson, Payette National Forest
- Tour water system, Dorsey Warr Park, Morgantown, streets, and storm water issues
- Visit Serene Meadows subdivision
- Visit airport, Meadow Valley waste water plant, and Zims Hot Springs

Community Design and Identity

- Meadows Valley bus tour including Meadow Creek, Zims, 45th Parallel, Circle C Ranch, Cemetery
- Visit Packer John's Cabin
- Return to train depot
- Walking tour of downtown commercial area
- Meet with local artists at Roadhouse Java
- Meet at library to speak with representatives of annual events, Weiser River Trail, Forest Service, Brundage Mountain

Civic Life and Community Involvement

- Meet at Emergency Services Building to meet with representatives of Brundage Mountain, Weiser River Trail, Meadows Valley Fire/EMS, and Payette River Scenic Byway
- Meet at The Connection to meet with representatives of churches and faith-based projects
- Meet at Meadows Valley School to talk with students and faculty
- Meet at library to visit with representatives of annual events and charitable organizations/projects
- Driving/walking tour of public gathering places, community bulletin boards, etc.
- Visit with representatives of Payette National Forest, Community House, and Recycle Center at City Hall

The entire Visiting Team reconvened for dinner with seniors at the Senior Center. Following dinner, the Team took advantage of the special opportunity to attend the school's spring concert.

The Visiting Team spent most of Thursday, May 19 preparing three individual presentations (one for each focus area). Late in the afternoon, several Visiting Team members appreciated an impromptu tour of the old Meadows Valley School on the east side of town near the intersection of Highways 95 and 55. The Visiting Team then gave the presentations to over 60 residents at a recap meeting held in the school cafeteria.

PUBLICITY AND PUBLIC PARTICIPATION

Home Team leaders made Meadows Valley citizens aware of the review and invited their participation through the publicity efforts listed below:

- Front page article in the May 2011 edition of the 'Community Communications' newsletter published by the City of New Meadows
- Announcement on the City's website
- Flyers posted on community bulletin boards
- Posting on the 'Community Calendar'
- Announcements sent by email to residents of outlying subdivisions (via property owners associations)

Media coverage provided by the Adams County Record during and after the review was extensive and appreciated.

Community participation in the review was outstanding. Business owners and other community members were flexible and willing to spend time with us, sometimes with little or no advance notice. The pre-review publicity played a major role in bringing out over 80 people to the Tuesday, May 17 town hall meeting and approximately 60 people to the final recap meeting on Thursday, May 19. These audiences included people from all over the Meadows Valley. At both meetings, community members were invited to sign up to express their interest in continuing to work on issues and projects associated with the three focus areas. The names of individuals who accepted this invitation are attached as Appendix G.

Part II Team Reports

Economic Development

Community Concerns and Comments

As in many rural communities, leaders and residents of New Meadows and the Meadows Valley are concerned that the lack of employment opportunities could force families and individuals to leave the community. This fear of people leaving the community came up repeatedly throughout the three-day review. People the Visiting Team spoke with recognized the domino effect this could have on the community. Perhaps the greatest fear we heard was that additional population loss would result in the closure of existing businesses and stifle the creation of new businesses. Stagnant employment opportunities would also place some homeowners at risk of losing their homes to foreclosure, reduce the overall tax base, and increase the already high number of people commuting to McCall for work.

When asked about the kind of employers and businesses they would like to see in the community, residents were ready to answer. Businesses related to recreation, entertainment, and food that would serve both residents and visitors were frequently mentioned. High on this list were restaurants, full-service grocery store, movie theater, truck stop, bowling alley, and environmentally related recreation/tourism. With regard to tourism and recreation, residents shared their perception that economically beneficial relationships between the community and existing recreation assets (notably Brundage Mountain, Zims Hot Springs, and the Weiser River Trail) could be further developed.

Energy costs seem to be a challenge and a drag on the bottom line for existing businesses, especially in winter months. In fact, many businesses told us energy was their greatest expense.

Some residents and leaders interviewed by the Visiting Team expressed concerns about the long-term decline in natural resource-based jobs. There was a perspective shared by several people that federal policies and political pressure are preventing local employers' access to the nearby publicly-owned forest land for logging and other economically-productive activities.

New Meadows citizens also had much to say about the relationship between infrastructure, transportation, housing, and economic development. With the city's high water table, great concern was expressed about storm water runoff issues and the unpaved condition of most residential streets. We also heard about concerns related to the proposed replacement of the existing water storage tank, with some opposition to the idea because it would negatively impact the park on the same property. The most significant housing-related concern we heard about was the unsafe, unsanitary, and substandard condition of many homes in the Morgantown area.

Various concerns and perceptions were expressed about the New Meadows Chamber of Commerce. When the subject came up, residents shared a belief or understanding that the Chamber was more active and effective in the 1990's and early 2000's, primarily focusing its energy on annual events like Meadows Valley Days. Regarding its current status, we heard three different responses: (1) the Chamber no longer exists, (2) uncertainty about the Chamber's status, or (3) the Chamber is actively and successfully working to re-form and re-energize itself.

In addition to these ideas, participants in Listening Sessions want professions as well as jobs, meaning a variety of occupational opportunities for residents. Business owners interviewed by the listening session team also noted that winter (in addition to heating costs), slows business. They would like to see more winter traffic so they are not "going in the hole" every winter only to break even in the summer.

Visiting Team Observations, Recommendations, and Resources Related to Economic Development

Need for business-to-business and business-to-government collaboration, cooperation, and communication

Experience tells the Visiting Team that economic development activities are more productive when they involve collaboration, cooperation, and communication between businesses, agencies at all levels of government, and other stakeholders. The promising Payette Forest Coalition is an excellent local example. We strongly encourage economic development efforts in the Meadows Valley to take this approach. Brundage Mountain, Zims Hot Springs, the sawmill at Tamarack, U.S. Forest Service, and Meadows Creek ownership (in addition to other existing businesses) should all be involved in identifying and acting on appropriate strategies.

Collectively, these efforts will directly facilitate the creation, retention, expansion, and recruitment of businesses. The Visiting Team suggests they should begin with the on-going re-formation and re-energizing of the Meadows Valley Chamber of Commerce as the voice of the business community. From there, efforts can expand to include neighboring counties (e.g. Valley, Washington, Idaho) and associated communities. Because success generates additional support, we encourage collaborative and cooperative economic development initiatives to start small and grow as capacity increases.

With respect to recruiting new employers, emphasis should be placed on the low cost of owning a business, supply of available commercial and industrial properties, the central location, proximity to McCall, excellent education, and the quality of life available in the Meadows Valley. Economic development efforts should include businesses that export their goods and services in addition to businesses that provide them to Valley residents and visitors.

Recommendations

1. As part of its re-energizing and re-focusing process, the Meadows Valley Chamber of Commerce should complete a strategic plan. This planning process should include a survey and interviews with current and prospective Chamber members.
2. Build the Chamber's on-line presence using Facebook, etc.
3. Create an awards program to recognize exemplary, profitable, and community-oriented businesses.
4. Identify and prioritize low or no cost actions the City of New Meadows could take to better support business.

5. Explore all possibilities to learn from and partner with the McCall Area Chamber of Commerce.
6. Determine which local New Meadows events would appeal to “day travelers” (i.e. SAVES miniature golf, Meadows Valley Days, Fosdick) and develop media strategy to target these areas to entice people to come to New Meadows for the day, participate, and spend money, possibly incorporating coupon incentives for lodging, meals, etc.
7. Conduct a survey at a local and regional level to determine where visitors originate from and understand what has drawn them to the Meadows Valley. Target these origination points for expanded tourism advertising.
8. Work with Adams, Washington, and perhaps Valley County business and economic development interests to re-establish and possibly expand the Washington/Adams Visions for Entrepreneurship or create a comparable sub-regional economic development program.
9. Continue to support and develop the Payette Forest Coalition and Payette River Scenic Byway Committee.
10. Establish a more formal working partnership with Brundage Mountain to benefit from their marketing expertise and pursue opportunities to create mutually beneficial partnerships.
11. Work with Brundage and other businesses to build tourism packages (i.e. ski, hot springs, dinner, wine tasting & lodging; extreme biking, family biking, pizza and lodging; etc.)
12. Conduct a study to determine “retail leakage” and to identify the types of businesses that the community and tourism could support.
13. Research “value-added” businesses that complement existing businesses and available natural resources.

14. Identify community members that are interested in owning their own business and match to identified business opportunities.
15. Educate local homeowners about the availability of free housing counseling services to reduce the incidence of foreclosure.
16. Assess local housing needs to determine gaps or shortcomings in available housing stock, and develop an awareness of resources and strategies to improve the quality and affordability of residential infrastructure.

Resources

- The Idaho Department of Commerce's Idaho Procurement Technical Assistance Center (PTAC) helps businesses pursue government contracting opportunities. http://www.commerce.idaho.gov/business/government-contracting.aspx, Gary Moore, 208 334-2470, gary.moore@commerce.idaho.gov.
- HUB Zone Certification, https://eweb1sp.sba.gov/hubzone/internet/, Larry Demirelli, 208-334-9004, larry.demirelli@sba.gov.
- Sage Community Resources, Delta James, 208-322-7033, djames@sageidaho.com.
- The Business Alliance for Local Living Economies (BALLE) is a non-profit organization providing assistance and support to communities working to increase their resiliency and self-sufficiency by strengthening their locally-owned businesses. http://www.livingeconomies.org/, 360-746-0840, info@livingeconomies.org. Think Boise First (www.thinkboisefirst.org) is a member of the BALLE network.
- The Sierra Business Council is a multi-interest organization pioneering innovative projects and approaches that foster community vitality, environmental quality, economic prosperity, and social fairness in the Sierra Nevada region of California. www.sbcouncil.org, 530-582-4800.
- Framing Our Community is a small business incubator in Elk City focused on value-added economic development. In this community, the primary employer, a lumber mill, was closed and demolished. Joyce Dearstyne, Executive Director, 208-842-2939, www.framingourcommunity.org.
- Idaho Housing and Finance Association (IHFA) is a private, not-for-profit organization that provides a range of housing-related services, from free housing counseling (call 1-877-888-3135 or email mortgageserv@ihfa.org), to a general Housing Information and Referral Center (call 877-438-4472 or email hirc@ihfa.org) that can respond to questions involving homelessness, rental assistance, development financing, or strategic planning.
- IHFA's Housing Assistance Guide is also available online at: www.fairhousingforum.org/news/housing-assistance-guide.

Taking Advantage of Available Training and Technical Assistance Opportunities

The Visiting Team sees opportunities to increase the use of available training and technical assistance services available to existing and potential businesses. Typically offered by government agencies and universities, these low or no cost sources of assistance can help current and would-be business owners with business planning, financing, customer service, research, workforce training, social networking, expansion, and marketing, among many others.

RECOMMENDATIONS

1. Create a program that provides regular training and professional development opportunities for businesses (e.g. monthly, quarterly, bi-annually). This program could cover a variety of subjects and make use of retired professionals and other economic development/business development experts in the region.
2. Maintain and publicize a calendar promoting existing training and technical assistance opportunities for business owners. Such opportunities could include on-line webinars, or live forums/presentations in the Boise Valley or in nearby communities.
3. Create a 'How to Start a Business' workshop or mentoring program by connecting emerging entrepreneurs with existing small business start-up training on-line or within the region, or by bringing such a training to New Meadows.
4. Encourage community leaders to participate in the Northwest Community Development Institute.

RESOURCES

- Idaho Small Business Development Center, http://www.idahosbdc.org/center.aspx?center=3040&subloc=0, 208-426-3875, klabrum@boisestate.edu. The Small Business Development Center offers trainings and consulting to existing and emerging business owners. They also maintain the Idaho Small Business Solutions, a website that helps business owners identify and understand applicable regulatory requirements (http://www.idahobizhelp.org).
- Small Business Administration, www.sba.gov.
- Idaho Department of Labor (McCall office) for business training, 208-634-7102, mccallmail@labor.idaho.gov.

- Idaho TechHelp will provide on-site technical assistance to help businesses become more productive. http://www.techhelp.org/, 208-426-3767, techhelp@boisestate.edu.
- Idaho TechConnect, Rick Ritter, 208-562-3700, mailto:rick.ritter@idahotechconnect.com.
- South Central Idaho Tourism and Recreation at the College of Southern Idaho can possibly offer customer service training. Debbie Dane, 208-732-5569, ddane@csi.edu.
- Vandal Innovation and Enterprise Works (VIEW), University of Idaho, Michael McCollough, Director, http://www.uidaho.edu/view.aspx, 208-885-6478, mccollou@uidaho.edu.
- University of Idaho Extension office in Valley County, http://www.uidaho.edu/extension/valley, Willem Braak, Extension Educator, 208-382-7190, wbraak@uidaho.edu.
- Northwest Community Development Institute is a leadership training geared towards the economic and community development issues confronting rural communities. The institute typically takes place each July in Boise. Scholarships are available. https://secure.meetingsystems.com/nwcdi/. Gloria Mabbutt, Idaho Department of Commerce, 208 334-2470, gloria.mabbutt@commerce.idaho.gov.
- Rural Development Initiatives (RDI) is a Eugene, Oregon-based nonprofit organization that helps towns and rural partnerships develop and diversify their economies by creating inclusive, long-term strategies and identifying and managing crucial projects. They conduct community trainings on leadership, effective organizations, and other topics in both English and Spanish. RDI's work is focused in Oregon but also reaches six western states (including Idaho) and British Columbia. http://www.rdiinc.org/. Noelle Colby-Rotell, 208-954-9564, nrotell@rdiinc.org.
- University of Idaho Extension's "Open for Business" program is designed to bring business training to remote rural communities. Local contact: Willem (Vim) Braak, Valley County Extension office, 208-382-7190, 208-382-7136, Community blog site: http://www.longvalleyblog.org/, Extension office Site: http://www.uidaho.edu/extension/valley, UI Program Leader: Lorie Higgins, 208-885-9717, higgins@uidaho.edu.
- Local POA / retired residents. Not all of them are part-time residents. Many are full-time and as indicated earlier in the report, are willing and ready to lend their skills to community needs. They just need to be asked (e.g., we know you have residents with accounting, marketing, engineering and legal backgrounds, among others). Many signed up to be involved in carrying out projects in one or more of the focus areas.

- Framing Our Community & Upper Clearwater Community Foundation, Joyce Dearstyne, 208-842-2939, joyce@framingourcommunity.org or Debbie Evans (208-935-0764, kamiahgrants@msn.com).
- No cost one-on-one counseling is available to existing and emerging business owners through the Service Corps of Retired Executives (SCORE) program. E-mail counseling is available online if a personal visit is not possible. Counseling appointments can be made by calling 208-334-1696 in Boise. SCORE can also be found on the Internet at www.idahotvscore.org.
- The Emmett Chamber of Commerce has a couple of programs that might work in Meadows Valley. Every month the chamber hosts something called Midday Mingle, an informal lunchtime gathering of members and community leaders. The Emmett Chamber also has a program that rewards locals for shopping locally. Dian Streeby, Executive Director, 208-365-3485, chamber@emmettidaho.com.

Development and Marketing of Tourism, Recreation, and Economic Development Opportunities

The convenient location, natural resources, and location on the Payette River Scenic Byway gives the Meadows Valley an excellent opportunity to develop recreation and tourism-related activities and businesses. As with our first observation under this focus area, the Visiting Team sees opportunities for collaboration and coordination between private, public, and non-profit stakeholders (such as those organizations involved in historic preservation) to identify and develop realistic and economically viable recreational activities and services. These activities may result in the expansion of existing community events or creation of new events.

The Visiting Team also observed there appears to be little information about what the Meadows Valley and surrounding mountains have to offer both residents and visitors. Information of this kind should be accessible to people who live outside Adams County. It should also be easy to find for visitors after they arrive in the area, whether their stay lasts for a couple hours or a couple weeks.

RECOMMENDATIONS

1. Profile and disseminate business success stories in the Meadows Valley.
2. Complete an inventory of available commercial and industrial properties.
3. Market available properties and other opportunities to business and development interests outside the Meadows Valley, emphasizing affordability, amenities, central location, proximity to McCall, etc.
4. Begin planning for the expansion of the Industrial Park.
5. Work with the Payette National Forest and other stakeholders to create a Summer Recreation Forum (modeled after the existing Winter Recreation Forum).
6. Work with property owner associations to encourage part-time residents to support local businesses. Use incentives as appropriate.
7. Increase marketing of the Meadows Valley as a recreation destination in nearby urban areas (Spokane, Lewiston, Treasure Valley) using, for example, ad space on media and travel websites and publications.
8. Create a visible travel information center or kiosk or significantly increase visibility of the information available at Crawford Realty.
9. Create a well-marked RV watering and dump station.
10. See Community Design and Identity for additional recommendations.

RESOURCES

- Idaho Department of Parks and Recreation (for assistance with creating RV watering/dump station), Jill Murphey, Southern Idaho Grant Specialist, 208-514-2432, jill.murphey@idpr.idaho.gov.
- Gem State Prospector is a no-cost way to market available properties statewide and nationally. Jerry Miller, 208-334-2470, jerry.miller@commerce.idaho.gov.
- The State of Idaho's Travel Council Grant program can help build local and regional tourism-related websites, other forms of marketing, and familiarization (or "FAM") tours for journalists. These funds might help leverage other resources. http://commerce.idaho.gov/tourism-grants-and-resources/about-the-itc-grant-program/. Renea Nelson, 208-334-2470, renea.nelson@tourism.idaho.gov.
- The Idaho Division of Tourism Development offers assistance and information to tourism-related businesses here: http://commerce.idaho.gov/tourism-grants-and-resources/web-resources/, 208-334-2470.
- U.S. Department of Agriculture's Rural Business Enterprise (RBEG) and Opportunity (RBOG) Grant Programs can assist with the cost of engineering and feasibility studies and marketing tools (e.g. business directories). http://www.rurdev.usda.gov/rbs/busp/rbeg.htm and http://www.rurdev.usda.gov/ga/trbog.htm, Shannon Madsen, 208-459-0761, extension 117 (This resource is potentially applicable to many aspects of economic development.)

- U.S. Economic Development Administration, Rick Tremblay, 550 W. Fort St., Room 111, Boise, ID 83724, 208-334-1521, rtremblay@eda.doc.gov.
- Two Degrees Northwest: Where Art Meets the Land, a University of Idaho Extension program, is piloting an "Artisan Trail Guide" this summer that guides locals and visitors to the local art, food, recreation and heritage sites in the north central Idaho and southeastern Washington region. www.2dnw.org, Lorie Higgins, 208-885-9717, Higgins@uidaho.edu.

Reducing Energy Costs Would Provide Benefit to Local Businesses

Businesses in communities around the state often say their greatest expenses are either labor or inventory. We didn't hear this as much in the Meadows Valley. Businesses told us meeting energy expenses, especially in the winter months, is one of their biggest challenges. Savings realized through energy conservation measures can be used for expansion, marketing, and additional employees.

Recommendations

1. The City and Chamber of Commerce should work together to encourage owners of businesses and commercial buildings to have energy audits completed for their buildings. Public buildings should be included.
2. Explore opportunities to form a public-private partnership for the purposes of financing recommended energy conservation measures and improvements.

Resources

- Idaho Power offers a range of services and assistance to commercial property owners and managers. Their 'Easy Upgrades' program provides incentives up to $100,000 per site, per year for qualifying energy-saving improvements to commercial or industrial buildings. They can also provide energy audits, educational materials, group presentations or seminars, on-site meetings, energy use data that can be used to help identify conservation opportunities. http://www.idahopower.com/EnergyEfficiency/Business/Programs/EasyUpgrades/default.cfm, Troy Davies, Customer Representative, 208-642-6293, tdavies@idahopower.com.
- Idaho Office of Energy Resources, Building Efficiency Program for Commercial Buildings, Sue Seifert, 208-332-1662, sue.seifert@oer.idaho.gov, http://www.energy.idaho.gov/energyefficiency/building.htm.
- USDA's Renewable Energy Systems and Energy Efficiency Improvements Program (REAP) makes loan guarantees and grants to farmers, ranchers and rural small businesses to purchase and install renewable energy systems and make energy efficiency improvements. http://www.rurdev.usda.gov/rbs/busp/9006grant.htm, Brian Buch, 208-378-5623.

Addressing Street and Storm Water Management Issues Over Time

We commend the City of New Meadows for responsibly maintaining and planning for the improvement of the community's infrastructure. City staff has a good handle on water and sewer systems needs and are responsibly seeking funds for future improvements. For example, with regard to the waste water system, the City is addressing an inflow and infiltration issue and is aware system capacity and discharge issues will likely need to be addressed in the not too distant future. The streets are likewise well maintained and the lack of asphalt paving on residential streets does not appear to be a barrier to economic development.

The community's high water table and lack of curb, gutter, and stormwater drain system continue to create seasonal flooding headaches for property owners and the City in some areas of town. This problem could be exacerbated if and when the city identifies and eliminates illicit storm water connections to the sewer system. An underground stormwater system designed in the early 1990's by JUB Engineers remains unbuilt due to a lack of funding.

Recommendations

1. Review stormwater system plan completed in 1991 and update to reflect changing conditions, current best practices, current material, and construction costs.
2. Unless it already exists, document the costs and consequences (to property owners and to the City) of the status quo.
3. Identify priority areas/phases for the construction of the stormwater system.
4. Identify and pursue available grant and loan funding sources.

Resources

- Idaho Community Development Block Grant program, Dennis Porter, Community Development Manager, 208-334-2650, ext. 2145, dennis.porter@community.idaho.gov.
- USDA Rural Development Direct and/or guarantee loan water environmental program, Richard Carrig, USDA Rural Development, 208-459-0761, extension 113, richard.carrig@id.usda.gov.
- Idaho DEQ drinking water and water pollution control revolving loan program, http://www.deq.idaho.gov/water/assist_citizen_comm.cfm, 208-373-0550.

- Rural Community Assistance Corporation, Jim Phillips, 208-855-2310, http://www.rcac.org/.
- Idaho Department of Water Resource Board loan program, http://www.idwr.idaho.gov/waterboard/Financial%20program/financial.htm. Stuart Van Greuningen, 208-287-4905, stuart.vangreuningen@idwr.idaho.gov.

Community Design and Identity

Community Concerns and Comments

The following concerns and comments related to community design and identity were gathered through the pre-review surveys, May 17 town hall meeting, listening sessions, and other conversations with leaders and residents that took place during the review.

The Visiting Team recorded many concerns about the condition, design, and appearance of Highway 95 through town (Virginia Street). Numerous people voiced support for ideas that would make this main thoroughfare and commercial center a more inviting and appealing destination and walking environment for residents and visitors through the addition of, for example, new sidewalks, more prominent crosswalks, lighting, landscaping, appropriate signage, and visitor amenities. We also heard repeated concern about the overall lack of sidewalks throughout the community.

We also were made aware of past and on-going conversations regarding whether or not the community should have a so-called design or architectural "theme". On the subject of architecture, residents had generally positive things to say about the relatively new commercial building referred to as the 'twin towers', indicating support for the construction of future buildings in a similar style.

A number of residents expressed concern about the overall appearance and upkeep of both commercial and residential properties. When it came up, this concern was often mentioned in the context of the community's entryways. There seemed to be recognition that well maintained and cared for properties convey a sense of pride as well as a concern for health, safety, and environmental stewardship.

We were impressed with the value the community places on its youth and the school. In fact, the school (including the building, the students, and adult faculty/staff) played a prominent role in the community review, relative to reviews that have been conducted in other communities.

The now 30+ year effort to restore and re-use train depot has produced some impressive results. However, the Visiting Team perceived a subtle disconnection between the Adams County Historical Society-led restoration effort and rest of the community. The depot was brought up only occasionally at the May 17 town hall meeting and during the listening sessions. If asked to identify important community or public gathering places, we predict residents would place the depot 3rd or 4th on the list – after the school, park, and library.

Visiting Team Observations, Recommendations, and Resources Related to Community Design and Identity

Revitalization of Virginia Street

While the Visiting Team heard strong community support for the revitalization of Virginia Street, there does not appear to be a clear, up-to-date agreement about what such an undertaking would include or how it would be done. Such an effort could re-design and re-construct the street itself to make it a more inviting, walkable environment that compels visitors to linger and makes the downtown area an even more attractive place for the community events held there. We suggest the downtown street design work be functional and clean, not necessarily decorative (e.g. not Victorian-era). It can and should be contemporary in look and feel, while also incorporating timeless elements of pedestrian-oriented mid-20th Century American small town design.

Downtown revitalization efforts often address the façades of commercial buildings and the creation of one or more public spaces (in addition to business development and downtown promotion). The Visiting Team commends the City for including basic design standards for new and remodeled commercial buildings. These standards play an important role in the revitalization process.

As noted previously, we heard people ask questions about and express interest in a "theme" for the downtown area. In fact, the community's application requested the review provide "practical steps in developing a community theme and steps to implement it." The Visiting Team's view is the best 'theme' for any community is its actual history and culture, as opposed to a contrived, arbitrary theme that is disconnected from the community.

A successful downtown revitalization effort will stimulate new commercial development and redevelopment where it should be -- in the community's historic business district – which will produce greater economic spillover, mutual support between businesses, and stronger sense of place, relative to development and re-development taking place outside city limits.

RECOMMENDATIONS

1. Form a downtown revitalization committee consisting of representatives of business, Meadows Valley Days, SAVES the Day, the City of New Meadows, etc. This committee would be tasked with establishing and carrying out a process to create a vision and action plan for Virginia Street. This process might include conducting a visual preference survey that invites citizen to view and rank images from different communities for appropriateness and desirability.
2. Establish a partnership with the Idaho Transportation Department focused on the vision for US-95/Virginia Street.
3. Encourage the creation of a downtown farmer's market. If one exists, the Visiting Team did not hear about it during the review.
4. Create a pamphlet or booklet that visually illustrates the City's design standards for commercial buildings.
5. Work with building owners to identify potential temporary uses for vacant commercial storefronts (e.g. display of school projects, art work, public information, etc.)
6. Use current code enforcement policies and procedures to create incentives for property owners and landlords to bring properties into compliance and/or address health and safety issues. This recommendation applies to both commercial and residential properties.

RESOURCES

- Idaho Community Development Block Grant program, Dennis Porter, Community Development Manager, 208-334-2650, ext. 2145, dennis.porter@community.idaho.gov.
- *"Main Street: When a Highway Runs Through It"* is an excellent book published in 1999 by the Oregon Department of Transportation to educate communities about pedestrian safety and community design associated with highways within

city limits. http://www.contextsensitivesolutions.org/content/reading/main-street/resources/main-street-when-a-highway/.

- Local Highway Technical Assistance Council, www.lhtac.org/, Lance Holmstrom, 208-344-0565, lholmstrom@lhtac.org.
- Idaho Transportation Department, District 3, 208-334-8300.
- *"Smart Towns: A Guide to Downtown Revitalization"*, Idaho Department of Commerce, 208-334-2470, www.idoc.state.id.us.
- National Trust for Historic Preservation's Main Street Program, 202-588-6219, http://www.nationaltrust.org/community/resources.html and http://www.mainstreet.org/, mainstreet@nthp.org.
- Western Office National Trust for Historic Preservation, www.PreservationNation.org, Sheri Freemuth, AICP, Program Officer, P.O. Box 9107, Boise, ID 83707, 208-891-4121, sheri_freemuth@nthp.org.
- The City of Nampa created a revolving loan fund for restoring building facades in its historic downtown. http://ci.nampa.id.us/downloads/30/FA%C3%87ADE%20IMPROVEMENT%20PROGRAM.doc.
- Farmers' Markets and AgriTourism, Idaho State Department of Agriculture, Lacey Menasco, lmenasco@agri.idaho.gov.
- Farmer's Market Promotion Program, www.ams.usda.gov/FMPP. Additional resources and funding opportunities: www.ams.usda.gov/farmersmarkets.
- Kamiah merchants accomplished a downtown revitalization when they adopted their Western Victorian theme 25 years ago. Greg Johnson of Johnson's Jewelry, 208-935-2569, johnjewl@yahoo.com.
- Idaho Dept of Transportation, Idaho Scenic Byways Advisory Committee for Federal Scenic Byway Discretionary funding, http://www.idahobyways.gov.
- Wendy McClure, University of Idaho Professor of Architecture, and her students completed a downtown revitalization plan for downtown New Meadows over 10 years ago. Contact her to explore the idea of an update. Wendy R. McClure, RA NCARB, 208-885-6473, wmcclure@uidaho.edu.

Creating a More Walkable and Bikable New Meadows

There is strong community support (coming from both adults and youth) to make the community more walking and biking friendly. Much progress toward achieving this goal can be made by significantly incorporating walking, biking, and traffic calming into the re-design of Virginia Street. In general, we encourage the community to focus pedestrian-related improvements on high traffic areas and on walking/biking routes connecting popular destinations or gathering places. Such places include the school, train depot/Dorsey Warr Park, and library. In addition, there may be opportunities to improve pedestrian safety at the intersection of US-95 and ID-55, contingent on approval by the Idaho Transportation Department.

During the community review, residents frequently mentioned the Weiser River Trail currently ends just five miles west of New Meadows. We agree with many who feel New Meadows is a natural eastern end of the trail. This project has considerable economic development value to the community. We encourage the community to think of itself as the beginning of the trail, not the end.

Recommendations

1. Establish a bike and pedestrian advisory committee that would (initially) conduct a biking and walking survey of the community to determine the most popular routes, destinations, and problem areas for pedestrians and bicyclists. Focus on those routes used by kids.
2. Install pedestrian flags at intersections to increase the safety of pedestrians crossing Virginia Street. On roadways with heavy traffic volumes, pedestrians are often hesitant to step into a crosswalk to stop traffic. Holding up a flag can reduce this anxiety by signaling to drivers that someone would like to cross the street.
3. If the Weiser River Trail cannot be extended the last five miles to New Meadows at this time, think about building elements of the trail in New Meadows. For example, if there is hope the Weiser River Trail will one day end at the train depot, think about a multi-purpose trail or pathway extending from the depot/ down the length of Virginia Street.

Resources

- Idaho Safe Routes to School program, Idaho Transportation Department, Josephine O'Connor, 208-334-4475, jo.o'connor@itd.idaho.gov.
- Maureen Gresham, Bicycle and Pedestrian Coordinator, Idaho Transportation Department, 208-344-8272, Maureen.gresham@itd.idaho.gov.
- National Park Service Rivers, Trails, and Conservation Assistance Program provides technical grants to assist with planning, design, and implementation of trails. http://www.ncrc.nps.gov/programs/rtca.
- This website describes how the City of Idaho Falls is using and funding crosswalk or pedestrian flags: http://www.communitypathways.com/?q=node/6. Many rural communities are using them.
- National Center for Safe Routes to School, http://www.saferoutesinfo.org/, 919-962-7412.

The Restoration and Re-Use of the Train Depot and Protection of Other Historic Resources

The Visiting Team sees the potential to more firmly place the train depot and its restoration into the consciousness of the community as an economic development opportunity. That is, it can become a significant tourist attraction while also providing space for businesses, artists, community organizations, and other revenue-generating activities. The depot also represents an opportunity to become the kind of gathering place or event venue that many residents desire.

While depot restoration efforts to date are impressive, it appears to the Visiting Team other historic resources in the Meadows Valley are under appreciated and relatively unknown to residents and visitors. Packer John's Cabin is the most visible example of an historic resource of statewide significance at risk of further deterioration. See Appendix H for a list of other historic resources in the Meadows Valley.

Recommendations

1. Identify and assess the barriers that prevent the train depot from being used more frequently as a venue for public and private events.
2. Expand and diversify the Adams County Historical Society Board of Directors so that it includes people with experience and expertise in the types of private, non-profit, and public uses envisioned for the building.
3. Develop a capital improvement plan that details and priorities needed physical improvements to the building as well as ongoing operational and programmatic needs.
4. Continue to pursue funding and other forms of support to complete the train depot restoration and re-use project in bite-sized phases. Continued participation in the Payette River Scenic Byway may open up such funding opportunities.
5. Seek assistance and funding to further document the significance and current condition of the Valley's historic resources.
6. Create a partnership with Adams County and/or other stakeholders to ensure the long-term protection and maintenance of Packer John's Cabin.

7. Create a driving tour of historic sites and other points of interest in the Meadows Valley.

RESOURCES

- The National Trust for Historic Preservation provides two types of financial assistance to non-profit organizations and public agencies: 1) matching grants from $500 to $5,000 for preservation planning and educational efforts, and 2) intervention funds for preservation emergencies. Matching grant funds may be used to obtain professional expertise in areas such as architecture, archeology, engineering, preservation planning, land-use planning, fund raising, organizational development, and law as well as to provide preservation education activities for the public. http://www.preservationnation.org/resources/find-funding/grants/.
- Idaho State Historical Society Community Grant Program http://history.idaho.gov/grants.html, Keith Petersen, State Historian, 208-882-1540, Keith.petersen@ishs.idaho.gov.
- Idaho Transportation Department Scenic Byway Program provides Federal Highway Administration funds to scenic byways that can include physical improvements to key attractions along the byway route. Here is the Idaho Scenic Byways 2010 Program Guide: http://itd.idaho.gov/planning/byways/scenic/Scenic_Byways_Program_Guide_2010.pdf. ITD Scenic Byways Program staff contact is Garry Young, 208-334-8214, garry.young@itd.idaho.gov.

USING EVENTS TO CELEBRATE COMMUNITY IDENTITY AND HISTORY

Saves the Day/Putt for Life, Meadows Valley Days, and Fosdick Golf Tournament/Luncheon are truly impressive annual events. The fact that all three events have a fundraising focus says a lot about the generous nature of the community. It is a big part of your identity. Even still, we see opportunities to expand one of these events or to create a new event to stimulate additional business creation and expansion and draw new visitors to the Valley while celebrating another aspect of your history or culture.

RECOMMENDATIONS:

1. Expand an existing annual event or create a new event to celebrate other unique aspects of Meadows Valley history or culture – aspects that are perhaps not celebrated by other communities in the area. The expanded or new event might focus on, for example, one or more of the following:

- music
- fishing/hunting
- farming/ranching
- mountain rendezvous/historical re-enactment/encampment
- storytelling
- wild (e.g. morel) mushrooms
- railroad history, model railroading, and/or railroad memorabilia

Resources

- National Oldtime Fiddler's Contest® & Festival, PO Box 447, 2235 Paddock Ave., Weiser, ID 83672, 208-414-0255, director@fiddlefest.com.

Opportunities to Engage Artists and Crafters

The Visiting Team sees opportunities to better connect visual and performing artists with the community. Artists are in many ways storytellers. There are ways in which they can help tell the story of the community's past and present through, for example, permanent or temporary public art, exhibits, demonstrations, and a cooperative gallery. Such initiatives could create positive economic and cultural benefits.

RECOMMENDATIONS

1. Engage artists to create permanent or temporary public art in the downtown area.
2. Establish an arts committee to establish a vehicle for dialogue with artists and crafters, explore opportunities to support the arts in the community and to pursue related funding and other support.
3. Explore the potential to create a cooperative gallery for local artists at the train depot.

RESOURCES

- Idaho Commission on the Arts, Michelle Coleman, Community Development Director, 208-334-2119, ext. 112, michelle.coleman@arts.idaho.gov.
- This page on the Idaho Commission on the Arts website lists Idaho cities that have a 'Percent for Art' program: http://www.arts.idaho.gov/pa/palinks.aspx.
- The Urban Institute publishes a free book titled "*Culture and Commerce, Traditional Arts and Economic Development*" that may be helpful in talking with business owners and others about supporting the arts. http://www.urban.org/UploadedPDF/410812_culture_and_commerce.pdf.
- The National Endowment for the Arts provides tools and articles on strategic planning on their website. http://www.nea.gov/resources/Lessons/index.html.
- Framing Our Community Artist in the Woods Program, http://www.artistsinthewoods-org.doodlekit.com/home, Joyce Dearstyne Executive Director, 208-842-2939, joyce@framingourcommunity.org.
- Two Degrees Northwest: Where Art Meets the Land has a "Business of Art" training program designed to help artists and artisans develop business skills. www.2dnw.org, Lorie Higgins, 208-885-9717, Higgins@uidaho.edu.
- The Boundary County Museum in Bonners Ferry devotes some of its space to local artists. 208-267-7720, bcmuseum@meadowcrk.com.

Civic Life and Community Involvement

Community Concerns and Comments

The Visiting Team heard many concerns and comments related to communication and relationships between the City of New Meadows and its citizens and between community organizations and stakeholder groups.

We were impressed and inspired by the strong volunteer spirit of the community. City and rural residents and businesses contribute a lot of time, skills, material, and money to various projects and on-going causes. New Meadows is a caring, compassionate community that is willing to work for what it wants. The community raises approximately $70,000 or more from three major events that happen within a three-month period each summer. Specific services and facilities that seem particularly well supported include the school, volunteer fire/EMS, and the library. Largely constructed with donated materials and expertise, the recycling center is an example of the community's 'let's-roll-up-our-sleeves-and-get-it-done' mentality. While these accomplishments are truly impressive, we didn't see or hear clear evidence of efforts to increase cooperation and collaboration between organizations.

Some organizations told us they have all the volunteers they need. Others told us they can't find enough volunteers. We were also told that existing organizations are challenged to engage young adults as leaders and volunteers. At the same time, some residents told us they have more to give the community, but aren't sure how to plug into opportunities or what the community needs from them. Folks who have moved to the community in recent years and/or who live in outlying subdivisions are more likely to be unsure about how they can best contribute and more likely to feel like outsiders who are not explicitly invited to pitch in.

Several community members talked about community factions and discord. When we asked them about it, people typically told us the line between such factions falls between people who don't want change and people who embrace change. As described previously, there also appears to be a separation between people who live in

the city (who are more likely to be long-time and year round residents) and people who live in outlying subdivisions (who are more likely to be newer and part-time residents).

We heard residents express frustration and distrust with city leadership and administration. Many people questioned whether or not there is a legitimate need for the number of people employed by the City. A high number of community members question the City's decision 5-10 years ago to create a city administrator position. The most frequently voiced opinion regarding this decision was: "We can't afford it." Few if any residents spoke with us in detail about the costs versus benefits of having a city administrator relative to other alternatives, nor did residents speak with certainty about the role or function of the city administrator or how the position is funded.

The distrust in city government heard by the Visiting Team while in New Meadows is supported by the results of the pre-review survey, which showed 72 percent of survey respondents strongly or somewhat disagree with the statement "I generally trust City Council to make decisions for the community" and 75 percent agree either strongly or somewhat strongly agree they feel City Council decisions are often contrary to the wishes of the community. The survey also documented a significant proportion of residents (79 percent) would like to be more involved in decisions affecting the community. Clearly, community members are asking for greater transparency and opportunities to participate in decision making.

These rather uncomfortable comments regarding city government in New Meadows deserve some perspective. The Mayor, City Council Members and the City Administrator were the ones responsible for applying for the community review in New Meadows. The City Administrator attended the community review in Bonners Ferry to prepare for the review in the Meadows Valley. They knew in advance they were opening themselves up for criticism. We on the Visiting Team applaud their courage and leadership to bring the community together to begin the process of better communication and understanding of city government and its many functions.

The Mayor and the City Administrator were the Visiting Team's key local planners for the community review. They kept the best interest of the city and community in mind as they took action to open the dialogue on how to bring residents together so the

citizens of the city and valley could chart a more inclusive course for the Meadows Valley community. The Visiting Team hopes their foresight will be rewarded by continued participation of all the citizens of the valley in making the Meadows Valley a community that works together to build a strong future.

We conclude this description of community concerns and comments regarding the Civic Life and Community Involvement focus area with the community's youth. All communities say they value and love their youth. This is certainly true with every Idaho community who has hosted a community review. More than other communities, however, New Meadows actively engaged and invited its youth to participate in the review. Educators, administrators, and school staff likewise contributed their time and interest. Moreover, the school was used as the venue for the two largest community events associated with the review. These decisions convey the community's respect for its youth. The community clearly wants to know what's on the minds of its youth. The youth we spoke with seem to know they are valued and loved by the community – and they are in touch with and have their own ideas concerning economic development and other issues. The Visiting Team heard all of these messages loud and clear. While they may know they are valued, many youth told us they would like more opportunities for recreation and other social activities. The most frequently voiced ideas included new athletic facilities/ball fields, indoor recreation center, movie theater, "a place to hang out", bowling alley, and restaurants.

Visiting Team Observations, Recommendations, and Resources Related to Civic Life and Community Involvement

Increasing the Strength and Stability of Community-based Organizations

In today's climate, individual donors and particularly foundation funders want to support organizations that have: (1) a written sustainability or strategic plan, (2) multi-generational board of directors, and (3) demonstrated partnerships with other organizations. In some cases, funders won't consider supporting organizations that do not have these elements in place. While the existing community organizations accomplish much to be proud of, the Visiting Team observed many of them would benefit from taking greater advantage of available training and technical assistance specifically tailored to non-profits that can position them for greater success and sustainability. Help is available from a variety of sources and on a range of topics, including starting a new non-profit, board and volunteer development, fundraising, social networking, financial management, and strategic planning.

During the review we also were made aware some of the Valley's well-established organizations are operating without the financial and other benefits of IRS 501(c)(3) tax-exempt status. This is not a good idea for several reasons, especially in the case of organizations that raise funds that are subsequently distributed to other projects and individuals in the form of grants or scholarships. Individuals may be unknowingly or knowingly in violation of federal law if they are claiming donations to organizations that are NOT 501(c)(3) organizations as tax-deductible charitable contributions. In this case, such individuals and organizations are subject to audit and penalty. Organizations that obtain and maintain 501(c)(3) non-profit status not only offer tax deductions to their contributors. Their higher standard of accountability and transparency provide stability and security to board members as well as to the projects and individuals who benefit from their services and funding.

The Visiting Team realizes there is a cost to file for tax-exempt status with the IRS, but it is a one-time cost. The potential cost associated with an organization doing long-term damage to its reputation and credibility is much higher, in our view. Once this damage is done, it's very hard to repair it.

RECOMMENDATIONS

1. Keep apprised of future funding and training opportunities.
2. Seek assistance with filing for IRS non-profit status or identify one organization to serve as fiscal sponsor for other organizations.
3. When identifying and recruiting board members and volunteers, specifically reach out to residents in outlying subdivisions and youth.
4. Identify ways in which the library could better support community organizations.
5. Pursue opportunities to learn/receive mentoring from non-profit organizations in the Grangeville, Riggins, McCall, Council, and Weiser areas.
6. Continue to develop and promote Meadows Valley Exchange as a volunteer clearinghouse.
7. Create an annual Events Calendar that all organizations contribute to. Publish on website.

Resources

- The monthly 'Show Me the Money' e-newsletter provides information and contacts related to funding opportunities – primarily for non-profit organizations. Jerry Miller, Idaho Department of Commerce, 334-2650, ext. 2143, Jerry.miller@commerce.idaho.gov.
- The Idaho Nonprofit Center offers board, volunteer recruitment and retention, and networking trainings through on-site and on-line trainings. 208-424-2229, http://www.idahononprofits.org/.
- The Idaho Chapter of the Association of Professional Fundraisers offers training workshops and may be willing to connect New Meadows with one of its members for some technical help, http://afpidaho.afpnet.org/.
- University of New Hampshire Cooperative Extension Community Capacity Assessment Survey, http://cecf1.unh.edu/ccas/index.cfm.

Encouraging Collaboration, Cooperation, and Communication Between Organizations

As noted above, funders increasingly want to see organizations within any given community working together in mutually supportive ways. This collaborative approach makes it possible for organizations to achieve more than they could accomplish alone. It also reduces redundancy. Many Idaho communities are identifying or creating umbrella-like organizations or alliances for the purposes of stimulating collaboration, sharing expenses, and exploring opportunities to attract greater funding and other forms of support.

Recommendations

1. Explore creation of a Meadows Valley Community Foundation. Such a foundation could provide fiscal sponsorship to existing organizations that do not have their own tax-exempt status (in addition to other potential benefits).
2. Explore whether a potential cost-saving and revenue-generating partnership with the Idaho Community Foundation makes sense to the community.

Resources

- Idaho Community Foundation, Lauren Tassos, Development Director, 208.342.3535, ltassos@idcomfdn.org.
- Similar-sized cities with active community foundations include Kamiah (Upper Clearwater Community Foundation, Debbie Evans, 208-935-0764, kamiahgrants@msn.com), Soda Springs (Greater Soda Springs Community Development Foundation, Trent Clark 208-547-4300, trent.l.clark@monsanto.com), and Ashton (Ashton Community Foundation, 623-693-2251).

- Center for Community Leadership for Reducing Poverty's Leadership Institute, contact Lorie Higgins, UI Extension, 208-669-1480, higgins@uidaho.edu.
- See additional resources found in Part III: Building a Culture of Collaboration and Cooperation.

Building Trust in Government

As described under 'Community Concerns and Comments' and documented by the community survey, there is distrust between city leadership and residents. In response, we first want to say this type of distrust can be observed in many Idaho communities. Also, we were not surprised to find a community still healing from a significant political event that occurred in the last five years (mayoral recall).

As also noted previously, many residents don't understand the purpose or job description of the city administrator position and/or believe the City cannot afford the position. Furthermore, we heard confusion about the title of the position, with some people using the term 'city manager' and others using the term 'city administrator'.

There are two basic forms of city governance in Idaho. Like most Idaho communities, New Meadows uses the *mayor-council* form of government in which the mayor is elected by the voters to play a prominent executive role in the business of the City. New Meadows is one of about two dozen Idaho cities using the mayor-council form of government that have chosen to create a city administrator position to fulfill administrative and management responsibilities specified by the mayor and council. Greenleaf, Glenns Ferry, Bellevue, and Bonners Ferry are examples of smaller Idaho communities with city administrators.

Alternatively, three Idaho cities (Moscow, Lewiston, and McCall) have adopted the *council-manager* form of government enabled by Idaho Code, Title 50, Chapter 8. Using the council-manager form requires voter approval. Under this form, the city council appoints a city manager who takes a prominent role in supervising the business of the city. In this case, the mayor is typically more of a ceremonial position with more limited powers. Sometimes under the council-manager form, the mayor is chosen from among the sitting council members rather than elected by the voters. The bottom line is: (1) using titles accurately and in a manner consistent with Idaho Code will help reduce confusion and (2) the City of New Meadows does not have a city manager as

defined by Idaho Code. Rather, the City uses the mayor-council form of government with the addition of a city administrator.

A large number of residents of New Meadows will likely continue to question the City's governance and administrative structure unless and until they are provided information that demonstrates its benefits outweigh its costs OR this structure is evaluated and modified to better reflect the needs and capacities of the community.

Perhaps because it seems easier and we think it requires less time and energy, government has conventionally talked at citizens, not with them. This is a commonly accepted convention and a hard one to unlearn. Unfortunately, it often does not work because it fails to recognize:

- The vast experience people have to draw upon and contribute
- Citizens must decide for themselves what is important to learn and what alternative(s) are best for the community
- People function best and learn more effectively when they are in a collaborative, we're-all-in-this-together environment.

To build trust in government, encourage citizen involvement, and minimize misinformation, the Visiting Team encourages the City to reach out and connect with citizens through increased and improved communication. If only a few of the recommendations below are acted upon, the choices residents have about how they receive information and participate in civic discourse will be increased. These strategies demonstrate trust and respect for the intelligence and goodwill of citizens, inviting them to become active participants as opposed to passive observers. The goal is to build a healthy civic infrastructure just as you build your physical infrastructure.

RECOMMENDATIONS

1. Call on the creative intelligence of residents by genuinely soliciting their ideas for building trust and improving communication between the City and its residents. Involve youth in this activity. Give public recognition to the best ideas.
2. Create a new City of New Meadows website that better reflects the community's personality, landscape, people, history, and information needs.
3. Continue to develop and expand the community newsletter. For example, use it to profile all city staff so that citizens have accurate information about the duties and responsibilities of each employee.
4. Continue to develop and expand the use of sites like Meadows Valley Exchange and Facebook to inform residents about issues and opportunities for involvement.

5. Organize community field trips to educate citizens about infrastructure and other issues and opportunities that can best be communicated and discussed on the ground.
6. Commission a situation assessment to identify what steps might be taken to truly move past and heal from still-lingering political discord of the last 5-7 years.
7. Learn from past successes. Initiate community dialogue about past initiatives that are widely viewed as successful and identify the relationships, roles, and assets that made these successes possible. Why do people feel good about them? Use these successes as a recipe to guide current and future projects.
8. Take steps to clarify that the City uses the mayor-council form of government and that it has a city administrator position. It does not have a city manager because the City does not use the council-manager form of government.
9. Communicate transparently about why the City chose to create the city administrator position in the first place. Also communicate how the position is funded.
10. Internally evaluate the appropriateness of having a city administrator position relative to other alternatives. What would be gained by a change? What would be lost? Modify the position's job description or revisit the position as appropriate.
11. If not already in place, consider creating a process for annually evaluating all city staff relative to their written job descriptions.

RESOURCES

- Association of Idaho Cities, www.idahocities.org, 208-344-8594.
- *"Reframing Public Participation: Strategies for the 21st Century"*, an article published in the publication Planning Theory and Practice, Vol. 5. No. 4, December 2004. It makes the case that legally required participation methods in the U.S. do not meet most basic goals for public participation, but they are also counterproductive and contributing to distrust. Here is a link to the article: http://www.csus.edu/ccp/publications/Reframing_Public_Participation_Final.pdf.
- *"Governments are From Saturn……Citizens are from Jupiter: Strategies for Reconnecting Citizens and Government".* This is a document published in June 1998 by the Municipal Research and Services Center in Washington State. As advertised, it is full of strategies the City could use to reconnect with citizens. Contact information for all strategies is provided. Here is the link: http://www.mrsc.org/Publications/srcgtxt.pdf.
- University of Idaho's "Future's Game" is a scenarios-based group activity available to communities to explore how public and private sector decisions shape our economy, environment, and community well-being. http://www.cals.uidaho.edu/uicsc/futures/, 208-885-4017.

- Leadership Plenty Institute. LeadershipPlenty® is an experiential and practical tool for training emerging leaders that builds on individual experience and adult education principles. It is incorporated into the Horizons Program led by the University of Idaho Extension Service (http://www.extension.uidaho.edu/horizons/). Information about Leadership Plenty is at www.pew-partnership.org.
- See "Resources Related to Building a Culture of Collaboration and Cooperation" in Part III of this report.

Creating Opportunities for Youth Involvement

The community's commitment to and love for its youth has been well documented in this report. We see opportunities to develop this asset further. They want to be involved, they want to he heard, and the Meadows Valley respects and welcomes their involvement. The only thing missing are the explicit invitations within the context of government, businesses, and community organizations. We specifically encourage Meadows Valley leaders to invite youth to be involved in projects and activities that relate to their lives or the lives of future youth.

Recommendations

1. Identify an organization to create and maintain a list of community service projects that could be completed by youth.
2. Create a Mayor's Youth Advisory Committee to provide feedback and ideas to the City.

Resources

- Association of Idaho Cities Youth Engagement Resources is an excellent collection of available resources to involve youth in community decision-making and strengthen youth and families. http://idahocities.org/index, 208-344-8594.
- Contact Mandy DeCastro at the Association of Idaho Cities about creating a Mayor's Youth Advisory Council. 208-344-8594, MDecastro@idahocities.org.
- The Laura Moore Cunningham Foundation is a statewide funder of non-profits, with an emphasis on youth, education, and healthcare projects. Laura Bettis, Director, lmcf_idaho@msn.com.
- City of Kimberly Mayor's Youth Advisory Council http://www.cityofkimberly.org/index.aspx?nid=886. Polly Hulsey, City Administrator, 208-423-4151, phulsey@cityofkimberly.org.

- The Idaho Department of Labor maintains a list of available apprenticeship opportunities across the state at this site: http://labor.idaho.gov/dnn/idl/EducationTraining/ApprenticePrograms/tabid/2452/Default.aspx.

Part III Final Thoughts and Next Steps

Building a Culture of Collaboration and Cooperation

As described previously in this report, a noticeable number of residents expressed exasperation about the tendency for the community to talk about but not act on a variety of ideas over the years.

Rather than focusing on what has not worked or what has not been accomplished in the past, we encourage you to step back and ask yourselves what *has* worked best. What events and physical improvements are you most proud of? What have you been able to accomplish when a significant number of people and resources are aligned in the same direction?

If 100 people in the Meadows Valley answered these questions, consensus about the most successful accomplishments would become clear. Establishing this consensus could be done via individual interviews or by conducting a large group forum. The kind of introspection we're suggesting naturally leads to questions such as:

1. What were the factors, skills, relationships, and agreements that made these successes possible?
2. Are there certain key ingredients our most successful accomplishments have in common?

By asking and answering these questions for yourselves, you begin to see the truth about successful collective action demonstrated by your lived experiences, as opposed to hoping it can be learned from a book, training, or an outside consultant.

Appreciative Inquiry

The questions posed above represent the first principle of an approach to community and organizational development called Appreciative Inquiry. In essence, this approach identifies and builds on a community's strengths rather than dwelling on needs and deficiencies. The connection between Appreciative Inquiry and community development is natural. It is a highly inclusive, inspiring process in which community members take responsibility for generating and processing information. It is based on the premise that

people and communities tend to move in the direction of the stories they tell themselves about who they are and who they can be. A large number of interviews about the qualities that contributed to past and current successes will lead a community in a much more positive direction than interviews about past poor participation and projects that failed to achieve their potential.

Appreciative Inquiry typically uses a process referred to as the 4D model. The 4 D's are as follows:

- Discover – Residents are encouraged to gather stories and insights from and with each other about what has made the community successful in the past. What were the conditions that made these successes possible (leadership, relationships, communication, events, etc.)? By highlighting what is strong and vibrant about a community, it will continue to move in that direction.
- Dream – Residents explore how past experiences can apply to the community's future. They imagine what could be for the community (i.e. visioning).
- Design – The actual development of the plan that describes how the ideal complement of past success and future possibilities would manifest itself.
- Deliver – Creating the mechanisms and reinforcing existing capacities to make the dream a long-term reality.

When Conflict Happens

The Visiting Team didn't notice a significantly greater degree of conflict or discord in the Meadows Valley compared to other Idaho communities. Left unaddressed, conflict can keep a community stuck for years and sometimes decades. Unresolved conflict or lack of agreement can also cost lost opportunities to increase the community's economic prosperity. Suffice it to say, a lot is at stake.

Conflict can arise when two or more parties are experiencing a real or perceived difference in needs or interests. Just like the people involved in them, each conflict is unique. In complex situations involving a number of parties, it is often helpful to ask the following questions to predict whether a problem-solving or consensus-building process has a good chance of succeeding.

1. Who is currently impacted or is likely to be impacted by the situation?
2. What are the needs (a.k.a. interests) of the various stakeholders?
3. What are the disagreements and potential areas of agreement among the stakeholders?
4. What are the perceptions, assessments, and feelings the stakeholders have about each other?
5. What is the potential for the stakeholders to communicate and participate in a

subsequent problem-solving or consensus-building process in good faith? What circumstances would increase this potential?

6. What issues should be on the agenda in a problem-solving or consensus-building process? Are there any issues that should not be included at this time?
7. Should a consensus-building process be initiated? If yes, what is the likelihood of success and how should it be designed to maximize success? If no, why not?

Resources Related to Building a Culture of Collaboration and Cooperation

- *"A Positive Revolution in Change: Appreciative Inquiry"*, by David Cooperrider and Diana Whitney, Case Western Reserve University, 1999.
- The document above and many other resources related to Appreciative Inquiry are found at the Appreciative Inquiry Commons website. http://appreciativeinquiry.case.edu/.
- *"Collaboration: What Makes it Work"*, Mattessich, et. al., Fieldstone Alliance, 2001. http://www.FieldstoneAlliance.org, 800-274-6024.
- *"Collaborative Approaches: A Handbook for Public Policy Decision-Making and Conflict Resolution",* Oregon Public Policy Dispute Resolution Center, March 2006 http://www.orconsensus.pdx.edu/documents/CollaborativeApproachesHandbook-March2006.pdf.
- Idaho Nonprofit Center, 208-424-2229, http://www.idahononprofits.org/.
- Northwest Institute for Dispute Resolution, University of Idaho School of Law, http://www.law.uidaho.edu/default.aspx?pid=66197, 208-885-4977, uilaw@uidaho.edu,.
- The Consensus Building Institute (CBI) is a Cambridge, MA- and Missoula, MT-based organization that has worked with hundreds of organizations to build consensus, resolve conflict, and produce mutually beneficial agreements. They offer training and direct consensus-building services. www.cbuilding.org/.
- Everyday Democracy (formerly Study Circles Resource Center), http://www.everyday-democracy.org/en/index.aspx. Kuna residents have successfully used study circles for many years. Zella Johnson, 208-871-0696, zeltext@msn.com.
- *"The World Café: Shaping Our Futures Through Conversations That Matter"*, by Juanita Brown with David Issacs, Berrett-Koehler Publishers, 2005. This book outlines an innovative approach to discovering collective wisdom through open civic dialogue. www.theworldcafe.com.
- *"Fostering Dialogue Across Divides: A Nuts and Bolts Guide from the Public Conversations Project*." This is an excellent 2006 publication available to download or purchase at http://www.publicconversations.org/node/99.

- The Heartland Center for Leadership Development is a non-profit organization based in Lincoln, Nebraska, that provides information and assistance to rural communities regarding collaboration, leadership development, and strategic planning. http://www.heartlandcenter.info/publications.htm, 800-927-1115.

WHY IT MATTERS

State, federal, and other funding from outside the community are typically needed to accomplish larger-scale community and economic development goals. As all Idaho cities know firsthand, the amount of funding is finite while the needs (and competition for funding) are ever increasing. Funding applications that result from the use of the positive, inclusive, agreement-seeking tools and principles above are more likely to be approved by the funding agencies, when compared next to applications from other communities that do not benefit from the same level of broad support at the local level. In other words, using an inspiring planning process will mobilize resources within the community and generate greater support from outside the community.

WHAT NEXT?

This report is a summary of observations, recommendations, and resources provided by the Visiting Team, but it is not an action plan. We suggest the creation of such a plan would be an appropriate next step for the Meadows Valley community. The Visiting Team offers below an outline of a process for creating an action plan based on this report. This process will likely take one to three months.

1. Place community review report and a link to the Idaho Rural Partnership's website on www.newmeadowsidaho.org.
2. Make printed copies available at Meadows Valley Library.
3. Convene Home Team leaders to talk about and agree on next steps that make sense for the community. In other words, review and modify this suggested process as appropriate.
4. Invite representatives of the Visiting Team back to New Meadows for discussion of report observations and recommendations and identification of next steps. Include in this conversation the entire Home Team, members of City Council,

people who expressed interest during the community review (see Appendix G), and other key community and/or business leaders. Offer printed copies of the report to these individuals.

5. Divide the group above into three working committees, one for each focus area. Recruit additional participants if needed. Ask each focus area committee to review their applicable section of the report in detail and to prioritize next steps for action.
6. Reconvene the larger group (created in Step 4) for the purpose of sharing recommended action steps by focus area. As a group, reach consensus on next steps and compile into an action plan.
7. The action plan should be in the format of goals, objectives, and tasks and should identify the approximate timeline and the individuals and organizations to be involved in each activity.
8. Once complete, the action plan should be provided to and recognized by the City Council. Copies should also be provided to the Board of County Commissioners.

We leave you with the top ten attributes of successful communities. This list was prepared by David Beurle and Juliet Fox, Innovative Leadership 2011. Adapted from the Heartland Centre for Rural Leadership's "20 Clues to Rural Survival".

TOP TEN ATTRIBUTES OF SUCCESSFUL COMMUNITIES

1. **Evidence of an inclusive culture**
   Successful mining communities are often showplaces of care, attention, history and heritage. They celebrate their success and have a strong and positive local attitude and support a culture of risk taking and innovation. Diversity is often celebrated and new people are welcomed.

2. **Invest in the future – built to last!**
   People believe that something worth doing is worth doing right. In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future. Expenditures are considered investments in the future, including investments in people. People have their attention on the long term success of their community.

3. **Participatory approach to decision making**
   Even the most powerful of opinion leaders seem to work toward building consensus. The stress is on groups, organizations and communities working together toward a common goal. The focus is on positive results. People, groups and communities collaborate and share resources.

4. **Creatively build new economic opportunities**
   Successful mining regions and communities build on existing economic strengths in a realistic way; and explore new economic opportunities provided by the 'new economy'. They actively seek out new opportunities and ideas for new businesses. They look for ways to smooth out the impacts of the booms and busts.

5. **Support local businesses**
   Local loyalty is emphasized, but thriving regional communities know who their competitors are and position themselves accordingly. They look for creative ways to leverage the local economy off the mining and resource sector.

6. **Deliberate transition of power to new leaders**
   People under 40 regularly hold key positions in civic and business affairs. Women (and people from 'minority groups') often hold positions as elected officials, plant managers, and entrepreneurial developers.

7. **Strong belief in and support for education**
   Good schools are the norm and centers of community activity.

8. **Strong presence of traditional institutions that are integral to community life**
   Churches, schools and service clubs are strong influences on community development and social activities.

9. **Willingness to seek help from the outside**
   People seek outside help for local needs, and many compete for government grants and contracts for economic and social programs. They seek out the best ideas and new people to help build their local community and regional strengths.

10. **Communities and regions are self-reliant**
    There is a wide-held conviction that, in the long run, 'You Have to Do It Yourself'. Thriving mining communities believe their destiny is in their own hands. Making their region a good place to live and work is a pro-active assignment, and they willingly accept it.

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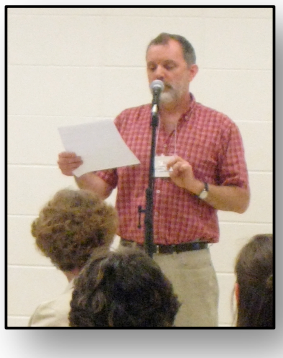
JON BARRETT

FOCUS AREA: VISITING TEAM COORDINATION & REPORT WRITER



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Jon created Clearstory Studios in 2007 to provide community and economic development, strategic planning, and consensus building services to local and state agencies, tribes, and non-government organizations. He has worked as a community planner, consultant, and Co-Executive Director of Idaho Smart Growth, a statewide non-profit organization. He brings to this work his skills and passionate belief in the transformative power of clear communication. He is a Certified Grant Administrator. In 2004 Jon was named '*Idaho Planner of the Year'* by the Idaho Planning Association.

WILLEM (VIM) BRAAK

FOCUS AREA: COMMUNITY DESIGN AND IDENTITY

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After 25 years in industry, retail and e-commerce, Willem went back to school to study Bioregional Planning at the University of Idaho. As extension educator he now works with communities to build sustainable, productive and healthy economies.

MICHELLE COLEMAN

FOCUS AREA: COMMUNITY DESIGN AND IDENTITY

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Michelle arrived in Idaho from Iowa in 2005. She has worked for the past twenty-plus years as an arts administrator in a variety of roles including tenured positions as the Executive Director for the Iowa Arts Festival and Education Director for Hancher Auditorium, the University of Iowa's performing arts center. Michelle has developed arts programs and residencies for universities, performing arts centers, festivals, libraries, and literary centers. In 2008, she joined the Idaho Commission on the Arts as the Community Development Director. In this capacity she works with arts organizations throughout the state on the principals of cash-flow strategies while encouraging the use of the arts as a principal method of economic development.

Michelle is also an accomplished singer/songwriter who performed for over a decade with the Midwestern jazz/swing group *Too Much Yang* and now appears with her Boise-based-band, *Shakin' Not Stirred.*

MATT ELLSWORTH

FOCUS AREA: CIVIC LIFE AND COMMUNITY INVOLVEMENT

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Matt currently serves as the State Projects/Grants Director to US Senator James E. Risch of Idaho. He has previously served Risch as Chief of Staff to the Lt. Governor, Campaign Director and as the Deputy Chief of Staff to Risch while he was Idaho's 31st Governor. Ellsworth has also served Idaho' other US Senator Mike Crapo as his Campaign Manager and Regional Director in both South West and Northern Idaho.

Matt has a Degree from the College of Idaho and lives in Meridian, ID with his wife Amy and two daughters.

DEBBIE EVANS (FOCUS AREA LEADER)

FOCUS AREA: CIVIC LIFE AND COMMUNITY INVOLVEMENT

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Debbie Evans is the original member of the Kamiah Grant Writer & Administrator Partnership; a partnership formed between the City of Kamiah, the Kamiah Chamber of Commerce, and Kamiah Joint School District #304 to provide grant writing and administration services to entities within the Upper Clearwater Valley. This program was recognized by the Association of Idaho Cities as innovative, receiving the National League of Cities 2006 City Achievement Award for Population 1,001 to 3,000. Since 2005, Kamiah Grants & Associates has expanded to include three additional grant writer/administrators and an administrative assistant/grant writer trainee; and serves the grant writing/administrative needs within the region to include: the Upper Clearwater Community Foundation, Framing Our Community, Elk City Water & Sewer Association, Lapwai School District, Kamiah Community Partners Coalition, Glenwood-Caribel Volunteer Fire District & EMS, Kamiah Rural Fire Protection, Ridgerunner Volunteer Fire Department, and the BPC Fire District. She is also the fiscal manager for Kamiah's SAMHSA Drug Free Communities. She was instrumental in developing and finding funding for a 12 month Small Business Start-up Training Program model to assist with the start-up of ten emerging small businesses. Debbie has also owned her own business, "A Stitch in Time", for the past 19 years where she and her staff reproduce historical clothing.

Dan Everhart

Focus Area: Community Design and Identity

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208-602-5111

Dan is an architectural historian with the Idaho Transportation Department (ITD). He received his undergraduate degree from Baylor University and studied in the historic preservation program at the University of Vermont. After four years with the Intermountain Region of the National Forest Service, Dan accepted the position with ITD where he assists in completing the federal Section 106 process. Since 2006 Dan has acted as the President of the Board of Trustees for Preservation Idaho, the state's only member-funded, non-profit historic preservation organization dedicated to advocacy and education.

Mike Field

Focus Area: Civic Life and Community Involvement

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Mike is a native of Grand View, Idaho. He grew up on an irrigated row crop farm where dairy and beef cows sometimes supplemented the row crops. He attended public school in Grand View and then went on to attend Utah State, Boise State, Brigham Young and Idaho State Universities. He graduated from BYU with a degree in Political Science. He coupled his practical farm experience with his passion for public policy and spent the last 34 years working for three Presidential Administrations, two US Senators and two Governors. His career has focused on issues associated with rural Idaho both in economic/community development and natural resources management. Mike is married to Debbie Field and they are the parents and grandparents of three great kids and four wonderful grandkids.

JACK GANTZ

FOCUS AREA: ECONOMIC DEVELOPMENT

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Born and raised in McCall, Idaho, Jack attended Boise State University and University of Idaho, receiving an associate of applied science in engineering technology and an undergraduate degree in civil engineering. Jack worked for several private consulting engineering firms in the Boise area beginning in 1980 before joining the Idaho Department of Environmental Quality in 1993 as a Technical Engineer in the Boise Regional Office. Jack's work focus is primarily in solid waste, 401 water quality certifications for Corps of Engineers 404 permits and wastewater collection and treatment. Jack enjoys spending time with family, experiencing the great Idaho outdoors, and designing and building projects in his shop.

VERN HANSON

FOCUS AREA: FLOATER

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Born and raised in the Silver Valley of northern Idaho, Vern graduated from Kellogg High School and has a vocational degree in computer programming from North Idaho College. Vern's occupations have varied over the years. He has done retail management for many years as well as hospital administration and hotel management. Before joining Silver Valley Economic Development Corporation in early 2011, Vern was a commissioner for Shoshone County. When not doing his regular job, he is executive director and performer at Sixth Street Theater/Melodrama in Wallace.

Lorie Higgins

Focus Area: Listening Sessions

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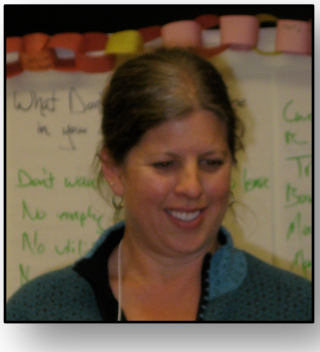
Lorie Higgins is an Associate Professor in the Department of Agricultural Economics and Rural Sociology at University of Idaho. As an Extension Specialist in community development, Lorie's primary role is to assist Idaho communities and organizations with a broad range of programs and projects. Current work includes a regional effort called *Two Degrees Northwest*, to develop, support and promote cultural industries, building an entrepreneurship training program, identifying impacts of the Horizons community development program, participating in the Idaho Community Review program as a steering committee member and listening session co-leader, and conducting social assessments as part of the UI Waters of the West program. Nationally, Lorie is a leader in the Enhancing Rural Capacity eXtension Community of Practice.

Delta James (Focus Area Leader)

Focus Area: Community Design and Identity



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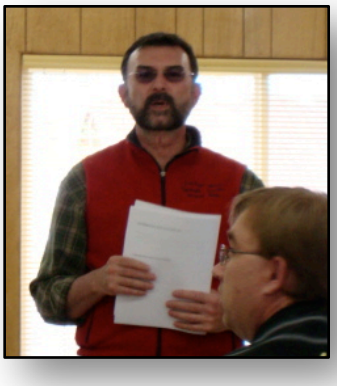
Delta is the Interim Director of Planning and Economic Development for Sage Community Resources, southwest Idaho's regional economic development district, where she assists cities and counties in their efforts to plan, fund and implement community and economic development projects. Delta has extensive experience working on rural economic development efforts and specializes in local marketing, event planning, and cultural tourism development.

ERIK KINGSTON, PCED

FOCUS AREA: LISTENING SESSIONS



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Erik runs IHFA's Housing Information and Resource Center, overseeing special projects and fielding questions with the word 'house' in them. Skills include program development, contract management, community outreach, promotion/marketing, and strategic planning. He is project coordinator for www.housingidaho.com and co-author of IHFA's Workforce Housing Toolkit: Simple Steps for Stronger Communities. Erik is a planning member with the Idaho Community Review Team, Ex-Officio board member of the Idaho Rural Partnership, and a graduate (class of 2001)/faculty member of the Northwest Community Development Institute, where he teaches a course entitled Housing as a Second Language. He currently serves as a member and web moderator for the Idaho Fair Housing Forum (www.fairhousingforum.org) and the East End Neighborhood Association's Armory Committee (www.reservestreetarmory.com). He has over 30 years of professional experience in the areas of nonprofit management, publishing, grant administration, disability rights, refugee and immigrant empowerment, the performing arts, and grassroots community advocacy. Erik has also moved thirsty cattle through dry country and toiled underground in a Central Idaho hard rock mine. He really likes his current job.

Marlene Martin

Focus Area: Economic Development

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Marlene Martin is currently the executive director for Shoshone County Housing, Inc., a non-profit housing development corporation founded in 2006. Before joining the housing corporation, Marlene was in the banking industry for 34 years holding various positions including branch manager, commercial lending officer and dealer relations officer.

An Idaho native, Marlene is active in her community acting as board secretary for the Silver Valley Economic Development Corporation, board secretary for Shoshone County Women's Resource Center, treasurer for the Silver Valley Kiwanis Club and first vice president for the Shoshone Mining & Smelting Museum. Past involvements include North Idaho Chamber of Commerce and Kellogg Planning & Zoning. The Silver Valley Chamber of Commerce named her Citizen of the Year in 2008.

Jerry Miller PCED (Focus Area Leader)

Focus Area: Economic Development

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Born and raised in Des Moines, Iowa, Jerry attended the University of Iowa, receiving an undergraduate degree in history and political science and a graduate degree in Urban and Regional Planning. Since 1992, Jerry has toiled in the fields of community and economic development, and is currently employed by the Idaho Department of Commerce as an economic development specialist. Jerry is the co-creator of the Idaho Rural Partners Forums and is editor-in-chief of the Show Me the Money funding newsletter. Jerry serves on the board of the Idaho Human Rights Education Center (the

Anne Frank Memorial) and will be a class leader at this year's Northwest Community Development Institute. Jerry's passions include Iowa Hawkeye sports, dogs, movies, travel, blogging, and the performing arts.

TIM WHEELER

FOCUS AREA: ECONOMIC DEVELOPMENT

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208-949-1563 (CELL)

Tim graduated from Boise State University in 2001 with a degree in Business Management. After spending several years in the private sector, Tim began working for USDA, Rural Development in 2005 as a Business Program Specialist. He has been involved in many economic development related projects in Southwest Idaho since that have benefitted rural communities and rural small businesses.

APPENDIX B: APPLICATION FOR NEW MEADOWS COMMUNITY REVIEW

Please complete this application and return to:
Idaho Rural Partnership
2270 Old Penitentiary Road, Boise, Idaho 83712 -- (208) 332-8687

Idaho Community Review Application

A Community Visitation Program

Offered in Partnership by the
Association of Idaho Cities, Idaho Department of Commerce, Idaho Housing & Finance Association,
U.S. Department of Housing & Urban Development, University of Idaho,
U.S. Department of Agriculture – Rural Development, & Idaho Rural Partnership

Please submit the answers to the following questions. Cities with populations under 10,000 are eligible to apply.

The community review program is an excellent in-kind value for its cost. Idaho Cities such as Heyburn, Jerome, Hayden, Kooskia, Priest River, Weiser, and Buhl have conducted successful community reviews for under $2,500. Estimated costs for a community review through a private consulting firm, including salary, travel, lodging, site visit, data collection, and report fees, is well over $20,000 for equivalent expertise from 15-18 community development professionals.

Your community must agree to accept the following responsibilities to ensure the success of the review:

- Arrange for large and small group meeting sites throughout the review with community leaders and citizens
- Appoint a home team leader for each of the three focus areas you identify who is willing to work with the visiting team leaders to plan and coordinate the community review
- Arrange community tours and meeting agendas in the three focus areas you identify
- Pay for group transportation during the community tours and all team meals (many communities have partnered with school districts and civic groups to share transportation and meal costs)
- Make lodging reservations for the visiting team
- Publicize the community review to maximize community participation
- Assist with survey data collection prior to the community review
- Provide one or two individuals during the review to assist with data entry
- Designate at least two community members to facilitate the follow-up process

Community:_____City of New Meadows_____

Main Contact Person:____John Franks_____

Address/City/State/Zip:___PO Box 324 401 Virginia New Meadows, ID 83654 _____

Phone, Fax, Email: ___208 347-2171 208 347-2384 jpfranks@frontiernet.net _____

Names/phone numbers/Email addresses of the three Focus Area Team Leaders:

__Steve Berry 208 347-2744 sberry@battery-universe.com _____

__Christina Nelson 208 347-2650 christinanelson@frontiernet.net _____

__Jeff Roff 208 315-0694 JSRoff@frontiernet.net _____

Circle, or write in, the three focus areas that your community would like to emphasize. Focus areas might include some combination of the following:

Local Economic Development and Recreational Resource Development

Community Design & Identity incorporating the Arts and Historic features of our community

Civic Life, Community Involvement

Other Focus Area(s):_____

_____

In the Focus Areas identified, what specific issues does your community want to address?

1.) Local Economic Development and Recreational Resources:

Practical ways to bring businesses to New Meadows that provide family-wage jobs
Tools / incentives that can be used to make New Meadows attractive to business
Practical ways to retain existing businesses
Practical ways to fund and keep an energized Chamber of Commerce
Practical ways to further identify and promote recreational resources and attract recreation businesses

2.) Community Design & Identity incorporating the Arts and Historic features of our community:

Promote the arts and historic features of our community
Bring people together
Incorporating our history into community design and identity
Is developing a "community theme" a viable avenue to promote the community and local business
Practical steps in developing a "community theme" and steps to implement it

3.) Civic Life and Community Involvement

Bring people together
Promote community activities
Practical ways to communicate with the citizens without a local newspaper
What kinds of events do other communities use to bring their citizens together to promote community, civility and respect
Practical ways to build community pride
How to get the citizens/business community behind this plan while respecting diversity

What is the best possible outcome resulting from a community review in your town?

A practical plan to promote business development and retention
A practical plan to promote family-wage job creation, community pride and community respect
A practical plan that is actionable and attainable for our community
A practical plan that will improve the economy and unite the community in this common goal

What strategic planning, business development, enhancement, revitalization, clean-up, contracted or consulting efforts have occurred in your community in the last one to three years? (attach additional sheets, documentation, brochures, or report summaries as necessary)

Updated: Zoning and Subdivision regulations
Impact Area Agreement and expanded impact area
Water & Sewer Master Plans
Chamber of Commerce reorganized and energized
Painted the "welcome" signs at the entrances to New Meadows
Skatepark improvements
Community cleanup each spring and fall
Improved the intersection of Highway 95 & Highway 55
Developing construction plans for new well, reservoir and booster station

Describe any economic development projects the city would like the visiting team to examine. For the purpose of this question an economic development project is any initiative to attract new business, help retain or expand existing business or improve infrastructure. In your description of the project identify any funders and partners contacted and/or involved with the project.

New Meadows Industrial Park
Feasibility of a high-bandwidth data center for our community
Practical way to update the business directory
How can we attract new businesses to fill our vacant buildings

What other projects has your community completed in the last one to three years? (attach additional sheets or information as necessary)

Planted trees in Dorsey Warr Park (main street)
Upgraded fixtures in Park bathrooms
Repainted planter/benches on main street
Obtained sweeper to sweep main street
Remodeled entrance to Post Office
Constructed roof structure for historic fire truck
Chamber of Commerce reorganized and energized

Installed new computers at the Library & started computer training classes
Upgraded "jaws of life" for emergency services

Has your community completed and implemented a Gem Plan? If so, please describe to what extent and attach a copy of the Gem Plan to this application.

We have an incomplete "draft" plan, attached.

Starting with the 2010 community Reviews, we ask that communities participating in the review process provide brief updates on an annual basis. These updates will share progress the community has made as either a direct or indirect result of the Community Review. IRP will use the information to help future visiting team members adjust and refine their presentations and discussions to better meet the need of the communities participating in the reviews. A secondary purpose will be to measure the impact of reviews and demonstrate how resources and investments are leveraged through the process. This is critical to maintain support for our work with rural Idaho.

What possible dates do you propose for a community review?

Early October, 2010: 6th & 7th or
13th & 14th

Mayor's Signature: Gale Stillman Date: 4-26-10

Please complete this application and return to:
Idaho Rural Partnership
2270 Old Penitentiary Road, Boise, Idaho 83712 -- (208) 332-8687

APPENDIX C: NEW MEADOWS COMMUNITY REVIEW SUMMARY OF RESULTS BY SOCIAL SCIENCE UNIT, UNIVERSITY OF IDAHO

New Meadows Community Review

Summary of Results

May 2011

Prepared For:

Mike Field
Idaho Rural Partnership
2270 Old Penitentiary Road
Boise, Idaho 83712

Prepared By:

Stephanie L. Kane
Barbara E. Foltz

Social Science Research Unit (SSRU)
University of Idaho
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http://www.agls.uidaho.edu/ssru

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Executive Summary

- The city and county infrastructure facilities with the highest level of satisfaction (as measured by the percent of residents stating they are either "somewhat" or "highly" satisfied with that service are: availability of emergency health care/EMS (83 percent), the quality of the library (82 percent), the fire department (70 percent), the condition of school buildings (65 percent), and availability of high speed Internet service (43 percent).
- The five city and county infrastructure facilities with the lowest level of satisfaction (as measured by the percent of residents stating they are either "somewhat" or "highly" dissatisfied with that service are: condition of city streets and roads (85 percent dissatisfied), the quality of sidewalks (79 percent dissatisfied), storm water management (66 percent dissatisfied), the water department (63 percent dissatisfied), and flood control (60 percent dissatisfied).
- The three aspects of economic development with which residents have the highest level of satisfaction are: the level of business involvement in the community (32 percent satisfied), and the number of hotels and motels (32 percent satisfied), and the appearance public buildings (28 percent satisfied).
- The three aspects of economic development with which residents have the lowest level of satisfaction are: the availability of local jobs (92 percent dissatisfied), the number of restaurants (89 percent dissatisfied), and the quality of local jobs (85 percent dissatisfied).
- Only 27 percent of residents agree (either strongly or somewhat) that they receive the right amount of information from the City of New Meadows; 79 percent of residents agree (strongly or somewhat) they would like to be more involved in decisions affecting the community.
- Most residents (72 percent) strongly or somewhat disagree with the statement "I generally trust City Council to make decisions for the community," while 75 percent agree either strongly or somewhat that they feel City Council decisions are often contrary to the wishes of the community.
- No statistically significant relationship exists between those that are distrustful of City Council and their participation in City Council or City Planning and Zoning meetings.

Methodology

The questionnaire (Appendix A) was mailed in April by Idaho Rural Partnership using property owner's listings. Approximately 160 surveys were mailed. The questionnaire was returned complete or partially complete by 76 individuals, resulting in a 48% response rate. Data were analyzed in SPSS[1].

[1] PASW Statistics Release 18.0.0 (July 30, 2009). Chicago: SPSS Inc.

Results

1. Condition of city streets and roads

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	48	63.2	64.0	64.0
	Somewhat dissatisfied	16	21.1	21.3	85.3
	Neutral	5	6.6	6.7	92.0
	Somewhat satisfied	5	6.6	6.7	98.7
	Highly satisfied	1	1.3	1.3	100.0
	Total	75	98.7	100.0	
	Missing	1	1.3		
Total		76	100.0		

2. Amount of traffic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	8	10.5	11.0	11.0
	Somewhat dissatisfied	10	13.2	13.7	24.7
	Neutral	38	50.0	52.1	76.7
	Somewhat satisfied	7	9.2	9.6	86.3
	Highly satisfied	10	13.2	13.7	100.0
	Total	73	96.1	100.0	
	Missing	3	3.9		
Total		76	100.0		

3. Availability of public transit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	7	9.2	10.4	10.4
	Somewhat dissatisfied	9	11.8	13.4	23.9
	Neutral	31	40.8	46.3	70.1
	Somewhat satisfied	9	11.8	13.4	83.6
	Highly satisfied	11	14.5	16.4	100.0
	Total	67	88.2	100.0	
	Missing	9	11.8		
Total		76	100.0		

4. Bicycle and pedestrian access

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	18	23.7	25.4	25.4
	Somewhat dissatisfied	18	23.7	25.4	50.7
	Neutral	15	19.7	21.1	71.8
	Somewhat satisfied	11	14.5	15.5	87.3
	Highly satisfied	9	11.8	12.7	100.0
	Total	71	93.4	100.0	
	Missing	5	6.6		
Total		76	100.0		

5. Quality of sidewalks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	42	55.3	60.0	60.0
	Somewhat dissatisfied	13	17.1	18.6	78.6
	Neutral	9	11.8	12.9	91.4
	Somewhat satisfied	4	5.3	5.7	97.1
	Highly satisfied	2	2.6	2.9	100.0
	Total	70	92.1	100.0	
	Missing	6	7.9		
Total		76	100.0		

6. Law enforcement (Adams County Sheriff's office)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	19	25.0	25.3	25.3
	Somewhat dissatisfied	13	17.1	17.3	42.7
	Neutral	15	19.7	20.0	62.7
	Somewhat satisfied	19	25.0	25.3	88.0
	Highly satisfied	9	11.8	12.0	100.0
	Total	75	98.7	100.0	
	Missing	1	1.3		
Total		76	100.0		

7. Fire Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	1	1.3	1.4	1.4
	Somewhat dissatisfied	1	1.3	1.4	2.7
	Neutral	19	25.0	25.7	28.4
	Somewhat satisfied	17	22.4	23.0	51.4
	Highly satisfied	36	47.4	48.6	100.0
	Total	74	97.4	100.0	
	Missing	2	2.6		
Total		76	100.0		

8. Water Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	35	46.1	46.1	46.1
	Somewhat dissatisfied	13	17.1	17.1	63.2
	Neutral	6	7.9	7.9	71.1
	Somewhat satisfied	11	14.5	14.5	85.5
	Highly satisfied	11	14.5	14.5	100.0
	Total	76	100.0	100.0	

9. Stormwater management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	33	43.4	43.4	43.4
	Somewhat dissatisfied	17	22.4	22.4	65.8
	Neutral	12	15.8	15.8	81.6
	Somewhat satisfied	10	13.2	13.2	94.7
	Highly satisfied	4	5.3	5.3	100.0
	Total	76	100.0	100.0	

10. Sewage treatment services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	17	22.4	22.4	22.4
	Somewhat dissatisfied	12	15.8	15.8	38.2
	Neutral	19	25.0	25.0	63.2
	Somewhat satisfied	17	22.4	22.4	85.5
	Highly satisfied	11	14.5	14.5	100.0
	Total	76	100.0	100.0	

11. Flood control

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	29	38.2	39.7	39.7
	Somewhat dissatisfied	15	19.7	20.5	60.3
	Neutral	14	18.4	19.2	79.5
	Somewhat satisfied	10	13.2	13.7	93.2
	Highly satisfied	5	6.6	6.8	100.0
	Total	73	96.1	100.0	
	Missing	3	3.9		
Total		76	100.0		

12. Quality of library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat dissatisfied	1	1.3	1.4	1.4
	Neutral	11	14.5	14.9	16.2
	Somewhat satisfied	18	23.7	24.3	40.5
	Highly satisfied	44	57.9	59.5	100.0
	Total	74	97.4	100.0	
	Missing	2	2.6		
Total		76	100.0		

13. Condition of school buildings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	1	1.3	1.4	1.4
	Somewhat dissatisfied	4	5.3	5.5	6.8
	Neutral	18	23.7	24.7	31.5
	Somewhat satisfied	29	38.2	39.7	71.2
	Highly satisfied	21	27.6	28.8	100.0
	Total	73	96.1	100.0	
	Missing	3	3.9		
Total		76	100.0		

14. Availability of general health care

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	5	6.6	6.8	6.8
	Somewhat dissatisfied	18	23.7	24.3	31.1
	Neutral	17	22.4	23.0	54.1
	Somewhat satisfied	24	31.6	32.4	86.5
	Highly satisfied	10	13.2	13.5	100.0
	Total	74	97.4	100.0	
	Missing	2	2.6		
Total		76	100.0		

15. Quality of health care services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	2	2.6	2.7	2.7
	Somewhat dissatisfied	19	25.0	25.3	28.0
	Neutral	22	28.9	29.3	57.3
	Somewhat satisfied	25	32.9	33.3	90.7
	Highly satisfied	7	9.2	9.3	100.0
	Total	75	98.7	100.0	
	Missing	1	1.3		
Total		76	100.0		

16. Availability of emergency health care/EMS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	1	1.3	1.3	1.3
	Somewhat dissatisfied	2	2.6	2.7	4.0
	Neutral	11	14.5	14.7	18.7
	Somewhat satisfied	23	30.3	30.7	49.3
	Highly satisfied	38	50.0	50.7	100.0
	Total	75	98.7	100.0	
	Missing	1	1.3		
Total		76	100.0		

17. Availability of day care for children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	9	11.8	18.8	18.8
	Somewhat dissatisfied	10	13.2	20.8	39.6
	Neutral	25	32.9	52.1	91.7
	Somewhat satisfied	2	2.6	4.2	95.8
	Highly satisfied	2	2.6	4.2	100.0
	Total	48	63.2	100.0	
	Missing	28	36.8		
Total		76	100.0		

18. Availability of Senior programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	2	2.6	3.1	3.1
	Somewhat dissatisfied	6	7.9	9.2	12.3
	Neutral	26	34.2	40.0	52.3
	Somewhat satisfied	18	23.7	27.7	80.0
	Highly satisfied	13	17.1	20.0	100.0
	Total	65	85.5	100.0	
	Missing	11	14.5		
Total		76	100.0		

19. Availability of drug and alcohol treatment programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	16	21.1	29.1	29.1
	Somewhat dissatisfied	6	7.9	10.9	40.0
	Neutral	28	36.8	50.9	90.9
	Somewhat satisfied	3	3.9	5.5	96.4
	Highly satisfied	2	2.6	3.6	100.0
	Total	55	72.4	100.0	
	Missing	21	27.6		
Total		76	100.0		

20. Community newsletter (Community Communications)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	14	18.4	20.0	20.0
	Somewhat dissatisfied	11	14.5	15.7	35.7
	Neutral	21	27.6	30.0	65.7
	Somewhat satisfied	18	23.7	25.7	91.4
	Highly satisfied	6	7.9	8.6	100.0
	Total	70	92.1	100.0	
	Missing	6	7.9		
Total		76	100.0		

21. Availability of high speed Internet service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	8	10.5	11.6	11.6
	Somewhat dissatisfied	13	17.1	18.8	30.4
	Neutral	15	19.7	21.7	52.2
	Somewhat satisfied	24	31.6	34.8	87.0
	Highly satisfied	9	11.8	13.0	100.0
	Total	69	90.8	100.0	
	Missing	7	9.2		
Total		76	100.0		

22. Availability of local arts and cultural opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	24	31.6	36.9	36.9
	Somewhat dissatisfied	8	10.5	12.3	49.2
	Neutral	27	35.5	41.5	90.8
	Somewhat satisfied	3	3.9	4.6	95.4
	Highly satisfied	3	3.9	4.6	100.0
	Total	65	85.5	100.0	
	Missing	11	14.5		
Total		76	100.0		

22. Availability of local arts and cultural opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	24	31.6	36.9	36.9
	Somewhat dissatisfied	8	10.5	12.3	49.2
	Neutral	27	35.5	41.5	90.8
	Somewhat satisfied	3	3.9	4.6	95.4
	Highly satisfied	3	3.9	4.6	100.0
	Total	65	85.5	100.0	
	Missing	11	14.5		

23. Quality of City website (http://www.newmeadowsidaho.org)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	3	3.9	4.7	4.7
	Somewhat dissatisfied	6	7.9	9.4	14.1
	Neutral	41	53.9	64.1	78.1
	Somewhat satisfied	5	6.6	7.8	85.9
	Highly satisfied	9	11.8	14.1	100.0
	Total	64	84.2	100.0	
	Missing	12	15.8		
Total		76	100.0		

1. Appearance of downtown New Meadows

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	25	32.9	33.3	33.3
	Somewhat dissatisfied	19	25.0	25.3	58.7
	Neutral	10	13.2	13.3	72.0
	Somewhat satisfied	18	23.7	24.0	96.0
	Highly satisfied	3	3.9	4.0	100.0
	Total	75	98.7	100.0	
	Missing	1	1.3		
Total		76	100.0		

2. Appearance of public buildings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	9	11.8	12.2	12.2
	Somewhat dissatisfied	27	35.5	36.5	48.6
	Neutral	17	22.4	23.0	71.6
	Somewhat satisfied	17	22.4	23.0	94.6
	Highly satisfied	4	5.3	5.4	100.0
	Total	74	97.4	100.0	
	Missing	2	2.6		
Total		76	100.0		

3. Availability of local jobs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	44	57.9	62.0	62.0
	Somewhat dissatisfied	21	27.6	29.6	91.5
	Neutral	5	6.6	7.0	98.6
	Somewhat satisfied	1	1.3	1.4	100.0
	Total	71	93.4	100.0	
	Missing	5	6.6		
Total		76	100.0		

4. Quality of local jobs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	34	44.7	47.9	47.9
	Somewhat dissatisfied	26	34.2	36.6	84.5
	Neutral	10	13.2	14.1	98.6
	Somewhat satisfied	1	1.3	1.4	100.0
	Total	71	93.4	100.0	
	Missing	5	6.6		
Total		76	100.0		

5. Number of local businesses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	32	42.1	42.7	42.7
	Somewhat dissatisfied	25	32.9	33.3	76.0
	Neutral	11	14.5	14.7	90.7
	Somewhat satisfied	6	7.9	8.0	98.7
	Highly satisfied	1	1.3	1.3	100.0
	Total	75	98.7	100.0	
	Missing	1	1.3		
Total		76	100.0		

6. Level of business involvement in the community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	12	15.8	17.4	17.4
	Somewhat dissatisfied	12	15.8	17.4	34.8
	Neutral	23	30.3	33.3	68.1
	Somewhat satisfied	13	17.1	18.8	87.0
	Highly satisfied	9	11.8	13.0	100.0
	Total	69	90.8	100.0	
	Missing	7	9.2		

7. Variety of goods available in stores

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	25	32.9	33.3	33.3
	Somewhat dissatisfied	30	39.5	40.0	73.3
	Neutral	10	13.2	13.3	86.7
	Somewhat satisfied	9	11.8	12.0	98.7
	Highly satisfied	1	1.3	1.3	100.0
	Total	75	98.7	100.0	
	Missing	1	1.3		
Total		76	100.0		

8. Number of restaurants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	42	55.3	56.8	56.8
	Somewhat dissatisfied	24	31.6	32.4	89.2
	Neutral	4	5.3	5.4	94.6
	Somewhat satisfied	3	3.9	4.1	98.6
	Highly satisfied	1	1.3	1.4	100.0
	Total	74	97.4	100.0	
	Missing	2	2.6		
Total		76	100.0		

9. Number of hotels and/or motels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	5	6.6	6.9	6.9
	Somewhat dissatisfied	12	15.8	16.7	23.6
	Neutral	32	42.1	44.4	68.1
	Somewhat satisfied	14	18.4	19.4	87.5
	Highly satisfied	9	11.8	12.5	100.0
	Total	72	94.7	100.0	
	Missing	4	5.3		
Total		76	100.0		

10. Number of entertainment opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	42	55.3	58.3	58.3
	Somewhat dissatisfied	18	23.7	25.0	83.3
	Neutral	8	10.5	11.1	94.4
	Somewhat satisfied	3	3.9	4.2	98.6
	Highly satisfied	1	1.3	1.4	100.0
	Total	72	94.7	100.0	
	Missing	4	5.3		
Total		76	100.0		

11. Availability of vocational or workforce training programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	40	52.6	64.5	64.5
	Somewhat dissatisfied	8	10.5	12.9	77.4
	Neutral	14	18.4	22.6	100.0
	Total	62	81.6	100.0	
	Missing	14	18.4		
Total		76	100.0		

12. Availability of higher education opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	36	47.4	60.0	60.0
	Somewhat dissatisfied	7	9.2	11.7	71.7
	Neutral	15	19.7	25.0	96.7
	Somewhat satisfied	2	2.6	3.3	100.0
	Total	60	78.9	100.0	
	Missing	16	21.1		
Total		76	100.0		

13. Availability of housing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	20	26.3	28.2	28.2
	Somewhat dissatisfied	15	19.7	21.1	49.3
	Neutral	28	36.8	39.4	88.7
	Somewhat satisfied	6	7.9	8.5	97.2
	Highly satisfied	2	2.6	2.8	100.0
	Total	71	93.4	100.0	
	Missing	5	6.6		
Total		76	100.0		

14. Quality of neighborhoods

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	27	35.5	36.0	36.0
	Somewhat dissatisfied	26	34.2	34.7	70.7
	Neutral	9	11.8	12.0	82.7
	Somewhat satisfied	9	11.8	12.0	94.7
	Highly satisfied	4	5.3	5.3	100.0
	Total	75	98.7	100.0	
	Missing	1	1.3		
Total		76	100.0		

15. Affordability of housing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly dissatisfied	15	19.7	21.4	21.4
	Somewhat dissatisfied	19	25.0	27.1	48.6
	Neutral	26	34.2	37.1	85.7
	Somewhat satisfied	7	9.2	10.0	95.7
	Highly satisfied	3	3.9	4.3	100.0
	Total	70	92.1	100.0	
	Missing	6	7.9		
Total		76	100.0		

1. I receive the right amount of information from the City of New Meadows.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	19	25.0	26.0	26.0
	Somewhat disagree	34	44.7	46.6	72.6
	Somewhat agree	11	14.5	15.1	87.7
	Strongly agree	9	11.8	12.3	100.0
	Total	73	96.1	100.0	
	Missing	3	3.9		
Total		76	100.0		

2. I would like to be more involved in decisions affecting the community.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	5.3	5.6	5.6
	Somewhat disagree	11	14.5	15.5	21.1
	Somewhat agree	43	56.6	60.6	81.7
	Strongly agree	13	17.1	18.3	100.0
	Total	71	93.4	100.0	
	Missing	5	6.6		
Total		76	100.0		

3. I generally trust City Council to make decisions for the community.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	32	42.1	44.4	44.4
	Somewhat disagree	20	26.3	27.8	72.2
	Somewhat agree	19	25.0	26.4	98.6
	Strongly agree	1	1.3	1.4	100.0
	Total	72	94.7	100.0	
	Missing	4	5.3		
Total		76	100.0		

4. I am happy with my level of participation in community organizations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	7.9	8.2	8.2
	Somewhat disagree	13	17.1	17.8	26.0
	Somewhat agree	43	56.6	58.9	84.9
	Strongly agree	11	14.5	15.1	100.0
	Total	73	96.1	100.0	
	Missing	3	3.9		
Total		76	100.0		

5. I feel that City Council decisions are often contrary to the wishes of the community.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	10.5	11.3	11.3
	Somewhat disagree	10	13.2	14.1	25.4
	Somewhat agree	23	30.3	32.4	57.7
	Strongly agree	30	39.5	42.3	100.0
	Total	71	93.4	100.0	
	Missing	5	6.6		
Total		76	100.0		

Do you live in New Meadows..

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All year	71	93.4	94.7	94.7
	Seasonally	2	2.6	2.7	97.3
	Own property only	2	2.6	2.7	100.0
	Total	75	98.7	100.0	
	Missing	1	1.3		
Total		76	100.0		

Do you commute to another community to work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	33	43.4	45.2	45.2
	No	40	52.6	54.8	100.0
	Total	73	96.1	100.0	
	Missing	3	3.9		
Total		76	100.0		

Have you ever attended a City Council or City Planning and Zoning Commission meeting?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	55	72.4	74.3	74.3
	No	19	25.0	25.7	100.0
	Total	74	97.4	100.0	
	Missing	2	2.6		
Total		76	100.0		

Are you..

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	38	50.0	52.1	52.1
	Female	35	46.1	47.9	100.0
	Total	73	96.1	100.0	
	Missing	3	3.9		
Total		76	100.0		

Length of Residence in Adams County

	Frequency	Percent	Valid Percent	Cumulative Percent
5 or fewer years	18	23.6	24.1	24.1
From 11 to 15 years	3	3.9	4.0	28.1
From 16 to 20 years	4	5.3	5.2	33.2
From 6 to 10 years	14	18.4	18.7	52.0
More than 20 years	36	47.4	48.0	100.0
Missing	1	1.3		
Total	76	100.0	100.0	

Cross Tabulations

Participate in a meeting by "I generally trust City Council to make decisions for the community".

	Strongly Disagree	Somewhat disagree	Somewhat Agree	Strongly Agree
Yes	50.9%	25.5%	21.8%	1.8%
No	18.8%	37.5%	43.8%	0.0%

Chi-square statistic = 6.093, d.f. = 3 p = 0.107 (there is no statistically significant relationship between whether they've attended a meeting and their agreement with the statement "I generally trust City Council to make decisions for the community")

Participate in a meeting by "I feel that City Council Decisions are often contrary to the wishes of the community".

	Strongly Disagree	Somewhat disagree	Somewhat Agree	Strongly Agree
Yes	13.2%	13.2%	26.4%	47.2%
No	5.9%	17.6%	36.4%	16.7%

Chi-square statistic = 3.474, d.f. = 3, p = 0.324 (there is no statistically significant relationship between whether they've attended a meeting and their agreement with the statement "I feel that City Council decisions are often contrary to the wishes of the community").

Final Survey Instrument

This purpose of this questionnaire is to assess residents' perceptions of different aspects of the City of New Meadows, including infrastructure, economic development, and your involvement within the community. This study is being conducted as part of the New Meadows Community Review, which begins May 17, 2011. Your response is important to us! Results will remain confidential and will only be reported as totals with no identifying information. ***Please respond using the self-addressed stamped envelope by April 20, 2011.***

Part 1: Infrastructure: In this section of the questionnaire, please rate your satisfaction with each aspect of the City of New Meadows' city services. If you do not use or receive a particular service (for example if you have a well rather than receive water from the City), please mark not applicable (N/A).

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Condition of city streets and roads	1	2	3	4	5	N/A
2. Amount of traffic	1	2	3	4	5	N/A
3. Availability of public transit	1	2	3	4	5	N/A
4. Bicycle and pedestrian access	1	2	3	4	5	N/A
5. Quality of sidewalks	1	2	3	4	5	N/A
6. Law enforcement (Adams County Sheriff's office)	1	2	3	4	5	N/A
7. Fire Department	1	2	3	4	5	N/A
8. Water Department	1	2	3	4	5	N/A
9. Stormwater management	1	2	3	4	5	N/A
10. Sewage treatment services	1	2	3	4	5	N/A
11. Flood control	1	2	3	4	5	N/A
12. Quality of library	1	2	3	4	5	N/A
13. Condition of school buildings	1	2	3	4	5	N/A
14. Availability of general health care	1	2	3	4	5	N/A
15. Quality of health care services	1	2	3	4	5	N/A

16. Availability of emergency health care/EMS	1	2	3	4	5	N/A
17. Availability of day care for children	1	2	3	4	5	N/A
18. Availability of Senior programs	1	2	3	4	5	N/A
19. Availability of drug and alcohol treatment programs	1	2	3	4	5	N/A
20. Community newsletter (Community Communications)	1	2	3	4	5	N/A
21. Availability of high speed Internet service	1	2	3	4	5	N/A
22. Availability of local arts and cultural opportunities	1	2	3	4	5	N/A
23. Quality of City website (http://www.newmeadowsidaho.org)	1	2	3	4	5	N/A

Part 2: Economic Development: In this section of the questionnaire, please rate your satisfaction with each of the following aspects of New Meadow's economy. Please consider only those businesses or services located within Adams County. If you are not familiar with a particular service, please mark not applicable (N/A).

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Appearance of downtown New Meadows	1	2	3	4	5	N/A
2. Appearance of public buildings	1	2	3	4	5	N/A
3. Availability of local jobs	1	2	3	4	5	N/A
4. Quality of local jobs	1	2	3	4	5	N/A
5. Number of local businesses	1	2	3	4	5	N/A
6. Level of business involvement in the community	1	2	3	4	5	N/A
7. Variety of goods available in stores	1	2	3	4	5	N/A
8. Number of restaurants	1	2	3	4	5	N/A
9. Number of hotels and/or motels	1	2	3	4	5	N/A
10. Number of entertainment opportunities	1	2	3	4	5	N/A
11. Availability of vocational or workforce training programs	1	2	3	4	5	N/A
12. Availability of higher education opportunities	1	2	3	4	5	N/A
13. Availability of housing	1	2	3	4	5	N/A
14. Quality of neighborhoods	1	2	3	4	5	N/A
15. Affordability of housing	1	2	3	4	5	N/A

Part 3: Engagement in Decision Making: In this section, please tell us how strongly you agree or disagree with each of the following statements about your level of engagement in the community and your level of trust of local government.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
1. I receive the right amount of information from the City of New Meadows.	1	2	3	4
2. I would like to be more involved in decisions affecting the community.	1	2	3	4
3. I generally trust City Council to make decisions for the community.	1	2	3	4
4. I am happy with my level of participation in community organizations.	1	2	3	4
5. I feel that City Council decisions are often contrary to the wishes of the community.	1	2	3	4

Part 4: Demographics. The following questions are asked for data analysis purposes.

1. Do you live in New Meadows…. _____ All year _____ Seasonally _____Own property only?
2. Do you commute to another community to work? _____ Yes _____ No
3. Have you ever attended a City Council or City Planning and Zoning Commission meeting? _____ Yes _____ No

4. Are you… _____ Male _____ Female
5. How many years have you lived in this county? _____ Number of years

Open Ended Comments

Feel the newsletter is a waste of time. Level of business involvement - they continually ignored, just gave up. The City of New Meadows is a clique who takes all the money and have no trust. Tired of being ignored. Have given time but is was wasted. They're rude and don't allow citizens to speak. If you do speak or write, they retaliate. Our manager is useless and overpaid.

Need stronger cell phone service

Been here before have keep filling these out. We say we want change. City council said everyone wants our town to stay the same. We might change into McCall. So let kill business - city hall business enemy. You ran out businesses - have no jobs. Community does not participate. Stores ready to close. Restaurants are all fast food franchise. Hotels can't break even on what we have.

Come see for yourselves how bad our roads are. Neighborhoods have no sidewalks - dirt roads - bottom falling out of them - yards flooded from snow melt - pour drainage ditches - dust from roadways prevents you from opening your windows for fresh air. The list goes on and on. Usually 2 county cops and 1 state [police officer] here daily. No jobs for anyone - young or old. Gas prices higher here as well as grocery prices. We need some help here!!

APPENDIX D: NEW MEADOWS/MEADOWS VALLEY SURVEY RESULTS BY SURVEYMONKEY.COM

New Meadows/Meadows Valley Community Review

Infrastructure: In this section of the questionnaire, please rate your satisfaction with each aspect of the City of New Meadows' city services. If you do not use or receive a particular service (for example if you have a well rather than re water from the City), please mark not applicable (N/A).

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A	Rating Average
1. Condition of city streets and roads	21.8% (27)	**38.7% (48)**	21.8% (27)	11.3% (14)	5.6% (7)	0.8% (1)	2.40
2. Amount of traffic	2.4% (3)	3.2% (4)	**37.1% (46)**	23.4% (29)	28.2% (35)	5.6% (7)	3.76
3. Availability of public transit	7.4% (9)	6.6% (8)	**35.2% (43)**	13.9% (17)	10.7% (13)	26.2% (32)	3.19
4. Bicycle and pedestrian access	10.6% (13)	25.2% (31)	**29.3% (36)**	22.0% (27)	6.5% (8)	6.5% (8)	2.88
5. Quality of sidewalks	19.4% (24)	**33.1% (41)**	21.0% (26)	21.8% (27)	4.0% (5)	0.8% (1)	2.58
6. Law enforcement (Adams County Sheriff's office)	3.3% (4)	8.9% (11)	**29.3% (36)**	27.6% (34)	26.8% (33)	4.1% (5)	3.69
7. Fire Department	1.6% (2)	0.8% (1)	26.8% (33)	19.5% (24)	**47.2% (58)**	4.1% (5)	4.14
8. Water Department	4.1% (5)	3.3% (4)	33.9% (41)	5.8% (7)	7.4% (9)	**45.5% (55)**	3.17
9. Stormwater management	3.3% (4)	8.2% (10)	**38.5% (47)**	9.8% (12)	3.3% (4)	36.9% (45)	3.03
10. Sewage treatment services	4.1% (5)	4.1% (5)	31.1% (38)	10.7% (13)	5.7% (7)	**44.3% (54)**	3.18
11. Flood control	2.5% (3)	4.9% (6)	**40.2% (49)**	16.4% (20)	4.9% (6)	31.1% (38)	3.24
12. Quality of library	0.8% (1)	1.6% (2)	15.4% (19)	20.3% (25)	**57.7% (71)**	4.1% (5)	4.38
13. Condition of school buildings	1.6% (2)	6.6% (8)	**30.3% (37)**	**30.3% (37)**	15.6% (19)	15.6% (19)	3.61

14. Availability of general health care	5.0% (6)	**30.8% (37)**	20.0% (24)	25.0% (30)	11.7% (14)	7.5% (9)	3.08
15. Quality of health care services	2.5% (3)	20.5% (25)	**30.3% (37)**	24.6% (30)	13.9% (17)	8.2% (10)	3.29
16. Availability of emergency health care/EMS	1.6% (2)	7.3% (9)	21.1% (26)	24.4% (30)	**39.8% (49)**	5.7% (7)	3.99
17. Availability of day care for children	4.9% (6)	5.7% (7)	30.3% (37)	0.8% (1)	1.6% (2)	**56.6% (69)**	2.74
18. Availability of Senior programs	0.8% (1)	4.9% (6)	**27.9% (34)**	**27.9% (34)**	17.2% (21)	21.3% (26)	3.71
19. Availability of drug and alcohol treatment programs	8.3% (10)	6.6% (8)	36.4% (44)	4.1% (5)	1.7% (2)	**43.0% (52)**	2.72
20. Community newsletter (Community Communications)	4.1% (5)	12.4% (15)	**41.3% (50)**	20.7% (25)	8.3% (10)	13.2% (16)	3.19
21. Availability of high speed Internet service	9.8% (12)	16.4% (20)	23.0% (28)	**26.2% (32)**	18.9% (23)	5.7% (7)	3.30
22. Availability of local arts and cultural opportunities	13.9% (17)	23.8% (29)	**32.8% (40)**	18.9% (23)	5.7% (7)	4.9% (6)	2.78
23. Quality of City website (http://www.newmeadowsidaho.org)	1.6% (2)	6.5% (8)	**44.7% (55)**	14.6% (18)	6.5% (8)	26.0% (32)	3.24
						answered question	
						skipped question	

New Meadows/Meadows Valley Community Review

SurveyMonkey

Economic Development: In this section of the questionnaire, please rate your satisfaction with each of the following of New Meadow's/Meadows Valley economy. Please consider only those businesses or services located within Adams County. If you are not familiar with a particular service, please mark not applicable (N/A).

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A	Rating Average
1. Appearance of downtown New Meadows	34.7% (43)	**41.1% (51)**	7.3% (9)	15.3% (19)	0.8% (1)	0.8% (1)	2.06
2. Appearance of public buildings	15.6% (19)	**42.6% (52)**	13.9% (17)	25.4% (31)	1.6% (2)	0.8% (1)	2.55
3. Availability of local jobs	**49.2% (61)**	28.2% (35)	13.7% (17)	0.8% (1)	0.0% (0)	8.1% (10)	1.63
4. Quality of local jobs	**34.7% (43)**	32.3% (40)	21.8% (27)	0.8% (1)	0.8% (1)	9.7% (12)	1.90
5. Number of local businesses	41.1% (51)	**44.4% (55)**	11.3% (14)	1.6% (2)	0.0% (0)	1.6% (2)	1.73
6. Level of business involvement in the community	12.3% (15)	25.4% (31)	**31.1% (38)**	13.9% (17)	5.7% (7)	11.5% (14)	2.72
7. Variety of goods available in stores	21.3% (26)	**36.9% (45)**	13.9% (17)	22.1% (27)	4.1% (5)	1.6% (2)	2.50
8. Number of restaurants	**52.4% (65)**	37.1% (46)	3.2% (4)	5.6% (7)	0.0% (0)	1.6% (2)	1.61
9. Number of hotels and/or motels	11.5% (14)	18.0% (22)	29.5% (36)	**30.3% (37)**	7.4% (9)	3.3% (4)	3.04
10. Number of entertainment opportunities	**43.5% (54)**	34.7% (43)	12.1% (15)	7.3% (9)	1.6% (2)	0.8% (1)	1.88
11. Availability of vocational or workforce training programs	24.4% (30)	18.7% (23)	**30.1% (37)**	0.0% (0)	0.8% (1)	26.0% (32)	2.11
12. Availability of higher education opportunities	**30.9% (38)**	24.4% (30)	23.6% (29)	1.6% (2)	2.4% (3)	17.1% (21)	2.04
13. Availability of housing	7.4% (9)	19.7% (24)	**38.5% (47)**	15.6% (19)	2.5% (3)	16.4% (20)	2.83

14. Quality of neighborhoods	26.2% (32)	**27.0% (33)**	26.2% (32)	9.8% (12)	5.7% (7)	4.9% (6)	2.39
15. Affordability of housing	6.6% (8)	14.9% (18)	**46.3% (56)**	14.9% (18)	2.5% (3)	14.9% (18)	2.90
						answered question	
						skipped question	

New Meadows/Meadows Valley Community Review

SurveyMonkey

Engagement in Decision Making: In this section, please tell us how strongly you agree or disagree with each of the following statements about your level of engagement in the community and your level of trust of local government.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Rating Average	Response Count
1. I receive the right amount of information from the City of New Meadows.	12.8% (15)	33.3% (39)	**47.9% (56)**	6.0% (7)	2.47	117
2. I would like to be more involved in decisions affecting the community.	6.9% (8)	34.5% (40)	**50.9% (59)**	7.8% (9)	2.59	116
3. I generally trust City Council to make decisions for the community.	13.3% (16)	29.2% (35)	**50.0% (60)**	7.5% (9)	2.52	120
4. I am happy with my level of participation in community organizations.	3.4% (4)	20.3% (24)	**59.3% (70)**	16.9% (20)	2.90	118
5. I feel that City Council decisions are often contrary to the wishes of the community.	7.8% (9)	**41.7% (48)**	40.0% (46)	10.4% (12)	2.53	115
					answered question	**121**
					skipped question	**5**

New Meadows/Meadows Valley Community Review

SurveyMonkey

Where do you live?

	Response Percent	Response Count
City of New Meadows (inside the New Meadows City limits).	5.0%	6
Meadows Valley (outside the New Meadows City Limits).	**95.0%**	**115**
	answered question	**121**
	skipped question	**5**

How much time do you spend in the community?

	Response Percent	Response Count
All Year	**48.4%**	**59**
Seasonally	**48.4%**	**59**
Own Property Only	3.3%	4
	answered question	**122**
	skipped question	**4**

Do you commute to another community for work?

	Response Percent	Response Count
Yes	30.8%	37
No	**69.2%**	**83**
	answered question	**120**
	skipped question	**6**

Have you ever attended a City Council or City Planning and Zoning Commission meeting?

	Response Percent	Response Count
Yes	35.2%	43
No	**64.8%**	**79**
	answered question	**122**
	skipped question	**4**

Are You...

	Response Percent	Response Count
Male	**54.5%**	**66**
Female	45.5%	55
	answered question	**121**
	skipped question	**5**

How many years have you lived in this county?

	Response Average	Response Total	Response Count
Years	**13.17**	**1,594**	121
		answered question	**121**
		skipped question	**5**

APPENDIX E: LISTENING SESSION NOTES

HOME TEAM

Don't want to see…

- More business loss
- Lack of state support for small communities
- Everybody leave town, especially young people and creative folks
- School funding decrease
- Loss of grocery store
- Slum and blight; messy appearance
- Further infrastructure decay
- Lack of support for local businesses/grocery store
- Loss of post office (came close to closure)
- Loss of community pride and volunteer spirit
- Continuing federal regulations on water/wastewater systems
- Increased fuel costs

Do want to see…

- Living-wage jobs (tourism, manufacturing)
- Infrastructure development, telecomm
- More businesses
- Better utilization of forest (back to the past)
- Affordable housing
- Fewer regulations
- Anchor industry
- Entertainment, restaurants, cultural amenities to attract business and energy
- Action plan (progressive steps building on foundational business)
- People friendly (traffic-calming to encourage pedestrian/bike/kid traffic)
- Activities and places for teens and young adults
- Youth services (school can't do everything)
- Gathering places for community and neighbors
- ADA accessibility of homes and businesses
- 'Senior' housing or assisted housing options
- Environmentally related tourism (ranches, stables, hiking, etc.) support and development
- University extension-themed activity (anchor for kids, teaching opportunities)
- Valley wide WiFi coverage
- Initiative to establish design theme for community

- Sidewalks, street lighting, Main Street identity/continuity
- Tourism draw (garlic festival)
- Population retention
- Expanded regional transit (extended hours)

Challenges/barriers/threats

- Local resistance to newcomers
- Loss of critical mass over time threatens
- Lack of awareness of community needs
- Lack of communication, collaboration, cooperation
- Dominant personalities can derail momentum

Assets/opportunities/strengths

- Agricultural history and culture
- Railroad history
- Caring community
- Brundage!
- Lakes, rivers, wilderness access
- Fishing, hunting
- Available commercial space
- Depot structure (historical society)
- 'Ample wood, water and grass'
- Recreational events (depot tours) rails2trails
- Microclimate
- Hot springs
- Morel/mushroom fest
- Library
- Schools (traditionally high test scores)
- Great student-teacher ratio
- Work experience program in high school (woodworking program is excellent)
- Multigenerational relationships
- Golf course
- Transportation nexus
- Idaho's Heartland (north end of Payette River Scenic Byway)

MEADOWS VALLEY SCHOOL

Don't want to see…

- More businesses (restaurants) shutting down
- Town to stay the way it is (size, economic opportunities, roads)
- Further downsizing/decline
- Ghost town
- Decline
- Decline
- Proliferation of cheap housing (unregulated development, complexes)
- Farmland loss
- No trend toward big, sprawling community
- Staying small
- Declining population
- Empty foreclosures
- Stoplights
- 'New Ghettos'
- Town to look like a dump (i.e., Morgantown)

Do want to see…

- Recreation/activity center
- Places for teenagers to hang out other than Brown's (gas/liquor/convenience
- Paved roads to reduce dust and mud
- Sidewalks
- Effective law enforcement
- Job growth/employment opportunities
- Sit-down restaurants
- Better park with renovated bathrooms (w/o 'moss in them')
- Basketball court with good surface (in/adjacent to park)
- Better track and field facilities
- Small businesses, bowling alley
- Community events throughout the year
- Park improvements (fountain, trees, landscaping)
- Quality of life, place where folks earn a living wage and family friendly
- More activities, places to go
- More people with incomes to support new business development
- Motorcycle track
- Theater
- The Arts
- Develop the Depot into a museum

- Music nights, open-mike nights at local restaurants/bars
- Small town feel, attractive to outsiders
- Adequate population to be sustainable

Challenges/barriers/threats

- Money, or lack thereof
- High water table
- Community members who resist change
- No attractions for tourism or other economic investment
- Logging is no longer an attraction
- Population is low and unmotivated
- Hopelessness
- Low morale

Assets/opportunities/strengths

- Location
- Bowling alley
- Available land
- Diverse recreational options attract visitors
- Transportation nexus
- Community support
- Golf course
- More lodging
- Zim's hot springs
- Vacant buildings

EX-MAYORS CLUB

Bill Fairfield – Whitney Ranch development (wanted to development senior housing but was told property wasn't zoned for multifamily.)

Sandy, Jeff, Daryl

Don't want to see…

- Substandard streets and facilities
- Low quality of life conditions
- Local government that doesn't represent constituents
- Flat fee for water delivery that doesn't account for folks on fixed incomes
- Increased overhead for water and sewer (positions have been added despite decreased population)
- Discord/disorganization among business owners
- Same old way of doing things (that have proven ineffective), inertia
- Lack of strong leadership
- Lack of communication from city to residents
- Old guard continuing to hold the reins and assume responsibility for running the community.

Do want to see…

- Recreation/transportation planning
- Youth representation on council
- Younger/newer ideas and leadership
- Vibrant, goal-oriented team of businesses and residents to bring productive ownership to the valley.
- Clean up/enforce existing ordinances
- Communicate vision for the community
- Improve hardscape infrastructure (streets, sidewalks, drainage)
- Use current lull/slow times to assess and implement existing plans

Challenges/barriers/threats

Assets/opportunities/strengths

- Location x 3
- Crossroads
- Recreational amenities
- School system is strong

- Residents (need honest, straightforward information on current needs and challenges)
- More balanced law enforcement

POA/REALTORS

Don't want to see…

- Demise of golf course
- No more empty buildings
- Status quo
- More development in irrigated land areas of the valley floor (Idaho Working Lands Coalition?)
- More people leaving homes (foreclosure, loss of living wage)
- Trashy places at community entryways
- Exclusionary mentality towards second-home owners
- Perpetuation of divisive behavior among 'have and have nots,' city and non-city, etc.
- Loss of population > reduced school enrollment > vicious circle
- Asphalt/hot plant
- Curbstopping (organic/spontaneous used car lots)

Do want to see…

- Preserve the scenic byway
- Clean and green business
- Truck stop to capitalize on the truck traffic
- Code enforcement
- Continued/expanded community clean up
- City murals project (historic themes)
- Physical improvements like streetlamps, continuous sidewalks on Main Street
- Research for grants
- Community pride (identity, history, seasonal events)
- More activities and resources for local youth
- Main Street renovation
- Higher education (community education, satellite campus)
- Skills bank
- Resource directory
- Animal welfare support

Challenges/barriers/threats

- Substandard housing code violations
- Chamber of Commerce needs to be more active and stable (want)
- Lack of long-term vision/planning
- Resistance to change
- Small-town thinking

Assets/opportunities/strengths

- New structure for HOA – Meadows Valley Association
- Recreational assets
- Common good above personal goals
- Welcoming community
- Location
- Good place to move to
- Retired professionals
- Library
- Volunteers (EMS)
- Recycle center
- McCall as cautionary tale
- Brundage
- Foreign exchange program – Meadows Valley Roundtable among various stakeholder groups
- Communication!
- Meadows Valley FB Group (City page exists)

MEADOWS VALLEY EXCHANGE

TEACHERS/FACULTY/STAFF - MVSD

Don't want to see…

- More poverty
- More unplanned, unrestricted growth
- Loss of sports due to decreased population
- Decrease in population
- Abandoned buildings
- Despair
- More unemployment
- Population loss, poverty
- Negative cultural attitudes
- Crime/drugs
- Gossiping, backbiting

Do want to see…

- Positive cultural attitudes
- Industry
- Cultivate and grow positive relationship between school and community
- Youth facility, safe place to develop positive hobbies, skills, routines
- Positive outlook for change
- Youth sports park, baseball fields, restrooms
- Pathway along river for walking, running, biking
- Youth/community center with arts and cultural activities
- More businesses, more vibrant businesses
- A place for kids to go where they aren't automatically seen as loitering or causing trouble
- Paved streets
- Increase in family population
- Restaurant (evening)
- Craft gallery
- More way to pull in tourist dollars
- Movie theater (would pull in visitors from local towns)
- Gazebo/performance space

Challenges/barriers/threats

- Limited businesses, services
- Money (lack thereof)
- Percentage of population resistant to change
- Apathy, cynicism
- Rigid thinking
- Focus on past (economy, jobs, culture)
- Decreasing population
- People can't afford to live here
- High cost of living (fuel, food, water sewer, heating, etc.)
- Unemployment

Assets/opportunities/strengths

- Outstanding community support
- Natural beauty
- Free regional bus transportation
- New restaurant going in near Chevron
- Museum
- Depot
- Historical Society
- Warm welcoming community
- Good school
- C&M Lumber
- Local restaurants
- Good representative local police force
- Creative arts community (small)
- Schools are united
- Forest Service (resource managers)
- Supportive older community (lots of folks from Meadow Creek), civic fundraising
- Senior Center
- Golf Course
- Zim's
- Large volunteer base (especially for schools, EMS, etc.)
- Jeff Luff (multiple volunteer, Community House/thrift store, Fire Chief)
- Community House
- Motels
- Moral compass leaders
- Great kids!

APPENDIX F: NEW MEADOWS COMMUNITY REVIEW DETAILED ITINERARIES

New Meadows Community Review Agenda

May 17th

4:00 to 5:30	Home Team "Listening Session" with Erik & Lorie Methodist Church (North Heigho Avenue & Nora Street)
5:30 to 6:45	Home Team / Visiting Team Dinner to get acquainted and receive information for review – Methodist Church (North Heigho Avenue & Nora Street)
7:00 to 9:00	Community meeting – Meadows Valley Schools (North Commercial Avenue & McLain Street – side entrance)

May 18th

7:00 to 8:00	Continental Breakfast at City Hall (401 Virginia (#95))
8:00 to 12:00	Focus Teams Begin Scheduled Meetings
12:00 to 1:00	Lunch: Pineridge (Economic Development & Community Design) Meadows Valley Schools (Civic Life)
1:00 to 5:00	Focus Teams Resume Scheduled Meetings
5:00 to 6:30	Dinner with the Seniors at Senior Center (Visiting teams) (North Commercial Avenue & Highway #95)
6:30	Spring Concert at Meadows Valley Schools (North Commercial Avenue & McLain Street

May 19th

7:00 to 8:00	Breakfast at City Hall (401 Virginia (#95)
8:00 to 12:00	Visiting Team recap meetings Economic Development team – City Hall Community Design – Library Civic Life – Crawford Realty
12:00 to 1:00	Lunch in the Park
1:00 to 5:00	Visiting Team recap meeting Economic Development team – City Hall Community Design – Library Civic Life – Crawford Realty
5:00 to 6:00	Town Hall meeting to present preliminary findings (Meadows Valley School cafeteria)

Economic Development / Recreational Resources / Infrastructure / Housing focus area

May 17th

4:00 to 5:30	Home Team "Listening Session" with Eric & Laurie
5:30 to 6:45	Home Team / Visiting Team Dinner to get acquainted and receive information for review – Methodist Church
	(North Heigho & Nora Street)
7:00 to 9:00	Community meeting – Meadows Valley Schools
	(North Miller & McLain – side entrance)

May 18th

7:00 to 7:45	Continental Breakfast at City Hall (401 Virginia (#95)
8:00 to 9:00	Presentation by Historical Society at Train Depot
9:15 to 11:00	Tour: Industrial Park & Recycling Center
	Sewer Lagoons / Public Works area
11:00 to 11:45	Forest Service facilities
12:00 to 2:00	Lunch at Pineridge and walking tour of Main Street
2:00 to 2:30	Reservoir / Booster Station Site / Dorsey Warr Park
2:30 to 5:00	Drive to Airport and Zims Hot Springs for a tour
	Drive around Morgantown, View the streets & drainage problems of New Meadows
	Drive around Serene Meadows development
5:00 to 6:30	Dinner with seniors at Senior Center
7:00	Spring Concert at Meadows Valley Schools

May 19th

7:00 to 8:00	Breakfast at City Hall (visiting team)
8:00 to 12:00	Visiting Team recap meeting – City Hall
12:00 to 1:00	Lunch in Park
1:00 to 4:30	Visiting Team recap meeting – City Hall
5:00 to 6:00	Town Hall meeting to present preliminary findings (School cafeteria)

Community Design & Identity incorporating the Arts & Historic features of the community

May 17th

4:00 to 5:30	Home Team "Listening Session" with Eric & Laurie
	Methodist Church – North Heigho & Nora
5:30 to 6:45	Home Team / Visiting Team Dinner to get acquainted and receive information for review – Methodist Church
7:00 to 9:00	Community meeting @ School (North Miller & McLain St.)

May 18th

7:00 to 8:00	Breakfast at City Hall
8:15 to 9:15	Train Depot tour & Historical Society presentation
9:15 to 10:30	Hot spot tour: Point out Zims, Golf Course, 45th Parallel Back down Circle C / Cemetery Area – Ranching Sites Pack Johns Cabin End at Train Depot Point out Forest Service Access
10:30 to 11:30	Weather permitting – Walking Tour of Downtown New Meadows
12:00 to 1:00	Lunch – Pineridge
1:00 to 2:00	Roadhouse Java – Meet with Local Artists
	Park & Business Core
2:15 to 4:15	Library Tour – Presentation Materials: Friends of the Weiser River Trail Annual Events Forest Service Chamber of Commerce Materials Brundage Mountain Development Materials

4:15 to 5:00	Free time
5:00 to 6:30	Dinner at Senior Center
7:00	Spring Concert

May 19th

7:00 to 8:00	Breakfast at City Hall (visiting team)
8:00 to 4:00	Visiting Team recap meeting
5:00 to 6:00	Town Hall meeting to present preliminary findings (School cafeteria)

Civic Life Community Involvement
(Tentative Itinerary)

May 17, 2011

4:00 - 5:30		
UM Church Ed Building	Home Team "Listening Session" with Eric & Laurie	
201-1/2 N Heigho Ave	Home Team / Visiting Team	
5:30-6:45	Get Aquainted Dinner	
7:00 - 9:00	Town Hall Meeting @ School	

May 18, 2011

7:00 - 7:30 AM	Breakfast @ City Hall	
7:30 - 9:00 AM	Coffee @ Granite Mtn Café with Coffee Group	
8:00 - 9:00 AM	**TIME PERMITTING!!! May meet from during walking /driving tour**	
New Meadows Depot	Depot Tour & Interviews with AC Historical-NM	
	Rod Pratt / Marla Krigbaum	NM Depot
9:00 - 10:15	**April Russell**	Brundage Mtn Ski / Bike
Meet @ ESB	**Shirley Atteberry**	Weiser River Trail
	Jeff Luff	MV Fire
	Mac Qualls	MV EMS
	Carol Coyle	Payette Rivers Scenic Byway
10:30 - 11:00	**Julie / Phil Good**	The Connection
Meet @ Connection	**Julie / Phil Good**	MV Community Church
	Debra Campbell	MV Community Church Community Garden
	Larry Peterson	United Methodist Church
	Larry Peterson	United Methodist Food Bank
	Twylia Siegel	Easter Egg Hunt
11:15 - 1:00	**Dion Flaming**	MV School Principal
Lunch @ School		Student Body Leadership
W/ Student Body	**Erin Branstetter**	School Secretary
Council Meeting	**Claudia Bentz**	MV Youth Sports
1:15 - 2:15	**Corby Dickey**	SAVES
Meet @ Library	**Robera Fields & Tana Kerby**	Fosdick
	Larry Peterson	MV Days
	Carol Feider	Long Valley Garden Club
	DeEtte McCarty	Friends of MV Public Library
	Julie Good	MV Library Foundation
2:15 - 3:45	Driving / Walking Tour - Bulliten Board, Civic Projects, Meeting Spaces, Event Locations etc…Tour Depot, Coffee Roadhouse?	
4:00 - 4:45	**Jeff Luff**	Community House
Meet @ City Hall	**Earl Kimball or Jeff Luff**	Recycle Center
	Kim Pierson & Suzie Barnett	USFS
5:30 - 6:30	Dinner at Senior Center	
Meet @ Senior Center	**Penny Dreyer**	NM Sr. Center Director
	Board Members	NM Sr. Center
7:00 - ?	Spring Concert	

May 19, 2011

7:00 - 8:00	Breakfast @ City Hall
8:00 - 4:00	Visiting Team Re-cap Meeting
5:00 - 6:00	Town Hall Meeting to present preliminary findings (School Cafet.)
6:00 - 7:00	Dinner on your own

Listening Sessions – Lori Higgins and Erik Kingston

May 17th

4:00 to 5:30 pm	Home Team "Listening Session" with Eric & Lorie
	Methodist Church – North Heigho & Nora
5:30 to 6:45	Home Team / Visiting Team Dinner to get acquainted and receive information for review – Methodist Church
	(North Heigho & Nora Street)
7:00 to 9:00	Community meeting @ Schools (North Miller & McLain St)

May 18th

7:00 to 8:00 am	Continental Breakfast at City Hall (401 Virginia (#95))
8:00 to 9:00	Presentation by Historical Society
	(South Commercial & Highway #95)
9:15 to 10:30	Listening to the youth – Meadows Valley Schools
	(Mrs. Dwello's class)
11:00 to 12:00	Listening to former Mayors – (410 Virginia (#95)
12:00 to 1:00 pm	Lunch
1:00 to 2:30	Listening to Realtors and POA's from area – (410 Virginia (#95)
3:00 to 4:30	Teachers / faculty / staff – Meadows Valley Schools
5:00 to 6:30	Dinner with the seniors at the Senior Center
	(Commercial & #95)
7:00	Spring Concert @ Schools (North Miller & McLain)

May 19th

7:00 to 8:00 am	Breakfast at Granite Mountain Café (Virginia #95)
8:00 to 9:00	Coffee Clatch & Ranchers @ Granite Mountain Cafe
9:00 to 4:00	Visiting Team recap meeting
5:00 to 6:00 pm	Town Hall meeting to present preliminary findings
	(School cafeteria) (North Miller & McLain)

APPENDIX G: COMMUNITY MEMBER SIGN-UP SHEETS, BY FOCUS AREA

The following individuals expressed their interest in continuing to be involved in follow-up activities related to the three focus areas below by writing their names on sign-up sheets made available at two community meetings during the May 17-19, 2011 New Meadows/Meadows Valley Community Review.

Economic Development

Archie Breedlove

Carloyn Chapman

Dayvid Cobb

Bob Crawford

Micki Eby

John Franks

Ben Johnson

Jeff Luff

Pam McGarry

Community Design and Identity

Johnny Brown

Donna Campbell

Kaylee Day

Linnea Hall

M. and A. Jerman

Mari Kjos

Ricky Luff

Jamie McLeod

Steve Mehen

Jeff Parnett

Anissa Qualls

Jean Schultz

Barb Wimer

Civic Life and Community Involvement

Brett Carpenter

Daryl Dillon

Jack Hellbusch

Angie Moore

Jeff Parnett

LeAndra Smith

Len Yancey

Other

Karen Burden

Dixie Carpenter

Dayvid Cobb

Josh Evertson

Bill Haynes

Dallin Hunt

Loretta McConnor

Zach Siegal

Leonard Wallace

APPENDIX H: LIST OF NEW MEADOW AND MEADOWS VALLEY HISTORIC RESOURCES

New Meadows and Meadows Valley Recorded Historic Sites

New Meadows Sites

1. Beaumont School – NW Corner of N. Cunningham Avenue and Taylor Street
2. Colonel E. M. Heigho Residence – 211 N. Norris Avenue (US 95)
3. New Meadows Administrative Site (Forest Service) – NW Corner of N. Norris Avenue and Nora Street
4. New Meadows Methodist Church – 201 N. Heigho Avenue
5. Pacific and Idaho Northern Depot – SW Corner of S. Commercial Avenue and Virginia Street (US 95)
6. Commercial Avenue Cottages - S. Commercial Avenue
7. Spoon's Pool Hall – Location unknown
8. False-front store – S. Hughes Avenue
9. New Meadows Odd Fellows Hall – SW Corner of S. Heigho Avenue and Catherine Avenue

Meadows Valley Sites

1. Campbell/Circle C Ranch – Approximately 6 miles NE of New Meadows NW of the intersection of Circle C Lane and Campbell Road
2. Krigbaum Ranch – Near Packer John's Cabin approximately 3 miles SE of New Meadows and north of SH 55
3. Packer John's Cabin – Approximately 3 miles SE of New Meadows and north of SH 55
4. Meadows School – South of SH 55 on Main Street in Meadows
5. Meadows House – South of SH 55 in Meadows
6. Friends Church – Formerly located in Meadows but destroyed by fire
7. Salmon Meadows Ranch House – Approximately 1 mile west of Meadows
8. Timber Ridge Barn No. 1 – Approximately 4 miles north of Meadows on Wallace Lane
9. Timber Ridge Barn No. 2 – Approximately 3.5 miles north of Meadows on Wallace Lane

Note: This is a list of historic sites that have been previously recorded in New Meadows and Meadows Valley. It is not meant to be exhaustive and undoubtedly excludes many

significant historic sites. Archaeological sites have not been included on the list. Inclusion on this list should not be taken as an indication of a site's significance. Some sites on the list are historically/architecturally important and some are not. Furthermore, many sites do not have a specific address but rather