



Emmett/Gem County Community Review

May 20-21, 2003



With grateful acknowledgement to the following organizations who served on the visiting team as outstanding resources:



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Preface

This document provides an overview of the Emmett/Gem County Community Review as experienced by a group of 20 community development professionals in the months leading up to May 20-21, 2003 and in the months that followed. Its purpose is to describe some of the many observations, conversations, recommendations, resources, visions, and perspectives recorded throughout this inclusive and comprehensive process.

It is our sincere hope that the information in this report be digested, discussed, and used as a catalyst for continued community development in Emmett and the surrounding Gem County region. This report has many potential uses:

- Promoting increased communication, collaboration, and cooperation among the many stakeholders in the region
- Updating and maintaining the integrity and accountability of a shared City/County Comprehensive Plan and supporting future strategic planning efforts
- Supplementing future grant applications demonstrating regional commitment to established principles of community development

This report does not represent all of the ideas and opinions of Emmett's diverse community residents, nor does it hold all of the answers. It contains internal reflections of Emmett and Gem County residents, their perceptions of community strengths and weaknesses, and their vision of the future. This report additionally contains observations, practical suggestions, and resource recommendations from visitors to the region. Please take what you can use in establishing a community vision, prioritizing the next steps, finding community consensus, setting goals and objectives, taking action, and celebrating victories and achievements along the way.

Emmett's forward progress and effectiveness in achieving its vision of the future will be determined by the will, commitment, planning, and communication of those in the community who hold or assume a leadership role and motivate others to action behind a shared vision. Please call on members of the visiting team, your partners in community development, because we want to support your efforts. Our goal is to increase the wealth and vitality of Emmett, Gem County, and the surrounding region.

The document is divided into five main sections:

Part One, Introduction and Overview, contains a brief description of the Community Review process, history, and participants, the approximate value of the in-kind donations made by Visiting Team members, why the review was requested, the focus areas defined for the review, and a brief overview of the Emmett and Gem County region and its history.

Part Two, Executive Summary, Strategic Thoughts & Themes, & Team Reports, presents the heart of the review with a close examination of the requested focus areas. This section reflects the thoughts of the visiting team members in an Executive Summary and focus areas of Local Economic Development, Infrastructure, Land Use & Community Design, and Civic Life & Community Involvement.

Part Three, Community Surveys & Interviews, holds additional information related to the review such as the survey data and community interviews collected from Emmett and Gem County residents, and the visiting team's analysis of that data.



Idaho Commission on the Arts Community Development Director Delta Smith shares a smile with a Senior Center member during the interview and data collection phase of the community review.

Part Four, Tools, Resources, Strategies, and Next Steps, contains a collection of useful tools and additional referral resources and documents that may prove useful such as the community and economic development, business retention, and quality of life survey.

Part Five, Appendix, provides visiting team member biographies and contact information, news articles pertaining to the community review, and the community review schedules and agendas for the times the teams were in the region.

We would like to thank the residents of Emmett and Gem County for your willingness to share ideas and information with the Visiting Team, and for keeping an open mind as you evaluate these observations, recommendations, resources, and comments from visitors to your region and your local Emmett and Gem County citizens.

For more information about this document or the Idaho Community Review process, contact Michael Shaw at the Association of Idaho Cities: 1-800-344-8594, (208) 724-1073, or Mshaw@idahocities.org. Additional copies of this document are available at www.idahocities.org under the Idaho Community Review hyperlink. A video debriefing of the team's experience in Emmett and Gem County is also available upon request.

Introduction & Overview

On May 20-21, 2003, Emmett and Gem County hosted 20 community development professionals as part of the Idaho Community Review. The Visiting Team's aim was to listen, observe, and engage in dialogue with a large cross-section of community leaders and residents about the region, its strengths, weaknesses, opportunities, threats and short/long term visions of the future. Following a tour of the community, surveys of residents, and planning time to collate the information, the Visiting Team gave a 90-minute report to the community summarizing many of its findings. This report underscores components of that de-briefing and provides additional analysis, recommendations, resources, and information from and about the citizens of Emmett and Gem County.

The Community Review is a partnership project spearheaded by the Association of Idaho Cities, Idaho Department of Commerce, Idaho Rural Partnership, Idaho Department of Labor, U.S. Department of Housing & Urban Development, Boise State University, Mountain States Group, University of Idaho, and Idaho Housing & Finance Association.

To date, Community Reviews have been conducted in the following areas:

- Heyburn – September 2000
- Jerome – March 2001
- Hayden – April 2001
- Kooskia – May 2001
- Priest River – September 2001
- Weiser - March 2002
- Buhl – May 2002
- Emmett – May 2003

The Community Review program's goals are to provide objective recommendations and resources which the community can utilize to increase its wealth and vitality, information about the perceptions of residents within the region of focus, and to supplement local efforts in developing and implementing healthy community development strategies.

Emmett community leaders demonstrated exceptional courage and willingness to share all aspects of their community, and continue to remain open to feedback, information and ideas from the visiting team. We appreciate this openness; it improves the likelihood this document will contribute to positive, substantive change in the region. At the time of this writing, the following positive events have already occurred subsequent to the Emmett/Gem County Community Review:

- Increased communication and collaboration between the City of Emmett and Gem County, including an acknowledgement that a joint effort to update the 1995 Emmett/Gem County Comprehensive plan is a good short-term goal. Pamela Garrison from the County, Lan Smith from the City, and Rick Weekly from Shadow Butte Development Corporation will assume leadership roles in this project.
- Community development organizations such as Shadow Butte Development Corporation and Citizens Organized to Revitalize Emmett have taken progress on the industrial park and downtown corridor/Island Park Bridge projects to new levels

through increased collaboration and dialogue with resource agencies such as the Idaho Department of Commerce and Sage Community Resources.

- Dialogue has occurred between the Idaho Commission on the Arts and local leaders regarding the formation of a local committee to determine whether an arts and cultures council or arts commission would be viable and effective in Emmett. Mayor Ron Morgan hosted a September 10th luncheon at the Swing Scene Restaurant for anyone interested in the discussion, and over 20 community members turned out in a very positive demonstration of interest and support.
- Emmett Big Brothers/Big Sisters organizers and United Way of Treasure Valley met to discuss program continuation through a grant process, and agency leaders from United Way of Treasure Valley traveled to Emmett to meet with Gem County Commissioners. As a result, United Way of Treasure Valley gave the Gem County Board of Commissioners a one-time \$5,000 grant to be used to support youth, seniors, and community members in need.
- The Gem Economic Development Association (G.E.D.A.) hosted an August 14, 2003 roundtable discussion between all local organizations involved in economic and community development to define roles and responsibilities and promote additional communication, strategic visioning, and information sharing among stakeholders. Points of the meeting are summarized in the Economic Development section of this report. Visiting team members Hank Ebert and Lorie Higgins facilitated the session, and a follow-up meeting on September 22 resulted in increased commitment to regional strategic planning, communication, and collaboration.

With the exception of public survey data and interview results, the perspectives contained in this document represent the personal observations and perceptions of Visiting Team members based on their interactions with Home Team members, Emmett & Gem County residents, and other community leaders. Every community is complex and dynamic, with many layers, issues and facets. Visiting Team comments in no way mean to characterize or define Emmett categorically, they simply reflect a point in time visit with those participating in review activities and our brief tour of the area.

We hope that this document continues to generate thoughtful discussion and reflection, and facilitates positive action that benefits the entire region.

Emmett/Gem County Review Team Makeup and Contributions

Visiting Team members are a diverse mix of professionals from the public, private and non-profit sectors. Team composition includes federal, state, and local government representatives, trainers and facilitators, and community leaders with years of experience in infrastructure, streets & roads, telecommunications, land use planning, economic development, labor, small business development and planning, community volunteerism, youth asset development, senior services, community development, arts and culture, and private consulting. All of the visitors' time was donated to the community for this effort, including travel and lodging costs.

As strong and committed partners in the process, the City of Emmett, Gem County, Gem Economic Development Association (G.E.D.A.), Shadow Butte Development Corporation (S.B.D.C.), Economic Development Grows Communities (E.D.G.E.), Citizens Organized for the Revitalization of Emmett (C.O.R.E.), Citizens for a Safe Highway 16, Gem County Chamber of Commerce, Emmett Job Service Office, Walter Knox Memorial Hospital, U.S.D.A. Service Center, Emmett School District, Gem County Ministerial Association, Emmett Senior Center, Cherry Bowl, Swing Scene Restaurant, Cloverleaf Restaurant, Big Sky Telecommunications, Rotary, Kiwanis, and other community and civic groups provided committed participants to this process, meeting areas, refreshments and meals for all participants, and the most valuable resource of all: time.

The total estimated (in-kind) value of this review to the community of Emmett is well over \$20,000, reflecting approximately \$355 per day per visiting team member along with other preparation and follow-up time. Cost per day is based on average salaries (plus benefits), travel, lodging and per diem costs contributed by visiting team members and associated organizations. Aside from the actual review itself, select Planning Team members also spent weeks coordinating the review, conducting site visits, participating in follow-up meetings, and producing the report. This significant investment represents an in-kind match toward a community's planning efforts and should be an incentive for community leaders and residents to make the best possible use of the Review process and product. This is the equivalent of hiring a 20-member consulting firm solely for the cost of meals, meeting areas, and local tour transportation for the two days of the review.

The key Team Members for the Emmett/Gem County Review included the following individuals; for background and contact information, see the team member biographies in the appendix:

Steering Committee

Name	Title	Organization
Hank Ebert	Rural Development Specialist	Idaho Department of Commerce
Michael Shaw	Human Rights Coordinator	Association of Idaho Cities
Erik Kingston	Housing Resources Coordinator	Idaho Housing & Finance Association
Brian Dale	Operations Specialist	US Dept of Housing & Urban Development
Deb Krum	211 Project Manager	Mountain States Group
Dwight Johnson	IRP Interim Executive Director	Idaho Dept of Labor/Idaho Rural Partnership
Tedd McDonald	Psychology Professor	Boise State University

Infrastructure

Tom Pickren	Telecommunications Consultant	CayNet Consulting
Jan Blickenstaff	Rural & Community Dev. Administrator	Idaho Department of Commerce
Zella Johnson	President	Kuna ACT
Joseph Haynes	Local Highway Administrator	Local Highway Technical Assistance Council
Treena Clark	AIC Intern	Boise State University MPA Program

Land Use & Community Design

Jon Barrett	Co-Director	Idaho Smart Growth
Whitney Rearick	Project Developer	Mercy Housing Idaho
Julie Thomas	Consultant	Mid-Snake Rvr. Resource Conservtn & Devlpmt.
Lorie Higgins	Dept. of Ag., Econ. & Rural Sociology	University of Idaho

Civic Life & Community Involvement

Delta Smith	Community Development Director	Idaho Commission on the Arts
Cammie Nelson	Program Specialist	Idaho Values Youth
Conchi Morales	Interim Executive Director	Idaho Commission on Hispanic Affairs
Richard Juengling	Administrative Support Manager	Idaho Office on Aging
Linda Laky	Dir. of Investor Relations/New Resources	United Way of Treasure Valley
Danielle Jones	Research Assistant	Boise State University

Home Team Leaders

Cathy Smith	President	Gem Economic Development Association
Lynsey Juel	Community Volunteer/VISTA	Gem County Chamber of Commerce
I Rick Weekly	Citizen Member	Shadow Butte Development Corporation
I Chris Erlebach	Citizen Member	Citizens for a Safe Highway 16
LU Debra Lish	Planning & Zoning Administrator	Gem County
LU Cheryl Conrad	President	Shadow Butte Development Corporation
CL Stephanie Crays	Executive Director	Gem County Chamber of Commerce
CL Dan Coy	President	Gem County Ministerial Association
CL Maria Salazar	Citizen Member	Sacred Heart Church

Analysis Areas Requested by the Community

In early 2003, Cathy Smith, at that time the President of the Gem Economic Development Association, contacted community review team leaders indicating she had received funding to host the review from the City of Emmett, Gem County, and the Gem Economic Development Association. Cathy additionally provided an application signed by Emmett Mayor Ron Morgan that outlined the following focus areas for the review:

❖ Infrastructure relating to transportation and communication:

Examine areas of concern including Highway 16 (connectivity to I-84), Highway 16 from Highway 44 and below Freezeout Hill, Dewey Road connecting to I-84, West Highway 52, Black Canyon Road, and Indian Valley cutoff. Examine safest routes for commuters.



Contemplate expansion and/or alternative routes to meet commuter traffic needs, local congestion/ safety concerns with commerce expansion plans, and the community's ability to meet future growth of light/medium industrial and tourism industries.

Examine access points to Gem County Island Sports Complex and compatibility of access to recreational bikeways.

Examine broadband and other telecommunications solutions necessary to meet residential and business expansion and long-term growth needs of the community, and review local network issues of City and County government offices.

❖ Community land use planning and design:

Review and evaluate zoning ordinances and restrictions to determine compatibility and compliance with the comprehensive plan, and review the comprehensive plan to evaluate how it meets growing community needs and commerce opportunities. Examine how the community might develop a master plan design that will receive local support.



Evaluate greenway possibilities to meet growing bicycle and walking usage in the community and on state highways and local street ways, and look at park expansions and open space issues of new development with pedestrian and bike connectivity.

Evaluate whether business development locations are compatible with residential and agricultural segments of the community, and if

unique design suggestions are complementary with the community landscape. Examine enforcement codes with regard to how best to enhance the tourism experience.

❖ **Civic life and community involvement relating to youth and seniors:**

How can the community engage citizens to attract consistent multi-generational involvement and participation?

How can the community develop sustainable tourism events, festivals, and activities that utilize youth and adult volunteers?



Evaluate whether a volunteer base of city and county representatives, faith based organizations, civic organizations, Chamber and non-Chamber of Commerce members will adequately support new opportunities.

Assess the representation and inclusion of residents from various ethnic and diverse backgrounds.

Consider the feasibility of a community center and sustainable financial support for a center to host functions such as community meetings, intergenerational activities, performing arts, and other events.

Evaluate compatible uses of the Gem Island Sports Complex and its connectivity to the downtown merchant business core and city park facilities to meet community recreation needs.

Early History of Emmett & Gem County

Emmett and Gem County sit in the fertile Payette River Valley, which has always been abundant with water, wildlife and beautiful vistas. The Western Shoshoni Tribe lived on the banks of the Payette River, hunted buffalo, gathered seeds, and used the nearby Butte, which rises over 5,900 feet, as a local landmark for hundreds of years.

Plentiful beaver first lured fur trappers to the region in the early 1800's, led by Alexander Ross from 1818-24 to satisfy demand for fur hats and coats in Eastern U.S. and European destination cities. Fur trapper Francois Payette came to the region circa 1820, and the river still bears his name.

In the mid 1800's, with numerous settlers coming west on the nearby Oregon Trail to seek a better life in a new land, a mountain man named Tim Goodale settled the Emmett area as an offshoot of the Oregon Trail. 'Goodale's Cut-off,' as it came to be known, became a permanent settlement in the 1860's when Goodale and pioneer cattle ranchers began homesteading the area below Black Canyon.

Quality of life in the area continued to improve, and with the outbreak of Civil War in the east and the discovery of gold in the nearby Boise Basin in central Boise County in the 1860's, thousands of people rushed to the region seeking economic opportunity. Idaho was one of the few states settled from west to east as miners flooded the area following unsuccessful ventures in Oregon and northern California.

According to oral history from area residents Ruth Lyon and Elwood Pugh, Emmett and the Payette River Valley became the 'gateway to the gold fields,' especially after Nathaniel Martin and Jonathan Smith built a ferryboat in 1863 to move livestock, grain, and equipment across the Payette River and created a successful business providing services and supplies to miners headed to Horseshoe Bend and beyond. Since the Payette River swelled to over a mile wide during flood stage and the ferry was crucial to the survival of the growing community, Emmett was originally named Martinsville after Nathaniel Martin.

A Doctor Burdge brought his family to the region in 1864 and built the first general store and gristmill, whose grinding stones are still located in the City Park. The Burdge house, built in the 1870's, stands a few miles west of the community on Cascade Road. The sawmill, built in 1870, was the first of several mills to reside in the community and utilized the river for transportation by floating logs downstream.

The Martinsville Post Office moved to the nearby Payette River Ranch in 1870 and was renamed Emmett by Postmaster Thomas Cahalan, who had the name recorded in Washington D.C. in honor of his son. When the post office returned to Martinsville a year later, the recorded name remained with it as Emmett. Through local usage over time, Martinsville eventually became Emmettsville, and ultimately Emmett.

A series of irrigation projects from ditches in the 1870's to Edson Bishop's 4-mile long 'Last Chance Canal' and the 50-mile long Canyon Canal projects in the decades that followed

made it possible for more rapid expansion of the town as a major agricultural producer, despite challenges with occasional structural failures to the elevated flumes along parts of the irrigation system.

By the 1880's, Emmett had a blacksmith, sawmill, hotel, general store, and numerous saloons. Keeping law and order was challenging on the Gem frontier, especially since the nearest law enforcement headquarters was far away in Boise City. The rocky cliffs and a natural recess four miles north of Emmett on the east side of the river along Highway 52 became a rendezvous point and hideout for horse thieves, bandits, bogus gold dust operators, and murderers. The stockade built from ten-foot tall log pickets was ideal for keeping stolen horses, which were led out the back of the canyon at night and sold in Oregon. Vegetable farmer William McConnell, who later became a senator and two-term governor, led the Payette Vigilantes and put an end to the outlaws at Picket Corral.

In 1883, James Wardwell bought a tract of land for \$1000 and platted the town, and in 1900 Emmett became incorporated with a population of about 600 residents. The railroads first came through town in 1902-03 as part of the Idaho Northern Railroad, built by mining baron Colonel William Henry Dewey, who sought a route to move equipment to gold strikes at Thunder Mountain in central Idaho. Emmett's growing population of 1,000 tripled in two years as a result of the railway expansion.

When the Pearl mines closed in 1906, power lines were extended to Emmett for the first time. In 1908, the community experienced its first disaster in the form of a fire in the heart of the business district on Main Street, and a fire department was formed shortly afterward.

The U.S. Bureau of Reclamation completed the 183-foot, \$1.5 million Black Canyon Dam project in 1924, channeling the northern, southern, and middle forks of the Payette River to the Emmett valley orchards and solidifying the region's reputation as an agricultural producer.

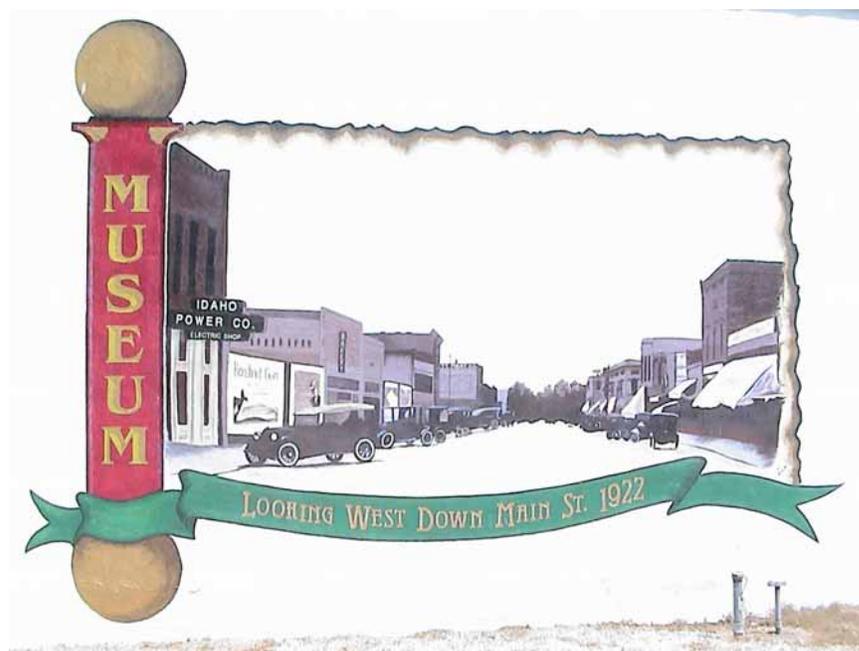


By the mid 1920's, Emmett had become well known as the 'Valley of Plenty,' thanks to abundant water and the climate of warm days and cool nights ideal for growing high quality apples and cherries. Quality of life had improved dramatically, and citizens could even travel a few miles north to the Roystone Hot Mineral Springs Resort and Health Spa for a soak in the geothermal water.

Emmett was also the county seat of newly incorporated Gem County (incorporated 1915) and boasted a growing population of 6,427 who had a community dance every Saturday night, nightly picnics along the river and at the parks, annual visits from the traveling circus, and an annual Fourth of July celebration complete with marching bands. Families shared the fruit harvesting and sorting, storing the harvest in numerous packing sheds prior to commercial shipment to Payette and subsequent distribution around the country. Emmett's Cherry Festival, which began in 1928, is one of Idaho's oldest continuous festivals.

Agricultural production in Emmett and Gem County was widely renowned as a result of the success of Scottish immigrant Andy Little, who became known as the 'Sheep King' of Idaho, grazing over 100,000 sheep in the region and shipping over one million pounds of wool per year, the largest in the United States.

Emmett's faith community thrived, and constructed numerous beautiful buildings, which stand to this day supported by a strong Ministerial Association and documented in the National Register of Historic Places.



Mural on the side of the Gem County Historical Museum in Emmett

Emmett has weathered many storms and has been a resilient and hopeful community, moving past challenging times of the Great Depression, World War II, and the closure of the Boise Cascade Mill to its current ideal atmosphere for raising families in clean air, on safe streets, and surrounded by friendly people. With good planning and committed, communicative leadership, Emmett and Gem County have a bright future.

Executive Summary

The Emmett/Gem County Community Review covers a lot of ground. There is much to digest, and readers are encouraged to review each section of this comprehensive report.

The Community Survey Results section located in section three of this report are a result of the hard work of Dr. Tedd McDonald from the Boise State University Psychology Department and a number of his students, with special thanks to research assistant Danielle Jones. Their efforts brought a significantly enhanced, intelligent, and systematic method of gathering and analyzing survey data to this review process and this report. The survey information, based on 256 completed responses, warrants careful consideration. These responses reflect the perspectives of Emmett and Gem County residents who cared enough about their community to respond to the surveys. Their participation is gratefully acknowledged.

What were some of the major findings and recommendations? Not surprisingly, residents want good jobs and viable companies in their communities. The closure of the Boise Cascade mill cast a long shadow on the Emmett valley. In particular, survey respondents cited the most dissatisfaction with the availability, quality, and variety of job opportunities. Many of those with whom we spoke - from students and ministers to business owners and elected officials - expressed similar concerns. Their different perspectives had one bottom line: create jobs and keep dollars in the local economy.



Boise Cascade (now Boise) maintains a substantially scaled back operation in the community, requiring thoughtful analysis of the industrial site's utility

Community services and infrastructure seem to be the bright spots in the region. Survey respondents applauded the quality of fire protection, garbage collection, community parks and playgrounds, water supply, banking and financial services, housing, ambulance services,

and access to hospitals. On the other hand, hotel and motel accommodations, and educational, job training, and cultural opportunities were found to be lacking. Water quality ranked in the middle.

Transportation issues commanded considerable attention. The infrastructure team concluded that safe connections to SH-16 appear to be badly needed and are of substantial concern. Access to I-84 and the condition of downtown streets were prominently mentioned. Traffic accessibility concerns were raised regarding downtown and at Gem Island Sports Complex. We understand that some community organizations have already taken steps to secure funding to address some of these issues.

Interestingly, commuters and non-commuters who responded to the survey rated the condition of roads and streets, traffic conditions, and downtown parking about the same. (On average, 25% of the survey respondents commuted, although the number increased to 37% of respondents when it was assumed that residents under 19 and over 59 did not commute to work outside of Gem County.)

The infrastructure team suggested that the airport and surrounding area provided the best location in which to develop a regional industrial park. Railroad and bicycle/pedestrian facilities, public transportation, water facilities, telecommunications, and the wastewater treatment plant were examined. The team noted that the wastewater plant was superb with plenty of capacity for expansion, although many of the sewer pipes need to be repaired.

With regard to telecommunications, the team learned that Emmett is very fortunate in the area of connectivity. Although cable modems are now the most commonly used method of broadband Internet access, this service is not currently available in Emmett.

The land use planning section covered downtown revitalization, planning & zoning, code enforcement, residential/industrial/agricultural/commercial/retail interfaces and their relationship to the comprehensive plan, and coordination and communication. Team members observed numerous opportunities to link the downtown business area, schools, the river, parks, and other assets with bicycle and pedestrian improvements and provided some specific examples. The team observed residential areas near industrial structures and how this impacts quality of life issues in the community. They also noted discrepancies between the comprehensive plan, zoning/subdivision ordinances, and how this seems to conflict with what's actually being built on the ground.

Land use planning team members observed that communication and commitment among government and various groups are essential in any strategic approach to planning, community design, and economic development. Team members also noted that some entities involved in the community review exhibited varying degrees of commitment, investment, communication, and willingness to collaborate.

In civic life and community involvement, the team asked questions of youth and seniors to try to drill down into areas such as volunteerism and commitment to service. Many people in the community are waiting to be personally recruited to serve. Reflections on arts and culture also feature prominently in the report and provide numerous improvement

opportunities. The civic life team noted the Home Team’s enthusiasm and commitment to the review process and their community.

Although Visiting Team members noted a few of Emmett’s very positive arts and cultural opportunities, survey respondents were not satisfied. Arts and cultural opportunities, recreation for adults, recreation for teenagers, and nightlife received among the lowest scores in the survey. Areas such as education, community civic organizations, progressive community spirit, community parks and playgrounds, and recreation for children 12 and under ranked appreciably higher. Team members recommended developing a city/county cultural plan to enhance cultural assets in the region. Another idea was to form an Arts Commission, a discussion that will continue in the community with assistance from staff at the Idaho Commission on the Arts.

With respect to education, interviews with students and faculty suggest that a majority were dissatisfied with Emmett’s Senior High School building, but believed they were receiving a quality education. In the survey, respondents rated the overall *condition* of school buildings fairly high – in the top 20. We speculate that this positive response is a result of the attractive lower grade schools that were made possible through successful school bond efforts.

The Gem Island Sports Complex was uniformly viewed as a tremendous local asset. Yet sustaining the development effort and maintaining the property were seen as future challenges due to budgetary cutbacks. Problems such as vandalism must be thoughtfully addressed. The nature of the Complex as a work in progress, including future items such as completion of the athletic fields and outdoor amphitheatre, were demonstrative of the community and its commitment to a long-term vision with regard to parks and open spaces.



The Gem Island Sports Complex is a hub of diverse community activities and a fantastic asset to Emmett and Gem County.

The Civic Life and Community Involvement portion of this report also noted the challenges, opportunities, strategies, and resources related to the Youth Recreation Center, Big Brothers/Big Sisters, Community Education Programs, the Senior Center, opportunities for Youth and Seniors working together, and encouraging volunteerism. Protecting these assets is critical to the heart and soul of Emmett and Gem County. A community that marginalizes youth and seniors does so at its own peril.

During our interviews, concerns were expressed about the perceived lack of civic involvement of commuters who leave Gem County to work. Regardless of whether this anecdotal information is true, such perceptions undermine communication and collaborative efforts and must be addressed. Survey respondents additionally expressed great pleasure with regard to the activities of churches and service organizations in the community, so we encourage their continued leadership involving residents in faith and community life.

Many organizations in Emmett and Gem County are undertaking the difficult, and sometimes painful, process of improving the local economy. Conversations have begun among them to coordinate roles and responsibilities. A strategic plan may emerge from these planning efforts, which we anticipate will help clarify roles and focus economic development activities.

When the process of developing a community's vision and identity is inclusive and clearly communicated, there is a greater likelihood residents will become involved and invested in the final outcome. This is easier said than done, but issues related to Emmett's identity and its transition away from that of a mill town or an agricultural community needs to be addressed.

Will these efforts pay off? If dedication is one measure of the potential for success, we believe they will. Rarely has this team seen such a committed group of community members working together to develop and achieve common objectives. Success in economic and community development takes time, patience, teamwork, tenacity, and consistency of effort. Economic and community development is everyone's business. Keep going, and don't give up.

Strategic Thoughts & Themes

Valley of Plenty of Assets

Emmett and Gem County are blessed with so many fantastic assets; breathtakingly beautiful scenery, a rich and colorful community heritage and identity, abundant water throughout the river valley, solid infrastructure, outstanding recreation opportunities, strong and capable local leadership in organizations and agencies too numerous to list, and committed citizens who repeatedly indicated they were more than willing to engage to make their community an even better place to live, work, play, and raise a family.

We encourage residents to appreciate, emphasize, and more fully employ these underutilized and under appreciated assets! Liabilities and perceived liabilities will be minimized of their own accord with sufficient emphasis on the positive. During our visit, Visiting Team members remarked repeatedly that Emmett and Gem County already have many of the elements in place that numerous other communities around the nation long to develop and sustain. How can the region come together to develop a shared vision and improve planning and communication efforts so it is working more fully in collaboration, not competition?

‘Fight change and die. Accept change and survive. Lead change and thrive.’

Emmett and surrounding Gem County are in the midst of an intense time of transition and face numerous challenges of which we cite only a few:

- Attracting new jobs and industry to the region
- Improving quality of life in the community
- Ensuring new growth, development, and construction supports community values and remains affordable for all residents
- Addressing infrastructure challenges in transportation, telecommunications, waste water, park and riverside development, downtown revitalization, and community design in a time of scarce resources
- Honoring the contributions of all diverse residents by welcoming newcomers while sustaining the livelihood of long-time residents
- Balancing the needs of commuters with those of local agriculture producers

It is no longer possible for community leaders, board members, and elected officials to look only at their two to four year term of service when planning for the future. How community leaders collaborate now to address these challenges will be critically important to the region’s success in the coming decade and quarter century.

Managing change will be most important in the following areas of communication and relationship building, strategic and comprehensive planning, and moving from vision to action through a regional and collaborative mindset.

Communication & Relationship Building

Effective communication through relationship building, information sharing, and ongoing dialogue will be essential to Emmett's future community health. Inclusive communication makes everyone feel part of the team. Strong relationships weather storms in tough times.

Emmett, Gem County, and many other Idaho cities and counties are experiencing hardships that are pushing their resources to the limit. They struggle neither alone, nor in vain. Passionate and kind-hearted individuals and groups are actively expending enormous amounts of time and energy to keep up with current demands and anticipated change. Locally, there are stellar efforts underway, such as the September 11th memorial site at the top of Freezeout Hill led by Jim Olson, the cohesive faith community led by the Gem County Ministerial Association, fantastic community support projects led by local service groups such as the Rotary and Kiwanis, and the youth oriented Project Promise Coalition and Project Starfish teams. There are many more heartwarming volunteer efforts that are largely seamless to the process but integral to creating a sense of community.



Jim Olson led development of the September 11th memorial overlooking the Emmett Valley. He built bridges among community leaders, secured funding from enumerable organizations, and demonstrates the enormous difference one person can make through perseverance and leadership.

However, the Visiting Team did not have to be in Emmett very long before we observed sources of eroded community vision and pride. Many community members we spoke with described the strongest community development barriers as interpersonal; those between

city officials and other organizations, within the characterization of community news and events by local media, among the many groups engaged in economic development activities, and between the school board, youth and school faculty – with some groups blaming each other for inadequacies and failures.

There is an abundance of non-constructive criticism, grumbling, distrust, gossip, rumor perpetuation, suspicion, and skepticism among some of the groups with whom we interacted. Even if these barriers are only perceived, they create the current reality in the region and must be constructively addressed.

There is a pervasively negative overall effect on a community when these attitudes are not dealt with on an interpersonal level. Perspectives are tainted, defenses are reinforced, and agendas become entrenched in all decision-making processes. Under these circumstances, organizations operate in silos and vacuums and little attention is given to how coordination and collaboration might add value to a project. Competition and turf battles, instead, become paramount. The perceived isolation creates even more bitterness, as individuals and organizations feel they are ‘going it alone.’ Limited financial resources are exhausted due to duplicative efforts and competition for dollars becomes fierce among those whose purposes are better served working as a team.

We all know what it is like to walk into a room where conflict exists. The saying, “You can cut the tension with a knife” is more than the words that are spoken. It has much to do with what people are projecting and how they utilize non-verbal communication such as eye contact and body language, or even voice tone. A community is no different in this regard. Human beings go to great lengths to avoid conflict, and the resulting effect is devastating to healthy community communication.

The Visiting Team believes that Emmett’s future vision, identity, and community pride are directly related to personal accountability and individual willingness to deal with the negative attitudes we have described. We also believe that Emmett will make significant strides in community and economic development when competition, negativism, and suspicion are dealt with more effectively.

Without a concerted effort by all parties (city and county officials, economic development groups, the Chamber of Commerce, the Messenger Index, the schools, youth, seniors, and all disgruntled citizens), the region will continue to be plagued by competing groups undermining one another. When leaders are empowered to lead with extraordinary respect and integrity, the community will follow. Visitors to the region will sense that aura of extraordinary respect, and they will put down roots or return again and again. We have the following suggestions for improving community communication:

- Meet regularly as a community. Increase communication efforts in person, in the mail, online, and strengthen interpersonal relationships among leadership teams through regular contact, dialogue, and team building exercises. Get past small-town personality conflicts (Hatfield-McCoy syndrome) that hamper genuine progress. During dialogue sessions, preserve the dignity, compassion, and grace of all individuals in the conversation by attacking issues and fixing problems, not people.

Egos and personal agendas leading to conflict and combat are best left out of the picture – preferably parked somewhere out in the desert beyond Firebird Raceway.

- The Emmett Community Review Home Team is a wonderful place to deal with turf issues and negativity. The Home Team clearly demonstrated a willingness to positively impact Emmett and Gem County so working to solidify relationships at this level will greatly expedite the community-building process. We were particularly impressed by the leadership of select local government officials, G.E.D.A., and the Ministerial Association, who may be effectively engaged in the kind of healthy capacity building needed in the community. If necessary, retain the services of a qualified, outside facilitator to assist the group in establishing stronger working relationships. Consultant Tyler Norris (www.communityinitiatives.com/norris/), is an outstanding facilitator who might aid in this transformation. Visiting Team members are also available as facilitators upon request.
- Change the image of Emmett from the inside out by putting on an attitude of gratitude! Begin a concerted effort to stop complaining and begin congratulating and encouraging one another. Go out of your way to build bridges, and withhold judgment and negativity. Perform random acts of kindness. Invite ‘competing’ or ‘opposing’ agencies or organizations out to lunch to discuss how you might work together. The region is fortunate to have the Messenger Index with good circulation and coverage of local issues, and the ‘Citizens Speak Out’ section can be used more effectively for congratulatory efforts than criticism.
- Celebrate the hard work and accomplishments of many volunteers and employees who personify hospitality and gratitude. The recent celebration at City Hall for retiring police officer Don Carlock turned out nearly 100 people to honor his long-lasting contributions to the community. People crave these events of social interaction, appreciation, and recognition, which are more intrinsically valuable than a paycheck and are never forgotten.
- Seek the assistance of locals skilled in marketing who will help you share the community vision with any ‘outsiders’ who express interest in the community. The website might be a great place to begin this project, since it is already a good clearinghouse of news, information, and calendar events and needs additional development and detail. This may be a particularly opportune time with the arrival of Chamber Director Linda Jackson and her fresh perspective and prior experiences.

Plan, Plan, Plan: Luck is the residue of design

Quality communities are created by choice, not chance. Addressing short-term problems can create a constant ‘crisis mode’ for community leaders and make it seem impossible to find time and resources to plan. However, planning is a crucial investment in communities, and must be accompanied by pro-active thinking and a willingness to act. Strategic planning involves the following procedural steps of development:

- Vision
- Mission

- Core Governing Values
- Work through issues & challenges
- Create goals, objectives, and action items
- Take intended action
- Follow-up on plans and evaluate progress

In short, strategic planning is a guided path from the ‘dream’ to the ‘do.’ For comprehensive information and guidance about strategic planning, capital improvement planning and financing, writing successful grant applications, surviving the budgeting process, understanding revenue sources, and community case study examples, contact the Association of Idaho Cities at 1-800-344-8594 and request a copy of **Smart Towns: A Guide to Public Finance Strategies**. The manual is also available on the Idaho Department of Commerce website at <http://www.idoc.state.id.us/>.

The Visiting Team did find agreement among city and county officials that the Emmett and Gem County Comprehensive plan, last updated in 1995, needs to be revisited, which is an excellent way to engage in regional, collaborative planning. The plan itself states that it must be updated regularly, at least annually, through public meetings and community dialogue as part of the annual budgeting process.

Unfortunately, comprehensive plans are often confused with and utilized only as land use plans, but they can be far more effective when employed by everyone in the region. Every community leader should have a copy of the comprehensive plan and be well familiar with its contents. Indeed, every community leader should be contributing regularly to its efforts at community unification.

The Emmett and Gem County Comprehensive Plan provides excellent historical, factual, and policy-oriented information current as of 1995. This is only the ‘WHAT’ portion of planning, however, and does not address the ‘HOW.’ Plan goals are not sufficiently developed and there is not enough detail about identified objectives and action items, who is responsible for working together to lead the community in achieving those items, and how issues and concerns will be addressed today and in the future.

The document does cite a number of important values, which can be guiding principles in the development of a shared community vision. Here are the regional values taken verbatim from the comprehensive plan:

- A good place for all kinds of people to live, work, and to lead healthy, happy, productive lives
- Quality educational opportunities
- Economic vitality that provides jobs for ourselves and our children
- Programs and services and a sound infrastructure that ensures the well-being and safety of the entire County
- Protect our distinctive open space and natural resources and the Payette River
- Maintain the warm, friendly, small-town atmosphere that characterizes the City of Emmett and Gem County.

- Minimize state and federal government interference into the daily lives of county residents.

The Comprehensive Plan does not contain a vision or mission statement of any kind. The following is a sample community vision that addresses numerous regional values reflected in Emmett and Gem County:

In the future, we will be a community that...

- Is economically diverse and successful, supporting unique retail, appropriate commercial, industrial and tourism based businesses that reflect the unique character of the community and are appropriate within the economic environment and structure of the region
- Provides adequate public infrastructure and friendly, efficient and responsive governmental services to meet the various needs of today and tomorrow's community residents
- Is unique in its image to reflect the historical, cultural, and social character of the community. Development will complement the community's image and support the community's desire for diversity in residents, lifestyles, and a high quality of life
- Includes a vibrant downtown area that is recognized as the center of social, cultural, historical, and economic activity for the community
- Offers education programs and school facilities that are of high quality, variety, and include programs that challenge every student
- Provides a high quality of life for residents that includes recreation opportunities for all ages and interests, facilities which support current and future activities and coordinated services to meet the needs of all interests and abilities
- Offers available and affordable housing opportunities for low, middle, and high income residents and that supports the attraction of new residents and employers to the community

How does the community intend to develop, promote, implement, and achieve its values by setting goals, objectives, and action items designed for achievement tomorrow, ten years from now, and in the next quarter century? How are youth, tomorrow's leaders, tapped to buy into this process? How are seniors, the living, historical memory of the region utilized to guide future actions? How are costs covered in community budgets, and who is out there researching and writing grants and securing in-kind contributions for the region to offset these costs?

If Emmett is struggling with the difficult process of setting clear goals and objectives as a community, call on any of the numerous visiting team members to help facilitate a

community discussion to achieve this result or a willing cadre of statewide resources available as consultants or mediators.

Team member Michael Shaw is willing to work with local resources to fulfill cultural awareness training goals described in the 1995 comprehensive plan and is available at no cost as a facilitator. Bobby Ball, Executive Director of the Idaho Task Force on the Americans with Disabilities Act (344-5590 and adastaskforce@qwest.net) is available and willing to work with community leaders to establish an ADA coordinator in the community who can work in partnership to address ADA compliance projects described in the 1995 comprehensive plan and recent legislative mandates related to disability accessible parking and existing requirements of the 1990 Americans with Disabilities Act.

Goals are the most substantive part of a strategic plan and must address issues, problems, and challenges. Goals are achievable, address long-term perspectives, are measurable through well-written objectives, and use language such as 'to increase,' 'to decrease,' or 'to maintain.' Ambiguous language such as 'improve' or 'better' is best avoided.

Sample goals might be 'To increase public satisfaction in city recreation programs,' 'To increase motorist safety at railroad crossings,' 'To decrease drug use by high school students,' or 'To increase economic activity in the city's downtown area.' Reaching goals can take years, and progress toward goals can be measured through objectives, which may be determined on a yearly basis.

Objectives have four primary components: They state a desired result, name the target group, indicate the amount of change, and provide a time frame for assessment. Examples of objectives might be 'To increase downtown retail sales by two percent in 2004,' 'To decrease the number of railroad crossing accidents in the city from 8 to fewer than five in 2004,' 'To limit property tax increases to no more than one percent over the Municipal Cost Index, plus new construction and annexation, in 2004,' or 'To decrease juvenile vandalism incidents in the city from 74 to fewer than 60 during 2004.' The accountability and utility of the Emmett and Gem County Comprehensive Plan may be improved by adding such objectives, and will enable it to come to life as an active document beyond its value as a factual repository.

Move from Vision to Action through a Regional Mindset

The comprehensive plan talks about coordinating with the Ada, Canyon, and Payette regions in planning efforts. Has this happened in a meaningful and consistent fashion? How might residents of communities with their own rich history such as Letha, Montour, Sweet, Ola, and Pearl become actively involved in comprehensive planning? How many community members can Emmett and Gem County bring to the table to participate in the development of its vision? Will there be goals and objectives associated with this vision to make it achievable and measurable in small steps? Will there be a broad-based network of support for this vision exists to see it implemented successfully? This is largely a matter of communication, prioritization, and building a strong base of community buy-in. Again, Visiting Team members stand ready to assist in this process.

Big Picture Recommendations

- While updating the Emmett and Gem County Comprehensive Plan, engage as a regional community to develop a shared vision statement, prioritize and come to consensus on plans, develop measurable and achievable goals and objectives, and spring into action. Bring everyone to the table in an inclusive process to create this community buy-in, including seniors, youth, farmers, businesses, and any demographically under-represented leadership groups. There are hundreds of potential community volunteers in Emmett operating below the current radar screen who need only some clearly defined community consensus goals, a chance to serve, and a sense of hope and excitement about making a positive change for their community in an area they feel passionate about. Many individuals we spoke with at the schools and senior center are just waiting to be asked.
- Build a shared sense of identity and community pride by improving quality of life through increased arts and cultural projects and teaming up on clean-up projects that result in a win-win for businesses and the environment. Commission community mosaics and art projects from local artists and talented students. The City of Boise experienced tremendous success in this area recently at its downtown skateboard park, involving numerous youth who are now more invested in the beautification of the area and less likely to be tolerant of litter and vandalism.



Coca Cola may provide funds for refurbishing whimsical old signs such as this original advertisement on a historic building downtown, which can enhance the character and charm of a downtown experience.

- Capitalize on aspects of the region's rich heritage and market it in uncommon places. People all across the world still think of the western United States as the land of cowboys and Indians. Perhaps train or stagecoach tours to a refurbished gold mine and Picket's Corral with staged simulations of gun battles downtown can be

developed and re-invigorate the sense of the old west. Family members of Chinese and Irish immigrants who mined local gold claims and were part of the region's history can be contacted in their homeland through regional records and the internet or by mail and encouraged to walk in the land once inhabited by their ancestors.

- Involve the growing Hispanic community in a substantive way. Secure bi-lingual interpreters for community sessions and spread the word on Spanish-speaking radio stations and through well-connected communicators so that members of the Hispanic community are represented in the planning and decision-making process. Such dual-interpretation sessions will take additional time but be well worth the effort when all community members are on the same page. This will also allow the community to increase its awareness of issues that the Hispanic community is concerned about, such as equal representation through voting, immigration, bi-lingual education, and equity in employment, healthcare, and housing. Remember that engaging under-represented groups who are not part of the existing power structure takes time, commitment, and more than a 'Y'all come to our meeting' invitation. Empowerment is challenging. Be mindful that Hispanics who have encountered or been preyed upon by corrupt government officials in Latin American countries may initially have dramatically different or suspicious views in their assessment of those who participate in public service in the U.S. Some Latinos have indicated that volunteerism is also not traditional to Latino culture, and must be introduced and fostered with small successes to build credibility.



Project Starfish undertook this inclusive effort to represent Emmett's diverse community members on bi-lingual banners

- Beautification of all entryways and creating a sense of personal pride and responsibility on commercial and residential property is another excellent place to begin. Follow through on the tree-planting program referenced in the comprehensive plan and continue improvements to the fantastic Island Park complex while eliminating blight, graffiti, and litter. Develop a considerate and respectful method of code enforcement that transitions effectively between city and county, supports rather than berates, and does not come across as heavy-handed.

Economic Development in Emmett and Gem County

Economic Development was not one of the requested areas of focus from the Home Team, but it is something everyone spoke to us about when the Visiting Team was in the region. The common comment was, “We need jobs!” This is understandable because Emmett has taken some big economic hits recently and is a community in transition.

Progress in economic development means sustaining existing regional assets in addition to new business recruitment and industrial park development. Community leaders might work closely with the Chamber of Commerce and economic development groups to form a strong, business-oriented retention plan with regular business visitations, consultation, management forums, socials, and recognition for local businesses exhibiting excellence. This open line of communication will create a basis for trust, a consistent message, and a relationship built over time.



Home and Visiting team members explore Emmett’s pedestrian-friendly downtown corridor to gather information from shoppers and interact with local business-owners.

Community leaders might also take to the streets for an hour each week or every other week to meet individually with businesses and gather additional information about thoughts and concerns, perhaps by making use of information from the community development and quality of life survey instrument incorporated into this document. This kind of one-to-one trust-building initiative will establish the degree of commitment by community leaders to

branch out and empower groups who might not yet have had an opportunity to participate in the decision-making process by seeking their genuine input and perspective.

Threats

- The unemployment rate in Gem County is above 8%.
- The Boise Cascade Mill closure laid-off 255 workers and left a large riverside site idle.
- Vacant and dilapidated storefronts and buildings in the downtown core. C.O.R.E. continues to work to address this area of concern.
- A growing phenomenon of individuals living in Gem County and working elsewhere, which encourages commuters to conduct business and shop outside the region.

Opportunities

- Of those laid-off, the Department of Labor has helped retrain 125-130, but 90% of those retrained workers obtained jobs outside of the area. Gem County is close enough to other communities with growing job markets, so people can have a job and reside in the community.
- Emmett's population is still growing, which is certainly not true of many other rural communities in Idaho. When the Boise Cascade mill closed in Cascade, residents of that community had far fewer options and most had to move elsewhere.
- Simultaneous economic development efforts to develop, enhance, and attract retail businesses and basic industries are important and are *not* mutually exclusive. There's plenty of work to be done by everyone with an interest in improving the area's business climate and creating jobs.
- The region has an available labor pool that could be retrained for specific industries with current adult workforce development resources available at the local Job Service office.

Retail Business Development

Adaptability, flexibility, and responsiveness are keys in this area. Some ideas that have been successful in other communities include:

Identify needed retail businesses in the community and inventory retail space available for such businesses. Prepare retail space to the extent possible. Target recruitment for these specific businesses in a marketable package that can be easily replicated and mailed to your targets. Modifying the existing community website to contain this information would make the site more effective and useful for business prospects.

- The Idaho Department of Commerce offers an economic development preparedness review that may be helpful to Emmett as it considers its long-term strategies for economic development and business assistance. For more information contact Jerry Miller, Rural and Community Development Division, at 334-2470 or jmiller@idoc.state.id.us.

- Invite people to come home and start a business. A direct mail piece to all of the Emmett High School graduates over the past 25 years inviting them to come home and start the business of their dreams could be very effective. Exhibiting beautiful photographs of the region, listing the specific business opportunities available on the website, and citing the numerous advantages of living and working in Gem County could be part of this mailing. Strategic Development Group, Inc. has just concluded a report stating that 38% of college graduates nation-wide would like to start a business in their hometown. The findings also indicate that many college graduates from small and rural communities have a favorable view of their hometowns, especially as they relate to geographic location and cost of living. (See “Brain Drain Survey” at <http://www.sdg.us/>).
- Market Emmett as a unique place to visit and shop. This involves thinking of downtown and business corridors like shopping malls and having enough different specialty shops and food outlets to create a critical mass that will draw customers. Unique features that Emmett could capitalize as part of this marketing campaign include the Cherry Festival, Cruise Night, the Butte, and the rich history of the region.

Basic Industry/Industrial Park

It is important for Emmett’s future, if it is to be more than a tourism destination or bedroom community to Ada and Canyon Counties, to have local businesses producing goods and services that are sold outside the valley to bring in additional new dollars to the economy and create wealth. Thus, it is critical to develop an industrial park or multiple sites for industrial businesses, to attract and grow basic industry and create the jobs that will be physically located in the community in a wide economic range beyond the possibilities of retail-focused markets. The infrastructure section of this report addresses the current industrial park site development efforts in greater detail.

The need for additional job creation in retail business and through industry recruitment was mentioned by most of the individuals and business owners we met with or interviewed. It is clear that retail business development was a top priority of city officials, but such was not necessarily the case with regard to industrial park development. Industrial park site development is also important to the city and should not be overlooked or under-prioritized simply because the existing industrial park site is outside the City of Emmett’s current borders.

The importance of local job creation and business assistance was mentioned in numerous contexts: civic engagement and the availability of volunteers; commuting patterns and transportation needs; shopping patterns and the patronage or lack of patronage of local businesses; and the sense of community, all of which impact the quality of life in Emmett and Gem County.

With regard to commuting patterns, there is an interactive website which creates maps showing commute to work trends for any county. The data comes from the U.S. Census. It is officially called "Journey-to-Work" data. The link to this website is at: <http://161.188.204.80/maps/charlotte/jtw51.asp>

The link directs the user to a map of the U.S. Select Idaho, then Gem County. One can create a map showing where workers in a county live and a map showing where residents of that county work (for both 1990 and 2000). In Gem County, the Census shows that in 1990 38% of Gem County residents commuted outside the county for work. This percentage rose to 44% in 2000. The number of Gem County residents commuting to Ada County rose from 1239 in 1990 to 1839 in 2000. The map also shows significant increases in the number of Gem County residents commuting to Canyon, Payette, and Malheur Counties.

Some Emmett residents implied that commuters were less involved in or committed to civic life than those residents who worked closer to home. We don't know if that is an accurate assessment. It is clear to Visiting Team members that Emmett has been transitioning to 'residential community' or 'bedroom community' status for some time alongside valiant efforts of those attempting to create jobs in the area and maintain the region's status as a full-service community.

Observations

There appeared to be tension within the Emmett Chamber of Commerce, and between the Chamber and several downtown businesses related to the viability of the downtown area and the Chamber's role as an advocate for these businesses. Some mentioned that the Chamber's priorities seemed to be more focused on the Cherry Festival and other local events than with business assistance and economic development. We recognize that the recent staff changes at the Chamber may reflect a shift in the Chamber's priorities and an effort to address this tension. If that is the case, the Chamber's new direction should be effectively communicated throughout the community.

Business and community leaders with whom we spoke lamented the lack of involvement of city leaders in economic development efforts as well as perceived antagonism between city officials and other regional officials. Successful economic development depends on elected and business leaders agreeing on goals and working together toward their implementation. Conversely, a lack of cooperation among key players will hamper, if not destroy, efforts to improve a community. Emmett's leaders need to tackle this issue head on.

There are a plethora of organizations involved with economic development in Emmett and Gem County. There appeared to be some confusion about what each group was doing, or should be doing, as well as concern that overlapping functions were duplicative and inefficient. Some complained about having to serve on the boards of several economic development organizations and attend too many meetings, thereby perpetuating burnout. The August 14th meeting hosted by the Gem Economic Development Association (G.E.D.A.) and facilitated by Visiting Team members helped to clarify many of the roles and responsibilities of the various groups and resulted in the following insight with regard to economic development group goals, roles, and responsibilities:

Gem Economic Development Association (G.E.D.A.)

GEDA serves as a coordination, networking, and communication hub for community and economic development. It is the thread that weaves throughout the other organizations as a

catalyst for broadly focused community and economic development efforts. Its roles are as follows:

- Generate increased citizen participation in economic and community development and build stronger relationships between the City, County, Resource Conservation & Development, and other economic development organizations.
- Support a wide range of economic and community development activities such as comprehensive planning, infrastructure improvements, job creation and business development, community identity development, education improvement, strengthening the vibrancy of the youth and senior communities, public art and cultural development, and the Gem Historical Society.
- Maintain Gem Community Certification and a formal link to the state Department of Commerce.
- Work with Sage Community Resources and other organizations to secure Community Development Block Grants and other funding sources for the community.
- Implement recommendations from the Community Review
- Provide technical and financial assistance for project development and implementation



Participants in an August 14th meeting designate primary responsibilities and focus areas of the region's numerous economic and community development organizations.

Citizens Organized for the Revitalization of Emmett (CORE):

This organization, a subcommittee of GEDA, serves as the retail council for Gem County and is focused primarily on revitalizing downtown Emmett through the following activities:

- Developing a mindset of downtown destination shopping and engaging commuters by offering services and products they will buy locally
- Clean up and beautification of the city streets, sidewalks, and curbs
- Ensuring that every building in downtown, including the Albertson's building and the burned out section of Main Street are developed to benefit the whole community and filled with thriving businesses
- Maintaining a reader board of local and community events
- Printing T-shirts and visitor guides
- Coordinating downtown events
- Securing grants for the installation of an additional bridge to Island Park

Economic Development Grows Economies (E.D.G.E.)

E.D.G.E. is principally focused on business development through retention, attraction, and expansion. Morris Huffman is one of twelve economic development specialists established under the Governor's Rural Initiative, and he works in both Gem and Boise Counties so he has a regional mandate that connects the municipalities of Emmett, Horseshoe Bend, and Idaho City. His efforts are results-oriented, and he engages in business counseling and recruiting national and international businesses to the region.

Shadow Butte Development Corporation (S.B.D.C.)

Shadow Butte's primary goal is to create more living wage jobs in the region through infrastructure improvements that will increase industrial and manufacturing development. To that end, it is engaged in projects related to securing an Economic Development Administration loan for development of an industrial park, the transformation of an old BMC west building to a transitional youth facility that will create 36 jobs with assistance from an Idaho Department of Commerce grant, and the development of the Black Canyon Golf Course and Subdivision.

Gem County Chamber of Commerce

The Chamber's primary goal is to serve the community as a consistent, flexible resource that monitors the economic climate of Gem County and develops programs and initiatives to help businesses succeed. New Executive Director Linda Jackson and Chamber President Jeanette Adams announced the following goals for the Chamber:

- Coordinating and hosting community events to improve regional visibility
- Business education, development, retention, and expansion, including a recent alliance with the Idaho Small Business Development Center to provide free business training and consultation to business owners and entrepreneurs in the region beginning September 4th
- Strengthen community spirit
- Downtown revitalization and tourism development
- Maintaining a strong information and visitor's center
- Improving economic development in the region by strengthening the local educational system

Some local communities are engaged in similar activities related to economic and community development, and it may be helpful to collaborate and share best practices. Consultants

Dick Gardner (389-1401 & DickGardner1@cableone.net) and Jim Birdsall (338-0983 & Jbirds@fmtc.com) successfully led Weiser through a visioning process to an economic adjustment strategy as the intended result of a community review in March 2002 and are available as facilitators and community development resource planners.

In following sections, each team will focus on how their different focus areas impact job creation. We are here to offer hope and help utilizing the region's tremendous assets.

Available Resources

There are many resources to assist Emmett/Gem County develop and improve its economy. This is not a comprehensive list. Many of these resources already are well known to, and frequently used by, local organizations, such as G.E.D.A., the Gem County Chamber of Commerce, E.D.G.E., and Shadow Butte Development Corporation.

Buy Idaho, Dale Peterson, Executive Director; 404 South 8th Street, Boise, ID 83702; (208) 343-2582; www.buyidaho.org

Economic Development Administration (E.D.A.), U.S. Department of Commerce, Rick Tremblay, Idaho Representative; 304 N. 8th Street, Boise, ID 83702; (208) 334-1521; <http://12.39.209.165/xp/EDAPublic/Home/EDAHomePage.xml>

Hispanic Business Association, Alice Whitney, Director; 315 Stampede Drive, Nampa, ID 83687; (208) 442-0823 ext 112; www.hbaonline.org

Idaho Department of Commerce, LaMoyne Hyde, Director; P.O. Box 83720, Boise, ID 83720-0093; (208) 334-2470; www.idoc.state.id.us

Idaho Department of Labor, Roger Madsen, Director; 317 West Main Street, Boise, ID 83725; (208) 334-6110; www.idahoworks.org

Idaho Small Business Development Center, Jim Hogge, State Director; 1910 University Drive, Boise, ID 83725-1655; (208) 426-1640; www.idahosbdc.org

Sage Community Resources, Kathleen Simko, Executive Director; 10624 Executive Drive, Boise, ID 83713; (208) 322-7033; www.sageidaho.com

Small Business Administration (S.B.A.); Thomas Bergdoll, District Director; 1020 Main Street, Boise, ID 83702; (208) 334-1696; www.sba.gov

TechHelp, Gary Thompson, Executive Director; 1910 University Drive, Boise, ID 83725-1656; 426-3689 ; www.techhelp.org

U.S.D.A. Rural Development, Business Cooperative Services, Daryl Moser, Director; 9173 West Barnes, Suite A1, Boise, ID 83709; (208) 378-5623; www.rurdev.usda.gov

Woman's Business Center, Amy Davis, Executive Director; 119 North 9th, P.O. Box 6700, Boise, ID 83707; (208) 336-5464; www.wemswbc.org

Infrastructure

Overall and in comparison to many other communities in the state, the Infrastructure Team believes the City of Emmett and Gem County are very fortunate with regard to the current status of its infrastructure.

The Infrastructure Team concentrated mainly on highways, streets, and telecommunications at the request of the home team, but included summary comments related to the airport, industrial park, railroad, pedestrian walkways, wastewater treatment, and water supply components of the community.

Roads and Streets

A bus tour of the community addressed Gem County and Emmett City concerns. With recent construction of schools and housing developments occurring on the east side of the City, connections to SH-16 appear to be badly needed and are of substantial concern. Since the eastern area of the community is serviced by two State Highways, SH-16 and SH-52, there is reasonable access for commuters, commerce, and industry.

The first step in developing proper transportation systems is the completion of a Transportation Plan. We commend the City of Emmett and Gem County for their current work to complete their plans, which will give future direction to elected officials about what needs to be done in the near and distant future and addresses safety and traffic concerns, as well as road widening and expansion. Both of those plans must result in a Capital Improvement Plan that directs activities and expenditures for improvements to the transportation system.

A major concern of the City and County is access to Interstate 84 (I-84). The team visited existing Dewey Road on the west side of the City. It is apparent that this road, if extended to the west, could hook on to I-84 at the US-Highway 30 Interchange, a distance of approximately 4.5 miles. This route would traverse both Gem County and Payette County, and the County Commissioners have indicated they have met with Payette County in hopes of jointly providing a new access route to I-84.

A second access to the north through Indian Valley was discussed briefly; however, from the Team's perspective it would be more cost effective to access I-84 to the west than to bring Highway 95 down through the City of Emmett. The Idaho Transportation Department Board would likely pick a route that would bypass Emmett's downtown corridor, an option that is not currently acceptable to city leaders.

The downtown streets are in need of repair and need to be made accessible for persons with disabilities. Community development block grant funding and applications to the Local Highway Technical Assistance Council, (LHTAC) for STP-Urban funds should be considered in the very near future. Funded improvements could be completed both on Washington and Main Streets.

The North/South corridors of Substation Road and Johns Avenue are important for circulating traffic and access to SH-16. With the development of the commercial area around Johns Avenue and SH-16, residential traffic will be using Johns Avenue at a greater rate than in the past. This corridor should be protected by requiring improvements and setbacks sufficient for a future major collector route designation.

Access to Island Park was discussed in some detail and providing a new bridge across the canal on the southeastern corner of the island would be the most logical solution to that access problem. Funding for this endeavor is currently available to the County as of October 1, 2003, in the Local Rural Highway Investment Program. The Local Highway Technical Assistance Council (LHTAC) will send Gem County an application form for this effort in early October.



A new access bridge to Island Park would ideally cross near the skateboarding area on the southeast corner of the park. Numerous funding sources are available to achieve this transportation corridor.

Washington Street could be altered into a three-lane route by removing the current parking. The volume of traffic would still be significant, but three lanes with the center left turn lane would tend to reduce the crash occurrences on that route. Current traffic conditions do not warrant making Washington Avenue a one-way northbound route and Commercial Avenue one-way southbound, but have future validity. It is important to protect the current corridor right-of-way that may be chosen for a parallel route through land use requirements.

A review was made of the financial statements for all cities within the State of Idaho, which was compared to those of the City of Emmett. On average, Idaho cities spend \$4,000 per mile maintaining their city streets. Emmett's average is \$3,489. On average, Idaho cities

spend \$12,022 per mile for total disbursements for their street system. Emmett spends \$11,734. The City of Emmett is in the middle of the field when it comes to expenditures for maintenance and operation of its street system.

Airport & Industrial Park

The existing airport is relatively small for general aviation, but provides a place of operation for up to 14 locally based aircraft. This number is down somewhat from six or seven years ago and is likely the result of a down economy.

As a practical matter of economic development, the Infrastructure Team believes that the airport and surrounding area is the best location in which to develop a regional industrial park. Concerns with the current industrial park site along SH-52 at the time of the review involved expensive construction due to high ground water and the potential for poor soil quality.

The team has reviewed the June 2003 Geologic Site Investigation Report and notes that the soil was determined to be at a thickness of approximately 3-4 feet with static groundwater from 2-6 feet in depth throughout the tested area. Conclusions from the investigative report state that the conditions do not pose a problem in foundation design or construction of a proposed facility, but the presence of high groundwater elevations should be considered in the design phase of the project and additional sampling and analysis may also be required at the design stage of the project. Subsurface soils beneath the Phase II and Phase III at the currently proposed industrial park sites consist primarily of well-graded and coarse-grained sand and gravel sediments, with fine-grained sediments below 20 feet in depth.



Emmett's 9-hole golf course, adjacent to the airport, could be expanded to 18 holes if a new, FAA compliant runway were built to the northwest.

With future development coming to the Black Canyon region in the form of golf courses and large lots for upper end home sites, the need for a longer runway and a runway in compliance with Federal Aviation Administration (FAA) regulations will be important to the

area. Moving the runway to the northwest and building a new runway at the length required by the FAA could have numerous growth and capacity related long-range benefits to the community of Emmett and Gem County.

With removal of the runway from its present location, it is also possible that an 18-hole golf course could be constructed at the current 9-hole site. The golf course could exist under the flight pattern for the approach to the runway and is considered a compatible use by the FAA throughout the United States. It is imperative that the City and County work together with the FAA and the State Aeronautics Board to fund major reconstruction components of the airport facility.

Railroad and Bicycle/Pedestrian Facilities

Having a railroad to and through a community can be an outstanding asset. The team recognizes that with the reduction of timber operations in the community and the current economy of the area, uses for the railroad other than tourism might be off in the future. One future use could be utilizing trains for solid waste transport. Boise County is presently trucking solid waste to a landfill site near Mountain Home which has existing rail access. Boise and Gem counties might combine facilities and ship solid waste by rail to reduce costs to both agencies and keep the railroad operational.

Regardless of the outcome of the railroad, the Visiting Team believes it is very important for the City of Emmett and Gem County to protect those corridors for future rail service and/or user-friendly pedestrian bicycle facilities.



A bicycle path along the Payette River could someday link Wild Rose Park to Emmett's Island Park and neighboring communities.

The region is truly blessed with beautiful scenery, abundant water and a relatively level valley. Development of a bicycle path plan that ties the City to Black Canyon Dam and the Wild Rose Park area along the Payette River, as well as the Gem Island Park Athletic Complex and the High School would be ideal. Extensions of the trail along the Payette River, through the development of an integrated system, would also be an important asset to neighboring

communities in the region. The Land Use & Community Design Team will spend more time developing this important infrastructure idea.

The team noted a lack of sidewalks, curbs, and gutters within the City of Emmett. Depending on your perspective, this lends somewhat to the rural lifestyle and quality of life in Emmett. For individuals with disabilities, it can also be an accessibility nightmare and render important community corridors unsafe or even unusable altogether. Sidewalks and drainage facilities are most important in areas of documented pedestrian/automobile conflicts.

Many residential streets in the community and region are adequate for traffic and pedestrians in their current state of existence. In the case of Johns Avenue, however, it will be important to develop due to more concentrated traffic and the need for pedestrian /bicycle facilities to be part of any improvements to a well-traveled roadway corridor.

Public Transportation

With a large number of people from the region commuting to the Treasure Valley for jobs, the expansion of any public transportation or Commuter Ride facilities is important. The community could develop a Van Program or Carpooling Program in Coordination with the statewide Rideshare Coordinator. This is a good way to cut down on the volume of vehicles on SH-16, if not the number of people.

The Statewide Coordinator is willing to come to Emmett and Gem County to discuss the situation and explore options with the leaders of the community.

Wastewater Treatment Plant

The City of Emmett is blessed with having a superb wastewater treatment plant. It has plenty of capacity for expansion, but does have its problems.

In talking with City staff, it appears that the inflow and infiltration of groundwater is a significant issue in the summer. This can be remedied by replacing poor or broken sewer lines and by sealing internally those joints that are causing the problem. A television inspection of the sewer lines to map out and prioritize the problem areas might be money well spent.

Continuing to discharge into the Payette River is probably not an option for much longer due to changing federal and state environmental standards. Consequently, it is important to find available land that can be used for disposal.

Having a wastewater treatment plant with capacity for expansion is like owning a gold mine. The Team encourages Emmett to utilize this resource very carefully to attract industry, and to ensure new industry pays its own way so the treatment plant will be operable for another 50 years.

Water Facilities

Emmett has an abundant supply of fresh water for domestic use. Protect this environmental treasure, as it is susceptible to pollution. With very shallow ground water, new wells can be

drilled as needed with expansion of the transmission and service lines. Good planning and sizing of the trunk lines for the water distribution system is important, as is the annexation of land and zoning of land uses.



Public Works Director Tom Hapole shares concerns about water quality and the wastewater plant with Infrastructure Team members and the City Council.

Telecommunications

Emmett has competitive advantages in the arena of telecommunications when addressing business recruitment. Upon review of the telecommunications infrastructure and services available in Emmett, the team concluded that it is adequate to facilitate business growth and provide essential services to the residences. There are a few areas that could use improvement.

Many towns in Idaho do not have the connectivity that Emmett has to the rest of the state and beyond through high-speed backbone fiber optic transmission facilities. QWEST has fiber cables that terminate in Emmett as they pass along the north/south route. Syringa Networks, a competitive middle-mile fiber carrier, is nearing completion of its route through Emmett as well.

These routes will provide a positive, competitive environment that traditionally is good for the consumer because it spurs pricing pressures and improvements. Having an alternate provider also creates route diversity, so that a business with critical communications requirements can purchase capacity on totally independent networks with physically separated routing in the event of an outage on one provider or the other.

The gap in the long haul facilities is the Syringa termination point five miles north of town. There are no current plans to bring it into the downtown area, but the carrier is willing to create this spur given sufficient demand and an effective economic argument. From the perspective of economic development, if a business requires high speed data or high volume

voice connectivity to Boise or other remote locations, Emmett can respond positively to the request.

There is adequate mobile phone coverage in Emmett through multiple providers. On the terrestrial voice side, QWEST has a digital central office in place that provides advanced features and high quality service.

Critical components to some businesses, such as call centers, are high capacity telephone trunk lines called ISDN-PRI. Emmett is equipped to provide these to call centers if the opportunity arises. Again, many communities in Idaho who have courted call centers to spur economic growth cannot attract them due to a lack of ISDN-PRI circuits.

Broadband internet access is a growing requirement for businesses, home offices and residences. There is much functionality on the internet that is just not feasible with dial-up connections. Emmett has two of the three primary means available for delivering broadband access, albeit in limited quantities. For strong competition and geographic coverage, it is preferable Emmett have all three alternatives:

- DSL (Digital Subscriber Loop) is available through at least one competitive telephone provider primarily in the downtown area. QWEST, which is in the best position to provide DSL, has not made the investment in that technology in Emmett.
- Cable modems are now the most widely used method of broadband internet access. This service is NOT currently available in Emmett.
- Fixed wireless is a newer method of delivery. There are at least two competing providers in Emmett although the coverage is limited in areas and does not adequately serve the more rural residences and businesses.

Although the Infrastructure Team did not visit the school telecommunications system, it was reported that the schools have broadband internet access to their facilities throughout town. This is now a critical component of our educational system and should be monitored to ensure that a change in providers, economics or technology does not interrupt this service. The gap in this area is that most students do not have access to the internet at broadband speeds at home or other public facilities such as the library and community center.

The final point in strengthening Emmett's telecommunications infrastructure is that there are multiple fronts that need to be managed to keep up with technological trends and needs. The community should regularly review its requirements and infrastructure supply with emerging and existing carriers and keep applying pressure on them to perform. This will ensure that Emmett and the Gem County region are receiving services needed to stay economically viable and to maintain rising expectations of businesses in the telecommunications arena. Public grants and outside expert help are also available to help fill gaps that arise when the economic case is not sufficient to motivate investment by the private vendors.

Land-Use Planning & Community Design

Downtown Revitalization

Downtown Emmett features a mix of historic architecture, housing, a range of retail and commercial business, including banks, restaurants, bars, clothing stores, and a historic theater in need of rehabilitation and repair.



Emmett's Frontier Cinema in Historic Downtown is a unique asset requiring rehabilitation & repair.

This historic downtown core is bordered by the Payette River, mixed residential neighborhoods, defunct and decaying industrial sites, underutilized pedestrian access routes, and “strip mall” encroachment from the south on Washington Street. A number of properties appeared to be vacant (including Emmett's original Albertson's location), and one historic structure burned to the ground subsequent to the review.

In short, downtown Emmett resembles many other rural Idaho town cores.

General community comments and concerns

Some downtown business tenants lamented the scarce energy and resources directed toward Emmett's downtown core. Most respondents agreed that cheaper prices, longer hours of operation and greater retail variety were attracting shoppers to Treasure Valley businesses. This appeared to be a Catch-22; retailers claimed they couldn't afford to offer greater variety or longer hours without better sales figures, and consumers (particularly those commuting

“over the hill”) claimed they were waiting for local businesses to offer more flexible hours and better variety before they would commit to shopping locally. Several people we talked to felt residents would do more of their shopping in town if they actually worked in town.

Other residents commented that key Emmett officials had shifted their development and investment focus to the Washington Street and State Highway (SH) 16 corridors, where it was implied that some owned property. One developer expressed the feeling that Emmett’s downtown was “beyond saving” and felt that resources should be directed elsewhere.

Visiting Team Observations

Our general downtown observations were pretty much consistent with community member comments. We witnessed several struggling businesses in and around the downtown core and several indicators of a lack of investment. We also saw tremendous potential in downtown Emmett’s physical, historic and human capital.

Specific issues we observed were as follows:

- (1) Opportunities exist for redevelopment, re-use, and infill in the downtown area. The vacant space created when the building burned on the southwest corner of Main and Washington has tremendous potential.



Thoughtful development of the downtown corner of Main and Washington Streets is an important land-use issue for the City of Emmett, and may also address the adjacent, vacant Albertson’s site.

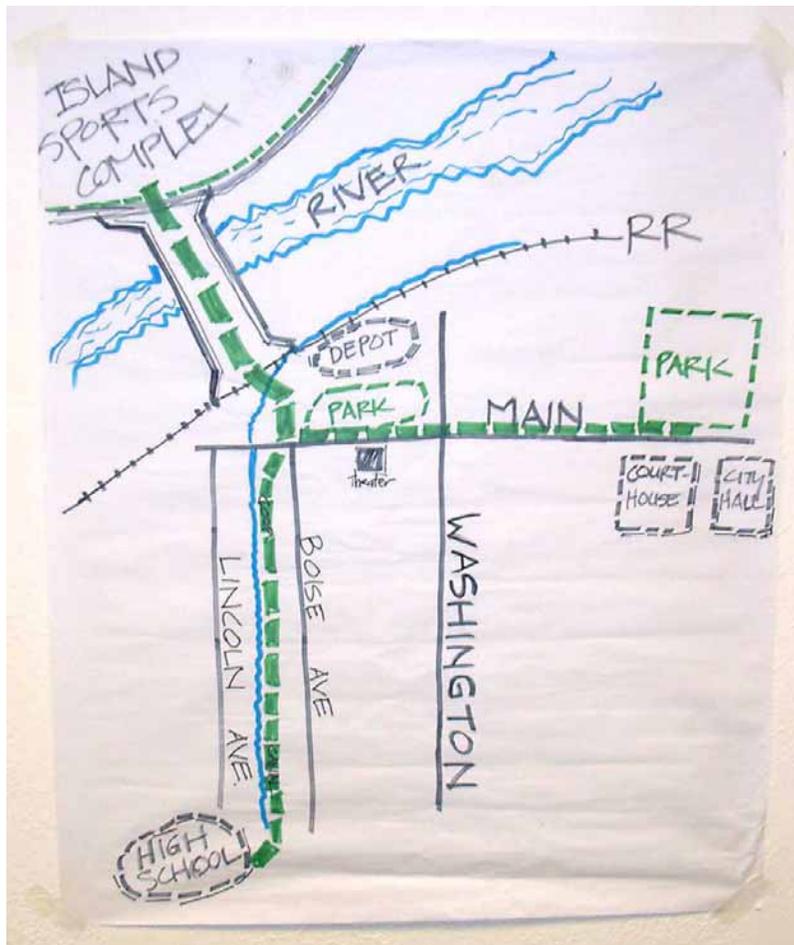
- (2) Respecting the traditional character of downtown Emmett and surrounding neighborhoods will pay dividends for future generations.

Some of Emmett's more desirable neighborhoods are within walking distance of its downtown core and feature historic architecture, mature landscaping and trees, and traditional grid-system streets with sidewalks.

Likewise, the commercial historic structures in downtown Emmett add value and interest to the downtown experience. Care should be taken to maintain the elements that make the core accessible and unique; cookie-cutter design or development, along with barriers to access through and around downtown tend to detract from the area's quality. These physical elements in part make up the "small, rural, quiet nature of the community" residents valued so highly in the pre-review survey.

(3) Link downtown, schools, residential neighborhoods, Co-op Canal, river, parks, and civic buildings with bicycle and pedestrian improvements;

We observed great opportunities for pedestrian and bicycle corridors linking the Sports Complex, downtown, Farmer's Co-op Canal, Emmett High School, civic buildings, offices, City Parks, and the historic train depot. Improving and encouraging pedestrian and bicycle access to and from downtown could be an important link to increasing overall downtown traffic, commerce and interest. Don't just build sidewalks and greenbelt pathways. Build sidewalks and greenbelt pathways that connect destinations, as illustrated by the diagram below created by the Visiting Team on Day Two of the community review:



(4) Redevelop/re-use idle industrial areas adjoining downtown

The community has decisions to make regarding such areas. Should uses in these areas continue to be industrial or should new uses be encouraged that may be more compatible with downtown and surrounding residential neighborhoods? A thorough analysis of costs associated with site inspection and clean up should be undertaken before these decisions are made.

Mill Town, the neighborhood adjacent to Cannery Row, contains some very nice, modest homes. The neighborhood value is impacted by the nearby abandoned industrial structures, in large part due to the numerous code violations reported and observed, but not effectively addressed. Another key negative impact involves traffic to and from the Sports Complex, which is currently routed through Mill Town's relatively narrow neighborhood streets.

(5) The experience of shopping in downtown Emmett should be distinguished from the experience of shopping at big box stores in Meridian or Nampa.

It is extremely difficult for downtown Emmett businesses to offer lower prices and greater selection than big box discount stores. To thrive, downtown businesses must work together to provide what the big boxes cannot: a more attractive and relaxing environment, a greater sense of community and history, a variety of activities, and better customer service. They should market downtown Emmett as a place and an experience, rather than market individual businesses.

Resources

The following resources will help the community take advantage of the opportunities and pursue the goals above.

- National Trust for Historic Preservation, 202-588-6296, www.nthp.org and its National Main Street Center program, 202-588-6219, www.mainstreet.org.
- City Comforts: How to Build an Urban Village, by David Sucher, City Comforts Press, 1995. An excellent resource with very practical, doable, suggestions.
- The Institute for Local Self Reliance, 612-379-3815, www.ilsr.org, publisher of New Rules magazine and excellent book "The Hometown Advantage" which has useful advice and case studies about what communities across the country are doing to strengthen locally owned businesses.
- Local Government Commission, www.lgc.org, 916-448-1198. Excellent source of publications on smart economic development, infill development, traffic calming and street design guidelines, model development regulations, and other topics related to community design and downtown revitalization.
- Idaho Department of Commerce. Ask for "Smart Towns: A Guide to Downtown Revitalization", 334-2470, www.idoc.state.id.us.
- Idaho Transportation Department, 208-334-8272, mmcneese@itd.state.id.us. Funds for pedestrian, bicycle, and historic preservation of transportation facilities (e.g. train depots) from the Transportation Enhancements grant program.

- EPA Brownfields Redevelopment Program, 378-5761, masarik.mark @epa.gov. Source of information and assistance regarding redevelopment of former industrial sites that contain hazardous waste.

Land Use Planning

In Emmett and many other growing Idaho communities, land use planning issues are often most visible at the edge of town, even if the consequences are felt across the community. In Emmett's case, the east side of town has received considerable development pressure in recent years, with the city annexing properties in this area as they are subdivided for housing. This trend can be expected to continue in coming years as existing Treasure Valley residents and new people moving into the area seek the small town character found in Emmett.



Harvest Valley is one of several multi-phase housing developments east of downtown Emmett.

Additional long-term development pressure on the bench north of the river and south of Highway 16 can be reasonably anticipated.

Land use issues also play out in isolated unincorporated areas completely separate from the city. Resort-type development being talked about in the agricultural area between Emmett and Montour is a prime example.

It is also reasonable to expect commercial development to be proposed along Highway 16 from the bottom of Freezeout Hill to the new Albertson's store at John's Ave.

Emmett should be mindful that this new development takes people and resources further away from the traditional center of town. Depending on the policies and standards that permit it, it can also have a detrimental effect on the valley's rural character. As development in these areas continues, protecting water quality and paying for expansion of

police and fire service, schools, transportation system, and utilities must also be taken into account.

General community comments and concerns

Residents and community leaders we talked to did not express significant alarm or negative attitudes about growth. Some expressed that development brings jobs in the construction industry. Economic development interests recognized that growth can bring consumers that will hopefully support local businesses. A few folks shared that commercial development along the highway will hurt downtown businesses and force people to drive to Albertson's whereas walking or biking to the store's former location was an option. Increasing traffic in town and on Highway 16 was brought up as frustrating and unsafe. Others expressed some dismay at the loss of orchards and farms and the loss of jobs that have gone with them. The bench north of the river was identified as particularly high quality farmland that has not been as chopped up by development as areas south of the river.



Some residents expressed concern that development along Highway 16 hurts business downtown and could change the nature of the rural experience in Emmett, important land-use considerations.

Visiting Team Observations

- (1) Discrepancies between comprehensive plan, zoning/subdivision ordinances, and what's actually being built on the ground should be identified.

The Visiting Team did not have the time within the review's two-day period to conduct a thorough comparative analysis of comprehensive plan policies, development regulations, and on the ground development projects to see where inconsistencies might exist. This is an excellent project for a local task force.

Conversations held with community leaders during the review revealed growing interest in updating the joint city-county comprehensive plan completed in 1995. Frequent requests for rezoning, annexation, and contradictions between the comprehensive plan and the standards of the zoning and subdivision ordinances all lend support to this undertaking. As a starting point for the comprehensive plan update, we offer the following observations and encourage the City and County to jointly answer the questions about relevant comprehensive plan policies under each numbered observation below. Addressing them will help identify differences between what the comprehensive plan says and what is actually happening on the ground.

- (2) Policies regarding development within the area of city impact should be reviewed. It was not clear to the Visiting Team if residential development is being permitted within the area of impact with individual septic tanks and water wells on each building lot. Doing so could create water quality and other problems down the road when such areas become appropriate for annexation. Also, the area should be developed at a density that is comparable to that which is permitted within city limits, since lands within the area of city impact will likely one day be annexed. We urge you to consider specific comprehensive plan policies related to the area of impact, such as:
 - It is not clear why there is one “City of Emmett Area of Impact” and a separate “County Residential Impact Area” designated in the comp. plan and its land use map. The State of Idaho Local Land Use Planning Act says that cities and counties are to jointly identify one "area of city impact." (Land Use policies E3.4 and G3.1)
 - The Visiting Team asked many questions about appropriate land uses and design standards for the Highway 16 corridor coming into town from Freeze Out Hill . A reactive “we’ll wait and see what developers want to do, and then respond” attitude was expressed. This attitude is likely to produce haphazard, piecemeal, auto-dependent development than a more proactive approach that sets clear expectations about what is preferred in terms of land use and design. Site development and design standards for commercial development found in the zoning ordinance should be reviewed and updated. We found no policies in the comprehensive plan that address the character or design of commercial development and we encourage their inclusion in the comprehensive plan update.
- (3) Taking care of Emmett’s neighborhoods is an important part of managing growth because it keeps the city a place people want to live in, not move away from. They are also an irreplaceable part of Emmett’s character and history. Specific comprehensive plan policies related to maintaining existing neighborhoods we urge you to look at include:
 - What actions have been taken to upgrade the downtown neighborhood drainage system? (Community Design policy 4.3)

- Have programs been initiated to improve sidewalks, pave streets, and encourage appropriate infill development in existing neighborhoods? (Land Use policies E2.4, and E2.7, Community Design Policy E4.4)
- (4) Keeping Emmett a place where young families and individuals can find housing they can afford allows Emmett to keep its greatest asset – its young people. Remember that affordable housing represents a direct wage subsidy for local employers and a salary increase for workers; when housing costs are reasonable, households also have more discretionary income to spend on local goods and services, families stay put longer and have more stability on the job and in school. For information on local “housing wages,” see the latest “Out of Reach” study from the National Low-Income Housing Coalition at www.nlihc.org/oor2003.



Meadowbrook is a fine example of an affordable housing facility recently built in Emmett.

To identify how well comprehensive plan policies related to affordable housing are being implemented on the ground, we urge the community to answer the following questions:

- Has residential development since 1995 provided a variety of residential types for the purpose of providing the City with an economic range of housing opportunities based on needs? (Land Use policies E2.1, G2.1, E1.1, G1.1, E2.10, G2.2, Land Use policy 2.8, Housing policy G2.1 and E2.2)
- Have programs been initiated to promote rehabilitation of affordable housing stock in existing neighborhoods? (Housing policy E2.3, Land Uses policy 2.7)

- Have the City and County taken steps to encourage manufactured home parks or other types of affordable housing? (Land use policies E2.5, E2.6, and G2.4)
- (5) A community with lots of pedestrians and bicyclists is a safe, healthy, vibrant, attractive community. As explained in the previous downtown revitalization focus area, we saw many opportunities to improve conditions for walking and bicycling both along streets, irrigation canals, and other areas.



Emmett High School students are already utilizing this Boise Avenue route along the canal.

To identify how well comprehensive plan policies related to transportation are being implemented on the ground, we urge the community to answer the following questions:

- Is new development providing for adequate pedestrian and bicycle access for school children and residential neighborhoods to minimize busing? (Education policy E1.5)
 - Has there been progress toward establishing trail links to Emmett schools, parks, and neighborhoods? (Recreation, Parks, and Open Spaces policies E2.4 & E3.2).
 - Has a specific Emmett pathway plan been developed with citizen participation? (Transportation policies E4.1, G4.1)
- (6) Community character refers to the qualities that set Emmett and Gem County apart from other areas of Idaho. We encourage you to improve and celebrate those qualities you are most proud of and to make sure new development respects them.

Comprehensive plan policies related to community character we urge you to look at include:

- What residential densities are appropriate for unincorporated areas of the County? Since the policies for the City and County are so similar, it is implied that the same densities and uses are appropriate. The phenomenon that will cause Gem County and Emmett to lose its character more than anything is suburban development that will leave the difference between areas within the city limits indistinguishable from areas outside city limits.
 - Has a street tree program been developed and are street trees required or encouraged as part of new development? (Transportation policy E2.1, Community Design policy E4.2)
 - Should the economic development chapter of the comp. plan have a new policy that supports economic development activities that do not harm the community's small town, quiet character? (see Economic Development policies E1.2 and G1.2)
 - To what extent do newer subdivisions “contain the necessary parks, access to schools, and neighborhood commercial facilities to maintain and form identifiable neighborhoods?” (Land Use policy E1.4)
 - Have attractive roadway entry areas been developed in Letha, Sweet, Ola, Montour, Pearl, and Emmett? (Land Use policy G1.4)
 - Is a mix of residential, commercial, and light industrial land uses occurring in the “mixed use areas”? (Land Use policies E2.9 and G2.5)
 - Have specific development criteria been created to make sure neighborhood convenience stores are compatible with adjacent development? (Land use policy E6.5)
- (7) All communities are concerned about paying for infrastructure and services required by future development, especially if the majority of recent development has been residential. Comprehensive plan policies related to paying for infrastructure and public services include:
- Have annexation and development policies been created that allow the City to assess the cost of providing services to new development and determine impacts to city budget, economy, land use, and environment? (Population and Growth policy E1.3)
 - Are impact fees for transportation improvements being collected? (Transportation policy E5.1, G5.1)
- (8) Gem County's agricultural heritage and the open, un-crowded character of the landscape is a big part of the history of the area and why people enjoy Gem County today. It's part of the legacy future residents will hopefully be able to enjoy. Comprehensive plan policies related to farmland and open space conservation we urge the community to look at include:

- Has there been any progress towards creating a greenbelt park/pathway system along the Payette River? (major goal and related policies of Parks, Recreation, and Open Spaces chapter)
- To what extent are neighborhood parks being provided in all residential areas? (Land Use policy E2.2)
- Has all new commercial and industrial development in the unincorporated areas of the County since 1995 supported agriculture? (Land Use policies G9.1, G9.3) Does the zoning map and ordinance support agriculture by discouraging encroachment of incompatible land uses? (Land Use policy G1.5).
- Has the identification of open space and trail corridors been encouraged through the development process? (Recreation, Parks and Open Spaces policy E3.3)
- Are new subdivisions that abut agricultural land providing screening and larger lot sizes to buffer the interface between the subdivision and agricultural operations? (Land Use policy G4.7)



Agricultural land adjacent to new residential development illustrates what will be an ongoing land-use challenge in Emmett's area of city impact and underscores the need for a healthy relationship with Gem County.

(9) Other/Miscellaneous. The following two questions do not fit under the topics above. We include them here because we think they merit due consideration by the community:

- To what extent have the City and County coordinated on regional growth and transportation issues with Payette, Ada, and Canyon Counties? Many chapters in the comprehensive plan have at least one policy supporting this objective. (Population and Growth policies E1.7 and G1.6, Implementation policies E1.5 and G1.5, and Transportation policy E1.8)
- Have the City and County reviewed the comprehensive plan annually? (Implementation policies E1.4 and G1.4)

Summary

The above section addresses several areas that can be summed up as relating to the quality of life and character of Emmett. The National Governor's Association has recognized the importance of "quality of place" as a key tool in attracting and retaining desirable business and industry, and the "knowledge workers" who make up the new economy. These not only include folks who drive over the hill, but also the growing ranks of "Lone Eagles" who can add their energy and income to the community, whether they're migrating to Gem County, or returning home from college or careers elsewhere.

Dr. Richard Florida writes about this in *Competing in the Age of Talent: Quality of Place and the New Economy*, found on the National Governor's Association Web site:

"Quality-of-place - particularly natural, recreational, and lifestyle amenities – is absolutely vital in attracting knowledge workers and in supporting leading-edge high technology firms and industries. Knowledge workers essentially balance economic opportunity and lifestyle in selecting a place to live and work. Thus, quality-of-place factors are as important as traditional economic factors such as jobs and career opportunity in attracting knowledge workers in high technology fields. Given that they have a wealth of job opportunities, knowledge workers have the ability to choose cities and regions that are attractive places to live as well as work."

Emmett can preserve and enhance these attributes through informed, intentional and strategic planning. We all wish the residents of Gem County the best in their efforts in this area.

Resources

The following resources will help the community take advantage of the opportunities and pursue the goals above. Many of the published resources are available on loan from Idaho Smart Growth:

- *Competing in the Age of Talent: Quality of Place and the New Economy*, by Dr. Richard Florida <http://www.nga.org/cda/files/FLORIDA.pdf>
- *Conservation Design for Subdivisions: A Practical Guide for Creating Open Space Networks*, by Randall Arendt, Island Press, 1997.

- *Rural by Design: Maintaining Small Town Character*, by Randall Arendt, APA Planners Press, 1994.
- *Crossroads, Hamlet, Village, Town*, by Randall Arendt, 1999, American Planning Association.
- *Best Development Practices*, by Reid Ewing, American Planning Association, 1996.
- *Community Rules: A New England Guide to Smart Growth Strategies*, by Beth Humstone, Conservation Law Foundation, www.clf.org/pubs/community_rules.htm.
- *How Superstore Sprawl Can Harm Communities: and What Citizens Can Do About It*, Constance Beaumont, Washington, DC: National Trust for Historic Preservation, 1994.
- *True West: Authentic Development Patterns for Small Towns and Rural Areas*, by Christopher Duerkson and James van Hamert, APA Planners Press, 2003, 312-786-6344
- *The Rural Town: Designing for Growth and Sustainability*, edited by Wendy McClure, Center for Business Development and Research, University of Idaho, 1997.
- American Planning Association, www.planning.org, (312) 431-9100 (visit website or call to learn about “Growing Smart” program).
- Local Government Commission, www.lgc.org, (916) 448-1198. Two excellent resources of note available from Local Government Commission: “*Street Design Guidelines for Healthy Neighborhoods*” and “*Smart Growth Zoning Codes: A Resource Guide*”.
- Sonoran Institute, www.sonoran.org, (406) 587-7331
- Idaho Smart Growth, isg@idahosmartgrowth.org, www.idahosmartgrowth.org, 208-333-8066.
- American Farmland Trust, www.farmland.org, (253) 446-9384
- Congress for the New Urbanism, www.cnu.org, (415) 495-2255
- National Trust for Historic Preservation, www.nthp.org, 202-588-6296
- Municipal Research Services Center, www.mrsc.org, (206) 625-1300
- Western Rural Development Center, <http://extension.usu.edu/WRDC/>, (435) 797-9732. Based at Utah State University, theWRDC publishes excellent “Western by Design Resource Toolkit.”
- University of Idaho Urban Research and Design Center, Sherry McKibben, Director, 208-343-7851, mckc@rmci.net.

Coordination and Communication

Coordination and communication among local government, civic groups and other community segments are essential in any strategic approach to community and economic development. The productivity and effectiveness of any community initiative depend on cooperative partnerships that pursue common goals. Entities involved with this review, from start to finish, exhibited varying degrees of commitment and investment, and communication (or lack thereof) featured prominently as a key issue.

General community comments and concerns

Feelings on this issue were almost universal among community members we spoke with. Many residents questioned the motives of city officials and felt their lack of involvement was due largely to turf conflicts and personalities. Others pointed to historic variability in the working relationships among civic groups, economic development organizations and city and county government.

More than one person talked about how various organizations in the community don't combine efforts and work together because they resisted working on a project if it was not their idea. Paradoxically, the organizations want the credit for accomplishing good things for the community, but few organizations have the clout and energy to accomplish a project entirely on their own.

Visiting Team observations

Some Visiting Team members were struck by the lack of city government involvement throughout much of the process. Emmett's Mayor, City Council and Planning Department were conspicuously unavailable during the pre-visit phase of the review as well as during the community tours on Day One. This was troubling to those investing time and energy in this process, and greatly limited our ability to assess conditions and challenges from the City's perspective.

As these concerns were brought to the City's attention, changes were made to the Day Two schedule to include time with the Mayor, some City Councilmembers, and the City Planner and Public Works representative.

Final Thoughts

Responding to the survey completed as part of this community review, Gem County residents spoke fondly of the "*small, quiet, rural nature of the community*". These same qualities will continue to draw new residents to Emmett so long as jobs are available in Ada and Canyon Counties. Even if economic development efforts result in more jobs being created within Gem County, as is clearly desired, a substantial number of people will continue commuting over the hill to work in the Treasure Valley – Emmett is too close to Boise, Meridian, Nampa, and Caldwell to expect otherwise.

How can the people of Gem County guide the inevitable growth so that they do not lose the "small, quiet, rural, nature of the community?" The Visiting Team suggests this is the central question that all economic development, community service, and government organizations could rally around. If the community does not take the opportunity to answer this question now, before experiencing significant growth, the region will constantly be reacting to outside interests and external forces who do not reside in the community. This is the experience of one Western town after another, including many in the Treasure Valley. Emmett can still learn this lesson from them. Take the responsibility to imagine an alternative and preferred future.

Embarking on a community visioning process that identifies what citizens would like Gem County to be like as a place to live 10, 15, 20 years from now would be an appropriate place to start. This visioning process can ideally be jointly led by the City and the County. The comprehensive plan could then be updated to reflect and implement this vision.

Many of the resources under the “Land Use Planning” focus area can provide the community with information and assistance about community visioning. In addition, there are many resources that can help different community interests come together to work toward common goals. Here are two excellent resources:

- *Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference*, by David Chrislip and Carl Larson, Jossey-Bass, 1994.
- *Facilitator's Guide to Participatory Decision-Making*, by Sam Kaner, et al, New Society Publishers, 1996.

Civic Life and Community Involvement

Introduction and Key Issues

A substantial source of a community's strength, energy and creativity is generated through civic involvement and community arts and culture. Businesses and corporations consider moving to a community based upon a wide range of services and opportunities. On the top of their list is the health and vitality of a city's civic and community life.

- Is it a place where families want to raise their children?
- Are there entertainment and recreation opportunities?
- Is the community willing to engage citizens as active participants or is it a closed community where citizens are viewed as spectators or consumers?

These are all factors that greatly influence potential businesses moving to your community. This is why a close analysis of civic and community life is vitally important in creating vibrant economic development.

Emmett's Civic and Community Life focus area provided the Idaho Community Review Visiting Team an opportunity to identify rich sources of civic and community life and identify specific areas for enhancement and improvement. In all areas, the Visiting team noted plentiful resources, momentum, and commitment. None was more evident than the Home Team's enthusiasm and commitment to the review process. This core group has the potential to move Emmett through many of the growing pains it is currently experiencing. There are key issues and observations that emerged during Emmett's Review that we would like to pay particular attention to in this summary:

- ➔ **Arts and Culture**
- ➔ **Youth and Education**
- ➔ **Senior Citizens**
- ➔ **Civic Engagement and Leadership**

Arts and Culture

Interviews with community members revealed that the community has a strong desire to preserve the "nostalgia" of Emmett, the unique history and culture of the place. As mentioned previously, the uniqueness of a city is tied to its culture and arts and, when celebrated and promoted, can positively impact economic development through cultural tourism and the development of a quality of life that attracts a quality workforce and, therefore, business. Survey results indicate that community members are not satisfied with the city's arts and cultural opportunities (see page 74). Yet, Emmett and Gem County have a wealth of arts and cultural opportunities. Strategic planning and community leadership will be needed to mine these resources, make them available, and utilize them in economic development efforts.

A Cherry Identity

Emmett celebrates its relationship to the fruit growing agricultural industry in all of its promotional materials, even in the cherry tree on the City's official Seal. Yet, when the team toured Emmett, this cherry connection was not physically or visibly obvious and, therefore, would not be obvious to visitors. One comes to Emmett expecting to see cherries, or at least cherry-related businesses, signage, and public art works. In the team's interviews, several community members expressed a desire to see the return of the cherry orchards. In the absence of this city identifier and symbol, community members have little around which to leverage civic pride.



One downtown business capitalizing on Emmett's 'cherry identity.'

This historically established identity is a tremendous opportunity for Emmett to build upon. It is a quality that can draw attention to Emmett for tourism and civic pride development. However, this effort must be carefully planned and managed to ensure that this identity does not become too commercial and remains grounded in Emmett's history and culture.

Several strategies could be employed to fulfill the cherry experience. Cherry trees (lots of them!) could be planted in public spaces, and an arbor day-type effort could be undertaken to encourage private property owners to plant cherry trees. Guided or self-guided (driving) tours of existing cherry orchards, especially during flowering season, could be arranged to entice visitors. Public art works could be commissioned and installed which celebrate the agricultural history of the city.

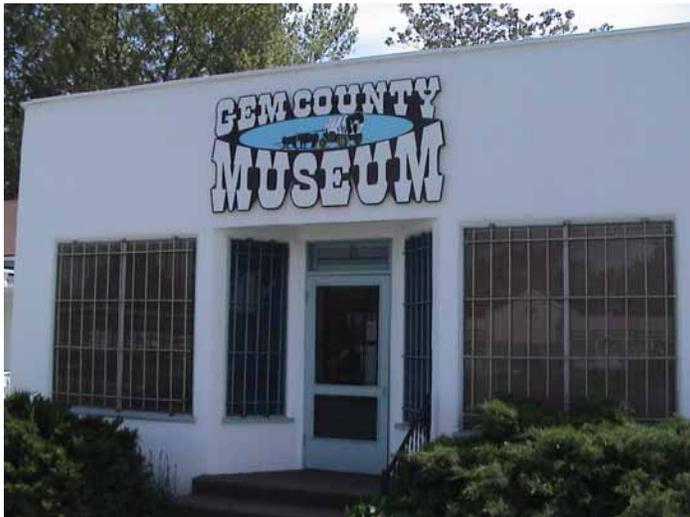
The Cherry Festival

The Cherry Festival, now in existence for nearly 70 years and currently coordinated by the Gem County Chamber of Commerce, is a well established community celebration that, with refinement, could grow into an event that creates significant economic impact and provides a forum to showcase the culture of Emmett. The key to its success and growth is to make sure the festival is unique. Cherry-related activities, such as the pie eating and pit spitting contests, should be expanded upon and enhanced. Selection policies and practices are needed for relevant vendors with incentive and priority given to local arts, crafts, and food vendors. Granting and fundraising efforts should be undertaken to allow the festival to pay participating performing artists, allow for a selection process to assure quality, and to secure at least one “headliner” each year. Training in events/festival management is needed for key volunteers, event coordinators, and Chamber of Commerce board members.

Today Is Tomorrow’s History

Emmett has a rich and interesting history that includes Native Americans, early fur trappers, the railroad, sheep, cattle, timber, agriculture, and Hispanic peoples. The acknowledgement and celebration of the diversity of the city’s history and its population today can increase civic involvement and bridge the Hispanic and Anglo communities within Emmett. This can be accomplished through public art works, and inclusion of educational displays or activities at the Cherry Festival. Also, an invitation should be extended to the Hispanic community to encourage involvement in the Cherry Festival through music and dance performances, displays of traditional arts and crafts, and food sales.

The Gem County Historical Museum



The Historical Museum is a significant asset to the city, one of its few year-round cultural attractions. In some respects however, the layout appears to be more like an antique store than a museum. There are many Gem County stories worth telling and careful attention to the layout will provide guests with a rich historical context. Efforts should be undertaken to make the displays more culturally inclusive such as areas dedicated to the Native American and Hispanic

histories of the area. A few improvements could make the museum more accessible to visitors and the community; removal of the jail-like window bars to make the museum’s storefront more inviting, signage perpendicular to the street to make it more visible, and updated and typed or computer generated interpretive cards to enhance the learning experience. Increased financial investment and support should be considered by the City

and County to allow the museum to do needed improvements, increase marketing efforts, and expand open hours.

Arts Abound

A strong foundation of artistic efforts exist in Emmett including; a large membership in the Quilter's Guild, an active community theatre group, several private dance and music teachers, and strong participation in faith-based music programs. The challenge is to provide city-wide support in promoting these activities to develop a broad local audience and cultural tourist base. The City of Emmett and Mayor Morgan have taken a leadership role in meeting these challenges by initiating dialogue to form and appoint members to an Arts & Culture Commission. This Commission can not only help to coordinate promotional efforts and complementary scheduling for the arts in Emmett, it can also spearhead public art projects, work with the Chamber to promote Emmett as a cultural tourism destination, and develop and implement strategies to meet the cultural goals of the Emmett and Gem County Comprehensive Plan.

Other Opportunities to Highlight Emmett's Culture

The potential for a vibrant arts and cultural scene in Emmett is tremendous; there is no shortage of opportunities. Here are just a few noted by the visiting team:



- Emmett has a number of remarkable historical homes that are significant cultural assets worthy of showcasing, such as this home owned by a Gem County Commissioner. Brochures for self-guided walking or driving tours of these homes with sidewalk interpretive signage could be developed in cooperation with the private homeowners and the Chamber of Commerce.
- A guided or self-guided tour of the several historic barns throughout the valley could be developed (contact the Wallowa County (Oregon) Chamber of Commerce for information about their barn tour – 1-800-585-4121) as a fundraiser and tourist attraction. An inventory with photographs of these numerous barns already exists at the Idaho Historical Museum.
- The Thunder Mountain Rail line that currently offers short rides from Emmett during the Cherry Festival, and has seen increasing participation, could be expanded to quarterly or monthly offerings. Key community members, such as an Arts & Culture Commission, should work with rail line management to develop attractive tour packages featuring unique cultural showcases and entertainment of the Emmett area.

- The historic Frontier Theatre in downtown Emmett is a terrific opportunity to develop a key destination for performing arts events and anchor what could become a cultural district effort by the City to encourage arts-related and auxiliary businesses such as galleries, and restaurants to downtown. The City should take a leadership role in negotiations with the owner to allow the city or other organization to acquire the theater and oversee its renovation.

The key to success in developing arts and culture as a community asset is to carefully develop a city or countywide Cultural Plan with established goals, objectives, and priorities. As with any community development effort, this takes time, leadership, and community involvement. During the visiting team interviews, several community members indicated interest and enthusiasm in forming an arts commission. The City of Emmett and Mayor Morgan have made a good initial effort to convene interested parties, and these first steps toward arts and cultural development in Emmett and Gem County may result in increased economic rewards and quality of civic life well into the future.

Resources

- Idaho Commission on the Arts: grants for arts projects (performing arts events, arts education, folk arts), help in establishing an Arts Commission, training in festival management, fundraising, cultural tourism development, facilitation for cultural planning. P.O. Box 83720, Boise, ID 83720-0008, 1-800-ART-FUND, www2.state.id.us/arts. Contact: Delta Smith, Community Development Director.
- Idaho Community Foundation: grant source for a wide variety of community endeavors. 210 W. State St., Boise, ID 83702, 1-800-657-5357, www.idcomfdn.org. Contact: Craig Perry, Program Officer.
- Idaho Humanities Council: grants for planning, interpretive projects. 217 W. State St., Boise, ID 83702, 1-888-345-5346, www.idahohumanities.org. Contact: Rick Ardinger, Executive Director.
- Idaho Heritage Trust: grants for historic preservation or renovation of historic buildings. P.O. Box 352, Bellevue, ID 83313, 208-788-7529, www.idahoheritage.org. Contact: Gaetha Pace, Executive Director.
- National Civilian Community Corp: volunteer crews available to meet community needs. www.americorps.org/nccc/
- Arts Northwest: information about performing artists and groups on tour in the Pacific Northwest and available for community performances. P.O. Box 1354, Port Angeles, WA 98362, 360-457-9290, www.artsnw.org. Contact: Karen Hanan, Executive Director.
- Americans for the Arts: arts and economic development information. 1000 Vermont Ave. NW 6th Floor, Washington DC 20005, 202-371-2830, www.artusa.org.
- Directory of Idaho Foundations: published list of granting foundations that fund projects in Idaho. Available via Caldwell Public Library, 1010 Dearborn St., Caldwell, ID 83605-4195, 208-459-3242. Contact: Elaine Leppert.
- Funding Information Center: resource library of fundraising, strategic planning, and nonprofit management information. Boise Public Library, 715 S. Capitol Blvd., Boise, ID 83702, 208-384-4024. Contact: Mary K. Jones Aucutt.

Youth and Education

Young people fill a crucial role in creating a sense of community. When communities fulfill their obligations to provide services that meet state and city requirements while also vigorously engaging young people in the process, learning is increased and social responsibility is activated. The following observations and recommendations are directly tied to this process.

Emmett Senior High School



Through our interviews with students and faculty we found that the majority were dissatisfied with the building structure of Emmett Senior High School. Although the dome-shaped structures were built based on the idea that they were inexpensive to construct and easily heated in the winter and cooled in the summer, the expressed opinion is contrary. Students and teachers alike complained of the building being too hot in the summer and too cold in the winter. The absence

of windows noticeably creates ventilation hardships and a claustrophobic atmosphere. The lack of fire escapes is also of great concern among students and faculty. We also noted there were no works of art or murals on the walls. Finally, due to the design of the domes, building additions seems problematic at best.

These are obviously problems that many community members and school officials are concerned about. We are also well aware of the economic situation in many communities that prevent expansion or new development of educational facilities. There are however, creative solutions that may alleviate some of discomforting aspects of Emmett's high school:

- Painting murals both inside and outside would give a big boost to the overall atmosphere. We believe it is crucial to involve the students in the decorating process whether it is just having them vote on the artwork they prefer or take a more active role. Initiate a contest in which Emmett high school students can create an artwork or mural design for the building. The winners would be selected by a vote from the students and then students would be responsible for painting the artwork on the building. Also, the school has a sophomore, junior and senior section so each section could be responsible for decorating their own area. This would be a great way for the students to have some ownership and pride in their school. The students could organize fundraisers such as car washes or rent-a-kid chores to buy art supplies.
- Art and design students at Boise State University or Albertson's College could also serve as coaches during the entire mural painting process.
- Architectural students from the University of Idaho might also contribute their time and energy in problem-solving the structure of the dome.

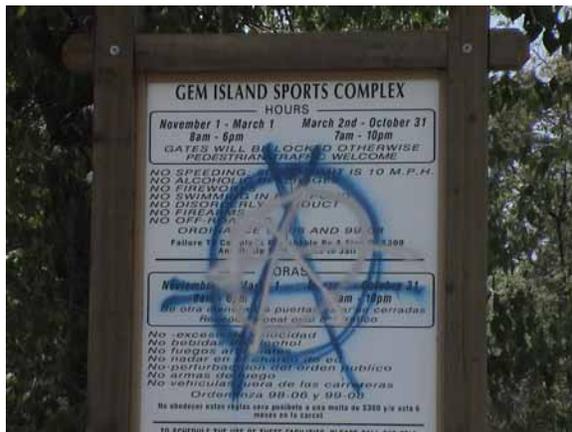
- Conduct research on how other dome-designed schools are coping with the same challenges and resolving problems.
- Create a youth-adult task force where possible solutions are generated and resources can be suggested.

Recreation Activities

Recreation is a necessary outlet and function for young and old alike. As a form of entertainment, recreation does not always carry the high price tag to gratify the participants and engage the audience. Emmett’s surroundings and geographic location affords recreation opportunities that most communities often have to create (man-made lakes and expensive amusement parks). The Gem Island Sports Complex is a perfect example of utilizing existing environmental resources to maximize community recreation. Emmett has many more “gems” waiting to be discovered and experienced.

Gem Island Sports Complex

Initiating a project like the sports complex is only half the battle, as many citizens expressed to the Visiting Team. Sustaining the effort and maintaining the grounds is notably a challenge for the community. With budgetary cutbacks this dilemma has probably increased considerably.



- The problems that surfaced during the Community Review include park vandalism that such as graffiti and property damage. There is also the assumption that local youth are responsible.
- An unfinished aspect to the project includes an outdoor amphitheater that lacks electrical capacity.
- Park maintenance is visibly an issue that must be addressed by all of the partners involved in the project.

The fantastic beginning on the island is worth completing, expanding and celebrating. There are a variety of ways the community as a whole might work together, alongside city and county officials, to improve this recreation site. Here are a few ideas the visiting team suggests:

- Places like the Youth Recreation Center and the Gem Island Sports Complex were built for the children and youth, but to our knowledge no youth were asked to participate in the planning and implementation. It is not surprising that youth who feel disenfranchised often act out their dissatisfaction in destructive ways. Research has shown that youth—even in rough, gang populated inter-cities—who are vested and regarded as contributing citizens will reduce their activity in vandalism. We protect what we value and we value what we invest in. Youth are no different.

- Create an Emmett Youth Service Corps to tackle such problems as graffiti or projects such as spring clean up on the island. These youth could earn points for scholarships (Presidential Youth Service Awards), city recognition awards or receive coupons from area merchants.
- Create a citizen task force, with city and county official representative(s), where recreation is a central focus. Working groups could be formed with a variety of focus areas with the purpose in mind to generate solutions and strategies for community renewal.
- Establishing an Emmett Community Fund through the Idaho Community Foundation would create a way for citizens to make a tax-deductible donation for community development purposes. The Gem Island Sports Complex could be one of many check-boxes on the contribution form.
- Search the internet (or approach Idaho Power) for used electrical parts and equipment for the amphitheater.

Hold a community-wide garage sale where all donated items go into a general fund for city beautification and recreation expansion (See Lynn Borud, Mercy Medical Center, Nampa, to learn some best practices and possible methods).

Youth Recreation Center



The Youth Recreation Center in the heart of town is well-equipped with pool tables, foosball, ping-pong and some computers, but the aesthetics of the facility could be improved upon to make it more youth friendly. Even the hours of operation are more accommodating to a working adult's schedule than those of children and youth. If the facility is to be appealing to young people, some challenges should be resolved.

In talking with some of the high school students and community leaders, we see a need for diversified opportunities for teenage youth, particularly socialization activities and opportunities beyond softball and other typical sports. Many students mentioned that they prefer to travel to Ada and Canyon County for entertainment. This no doubt poses many challenges for parents, especially related to concerns over highway safety and distance travel.

Consider shifting the hours of operation from 12pm-9pm instead of 9am-6pm. Especially during the school year, three hours of recreation fun leaves several hours of idle time. We

understand this might be a challenge with employee schedules, so perhaps volunteers could be utilized.

Use youth to decorate the facility. Their buy-in is crucial to gaining their interest and participation.

Another opportunity to encourage productive youth engagement would be to put together a Teen Service Challenge. This is a Healthy Communities*Healthy Youth (HC*HY) initiative launched in Ada County two years ago with great success in creating youth opportunities and community improvement. Schools, churches and organizations like the YMCA are encouraged to form youth teams that select community projects and earn points toward great prizes and trophies for the total team volunteer hours. It's great community engagement. Youth select from a list of community improvement projects like cleaning up refuse from areas near town that have started looking like dumpsites or helping to plant cherry trees throughout the community. Youth should also be involved in the planning and implementation of what comes out of this community assessment.

Having a recreation center in the middle of downtown is a wonderful asset to build upon. Create an atmosphere where youth want to gather (see Romancing the Bean, Blaine County Youth Partnership, Hailey).

We want to acknowledge the progress being made by the Project Promise Coalition and Project Starfish to bring about asset-based opportunities for Emmett youth. The commitment of the adults of Emmett to change their approach in relating to youth will have tremendous impact on developing long-term community health. Congratulations for changing your approach to effectively impact young people.

Big Brothers/Big Sisters

The Big Brothers/Big Sisters mentoring program launched over a year ago has been well received by high school students and their parents. The satisfaction gained through mentorship greatly builds strengths in all students involved. During our visit we heard some discussion on whether the community will continue the partnership with Big Brothers/Big Sisters in an effort to save money. We caution the community to investigate the ramifications of going it alone. An organization like Big Brothers/Big Sisters provides the needed background checks and liability coverage that is critical when matching people to one-on-one time with children.

Community Education Programs

To our knowledge, there are no adult education programs occurring in Emmett outside the good employment and training efforts of the Department of Labor Job Service Center. One of the high school teachers brought up the concern for the lack of programs for adults such as a GED program or classes for education (computers, language, etc.) and recreation (music, quilting, etc.). Especially after the mill closure, education, job re-entry programs, and continued professional workforce development opportunities are essential to economic growth in the region.

The University of Idaho Extension Office at the Gem County Fairgrounds is a wonderful resource to create an adult learning curriculum and GED program. Classes could be held at the local library, senior center or junior/senior high schools, or the Job Service Center.

Youth and Seniors Working Together

The Gem County Historical Museum is a great asset of the community; however, it appears to be greatly underutilized. Some ideas the visiting team came up with include involving the junior high, high schools and seniors in performing theatrical re-creations of local, historical events. For example, re-enacting the railroad coming into Emmett for the first time or demonstrating how to shear a sheep or how all the fruit orchards were planted and harvested. The schools could offer a credited elective class or make it part of their history curriculum. Seniors could play an active role in the performance, creating roles, and designing costumes. It would be a fun and interactive way to bring the generations together. Also, youth and seniors could be trained and teamed together to serve as museum curators over the summer months.

Another great resource for the community is the local library. This community-gathering place is one of Emmett's great hubs for social activity. We encourage the expansion of all activities including the Story Time for the youngest children. This is another great way to involve teenagers and seniors. They could read to the smaller children, even dressing up in costume to match the story. The Library already has a solid volunteer recruitment and management system but they may be able to partner with the Senior Center to expand their volunteer base.

Available Resources

Youth: The junior and senior high school students are an extremely valuable and underutilized resource in most communities. They are very willing and eager to help and be a part of community development – they only need to be asked.

Seniors: The exact same thing can be said for the senior population of any community. We asked several seniors during our visit why they aren't more involved in their community. Their reply was, "Nobody has asked us to help!"

Community members: If you ask anyone, they will naturally tell you they want to improve the community they live in and they will have some good ideas about how to do so. Create and support a volunteer system using the library, youth organizations, and the senior center.

Local businesses: Most businesses seek opportunities to give back to the communities they serve. They are a great resource for donating supplies, materials, and other in-kind contributions.

The Senior Center and Seniors in Action

Today's seniors are livelier and more engaged than in years past. As a volunteer service-force they contribute time, knowledge, wisdom and expertise. They are often ignored or at

least, underestimated in terms of their skill sets. Between energetic youth and livelier senior citizens, Emmett has a significant human resource that is worth tapping into.

Challenges



The Gem County Senior Center in Emmett, like most senior centers in Idaho, is experiencing a decline in participation. Just in the past three years, participation in the congregate meals program in Emmett has declined from a high of 1474 meals served per month, to 993 meals; over a 30% drop.

The Idaho Commission on Aging believes this trend exists for many reasons, some of which vary by location. However, the Commission believes the over-arching, common reason is

that many senior centers continue to follow the models created in the early 1970s, and have not changed as their communities and the expectations of the public they serve have changed over the past 30 years. The staff, board, and volunteers of the Gem County Senior Center report that they are frustrated with their attempts to reverse the trend.

The Center (again like its counterparts around the state) has an image problem as well. The development of senior centers and their nutrition programs was once a source of great pride for their participants and their communities. The communities and the participants felt a sense of real ownership and commitment, because they worked hard to build and operate the facilities and programs. Participating in the programs was both honorable and desirable. Over time, that sense of pride in involvement has often been supplanted by a feeling that one's participation is evidence of inability to care for oneself without some public (welfare-like) assistance. For many in the community, the perception is that the local senior center is a place to be avoided, rather than an important part of the community to be sought out for collaboration and celebrations.

The Gem County Senior Center has another "image problem" in that it is not visible in the community. The center is a very comfortable facility that offers a variety of amenities and excellent meals, to those who can find it. To those who have not grown up in the community it is easily overlooked, and perhaps even hard to find.

Financial strain is another challenge for the center. Public funding for senior centers is limited, and in many communities, has not kept pace with the costs of doing business. Like most senior centers in Idaho, the Gem County Senior Center struggles to make ends meet, with increasing reliance on participant contributions and local fundraising efforts. To make matters worse, a significant sum was allegedly embezzled from the center, leaving the center deeper in debt.

Opportunities

The challenges faced by the Senior Center are themselves opportunities. There is nothing preventing the Gem County Senior Center from redefining itself, revitalizing itself, and giving itself a purpose that is relevant in current times. Broad community support for and participation in the center can be achieved by involving the community in a meaningful analysis of the future of aging in Gem County, and the relevant roles for the senior center. If such an analysis is undertaken, the public may identify many roles for the center that are dramatically different than those roles deemed relevant in the early 1970s.

Re-aligning its purpose with desired roles identified by the community will not automatically solve all the challenges faced by seniors and their center. Financial issues pose additional concerns. However, as the larger community redefines the center, making it relevant to the community, Emmett and Gem County residents can be expected to offer greater financial commitment to the center. Once again, like its founders thirty years ago, those involved in setting a new direction for the center will feel the same pride, sense of ownership and commitment to the center and its programs. A renewed commitment will bring new opportunities for financial support from within and outside the area.

The Gem County Senior Center can start such a process with several strengths on their side. They have a very nice facility. It is comfortable, inviting, spacious and flexible. The staff and board are dedicated, effective and hard working. Current programming attracts a regular (though as previously stated declining) following. Current programs include regular congregate meals for those who can get to the center, home delivered meals for the frail and homebound, medical programs, an adult day care program, and recreational programs such as dancing and bingo.

Strategies

The visiting team identified several possible strategies to assist the center with achieving greater involvement in the community and expansion of community involvement in the center:

- Increase signage around town to make people more aware of the center's existence. Placing a sign at the intersection of Johns Avenue and Highway 16 would be especially helpful in assisting newcomers to town in finding the center. A more prominent sign at the center itself would help as well.
- Both seniors and youth told team members they would be interested in volunteering time for community service. The center could become a community clearinghouse for volunteerism. Any community member, regardless of age, will know that the center is the place that can match their interests and available time with appropriate volunteer opportunities that will bring rewards to the individual and the community as a whole.
- Develop intergenerational programs that take advantage of the special interests and skills of seniors, for example, foster grandparents, a Retired Senior Volunteer

Program (RSVP), or a mentoring program for at-risk school children needing the guidance of a mature adult.

- Involve young volunteers in programs and activities targeting the needs of seniors. Visiting homebound seniors, helping with projects or events at the center, doing chores and minor repairs for seniors, and teaching seniors how to use a computer or explore the internet are all examples of projects and programs with an intergenerational emphasis.
- Develop educational programs that are open to everyone regardless of age. Retired individuals can receive training and education in subjects of interest to them and offer their wealth of knowledge and experience to others who can benefit from them.
- The center is a talent bank, containing decades and generations of experience and knowledge. The center should emphasize this and encourage and facilitate opportunities for Emmett's older citizens to teach, train or impart through mentoring this knowledge and these valuable skills. To this end, the center should establish relationships with local schools, civic organizations and other groups in the community to establish such opportunities, utilizing the center as a classroom when appropriate, but also taking center patrons out into the schools and broader community. For example, a retired business owner or farmer could mentor aspiring entrepreneurs, and in the process help rebuild the community's local economy.
- Involve community volunteers of all ages in planning and carrying out fund raising events (community cook-outs, fairs, craft sales, music events, flea markets, etc.) to help the center ease its debt burden.
- Ideally, the senior center should plan and chart its evolution into a community center, serving a wide variety of community interests and people of all ages.

Available Resources

A variety of resources are present in the community now. Other resources are available elsewhere in the region and state:

Developing a new future for the senior center:

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

Sage Community Resources – Ms. Pat Engle, (208) 322-7033

Volunteer programs:

Corporation for National and Community Service, Idaho State Office - Kent Griffiths or Colette Scheideler, (208) 334-1707

Serve Idaho, Idaho Commission for National and Community Service – Kelly Houston, Executive Director, 658-2063.

AARP – Cheryl Tussey, Associate State Director, (208) 855-4004, ctussey@aarp.org

Points of Light Foundation, <http://pointsoflight.org>

Intergenerational Mentoring programs:

Idaho Commission on Aging - Richard Juengling, (208) 334-3833

BRAG Coalition (Building Respect Across Generations) 1616 Central Avenue, Charlotte, NC 28205 (704) 333-7471

Educational programs:

Gem County Cooperative Extension Office - 2199 South Johns, Emmett, Idaho 83617, (208) 365-6363, gem@uidaho.edu

Civic Engagement and Encouraging Volunteerism

Citizens volunteer when there is a communicated, visible, and cohesive vision. They also volunteer when there is a clearly communicated need, when the outcome is obtainable, where their skill sets are reasonably matched and when someone they know asks them to volunteer.

There were many comments made about the wave of commuters who appear to have little attachment to the Emmett Valley. They allegedly fulfill their shopping and entertainment needs in Boise or other locations around the Treasure Valley and appear to want to remain undisturbed and incognito during their off hours. The question is how does Emmett engage this segment of its population?

As mentioned in the previous section, when a community's vision and identity is clearly communicated citizens will become more engaged. For example, if Emmett revitalized the old train station, capitalized on the Thunder Mountain Railroad adventures, and organized a weekly farmer's market, community residents might begin to perceive Emmett as a destination spot. Their friends would come to Emmett for entertainment. A few more commuters might find reasons to secure local employment. Ultimately, more volunteers would emerge to make a positive contribution. If this vision was viable and something the City and County leadership could commit to, volunteers would come forward now.

Available Community Development Resources

Facilitating Community Change (ISBN#1-879502-39-9), Community Initiatives, Tyler Norris, Boulder, Colorado, 303.444-3366, www.communityinitiatives.com.

Community and Economic Development Toolbox, <http://www.cardi.cornell.edu>

Asset-Based Community Development Institute, Institute for Policy Research, 2040 Sheridan Road Evanston, IL 60208-4100, Phone: 847-491-3395 Fax: 847-491-9916 E-mail: ipr@northwestern.edu and <http://www.northwestern.edu/ipr/abcd.html>.

Idaho Community Foundation, Craig Parry, Boise, Idaho, 342-3535.

Non-Profit Development Center and Funding Information Center, Mary K. Jones Aucutt, Boise, ID, 384.4024

Faith-based Initiatives and Resources

Faith and Community @ Work, is designed to address faith-based organizations involvement in community economic development from a broad faith-based perspective, www.faihandcommunityatwork.com, Billy Terry, Faith-Based Community Development Coordinator, phone: 202-289-9020 ext. 133, fax: 202-289-7051, bterry@ncced.org.

Faith-Based and Community Initiatives, <http://www.whitehouse.gov/government/fbci>.

Center for Faith-Based and Community Initiatives, Bobby J. Polito, Director, 200 Independence Ave, SW, Washington, D.C., 20201, 202.690.6241, bobby.polito@hhs.gov.

Vineyard Boise, Model program, Tempe McFarlane, tempe@vineyardboise.org.

Civic Engagement Resources

Center for Civic Participation, This site is packed with valuable tools and resources (go to tools and resources), <http://www.civicpartnerships.org>.

Volunteer Match, <http://www.volunteermatch.org>, find and post volunteer opportunities.

ServeNet, <http://www.servenet.org>, service and volunteer opportunities.

Volunteer Today, <http://www.volunteertoday.com>.

AmeriCorps National Civilian Community Corps, Charles Davenport, San Diego, 619.524.0749.

Respectful Analysis: Two days in a community does not make us experts. We realize that you may identify additional items that we will not address in this report. In many cases, it will confirm what you know all too well. In some cases, our limited knowledge of a particular situation may cast an inaccurate picture. Also, as outsiders, we are not fully aware of the extent in which you are actively engaged in resolving issues we have raised in this report.

We hope that you will receive our input in the manner it is given – with respect and high regard for all the citizens of Emmett and Gem County. We offer our insight with heartfelt gratitude for your hospitality and receptivity. We honor the process you chose to incorporate and include the contents of this report. Should you need our assistance, the entire Visiting Team is at your disposal.

Community Survey Results

A 66-item survey gauging Emmett residents' perceptions about the quality of various aspects of their community was distributed prior to, during, and after the on-site evaluations by members of the home and visiting teams. The surveys were distributed to a diverse sample of Emmett residents by community members, Americorps volunteers, and members of a research team from the Psychology Department at Boise State University. To ensure a diverse sample, surveys were distributed to students at the local high school, to business owners, to shoppers at major grocery and retail outlets, and via a systematic random sampling procedure (i.e., distributing a survey at every fifth house) in Emmett neighborhoods. A total of 286 surveys were completed and returned.

The survey instrument was modeled on that used during Idaho Community Reviews in other communities, including Hayden, Heyburn, Jerome, Kooskia, Priest River, Weiser, and Buhl. Questions on the survey addressed a wide variety of community features, including infrastructure, education, housing, neighborhood appearance, availability and quality of local services, and employment. The survey items were grouped into conceptually distinct categories (starting with streets and roads and ending with employment opportunities), allowing for ease in responding and in analyzing the responses.

The respondents were asked to give a quality rating to each of the 66 community features listed on the survey. A 7-point Likert-type scale response format was used, where respondents could present their assessments of each community feature as "very poor" (a rating of 1) to "very good" (a rating of 7), or anywhere in between (numbers between 1 and 7 represented varying degrees of perceived quality).

To better understand the demographics of the respondents, seven introductory questions preceded the 66 community feature items on the survey. These questions asked respondents to indicate: 1) their gender; 2) their age; 3) their ethnicity; 4) how many years they had lived in the community; 5) whether they lived in Emmett or another area in Gem County; 6) whether they commuted to work in another city or town; and 7) to what city or town they commute to work in (if applicable). Overall responses to these questions are presented below.

Gender: Surveys were completed by 157 women and girls (59.7% of the respondents who indicated their gender) and 106 men and boys (40.3%). Twenty-three respondents (8.0% of the total sample) did not indicate their gender.

Age: The average (median) age of the respondents was 42 years, with a range of ages from 12-90. Surveys were completed by 62 persons aged 12-18 years (24.7% of the respondents who indicated their age), 127 adults aged 19-59 (50.6%), and 62 seniors aged 60-90 (24.7%). Thirty-five respondents (12.2% of the total sample) did not indicate their age.

Race/Ethnicity: When asked to specify their race/ethnicity, 175 respondents (86.6% of the respondents who indicated their race/ethnicity) reported being White. Sixteen respondents (7.9%) reported being Hispanic/Latino, three (1.5%) reported being biracial, one (.5%)

reported being African-American/Black, and seven (3.5%) listed another race/ethnicity that did not fall into one of these broad categories. Eighty-four respondents (29.4% of the total sample) did not report their race/ethnicity.

Years lived in community: The average (median) length of time that the respondents had lived in their Emmett or other Gem County community was 13.50 years. The range of years respondents reported living in their community was from .5 years to 86 years.

Residential location: Emmett was the home community of 168 of the survey respondents (66.1% of the respondents who indicated a home community), and 86 respondents (33.9%) reported living in another community in Gem County. Thirty-two respondents (11.2% of the total sample) did not indicate their residential location.

Commuter status: Of the persons who completed the survey, 50 (20.4% of the respondents who completed this item) reported that they commute to work outside of their home community, and 194 respondents (79.6%) reported not commuting to work. Forty-four respondents (14.3% of the total sample) did not indicate whether or not they commute to work. It is noteworthy that the percentage of commuters found in our sample is considerably lower than estimates given by greater Emmett area residents who were interviewed during the community review process. The relatively low percentage of commuters in the survey sample is likely affected by the fact that nearly 50% of the sample was either youth or seniors, who likely do not drive to work at this time in their lives. In any case, the most common work destination for commuters was Boise (reported by 64.7% of those who indicated commuting), followed by Caldwell, Meridian, and Ontario, Oregon (each with 5.9%).

Mean quality ratings for all survey respondents (listed by survey item number) are presented in Table 1, and community features ranked by mean quality ratings are presented in Table 1a. Overall, there were many community features that the respondents were highly satisfied with (as evidenced by high mean quality ratings). The 10 features that received the highest mean quality ratings were: 1) fire protection; 2) garbage collection and disposal; 3) community parks and playgrounds; 4) water supply; 5) the activity of churches in the community; 6) ambulance service; 7) banking and financial services; 8) availability of homes to purchase; 9) the availability of senior housing options; and 10) access to hospital(s). Thus, the respondents seemed to agree that there are a number of diverse features of Emmett that are of high quality, including city (or county) services, level of community involvement (at least for churches), housing options, and emergency medical services.

There were also a number of community features that the respondents did not appear satisfied with (as evidenced by low mean quality ratings). The 10 features that received the lowest mean quality ratings were: 1) availability of local jobs; 2) quality of available local jobs; 3) variety of local industry; 4) night life; 5) hotel and motel accommodations; 6) recreation for adults; 7) recreation for teenagers; 8) adult educational opportunities; 9) arts and cultural opportunities; and 10) vocational education - job training opportunities. Thus, it is clear that the respondents felt that the lack of quality, available jobs and viable industry were weaknesses of the greater Emmett area, as were the lack of recreation and learning opportunities for both adults and youth.

Several additional sets of analyses were conducted to investigate possible differences in perceptions of community features as a function of differences in survey respondent characteristics. First, a set of analyses were conducted to assess whether young people, adults, and seniors in the greater Emmett area differed in their perceptions of quality of the 66 community features. This set of analyses seemed useful to evaluate whether the quality of community features was perceived differently by members of different age groups. Also, a set of analyses probed for quality perception differences between commuters and non-commuters. Another set of analyses investigated possible differences in quality perceptions between those greater Emmett-area residents who had lived in their community for periods of time longer and shorter than the respondent median. These two sets of analyses seemed particularly important given resident concerns raised during the Idaho Community Review process; several of the prominent concerns voiced regarded fears that the greater Emmett area was becoming a “bedroom community” whose residents may be more emotionally attached to other locations in the Treasure Valley than to Emmett, and that new residents in the greater Emmett area may not value the same things that longtime residents do. Finally, a set of analyses evaluated whether the perceived quality of community features differed between those respondents who reported living in Emmett and those who reported living in other areas of Gem County.

As seen in Table 2, numerous statistically significant mean differences in quality ratings of the community features were found as a function of age category (youth, adults, and seniors); differences as a function of age category emerged on 36 of the 66 community features. Although there was some variation in the pattern of the differences across all community features, one pattern that seemed to emerge across many items was that adults aged 19-59 gave lower quality ratings to many community features than did seniors. The mean quality ratings for adults were lower (to a statistically significant degree) than those of seniors for many variables, including those for water supply and quality, recreation for adults and teenagers, and access to various types of medical care. Another fairly common pattern was for youth to give higher quality ratings than adults to a number of community features; the mean quality ratings for youth were higher (to a statistically significant degree) than adults to community features such as: community involvement, variety and quality of goods in stores, and the availability and quality of local jobs.

The perception of the quality of some community features was also found to differ as a function of commuter status, as seen in Table 3. Statistically significant mean differences in quality ratings between commuters and non-commuters were found on 24 of the 66 community features (approximately 36% of the items). Interestingly, the differences in quality perceptions tended to center around conceptually-similar community features, and showed one real commonality—on all 24 community features where a statistically significant difference in mean quality ratings was found, commuters gave lower quality ratings than did non-commuters. This was true regarding ratings of recreational and learning opportunities, access to various types of medical care, community involvement, and the availability and quality of local jobs, among others.

To assess possible differences in perceptions of community feature quality between longer- and shorter-term residents, the length of community residence for all survey respondents was measured. Survey respondents who reported living in their Emmett or Gem County community for longer than the median reported length of 13.50 years were classified as

“longer-term residents” and respondents who reported living in their community for shorter than 13.50 years were classified as “shorter-term residents.” As seen in Table 4, some statistically significant mean differences (on 10 of the 66 community features) in quality ratings were found between these two groups. In every case, longer-term residents reported a perception of greater quality than shorter-term residents. This was true regarding ratings of community services such as fire protection, water quality, and sewage collection and disposal, as well as access to various types of medical care.

The final set of analyses investigated possible differences in the perceived quality of community features between residents of Emmett and other residents of Gem County. As seen in Table 5, statistically significant mean differences were found on only two of the 66 community features. Respondents who reported being residents of Emmett, compared to respondents living in other areas of Gem County, gave higher quality ratings to ambulance service and the availability of emergency care.

Table 1: Overall Mean Quality Ratings of Community Features			
Item	Community Feature	Quality Rating	
		Mean	Standard Deviation
1.	Streets and Roads	3.89	1.23
2.	Traffic Conditions	3.94	1.31
3.	Parking Downtown	3.87	1.49
4.	Police Protection	4.50	1.74
5.	Crime Prevention Programs	3.79	1.53
6.	Fire Protection	5.26	1.21
7.	Garbage Collection and Disposal	5.12	1.55
8.	Water Supply	5.06	1.48
9.	Water Quality	4.04	1.77
10.	Sewage Collection and Disposal	4.57	1.54
11.	Flood Control Measures	4.31	1.46
12.	Community Parks and Playgrounds	5.10	1.41
13.	Long-Range Planning	3.32	1.51
14.	Planning and Zoning	3.41	1.45
15.	Night Life	2.62	1.62
16.	Recreation for Adults	2.77	1.52
17.	Recreation for Teenagers	2.79	1.58
18.	Recreation for Children 12 and under	3.46	1.62
19.	Library	4.58	1.45
20.	Arts and Cultural Opportunities	2.97	1.44
21.	Ambulance Service	5.01	1.44
22.	Availability of Emergency Care	4.35	1.71
23.	Access to Hospital(s)	4.68	1.62
24.	Availability of Doctors	4.37	1.57
25.	Availability of Dentists	4.27	1.70
26.	Avail. of Drug and Alcohol Trtmt Prgms	3.18	1.54
27.	Availability of Senior Programs	4.46	1.57
28.	Availability of Senior Housing Options	4.69	1.54
29.	Availability of Rental Housing Options	4.14	1.47
30.	Condition of Rental Housing	3.64	1.35
31.	Availability of Homes to Purchase	4.90	1.44
32.	Condition of Owner-Occupied Housing	4.46	1.22
33.	Condition of School Buildings	4.40	1.58
34.	Quality of Elementary Education	4.61	1.60
35.	Quality of Jr.High/High School Education	4.30	1.56
36.	Vocational Education - Job Training Opportunities	3.06	1.59
37.	Adult Education Opportunities	2.80	1.41
38.	Appearance of Neighborhoods	3.99	1.38
39.	Appearance of Downtown	3.86	1.43
40.	Appearance of Public Buildings	4.44	1.41

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality.

Table 1: Overall Mean Quality Ratings of Community Features			
Item	Community Feature	Quality Rating	
		Mean	Standard Deviation
41.	Accessibility of Community for People With Disabilities	4.06	1.55
42.	Appearance of Gateways into Community	3.91	1.51
43.	Welcome Given to Newcomers	3.55	1.58
44.	Friendliness of Residents	4.51	1.46
45.	Acceptance of Minorities	3.88	1.53
46.	Progressive Community Spirit	3.89	1.49
47.	Responsiveness of Local Government	3.50	1.51
48.	Community Civic Organizations	4.01	1.35
49.	Cooperation Between Community and Civic Groups	3.77	1.38
50.	Community Involvement in Decision Making	3.24	1.51
51.	Diversity in Community Leadership	3.30	1.57
52.	Activity of Churches in Community	5.02	1.51
53.	Availability of Day Care for Children	4.37	1.53
54.	Number of Places to Eat Out	4.14	1.62
55.	Quality of Places to Eat Out	4.17	1.58
56.	Variety of Goods in Stores	3.62	1.63
57.	Quality of Goods in Stores	3.96	1.53
58.	Banking and Financial Services	4.95	1.37
59.	Local Newspaper Service	4.07	1.72
60.	Hotel and Motel Accommodations	2.71	1.43
61.	Telecommunications Access	3.83	1.68
62.	Telecommunications Quality	3.70	1.51
63.	Variety of Local Industry	2.54	1.49
64.	Business Involvement with Community	3.73	1.43
65.	Availability of Local Jobs	2.20	1.22
66.	Quality of Available Local Jobs	2.28	1.27

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality.

Table 1a: Ranked Overall Mean Quality Ratings of Community Features			
Rank	Community Feature	Quality Rating	
		Mean	Standard Deviation
1.	Fire Protection	5.26	1.21
2.	Garbage Collection and Disposal	5.12	1.55
3.	Community Parks and Playgrounds	5.10	1.41
4.	Water Supply	5.06	1.48
5.	Activity of Churches in Community	5.02	1.51
6.	Ambulance Service	5.01	1.44
7.	Banking and Financial Services	4.95	1.37
8.	Availability of Homes to Purchase	4.90	1.44
9.	Availability of Senior Housing Options	4.69	1.54
10.	Access to Hospital(s)	4.68	1.62
11.	Quality of Elementary Education	4.61	1.60
12.	Library	4.58	1.45
13.	Sewage Collection and Disposal	4.57	1.54
14.	Friendliness of Residents	4.51	1.46
15.	Police Protection	4.50	1.74
16tie.	Availability of Senior Programs	4.46	1.57
16tie.	Condition of Owner-Occupied Housing	4.46	1.22
18.	Appearance of Public Buildings	4.44	1.41
19.	Condition of School Buildings	4.40	1.58
20tie.	Availability of Day Care for Children	4.37	1.53
20tie.	Availability of Doctors	4.37	1.57
22.	Availability of Emergency Care	4.35	1.71
23.	Flood Control Measures	4.31	1.46
24.	Quality of Jr.High/High School Education	4.30	1.56
25.	Availability of Dentists	4.27	1.70
26.	Quality of Places to Eat Out	4.17	1.58
27.	Availability of Rental Housing Options	4.14	1.47
28.	Number of Places to Eat Out	4.14	1.62
29.	Local Newspaper Service	4.07	1.72
30.	Accessibility of Community for People With Disabilities	4.06	1.55
31.	Water Quality	4.04	1.77
32.	Community Civic Organizations	4.01	1.35
33.	Appearance of Neighborhoods	3.99	1.38
34.	Quality of Goods in Stores	3.96	1.53
35.	Traffic Conditions	3.94	1.31
36.	Appearance of Gateways into Community	3.91	1.51
37tie.	Progressive Community Spirit	3.89	1.49
37tie.	Streets and Roads	3.89	1.23
39.	Acceptance of Minorities	3.88	1.53
40.	Parking Downtown	3.87	1.49

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality.

Table 1a: Ranked Overall Mean Quality Ratings of Community Features			
Rank	Community Feature	Quality Rating	
		Mean	Standard Deviation
41.	Appearance of Downtown	3.86	1.43
42.	Telecommunications Access	3.83	1.68
43.	Crime Prevention Programs	3.79	1.53
44.	Cooperation Between Community and Civic Groups	3.77	1.38
45.	Business Involvement with Community	3.73	1.43
46.	Telecommunications Quality	3.70	1.51
47.	Condition of Rental Housing	3.64	1.35
48.	Variety of Goods in Stores	3.62	1.63
49.	Welcome Given to Newcomers	3.55	1.58
50.	Responsiveness of Local Government	3.50	1.51
51.	Recreation for Children 12 and under	3.46	1.62
52.	Planning and Zoning	3.41	1.45
53.	Long-Range Planning	3.32	1.51
54.	Diversity in Community Leadership	3.30	1.57
55.	Community Involvement in Decision Making	3.24	1.51
56.	Availability of Drug and Alcohol Treatment Programs	3.18	1.54
57.	Vocational Education - Job Training Opportunities	3.06	1.59
58.	Arts and Cultural Opportunities	2.97	1.44
59.	Adult Education Opportunities	2.80	1.41
60.	Recreation for Teenagers	2.79	1.58
61.	Recreation for Adults	2.77	1.52
62.	Hotel and Motel Accommodations	2.71	1.43
63.	Night Life	2.62	1.62
64.	Variety of Local Industry	2.54	1.49
65.	Quality of Available Local Jobs	2.28	1.27
66.	Availability of Local Jobs	2.20	1.22

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality.

Item	Community Feature	Quality Rating Means		
		Youth (<19 years)	Adults (ages 19-59)	Seniors (>59 years)
1.	Streets and Roads	4.02	3.77	3.93
2.	Traffic Conditions	4.31 ^a	3.94	3.61 ^b
3.	Parking Downtown	3.90	3.71	4.09
4.	Police Protection	4.50	4.46	4.66
5.	Crime Prevention Programs	3.98	3.56	4.00
6.	Fire Protection	5.39	5.12	5.32
7.	Garbage Collection and Disposal	4.47 ^a	5.12 ^b	5.71 ^c
8.	Water Supply	4.91 ^a	4.95 ^a	5.61 ^b
9.	Water Quality	3.93	3.79 ^a	4.71 ^b
10.	Sewage Collection and Disposal	4.42 ^a	4.34 ^a	5.22 ^b
11.	Flood Control Measures	4.44	4.07	4.51
12.	Community Parks and Playgrounds	5.05	4.91	5.29
13.	Long-Range Planning	3.78 ^a	2.97 ^b	3.42
14.	Planning and Zoning	3.80	3.26	3.28
15.	Night Life	3.48 ^a	2.16 ^b	2.55 ^c
16.	Recreation for Adults	3.27 ^a	2.40 ^b	3.04 ^c
17.	Recreation for Teenagers	3.16 ^a	2.43 ^b	3.20 ^a
18.	Recreation for Children 12 and under	4.08 ^a	3.13 ^b	3.50
19.	Library	4.26 ^a	4.29 ^a	5.33 ^b
20.	Arts and Cultural Opportunities	3.28 ^a	2.60 ^b	3.26 ^a
21.	Ambulance Service	4.57 ^a	4.88 ^a	5.54 ^b
22.	Availability of Emergency Care	4.48	3.95 ^a	4.93 ^b
23.	Access to Hospital(s)	4.56	4.40 ^a	5.22 ^b
24.	Availability of Doctors	4.20 ^a	4.03 ^a	5.11 ^b
25.	Availability of Dentists	4.28	3.92 ^a	4.93 ^b
26.	Avail.of Drug/Alcohol Trtmt Programs	3.61 ^a	3.00 ^b	3.14
27.	Availability of Senior Programs	4.45	4.39	4.64
28.	Availability of Senior Housing Options	4.66	4.66	4.80
29.	Availability of Rental Housing Options	4.46	3.95	4.33
30.	Condition of Rental Housing	4.08	3.40	3.85
31.	Availability of Homes to Purchase	4.65 ^a	4.86	5.35 ^b
32.	Condition of Owner-Occupied Housing	4.43	4.46	4.58
33.	Condition of School Buildings	3.49 ^a	4.58 ^b	4.79 ^b
34.	Quality of Elementary Education	4.26	4.68	4.82
35.	Quality of Jr.High/High School Education	4.20	4.20	4.67
36.	Voc. Ed. - Job Training Opportunities	3.92 ^a	2.52 ^b	3.20 ^b
37.	Adult Education Opportunities	3.54 ^a	2.41 ^b	2.71 ^b
	Appearance of Neighborhoods	4.25	3.89	4.02
39.	Appearance of Downtown	4.05	3.76	3.90
40.	Appearance of Public Buildings	4.12 ^a	4.41	4.79 ^b

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality. Superscripts indicate statistically significant mean quality ratings across age categories.

Item	Community Feature	Quality Rating Means		
		Youth (<19 years)	Adults (ages 19-59)	Seniors (>59 years)
41.	Accessibility of Community for People With Disabilities	3.92	3.97	4.53
42.	Appearance of Gateways into Community	3.80	3.73	4.27
43.	Welcome Given to Newcomers	3.60	3.45	3.51
44.	Friendliness of Residents	4.13	4.64	4.60
45.	Acceptance of Minorities	3.91	3.79	4.14
46.	Progressive Community Spirit	3.77	3.75	4.13
47.	Responsiveness of Local Government	3.96 ^a	3.08 ^b	3.83 ^a
48.	Community Civic Organizations	3.93	3.83	4.25
49.	Cooperation Between Community and Civic Groups	4.10 ^a	3.52 ^b	3.88
50.	Community Involvement in Decision Making	3.75 ^a	2.98 ^b	3.30
51.	Diversity in Community Leadership	4.02 ^a	2.89 ^b	3.33
52.	Activity of Churches in Community	5.20	4.83	5.27
53.	Availability of Day Care for Children	4.82 ^a	4.01 ^b	4.70 ^a
54.	Number of Places to Eat Out	4.70 ^a	3.80 ^b	4.39
55.	Quality of Places to Eat Out	4.50	3.88	4.39
56.	Variety of Goods in Stores	4.73 ^a	3.15 ^b	3.57 ^b
57.	Quality of Goods in Stores	4.52 ^a	3.72 ^b	4.00
58.	Banking and Financial Services	5.04	4.81	5.21
59.	Local Newspaper Service	4.56 ^a	3.88 ^b	4.07
60.	Hotel and Motel Accommodations	2.66	2.53	2.98
61.	Telecommunications Access	3.73	3.64	4.14
62.	Telecommunications Quality	3.59	3.44 ^a	4.16 ^b
63.	Variety of Local Industry	3.65 ^a	2.17 ^b	2.37 ^b
64.	Business Involvement with Community	4.15 ^a	3.48 ^b	3.67
65.	Availability of Local Jobs	2.98 ^a	1.85 ^b	2.21
66.	Quality of Available Local Jobs	3.15 ^a	1.92 ^b	2.18 ^b

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality. Superscripts indicate statistically significant mean quality ratings across age categories.

Table 3: Mean Quality Ratings of Community Features as a Function of Commuter Status			
Item	Community Feature	Quality Rating Means	
		Commuters	Non-Commuters
1.	Streets and Roads	4.06	3.85
2.	Traffic Conditions	3.86	3.98
3.	Parking Downtown	3.88	3.87
4.	Police Protection	4.61	4.49
5.	Crime Prevention Programs	3.51	3.91
6.	Fire Protection	5.12	5.31
7.	Garbage Collection and Disposal	5.26	5.04
8.	Water Supply	5.16	5.00
9.	Water Quality	3.93	4.10
10.	Sewage Collection and Disposal	4.39	4.72
11.	Flood Control Measures	4.32	4.38
12.	Community Parks and Playgrounds	4.69	5.13
13.	Long-Range Planning	3.05	3.51
14.	Planning and Zoning	3.40	3.44
15.	Night Life	2.14	2.74
16.	Recreation for Adults	2.19 ^a	2.93 ^b
17.	Recreation for Teenagers	2.31 ^a	2.95 ^b
18.	Recreation for Children 12 and under	3.04 ^a	3.66 ^b
19.	Library	3.90 ^a	4.76 ^b
20.	Arts and Cultural Opportunities	2.53 ^a	3.04 ^b
21.	Ambulance Service	4.94	5.01
22.	Availability of Emergency Care	3.98 ^a	4.52 ^b
23.	Access to Hospital(s)	4.22 ^a	4.84 ^b
24.	Availability of Doctors	4.08	4.44
25.	Availability of Dentists	3.72	4.46
26.	Avail. Drug/Alcohol Treatment Programs	3.23	3.14
27.	Availability of Senior Programs	4.36	4.50
28.	Availability of Senior Housing Options	4.67	4.68
29.	Availability of Rental Housing Options	3.79	4.23
30.	Condition of Rental Housing	3.27 ^a	3.73 ^b
31.	Availability of Homes to Purchase	4.67	4.98
32.	Condition of Owner-Occupied Housing	4.46	4.43
33.	Condition of School Buildings	4.38	4.31
34.	Quality of Elementary Education	4.44	4.62
35.	Quality of Jr.High/High School Education	4.06	4.39
36.	Voc.Ed. - Job Training Opportunities	2.53 ^a	3.24 ^b
37.	Adult Education Opportunities	2.39 ^a	2.93 ^b
38.	Appearance of Neighborhoods	4.04	3.94
39.	Appearance of Downtown	3.66	3.83
40.	Appearance of Public Buildings	4.33	4.42

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality. Superscripts indicate statistically significant mean quality ratings between commuters and non-commuters.

Item	Community Feature	Quality Rating Means	
		Commuters	Non-Commuters
41.	Accessibility of Community for People With Disabilities	4.02	4.02
42.	Appearance of Gateways into Community	3.74	3.89
43.	Welcome Given to Newcomers	2.82 ^a	3.78 ^b
44.	Friendliness of Residents	4.43	4.53
45.	Acceptance of Minorities	3.67	3.98
46.	Progressive Community Spirit	3.85	3.79
47.	Responsiveness of Local Government	3.09 ^a	3.66 ^b
48.	Community Civic Organizations	3.51 ^a	4.17 ^b
49.	Cooperation Between Community and Civic Groups	3.32 ^a	3.94 ^b
50.	Community Involvement in Decision Making	2.82 ^a	3.39 ^b
51.	Diversity in Community Leadership	2.77 ^a	3.56 ^b
52.	Activity of Churches in Community	4.56 ^a	5.18 ^b
53.	Availability of Day Care for Children	3.91 ^a	4.50 ^b
54.	Number of Places to Eat Out	3.68 ^a	4.23 ^b
55.	Quality of Places to Eat Out	3.98	4.16
56.	Variety of Goods in Stores	3.10 ^a	3.83 ^b
57.	Quality of Goods in Stores	3.60	4.05
58.	Banking and Financial Services	4.63	4.99
59.	Local Newspaper Service	4.06	4.12
60.	Hotel and Motel Accommodations	2.59	2.68
61.	Telecommunications Access	3.65	3.77
62.	Telecommunications Quality	3.49	3.74
63.	Variety of Local Industry	2.14 ^a	2.63 ^b
64.	Business Involvement with Community	3.49	3.74
65.	Availability of Local Jobs	1.78 ^a	2.31 ^b
66.	Quality of Available Local Jobs	1.82 ^a	2.41 ^b

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality. Superscripts indicate statistically significant mean quality ratings between commuters and non-commuters.

Table 4: Mean Quality Ratings of Community Features as a Function of Length Lived in the Community			
Item	Community Feature	Quality Rating Means	
		Longer-Term Residents	Shorter-Term Residents
1.	Streets and Roads	3.82	3.86
2.	Traffic Conditions	3.77	4.09
3.	Parking Downtown	3.57 ^a	4.12 ^b
4.	Police Protection	4.42	4.58
5.	Crime Prevention Programs	3.84	3.66
6.	Fire Protection	5.37 ^a	5.04 ^b
7.	Garbage Collection and Disposal	5.21	4.96
8.	Water Supply	4.94	5.09
9.	Water Quality	4.27 ^a	3.77 ^b
10.	Sewage Collection and Disposal	4.89 ^a	4.26 ^b
11.	Flood Control Measures	4.46	4.07
12.	Community Parks and Playgrounds	5.10	4.92
13.	Long-Range Planning	3.42	3.17
14.	Planning and Zoning	3.31	3.43
15.	Night Life	2.46	2.64
16.	Recreation for Adults	2.67	2.77
17.	Recreation for Teenagers	2.74	2.78
18.	Recreation for Children 12 and under	3.53	3.37
19.	Library	4.82 ^a	4.33 ^b
20.	Arts and Cultural Opportunities	3.03	2.76
21.	Ambulance Service	5.27 ^a	4.65 ^b
22.	Availability of Emergency Care	4.65 ^a	3.42 ^b
23.	Access to Hospital(s)	4.88 ^a	4.34 ^b
24.	Availability of Doctors	4.51 ^a	4.07 ^b
25.	Availability of Dentists	4.38	4.05
26.	Avail. of Drug/Alcohol Trtmt Programs	3.12	3.07
27.	Availability of Senior Programs	4.30	4.54
28.	Availability of Senior Housing Options	4.76	4.62
29.	Availability of Rental Housing Options	4.20	4.09
30.	Condition of Rental Housing	3.62	3.62
31.	Availability of Homes to Purchase	5.07	4.78
32.	Condition of Owner-Occupied Housing	4.50	4.42
33.	Condition of School Buildings	4.50	4.14
34.	Quality of Elementary Education	4.51	4.62
35.	Quality of Jr. High/High School Education	4.22	4.35

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality. Superscripts indicate statistically significant mean quality ratings between longer-term residents and shorter-term residents. Resident category membership was determined by a median split procedure; residents who lived in their Emmett or Gem County community for longer than the median length of time (13.50 years) were labeled “longer-term residents”, and those who had lived in their community for less than the median length of time were labeled “shorter-term residents.”

Table 4: Mean Quality Ratings of Community Features as a Function of Length Lived in the Community			
Item	Community Feature	Quality Rating Means	
		Longer-Term Residents	Shorter-Term Residents
36.	Vocational Education - Job Training Opportunities	2.87	2.98
37.	Adult Education Opportunities	2.64	2.80
38.	Appearance of Neighborhoods	4.04	3.95
39.	Appearance of Downtown	3.83	3.86
40.	Appearance of Public Buildings	4.53	4.32
41.	Accessibility of Community for People With Disabilities	3.93	4.12
42.	Appearance of Gateways into Community	4.02	3.71
43.	Welcome Given to Newcomers	3.44	3.50
44.	Friendliness of Residents	4.57	4.44
45.	Acceptance of Minorities	4.02	3.75
46.	Progressive Community Spirit	3.93	3.67
47.	Responsiveness of Local Government	3.61	3.31
48.	Community Civic Organizations	4.06	3.89
49.	Cooperation Between Community and Civic Groups	3.69	3.77
50.	Community Involvement in Decision Making	3.22	3.15
51.	Diversity in Community Leadership	3.25	3.24
52.	Activity of Churches in Community	4.92	5.04
53.	Availability of Day Care for Children	4.34	4.36
54.	Number of Places to Eat Out	4.41 ^a	3.86 ^b
55.	Quality of Places to Eat Out	4.32	3.96
56.	Variety of Goods in Stores	3.49	3.74
57.	Quality of Goods in Stores	3.85	4.03
58.	Banking and Financial Services	4.88	4.97
59.	Local Newspaper Service	3.93	4.23
60.	Hotel and Motel Accommodations	2.72	2.51
61.	Telecommunications Access	3.71	3.79
62.	Telecommunications Quality	3.60	3.64
63.	Variety of Local Industry	2.33	2.65
64.	Business Involvement with Community	3.48	3.86
65.	Availability of Local Jobs	2.19	2.15
66.	Quality of Available Local Jobs	2.19	2.31

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality. Superscripts indicate statistically significant mean quality ratings between longer-term residents and shorter-term residents. Resident category membership was determined by a median split procedure; residents who lived in their Emmett or Gem County community for longer than the median length of time (13.50 years) were labeled “longer-term residents”, and those who had lived in their community for less than the median length of time were labeled “shorter-term residents.”

Table 5: Mean Quality Ratings of Community Features as a Function of Residence in Emmett or Elsewhere in Gem County

Item	Community Feature	Quality Rating Means	
		Emmett Residents	Gem Co. Residents
1.	Streets and Roads	3.88	3.85
2.	Traffic Conditions	3.96	3.93
3.	Parking Downtown	3.79	3.98
4.	Police Protection	4.47	4.34
5.	Crime Prevention Programs	3.82	3.63
6.	Fire Protection	5.26	5.21
7.	Garbage Collection and Disposal	5.09	5.02
8.	Water Supply	5.01	4.87
9.	Water Quality	4.08	3.89
10.	Sewage Collection and Disposal	4.67	4.41
11.	Flood Control Measures	4.37	4.02
12.	Community Parks and Playgrounds	5.08	4.91
13.	Long-Range Planning	3.43	3.14
14.	Planning and Zoning	3.54	3.16
15.	Night Life	2.64	2.54
16.	Recreation for Adults	2.73	2.86
17.	Recreation for Teenagers	2.77	2.86
18.	Recreation for Children 12 and under	3.44	3.49
19.	Library	4.60	4.53
20.	Arts and Cultural Opportunities	2.94	3.00
21.	Ambulance Service	5.14 ^a	4.60 ^b
22.	Availability of Emergency Care	4.52 ^a	4.03 ^b
23.	Access to Hospital(s)	4.78	4.40
24.	Availability of Doctors	4.35	4.31
25.	Availability of Dentists	4.25	4.28
26.	Availability of Drug and Alcohol Treatment Programs	3.19	3.22
27.	Availability of Senior Programs	4.50	4.46
28.	Availability of Senior Housing Options	4.67	4.82
29.	Availability of Rental Housing Options	4.27	4.01
30.	Condition of Rental Housing	3.70	3.62
31.	Availability of Homes to Purchase	4.95	4.85
32.	Condition of Owner-Occupied Housing	4.48	4.37
33.	Condition of School Buildings	4.38	4.28
34.	Quality of Elementary Education	4.56	4.57
35.	Quality of Junior High and High School Education	4.38	4.18

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality. Superscripts indicate statistically significant mean quality ratings between Emmett residents and residents of other areas in Gem County.

Table 5: Mean Quality Ratings of Community Features as a Function of Residence in Emmett or Elsewhere in Gem County

Item	Community Feature	Quality Rating Means	
		Emmett Residents	Gem Co. Residents
36.	Vocational Education - Job Training Opportunities	3.07	2.88
37.	Adult Education Opportunities	2.82	2.70
38.	Appearance of Neighborhoods	4.04	3.87
39.	Appearance of Downtown	3.87	3.77
40.	Appearance of Public Buildings	4.40	4.43
41.	Accessibility of Community for People With Disabilities	3.90	4.29
42.	Appearance of Gateways into Community	3.83	3.95
43.	Welcome Given to Newcomers	3.59	3.35
44.	Friendliness of Residents	4.52	4.33
45.	Acceptance of Minorities	3.87	3.83
46.	Progressive Community Spirit	3.80	3.81
47.	Responsiveness of Local Government	3.57	3.37
48.	Community Civic Organizations	3.97	3.98
49.	Cooperation Between Community and Civic Groups	3.74	3.64
50.	Community Involvement in Decision Making	3.27	3.22
51.	Diversity in Community Leadership	3.29	3.26
52.	Activity of Churches in Community	4.96	5.14
53.	Availability of Day Care for Children	4.34	4.47
54.	Number of Places to Eat Out	4.16	4.06
55.	Quality of Places to Eat Out	4.24	3.99
56.	Variety of Goods in Stores	3.63	3.68
57.	Quality of Goods in Stores	3.88	4.11
58.	Banking and Financial Services	5.01	4.71
59.	Local Newspaper Service	4.15	3.85
60.	Hotel and Motel Accommodations	2.66	2.74
61.	Telecommunications Access	3.67	3.85
62.	Telecommunications Quality	3.63	3.61
63.	Variety of Local Industry	2.49	2.63
64.	Business Involvement with Community	3.54	3.87
65.	Availability of Local Jobs	2.13	2.32
66.	Quality of Available Local Jobs	2.19	2.45

Note. Standard deviations indicate level of agreement in ratings across respondents (higher standard deviations indicate less agreement in respondent ratings). All ratings were made on 7-point scales where 1 = “Very poor” and 7 = “Very good”; thus, higher numbers reflect greater perceived quality. Superscripts indicate statistically significant mean quality ratings between Emmett residents and residents of other areas in Gem County.

At the conclusion of the survey, the respondents were asked to express, in their own words, their perceptions about the strengths and weaknesses of Emmett. Specifically, the respondents were asked to list: 1) what they considered to be strengths and assets of Emmett; 2) what they felt the short-term challenges of Emmett were; 3) what they felt the long-term challenges of Emmett were; 4) what they hoped to see accomplished in Emmett; and 5) any additional comments or suggestions. The written answers were analyzed for common themes through a content analysis procedure.

The respondents listed a large number of features that they considered to be strengths and assets of the Emmett area. A number of common themes emerged. As seen in Table 6, the most commonly reported strength/asset was the rural, small town nature of the community (reported by over one-third of the respondents who completed this item), followed closely by the friendly, caring people of the community. Other fairly common response themes focused on Emmett’s proximity to other Idaho cities and recreation areas, and its quiet, sparsely populated, and family-oriented nature.

Table 6: Strengths and Assets of Emmett		
	Percent of Respondents	Number
Rural/Small town setting	33.7	55
Friendly and caring residents	30.7	50
Proximity to other communities and cities (e.g., Boise)	14.1	23
Access to outdoor recreation opportunities (e.g., hunting, fishing, horseback riding)	13.5	22
Quiet area	12.3	20
Not a crowded area	9.2	15
Family-oriented community	8.6	14

Note. The percentages listed are “valid percentages”, meaning that they are calculated out of the total number of respondents who completed the item (123 respondents, or 43.0% of the sample, did not complete this item). Because the respondents could make more than one response to this item, the cumulative percentage may exceed 100.

A number of short-term challenges were also identified. As seen in Table 7, the most commonly cited short-term challenge regarded bringing in businesses and industry offering well-paying local jobs (reported by over 40% of the respondents who completed this item). Other perceived short-term challenges included needing effective leadership in local government, slowing growth and development, providing more activities for youth and families, and generating greater community involvement (see Table 7).

Table 7: Short-Term Challenges Facing Emmett		
	Percent of Respondents	Number
Attracting business and industry to provide well-paying jobs	43.0	74
Need effective leadership and local government	12.8	22
Limiting growth and development	9.3	16
Providing more activities for youth and families	7.0	12
Generating more community involvement	5.8	10

Note. The percentages listed are “valid percentages”, meaning that they are calculated out of the total number of respondents who completed the item (114 respondents, or 39.9% of the sample, did not complete this item). Because the respondents could make more than one response to this item, the cumulative percentage may exceed 100.

Perhaps not surprisingly, some of the issues that were perceived as short-term challenges were also reported to be long-term challenges by the respondents. As seen in Table 8, the most commonly cited long-term challenge was also bringing in employers who could offer well-paying jobs (this theme was reported by over 35% of the respondents who completed this item). Other perceived long-term challenges included developing a strong comprehensive plan to manage growth, preserving the rural feel of the community, improving education and roads, and controlling traffic (see Table 8).

Table 8: Long-Term Challenges Facing Emmett		
	Percent of Respondents	Number
Attracting business and industry to provide well-paying jobs	35.5	55
Developing a comprehensive plan to manage growth	16.1	25
Limiting growth and preserving the rural nature of the community	12.9	20
Improving schools and education	10.3	16
Controlling traffic and speeding	6.5	10
Improving roads and access highways	5.8	9

Note. The percentages listed are “valid percentages”, meaning that they are calculated out of the total number of respondents who completed the item (131 respondents, or 45.8% of the sample, did not complete this item). Because the respondents could make more than one response to this item, the cumulative percentage may exceed 100.

When they were asked to list what they would like to see accomplished in the Emmett area, the respondents reported several key themes. As seen in Table 9, the most common response was to bring in more good jobs (reported by over 20% of the respondents who completed this item), followed by developing better traffic management (e.g., widening the roads). Other themes identified by the respondents included improving the quality of streets and roads, finishing the Island complex, and luring large retail outlets (e.g., WinCo, Wal-Mart) to the area (see Table 9).

Table 9: Desired Accomplishments for Emmett		
	Percent of Respondents	Number
Attracting business and industry to provide well-paying jobs	23.0	37
Better traffic management (e.g., wider streets and roads)	13.7	22
Improved quality of streets and roads	10.6	17
Complete Island complex/park	8.7	14
Attracting large retail stores to area	7.5	12

Note. The percentages listed are “valid percentages”, meaning that they are calculated out of the total number of respondents who completed the item (125 respondents, or 43.6% of the sample, did not complete this item). Because the respondents could make more than one response to this item, the cumulative percentage may exceed 100.

Lastly, the respondents were asked whether they had any addition comments or suggestions to make. Several blank lines on the survey were presented to allow the respondents to address any issues that they felt were important to them, and which hadn’t been listed on the survey. Although only 35% of the respondents made additional comments, several prominent themes were found among the responses. As seen in Table 10, the most common response theme concerned the perceived need for Emmett and its surrounding communities to promote or create better paying jobs (mentioned by just over one-fifth of the respondents who completed this item), followed by a desire to see an enhanced sense of pride in the community. Other discernible themes included a desire for the area to promote controlled, responsible growth, and to have more effective city/community leaders (see Table 10).

Table 10: Additional Comments and Suggestions		
	Percent of Respondents	Number
The area needs to promote and create better paying jobs	21.0	21
The area needs to develop and promote a sense of community pride	20.0	20
The area needs to promote controlled, responsible growth	14.0	14
The area needs more effective city officials and local government	11.0	11

Note. The percentages listed are “valid percentages”, meaning that they are calculated out of the total number of respondents who completed the item (186 respondents, or 65.0% of the sample, did not complete this item). Because the respondents could make more than one response to this item, the cumulative percentage may exceed 100.

Emmett Development, Retention, & Quality of Life Survey

Community & Economic Development, Business Retention, & Quality of Life Survey

1) Size of your firm (please provide the exact number of employees if known):

Large Firm _____ (50 or more employees)	Intermediate Firm _____ (26-50 employees)	Small Firm _____ (0-25 employees)
--	--	--------------------------------------

2) Number of employees who live in Emmett: _____

3) Number of employees who live in Gem County: _____

4) Number of employees who live outside the county: _____

5) Employment, in the last three years is:

- A) Increasing
- B) Decreasing
- C) Same

6) Sales, in the last three years are:

- A) Increasing
- B) Decreasing
- C) Same

7) Goods are primarily sold:

- A) In Emmett or Gem County
- B) In Idaho
- C) Outside Idaho

8) Number of years in operation: _____

9) Stability of business: No opinion Poor Fair Good Excellent

10) Overall opinion of Emmett as a place to do business:

No opinion Poor Fair Good Excellent

11) Satisfaction with Business Climate Factors:

	Improve	OK	Pleased
Permit Processes			
Tax Rates			
Building Codes			
Planning & Zoning			
Labor			
Proximity to Suppliers			
Proximity to Customers			
Land & Site Costs			
Other Business & Professional Services			
Financial services			

12) Factors Important to Choosing and/or Remaining in the Community:

	Unnecessary	Convenient	Essential
Permit Processes			
Tax Rates			
Building Codes			
Planning & Zoning			
Labor			
Distribution/Collection Costs			
Proximity to Suppliers			
Proximity to Customers			
Land & Site Costs			
Business & Professional Services			

13) Quality of Public Services:

	Poor	Adequate	Good
Arts & Cultural Activities			
Recreation			
Schools/Education			
Community Appearance			
Police Protection			
Fire Protection			
Telephone			
Natural Gas			
Electricity			
Waste Disposal			
Sewer			
Water			

14) Cost of Public Services:

	Low	Fair	High
Arts & Cultural Activities			
Recreation			
Schools/Education			
Community Appearance			
Police Protection			
Fire Protection			
Telephone			
Natural Gas			
Electricity			
Waste Disposal			
Sewer			
Water			

15) Quality of Transportation Services:

	Poor	Adequate	Good
Air			
Rail			
Truck			

16) Cost of Transportation Services:

	Low	Fair	High
Air			
Rail			
Truck			

17) Of the community features listed below, please rank the FIVE features that are the most important to you as part of your community. *Only choose five.*

1 = most important, 2 = next most important, 3 = next, 4 = next, 5 = least important of your top five	
___ Arts & cultural activities	___ Employment and advancement opportunities
___ Medical services & facilities	___ Salary and wage level
___ Parks and recreation facilities	___ Citizen participation in local government
___ Low local tax rate	___ Youth activities and opportunities
___ Low crime rate	___ Level of local public services
___ Water quality & supply	___ Condition of roadways & sidewalks
___ Air quality	___ Shopping opportunities
___ Open spaces	___ Public education
___ Community appearance & beautification	___ Housing

18) Please rate the following subjects as you perceive them in your community.					
	Very Poor	Poor	Average	Good	Very Good
A) Air quality					
B) Quality of drinking water					
C) Supply of water for household & business use					
D) Condition of Streets					
E) Parking in retail areas					
F) Parks and recreation facilities					
G) Availability/affordability of housing for sale					
H) Availability/affordability of rental housing					
I) Opportunity for citizen involvement in local government					
J) Level of community safety					
K) Employment opportunities					
L) Availability of leisure activities					
M) Availability of health services					
N) Open spaces and green areas					
O) Sewer treatment/disposal					
P) Fire protection					
Q) Public education					
R) Police protection					
S) Land use planning					
T) Noise level in you neighborhood					
U) Overall quality of life in your community					

19) Additional Thoughts:

Thank you so much for your time and effort invested in improving your community!

Appendix

Advice, Assistance, & Available Community Funding

The following resources can be supplemented by referring to the Idaho Department of Commerce's (IDOC) Advantage Handbook available online at www.idoc.state.id.us in the publications section under community development or in the Small Business & Community Development Resource Directory available through the Association of Idaho Cities and the Idaho Rural Partnership.

In addition, the website cited above has application rules and forms for the Idaho Community Development Block Grant program, a Downtown Handbook to assist with downtown and main street revitalization projects, fire plans, public finance strategies, news updates, and other important community and economic development information and resources.

A community review coordinator will contact you periodically following the community review to determine what additional assistance the visiting team may provide to you in realizing your community development objectives. Please feel free to contact members of the visiting team if you have follow up questions, comments, or require assistance in any way.

Infrastructure:

- Small Business Development Council (SBDC)
- Idaho Department of Commerce (IDOC), Division of Rural & Community Development
- Sage Community Resources
- Association of Idaho Recyclers
- Idaho Transportation Department (ITD)
- Idaho Department of Environmental Quality (DEQ)
- Idaho Department of Water Resources (IDWR)
- Idaho Department of Health & Welfare (IDHW)
- Department of Parks
- Environmental Finance Center
- Consulting Engineers of Idaho
- Environmental Protection Agency (EPA)
- United States Department of Commerce Economic Development Administration (EDA)
- United States Department of Agriculture Rural Development
- ITC Grant Program
- National Main Street Program
- Idaho Rural Water Association (IRWA)
- Idaho Rural Partnership (IRP)
- U.S. Department of Housing and Urban Development (HUD)

- University of Idaho Cooperative Extension
- University of Idaho Department of Agricultural Economics
- Association of Idaho Cities (AIC)
- Local Chamber of Commerce
- International Conference of Building Officials
- Idaho National Guard
- Small Business Development Loans

Land Use & Community Design:

- Idaho Department of Transportation (ITD) Transportation Enhancement Program
- U.S. Department of Transportation (DOT)
- Jerome County
- Highway Districts
- Chamber of Commerce
- Historic Tax Credits
- Low-Income Housing Tax Credits
- Community Action Agency - HOME funds
- U.S. Department of Agriculture (USDA) Rural Development
- U.S. Department of Agriculture (USDA) Rural Housing
- Community Development Block Grants
- Idaho Housing and Finance Association (IHFA) Multi-Family Division
- U.S. Department of Housing and Urban Development (HUD) Multi-Family Division
- Idaho Department of Commerce (IDOC)
- University of Idaho Cooperative Extension
- Idaho Department of Water Resources (IDWR)
- U.S. Environmental Protection Agency (EPA)
- Idaho Department Environmental Quality (IDEQ)
- Rural Community Assistance Corporation (RCAC)
- Economic Development Administration (EDA)
- Sage Community Resources
- TEA-21 funds
- Idaho State Independent Living Council (Idaho SILC)
- Association of Idaho Cities (AIC)
- Idaho Association of Counties
- Other Cities

Civic Life & Community Involvement:

- Idaho Commission on Aging
- Idaho Department of Commerce (IDOC)
- Association of Idaho Cities (AIC)

- National Civilian Community Corps (NCCC)
- Serve Idaho
- Search Institute's Healthy Youth Initiative
- America's Promise: the Alliance of Youth
- Youth Action Councils
- Governor's Council on Aging
- YMCA - YWCA
- Service Club - Youth Activities
- Rural Community Assistance Corporation (RCAC)
- U.S. Army Corps of Engineers
- Natural Resources Conservation Service (NRCS)
- University of Idaho Forestry Lab
- University of Idaho Department of Art & Architecture
- University of Idaho Cooperative Extension
- Idaho Commission on the Arts (ICA)
- Advantage Club in North Idaho
- Idaho Transportation Department (ITD)
- Community Action Agency
- Idaho Department of Health and Welfare
- Senior Housing
- Economic Development Administration (EDA)
- Local School Districts - Computer Labs
- Annenberg Foundation
- Qwest Education Fund
- Micron Foundation
- Albertson's Foundation
- Planning - Health Districts
- Economic Development Administration (EDA)
- Association of Idaho Cities (AIC)
- Idaho Department of Parks and Recreation
- United Way of Treasure Valley

Community Potential Matrix

Attached is a matrix developed by Dr. Dick Gardner demonstrating numerous ways in which a community might add jobs to its economic base and assess its potential in comparison to other communities in the region or neighboring states.

Such assessments are intended as rough, qualitative guides to define regional and community strategic economic development objectives. This matrix and the subsequent description of each component can give local leaders a sense of the many different strategies that a town may employ to add jobs to a struggling economy. We hope it helps communities define in general terms how a given town's potential measures up against others in the region. The matrix can become a tool for productive community discussion about the future.

Some of the underlying criteria that determine potential, such as telecommunications infrastructure, community culture, and business recruitment, may be within the community's control. We invite community leaders to creatively devise ways to increase their potential.

In addition, the matrix reveals patterns of potential for various ways to add jobs. This offers a sense of the kind of region we may move toward should funding for action steps become available. As reliance on the economic engines of natural resource industries lessen in the Inland Northwest, this matrix helps map progress toward a new West of more sustainable local economies.

COMMUNITY MATRIX					
	Community A	Community B	Community C	Community D	Community E
DIVERSIFICATION STRATEGY					
1. Value-Added Agriculture					
2. Value-added Forest Products					
3. Value-Added Mining					
4. Business Retention and Expansion					
5. Plugging Retail Leakage					
6. Business Recruitment					
7. Entrepreneurship Dev.					
8. Local/Regional Tourism					
9. Pass-Through Visitor Services					
10. Destination Tourism					
11. Transportation Hub/Warehousing					
12. Attracting Retirees					
13. Attracting Lone Eagles					
14. Telecommunications Business					
15. Environmental Restoration					
16. Health Care					
17. Bedroom Community					
18. Attracting/Retaining Government Offices					
19. Culture/Arts/Historic Center					
Each Community may be ranked in 'potential' according to qualitative criteria.					
Each community score should be validated by local economic development practitioners and leaders.					

Diversification Strategy Detail

1. Value-Added Agriculture

Definition: Jobs can be created in agriculture by creating enterprises or new profit centers that add value to regional exports by 1) adding new crops or livestock, 2) creating new products, 3) addressing or developing new markets, or 4) lowering production costs.

Criteria To Measure Potential: Diversity of crops, amount of irrigated row crops, number of farms in county, relative size of agriculture in local economy

Implied Implementation Actions: Marketing cooperatives, direct marketing like farmer's markets, training on alternative crops, revolving loan fund.

2. Value-added Forest Products

Definition: Jobs can be created in the region's forests by creating enterprises that add value to regional forest exports by 1) harvesting new forest products, 2) creating new products, 3) addressing or developing new markets, or 4) lowering production costs.

Criteria To Measure Potential: Relative size of existing forest industry.

Implied Implementation Actions: Inventory special forest products. Form secondary wood products manufacturing network. Organize demonstrations of new technologies. Feasibility studies. Marketing cooperatives. Awareness of environmental concerns.

3. Value-Added Mining

Definition: Jobs can be created in the region's mineral sector by creating new enterprises that add value to regional exports by removing new substances from the earth

Criteria To Measure Potential: Presence of existing mining industry.

Implied Implementation Actions: Explore mineral inventory, conduct feasibility study. Lava rock, silica sand, semi-precious stones, etc offer opportunities to add value. Compare costs and benefits with environmental concerns.

4. Business Retention and Expansion

Definition: By analyzing what all existing businesses in a community need to thrive and expand, communities can find ways to grow new jobs.

Criteria To Measure Potential: All communities have good potential from this strategy. The only limiting factors are how long ago an interview program was done and the vigor to which follow-up actions were pursued. Larger communities will have a deeper set of businesses with which to work.

Implied Implementation Actions: Conduct & analyze business interviews, make needed infrastructure improvements, fill specific employee training needs, develop business finance resources.

5. Plugging Retail Leakage/Import Substitution

Definition: By identifying the extent to which residents are leaving the community to purchase goods and services, communities can plug leaks and increase the circulation of economic activity within town.

Criteria To Measure Potential: Isolated communities pay a higher travel cost for securing goods and services and may have more potential. Larger communities may also have more potential here.

Implied Implementation Actions: Conduct and analyze consumer surveys. Targeted recruitment of needed services.

6. Business Recruitment

Definition: A combination of push factors from the existing location and pull factors towards the new will sometimes lead businesses to move or expand to a new community, instantly bringing new jobs.

Criteria To Measure Potential: 1) Good access to markets, 2) Educated, skilled labor force, 3) ready, affordable industrial sites, 4) High quality infrastructure and amenities, 5) Financing, and 6) Appreciative, pro-business attitude (Source: *Harvesting Hometown Jobs*). Land costs, labor costs, labor availability, utility costs, transportation costs (distance to markets and to critical inputs), education, health care, and community amenities.

Implied Implementation Actions: Commercial property or building survey, inquiry response package, targeted recruitment, advertising campaigns, industrial park development

7. Entrepreneurship Development

Definition: Entrepreneurs are the creative spark that brings labor, capital, technology, and market information together for a new business venture. Most entrepreneurs have particular strengths, e.g.

engineering or sales, but not all the skills needed for a successful business. Entrepreneurship programs may both increase business startup rates and decrease failure rates.

Criteria To Measure Potential: More potential to fill classes with larger communities. All communities have potential entrepreneurs. Increased potential with number of diversification options.

Implied Implementation Actions: Organize business start-up classes. Target women and minority populations under-represented in business community. Business planning technical assistance. Various development finance programs. Peer lending programs. Individual Development Accounts.

8. Local/Regional Tourism

Definition: All communities have some potential to help visitors linger longer in their town, and thus make local purchases. Tourism is the 3rd largest industry in the United States.

Criteria To Measure Potential: Proximity to and capacity for leisure and recreation resources.

Implied Implementation Actions: Tourism inventory. Better signage to attractions. Create local lodging facilities. Interpretive materials for attractions. Develop joint marketing materials. Community celebrations. Sports tournaments. Organizing group reunions. Farm and ranch recreation. Feasibility studies. Rails-to-trails. Industry tours, environmental tours.

9. Pass-Through Visitor Services

Definition: Some towns are situated where many people are passing through. Jobs can be created by providing things these people need to help them stop, pass time, and make purchases.

Criteria To Measure Potential: Location on transportation corridor, size of visitor stream

Implied Implementation Actions: Survey and analysis of needed visitor services. Develop public restrooms, parks and picnic areas.

10. Destination Tourism

Definition: A few communities have the natural or man-made attractions or some event that creates a destination for visitors.

Implied Implementation Actions: Feasibility studies. Farm and ranch recreation. Outfitters and guides services.

11. Transportation Hub/Warehousing

Definition: Where goods are transferred from one transportation mode to another, opportunities exist to add jobs by expanding the presence of transport firms and warehousing functions, e.g. Reno, NV.

Criteria To Measure Potential: On major transportation corridor, a natural stop in isolated country, adjacent to larger city

Implied Implementation Actions: Survey and analysis of transportation patterns. Targeted marketing to transportation firms and potential wholesalers. Assess zoning needs and infrastructure impact.

12. Attracting Retirees

Definition: Roughly 5% of new retirees move between states to re-locate. An additional several million retirees have no permanent address and live in recreation vehicles. Retired migrants tend to have higher income, more education, and better health than average for their age.

Criteria To Measure Potential: High natural and cultural amenities, desirable climate (defined as four seasons, long growing season, high number of sunny days, low numbers of extreme days of heat or cold) low cost of living, access to health care, sense of personal security, walkable downtown, friendly small-town atmosphere, access to commercial airlines.

Implied Implementation Actions: Targeted marketing to individuals familiar with community, e.g. relatives or friends of residents, alumni, military service, repeat tourism visitors. Response kit development. Targeted advertising. Use of local retirees as ambassadors. Partnerships with developers.

13. Attracting Lone Eagles

Definition: Increasing numbers of people have the education, skills, and contacts to carry their living wherever they are and are limited only by proximity to a shipping/packaging facility in their region. Entrepreneurs related to information technology have drastically increased the numbers of Lone Eagles, as has telecommuting.

Criteria To Measure Potential: 1) Accepts newcomers and is open to change, 2) demonstrates community pride and optimism, 3) Access to open space and recreation amenities, 4) Access to cultural amenities, 5) Interesting personality or standing, 6) Good housing at reasonable rates, 7) Sense of personal security, 8) Good K-12 schools, 9) Access to post-secondary ed and training, 10) primary

health care and access to higher levels of care, 11) Small business friendly, 12) Minimizes tax and regulatory burdens, 13) work-ready labor force, 14) Advanced telecomm, 15) wireless telephony, 16) Cable TV, 17) Access to Internet, 18) Overnight express mail, 19) Access to commercial airlines, 20) Same-day delivery of major national newspapers (Source: Center for the New West)

Implied Implementation Actions: Community telecommunications assessment. Targeted marketing to individuals familiar with community, e.g. alumni, military service, repeat tourism visitors. Response kit development. Targeted advertising. Development of ancillary services Lone Eagles require. “Smart” building or business incubator development

14. Telecommunications Business

Definition: Businesses that rely on information technology are increasingly footloose. They can either be attracted to a community or home-grown.

Criteria To Measure Potential: Same as Lone Eagles, with greater emphasis on work force and high speed telecomm services.

Implied Implementation Actions: Community telecommunications assessment. Response kit development. Targeted advertising. Development of ancillary services telecommunications businesses require. “Smart” building or business incubator development. Development of broadband telecomm service.

15. Environmental Restoration

Definition: Fires, forest and range health, mining, and brown field sites create opportunities for employment in environmental restoration.

Criteria To Measure Potential: Forest health, range health, mining, fire damage, Superfund sites.

Implied Implementation Actions: Marketing restoration contract opportunities locally. Retraining workers. Organizing workers and businesses into networks to meet contract opportunities. Grant applications. Partnering with higher education or agencies.

16. Health Care

Definition: The provision of health care can be a major provider of jobs, as well as a key condition for businesses and individuals to locate. Local hospitals are often among the top employers in a community. A doctor may support as many as 5-8 other jobs.

Criteria To Measure Potential: Community population and facility bed size, specialty care areas.

Implied Implementation Actions: recruitment and retention of primary care providers, loan repayment programs, health clinic improvements, EMS improvements, pharmacist recruitment.

17. Bedroom Community

Definition: Some communities are so close to larger cities that their natural niche is building a base of residents who will bring income home to their communities.

Criteria To Measure Potential: Distance to larger city, transportation links, size of neighboring community, land available for development of affordable housing.

Implied Implementation Actions: Consumer survey to identify what goods and services are preferred locally, links to construction and financing firms in development industry, develop local recreation programs, strengthen schools, parks and trail development

18. Attracting/Retaining Government Offices

Definition: District and regional offices of state and federal agencies can be a major source of professional and stable jobs. Keeping them open can be as important as getting new ones.

Implied Implementation Actions: Work with political decision-makers

19. Culture/Arts/Historic Center

Definition: Communities can systematically build on cultural/historical attractions and arts businesses to create jobs and build unique identity.

Implied Implementation Actions: Ethnic celebrations, B&B development, arts fairs, arts cooperatives, cross-marketing in local stores. Historic re-creations/living history exhibits. Development of e-commerce for arts products.

Community Review Visiting Team Members

Community Review Coordinators:

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Hank has a B.A. from Rutgers University, and is earning a Master of Public Administration degree at Boise State University. He coordinates the Idaho Gem Community Program and works with Gem teams and other organizations throughout Idaho to assist rural communities enhance opportunities for economic and community development.

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Michael has a B.A. from Colorado College, an MBA from Northwest Nazarene University, and has worked as a child therapist, civil rights investigator, human resource specialist, and consultant. He currently facilitates statewide inter-cultural events and provides leadership, conflict resolution and facilitation, community building, survival Spanish, employment discrimination, hate crime, racial profiling, and diversity training to city officials, schools, and human rights groups across Idaho.

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Erik created and manages IHFA's Housing Information & Referral Center, a research and referral resource for the state. He is currently involved in Boise's Open Space planning and the Treasure Valley Partnership. Formerly, he was with Boise Public Works, and Executive Director of Wasatch Fish & Gardens (Utah), and on the Utah Arts Council's Performing Arts Tour and Folk Arts Program.

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Brian has a B.A. from Westminster College (in Missouri), has worked with many local and national disability councils, advisory committees, and coalitions, and has directed work of the Utah Statewide Independent Living Council and Salt Lake Impact 2002 Olympic Committee.

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Dwight has a B.A. in Political Science from Brigham Young University, a Master of Public Administration from Boise State University, and has worked on the Governor's Welfare Reform Advisory Council and Workforce Development Council. Dwight has experienced legislative successes in Workforce Development, Employment Security and Wage and Hour law, Farmworker Minimum Wage law, and Farm Labor Contractor Licensing.

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Tedd McDonald received his B.A. and M.A. degrees in psychology at California State University, Chico, and his Ph.D. in psychology at the University of Wisconsin-Milwaukee. In addition to his teaching duties, he conducts research with his students on issues related to neighborhood and environmental satisfaction, sense of community, and quality of life issues. His primary interest lies in helping members of vulnerable populations improve the quality of their lives through personal empowerment and problem prevention.

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Deb is the Director of 211 Idaho, an easy access number for dialing health and human service. Prior to her current position, she served as the Program Coordinator for the Association of Idaho Cities Idaho Values Youth project. Deb serves on the Governor's Coordinating Council for Families and Children, the Idaho Community Review Council and a newly formed task force on community mobilization. She lives in Boise and loves traveling throughout Idaho supporting communities, urban and rural.

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Joe grew up in Sandpoint, Idaho and graduated from the University of Idaho with a degree in Civil Engineering in 1965. After graduation, he served for seven years with the Federal Highway Administration, and then returned to Idaho to work for J-U-B Engineers. When the Local Highway Technical Assistance Council was formed in 1994, Joe was hired as

Administrator and has served in that position ever since, assisting local governments in utilizing available funds for highway maintenance and construction.

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Jan has a B.S. from Montana State University, has worked 27 years helping local governments with land use planning, environmental impacts, economic and community development, federal grants, and oversees Idaho Department of Commerce Community Development Block Grants and Gem Community Programs.

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Zella is involved in numerous projects, including the Kuna Alliance for a Cohesive Community Team (ACT), planning & zoning, the comprehensive plan, the economic development team, the recreation district, and Kuna Study Circles.

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Tom holds a Bachelors of Electrical Engineering degree from Auburn University, and has done coursework toward an MBA at Georgia State University, Southern Illinois University and the University of Tulsa. He has over twenty-five years of experience in the telecommunications industry in management, equipment vending, private networks, and consulting services with emphasis in management, international business development, product strategy, project management, and engineering.

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Jon Barrett is Co-Executive Director of Idaho Smart Growth, a position he has held since October 1997. He has a bachelor's degree in Landscape Architecture from Washington State University and has worked in community planning and growth management for 13 years as a city planner, private sector consultant, and public interest advocate. Jon enjoys backpacking, canoeing, fishing, gardening, and music.

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Whitney has worked in affordable housing policy and development for more than ten years, and currently develops affordable multifamily housing throughout Idaho. She has a master's in Urban and Environmental Policy and Planning from Tufts University, and helped to update the inclusionary zoning ordinance for Newton, Massachusetts. She has served as vice chair of the Utah Housing Coalition, chair of the Salt Lake Homeless Coordinating Committee, and on Utah's Housing Trust Fund Team.

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Lorie is an assistant professor in the Agricultural Economics and Rural Sociology Department at the University of Idaho. Lorie's work at the University of Idaho combines extension and research activities. As an Extension Specialist, she assists community organizations serving rural areas with community and resource planning and development, including facilitation skills training, strategic planning and collaborative decision-making. Her research focuses on collaborative decision-making, natural resource policy and participatory approaches to community development research.

Civic Life & Community Involvement Focus Team:

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Delta Smith is the Community Development Director for the Idaho Commission for the Arts where she provides advice and training for arts organizations and community leaders on a variety of topics including; cultural tourism development, festival planning, public art

projects, and fundraising. Delta has a master's degree in arts administration from University of Oregon and was previously the Executive Director of an arts council in rural eastern Oregon.

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After graduating from the University of Idaho, Cammie joined the AmeriCorps team as a VISTA (Volunteers in Service to America). She served for one year with the Southwest District Health Department and then joined the Peace Corps for a project in Thailand. Upon her return, Cammie accepted a position as the VISTA Leader for an America Reads project with the State Department of Education and worked with the Idaho Family Literacy Initiative. Cammie then took a new position as a VISTA Leader with the Association of Idaho Cities, Idaho Values Youth Initiative. She completed another year of service and was hired on as the Program Specialist for the organization.

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

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Linda has fifteen years of experience in community building through civic engagement and human services and ten years of experience in national media. She was appointed to the National Professional Advisory Research Committee of United Way of America, selected National Conference Presenter on Personalized Customer Service, published customized market research, and served as a JCPenney Golden Rule Awards Panel Judge.

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Danielle Jones received her B.S. in psychology from Boise State University, and is currently working toward a master's degree in counseling at Idaho State University. She has worked extensively on research projects related to neighborhood quality of life and sense of community.

News Articles

Community Assessment Team Visits Emmett

Emmett Messenger Index

May 28, 2003

By Janet Monti

More than 20 people swarmed through Gem County last week checking out all of the assets and problems, both visible and hidden. Written results of the independent assessment will be available in a couple of months for local county and city officials to glean from as they look to the future.

Three teams were formed; one to address infrastructure, another for land use and community design, and one looked at civic life and community involvement.

Organized through the Association of Idaho Cities, team members represented a cross-section of groups and governments. These people were teamed with local representatives and residents.

For two days, each group toured the county and talked to dozens of people about their views. Over 200 surveys were returned that addressed over 60 issues of Gem County life. More surveys are still out. Based on this information, a preliminary report was delivered to a gathering of about 60 people last Wednesday evening. Members of each assessment team took time to briefly share their findings. Most reports included a common thread of capitalizing on Gem County's unique history, unique qualities.

About 90 percent of those who once worked at the Boise Cascade Sawmill and still live in Gem County now work in Ada or Canyon Counties, said Dwight Johnson from the Idaho Rural Partnership and the Dept. of Labor. Altogether, 60 percent of the residents work outside of the county. This places Gem County in the middle of a huge transition from predominately agriculture-based to bedroom community.

“Your retail businesses need to adapt and change to capture the 60 percent who work elsewhere. One of your assets is your heritage; promote and capitalize on it. You have a unique downtown. You need to be creative and proactive,” said Johnson.

An industrial park is a definite asset. It would bring new money into the community, not re-circulate existing money as retail does, Johnson said. Development of both industry and new retail needs to happen together.

The first report came from those on the Infrastructure Committee. Gem County's infrastructure offers unique challenges and opportunities, said Joe Haynes, Local Highway Tech. Asst. Council. One consideration would be to stripe a dedicated left turn lane down the center of Washington Avenue through Emmett. Improvements to Main Street would help businesses there. A bridge from West Main Street to the Gem Island Sports Complex is also important, as is preserving the railroad corridors at almost any cost.

Haynes also encouraged the city to take a look at the lack of sidewalks in many areas as this hampers pedestrian traffic. About the highways, he said that connecting to Interstate 84 would probably be best, at least financially, by extending Dewey Road to the south. The long-talked about north-south Indian Valley road cutoff is a complex issue. Passing lanes on Highway 16 are a vital need.

Since limited funds are out there, he encouraged both county and city officials to work together, they'll have more power getting those dollars.

Fiber-optics and other technology issues were addressed by Tom Pickren of CayNet Consulting. Much of Gem County has fiber-optic connection to Boise where it can then go to all points on the electronic highway. There are several good Internet access providers in Gem County. He said that cell phone coverage was good. All of these are great assets that prospective business owners will ask about and are key to the future of the community. However, he added that many people who live here don't realize the availability of these features. Good marketing and education could change that.

The Emmett Airport has some problems that prevent it from being eligible for any federal FAA funds, said Jan Blickenstaff, Idaho Dept. of Commerce. "Dealing with your airport is a major task." It needs a longer runway and added tie-downs for the aircraft. The adjacent golf course presents problems. The community has a lot of good assets, energy, plans and forward thinking. However, it is hampered by those who want things to be as they were in the 1940s. It will be a long time until the 40s come around again, he said.

Land uses were addressed next, with Jon Barrett of Idaho Smart Growth speaking first. There is a strong relationship between good economic development and good planning and zoning laws.

"You need to appreciate the small town you have, its quiet character. So many communities have lost this and are trying to get it back. You're still a rural small town. You haven't compromised," said Barrett.

Improving what's existing while keeping this character is important. Anything new should fit with what's existing. For instance, he suggested to go as far as measuring how far houses are set back from the streets in the older parts of town and make requirements for the new ones match.

He also encouraged local officials to demand quality in what comes into the community. "You can set the standards for new businesses. Set high standards." This may drive away some of the first, low-standard offers. But business owners willing to meet the high standards will come.

Emmett's downtown has a lot of potential. "The train depot is very special. Look for other uses downtown; residential or offices. It would give more life to downtown and a customer base. Think of downtown as a destination and experience." There are many potential destinations; the island, city and county offices, park, depot, and theater.

Brian Dale, of the US Dept. of Housing and Urban Development encouraged officials to "...take a fresh look at ideas, new and old. Look at ideas put aside previously. Now is a great opportunity."

The river corridor could be its own focus, said Erik Kingston of the Idaho Housing and Finance Assoc. He added that affordable housing can fit into the community's economic development plans.

Civic life finished up the categories. There is lots of evidence of civic involvement in Emmett, said Deb Krum of Mountain States Group. But people don't serve if they're not asked; they don't give if they're not asked.

"Criticism diminishes community pride. Stop the criticism Stop the turf issues. Save resources. Keep the momentum you have from this (process)," she said.

Touring Emmett High School brought several comments from Cammie Nelson, Idaho Values Youth. "I've talked to teachers and students. They're not happy with the structure." The lack of windows makes the rooms feel claustrophobic, the walls are gray and white. Realizing it's not economically feasible to build a new school, she suggested letting students from each grade have an area they could paint with their own designs.

Other youth-related issues were addressed by Linda Lakey. The Project Promise Coalition has done an excellent job; there is a wonderful Rec Center (Gem County Recreation District); the mentoring through Big Brothers and Big Sisters is a great program where high school children mentor to at risk grade schoolers. "The island is your crown jewel. Maybe organize your youth to do murals at the skateboard park."

The Emmett Public Library is another great asset, particularly the youth center, said Conchi Morales, Idaho Commission on Hispanic Affairs. The diversity of materials is good. She offered to help find funding to improve this as well as bilingual programs.

Senior citizens were addressed by Dick Juengling, of the Idaho Office on Aging. This community has a good facility that offers a lot of good services. They face an image problem, as many places do. Many people don't think they're old enough to go there or they don't need or qualify for the help offered through the programs.

The facility could be used for other purposes, such as adult education programs; a mentor program that would bring seniors and children together such as a foster grandparent program. It should be a talent bank for the community, "there's great information in their minds."

Delta Smith of the Idaho Commission on the Arts said she "...was struck by the desire to preserve the nostalgia, history of this community. But, I don't see that your history is publicly celebrated. You have a number of white, blank walls on buildings. There's no artwork. Nothing to articulate your unique history, art, culture. These can become a catalyst. You need to focus on the unique history, articulate it, celebrate it, promote it."

She fired off a list of other pluses. The Gem County Historical Museum is an asset. It should be a source of pride for the community. Cherry Festival needs to be unique, said Smith. The train is a great showcase for the community. Self-guided barn tours could be promoted. Similar tours actually make money for other communities. The theater is a gem and anchor. City and county officials need to speak loudly to obtain funding to keep these in place.

She encouraged the city to appoint an Arts Commission. There is a good foundation with the Emmett Community Playhouse, Valley of Plenty Quilters, dance troupes to name a few. “Develop a plan for the future to preserve the unique qualities of Emmett.”

Members of the assessment team have offered to help county and city officials apply the information to this community. The final report will include a list of resources available to help fund some of these projects.

If you have a survey that hasn't been turned in, there's still time. If you would like to fill out a survey to be included in the final review, you still have time. They must be returned by June 11. Pick up, or return, surveys at the Gem County Chamber of Commerce office, 127 E. Main St., Emmett, 365-3485.

The assessment was paid by funds from Gem County, the City of Emmett, Walter Knox Memorial Hospital and Gem Economic Development Assoc.

GEDA to Hold Joint Community Meeting

Emmett Messenger Index

August 13, 2003

By Janet Monti

"GEDA (Gem Economic Development Assoc.) has made arrangements with Lorie Higgins from the University of Idaho and Hank Ebert from the Idaho Dept. of Commerce to facilitate a meeting concerning how we as a community can best utilize our resources in the pursuit of economic development," announced Max Long, acting president of GEDA.

"Most of our organizations rely on many of the same individuals to make each organization successful and often find it difficult to recruit new members."

"Since the community should have preliminary results of the community survey, we felt it was an appropriate time to convene a meeting of the various organizations [SBDC, EDGE, Chamber of Commerce, etc.] to see if we could streamline and/or consolidate our various endeavors."

This meeting, facilitated by Higgins and Ebert, will be held on Aug. 14 at 8 a.m. in the USDA meeting room.

Community development professionals to visit Emmett

May 2003; Association of Idaho Cities Website

A diverse group of 15-20 community development professionals will visit Emmett May 20-21, 2003 to participate in the 'Idaho Community Review,' a joint project spearheaded by the Association of Idaho Cities, the Idaho Department of Commerce, the Idaho Rural Partnership, Idaho Housing & Finance Association, Boise State University, Mountain States Group, and the U.S. Department of Housing & Urban Development.

These talented and experienced visiting team members, who will tentatively include Kuna ACT President Zella Johnson, Idaho Commission on the Arts Community Development Director Delta Smith, Idaho Smart Growth Co-Director Jon Barrett, Local Highway Administrator Joseph Haynes, Idaho Commission on Hispanic Affairs Interim Executive Director Conchi Morales, and Idaho Office on Aging Administrative Support Manager Richard Juengling, will generously donate time, travel, and accommodation expenses to the project. Team members will also hail from state agencies such as the University of Idaho and Idaho Values Youth, federal agencies such as the US Forest Service and HUD, and will include private sector professionals with a wide range of expertise, such as United Way of Treasure Valley and Mercy Housing Idaho.

On May 20, a home team assembled from the Emmett community composed city and county officials, economic development groups, and leaders such as Ministerial Association President Dan Coy, Chamber of Commerce Director Stephanie Crays, and Gem County Planning & Zoning Administrator Debra Lish will welcome the visitors. Following an orientation, team introductions, and an overview of the community review process and two day schedule, the teams will separate into groups and focus on three core interest areas identified through an application process by Emmett's leadership: Infrastructure specifically addressing Telecommunications and Transportation, Land Use Planning & Design, and Civic Life & Community Involvement.

The teams will engage in conversations with Emmett and Gem County community leaders and citizens, tour the area, facilitate a town meeting at a dinner on May 21st to present their observations and recommendations, and will provide a subsequent written report detailing the experience. The written report will include information collated during all phases of the review, interview summaries and a survey of regional residents, and resources available to Emmett and Gem County in effecting positive change.

The Community Review program's goals are to provide objective recommendations, resources, and supplement regional efforts to develop and implement local community development strategies. The community will arrange meeting sites, provide meals and transportation for the visiting team, develop a tour schedule, promote the review to foster excitement, and secure commitments to participate from local leaders and citizens. Hats off to Emmett and Gem County leaders and all other home team members for their willingness to share all aspects of their community, and being open to feedback, information, and ideas from the visiting team.

City leaders interested in scheduling a review in their community or seeking additional information may contact Michael Shaw of the Association of Idaho Cities at 344-8594, Hank Ebert of the Idaho Department of Commerce at 334-2470, or Brian Dale of the U.S. Department of Housing & Urban Development at 334-1088 x 3005.

Community Review Agenda

May 20, 2003

- 9:00-9:30 USDA Service Center Welcome, Introduction, Overview
- 9:30-10:30 Split into focus teams Dialogue between Home/Visiting Teams
- 10:30-12:00 Community Tours: Hwy 16, Freezeout, Flagpole, Substation Road, Frozen Dog Road, Pickett's Corral, Plaza Bridge, Black Canyon Dam, Washington Street, Railroad, Canneries, Hospital, Island Park, Milltown, Cascade Road, Industrial Park Site, Airport, Letha, Dewey Road, South Slope Road, Fairgrounds, Golf Course Sites, Cemetery, Lumber Supply, Unimin, Merrill's, Head Start, Carberry Intermediate School, Little Mansion, Fourth Street Gardens, Butte View Elementary, Historical Homes, Gem Historical Museum, Casa Juanita, Library, Emmett Jr./Sr. High Schools
- 12:00-1:30 Lunch at Gem Island Sports Complex (Infrastructure)
Lunch at Wild Rose Park (Land Use)
Lunch at City Park (Civic Life)
- 1:30-3:30 Continue Community Tours
- 3:30-5:00 Meet at City Park to walk downtown & interview local businesses
- 5:00-6:00 Down Time to finish interviews and written report notes
- 6:00-7:30 Dinner and facilitated session with community members

May 21, 2003

- 7:30-9:00 Cherry Bowl breakfast with Service Clubs
- 9:00-10:30 Infrastructure Team meets with Public Works and City Council
- 10:30-11:30 Infrastructure Team meets to develop report
- 9:00-10:00 Land Use Team/Civic Life Team tour Frontier Theater
- 10:00-11:30 Land Use Team/Civic Life Team meets to develop reports
- 11:30-1:00 Lunch with youth at Swing Scene Restaurant
- 1:00-5:00 Full Visiting Team meeting to develop reports
- 5:00-6:00 Dinner for Home/Visiting Teams at Cloverleaf Restaurant
- 6:00-7:30 Visiting Team Presents Preliminary Report to Community

Community Review Follow-up by United Way of Treasure Valley

August 7, 2003

Ed Mansfield, Sharon Pratt, Michele Sherrer
Gem County Board of Commissioners
415 East Main Street
Emmett, Idaho 83617

Dear Ed, Sharon and Michele,

Thank you for the time you spent with us this week. We both enjoyed meeting and visiting with you all very much – and enjoyed our ice cream cones on the drive back to Boise! As we mentioned, the proverbial light bulb went off with our Board of Directors recently when we learned a couple of things – 1) Emmett was in danger of losing a successful school based mentoring program that has strong community support due to reductions in funding, and 2) that more than 50% of the Gem County workforce leaves Gem County to work in Ada or Canyon every day. The first scenario didn't seem acceptable to us given the priority we place on positive role models in the lives of our children. And the second fact suggested to us that your citizenry is supporting United Way and there are important issues at home deserving our support.

You readily identified the mentoring program, senior center, WICAP, and an emergency/special circumstances fund for people in crisis all as possible places deserving support. The United Way Board of Directors is making available a Rural Outreach grant in the amount of \$5,000. Please use the money toward the issue(s) you feel will have the greatest impact on people in your community.

This is a one-time grant awarded from funds set aside this year. Whenever we make an investment in our community, United Way would like the public to know how their donations are being invested. It would be greatly appreciated if you would consider recognizing United Way's contribution whenever possible. We hope people will understand that United Way cares about the Emmett/Gem County community. It is our intent to visit with you periodically to learn about issues affecting your community and how you think we might be involved with solutions and we invite you to contact us any time.

It is our pleasure to make this funding available and we appreciate your hard work and commitment to your community.

Sincerely,

Sally Zive
President

Tim Olson, Regence BlueShield of Idaho
Community Impact Chair

Cc:

Paul Street, Building Materials Holding Corporation: Chairman of the Board
Paul Bennion, Albertson College of Idaho: Community Investment Chair