

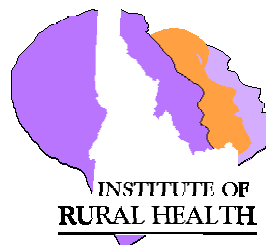


Salmon Community Review

May 12-14, 2004



With grateful acknowledgement to the following organizations who served on the visiting team as outstanding resources, and especially to the Idaho Transportation Department for printing this document:



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Preface

This document provides an overview of the Salmon Community Review as experienced by a group of 27 community development professionals in the months leading up to May 12-14, 2004. 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 Salmon and the surrounding Lemhi 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 Salmon's diverse community residents, nor does it hold all of the answers. It contains internal reflections of Salmon and Lemhi 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.

Salmon'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 Salmon, Lemhi 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 Salmon and Lemhi 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, Community Design, Identity, & Land Use, and Civic Life & Community Involvement emphasizing Seniors and Youth.

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



Idaho Rural Partnership Executive Director Sara Braasch shares a smile with a Salmon Heritage Museum volunteer 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 Salmon and Lemhi 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 Salmon and Lemhi 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 <http://www.idahocities.org/> under the Idaho Community Review hyperlink. A video debriefing of the team's experience in Salmon and Lemhi County is also available upon request.

Introduction & Overview

On May 12-14, 2004, the City of Salmon hosted 27 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 120-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 Salmon and Lemhi 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 regions:

- 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
- Salmon – May 2004
- Rexburg – September 2004



Civic Life & Community Involvement Visiting Team members facilitate a conversation with seniors and youth at the Salmon Senior Center.

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.

Salmon 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.



Economic Development and Infrastructure team members tour new hospital construction.

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, Salmon and Lemhi 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 Salmon 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.

Salmon Community Review Team Makeup and Contributions

Visiting Team members are a diverse mix of professionals from 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, 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 visitor 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 Salmon, Lemhi and North Custer Economic Development Corporation, Salmon Urban Renewal Agency, Business Innovation Center, Regional Planning & Zoning, Salmon Heritage Museum, Salmon Library, Salmon Job Service Office, Steele Memorial Hospital Administration, Salmon School District, Salmon Senior Center, Salmon Veterans of Foreign Wars, Lemhi's Promise, Rotary, Kiwanis, Elks, Eagles, 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.



Heartfelt thanks to VFW Post 5840 for a fantastic breakfast for the team on the morning of May 12.

The total estimated (in-kind) value of this review to the community of Salmon is well over \$30,000, 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 27-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 Salmon Community Review included the following individuals (for background and contact information, see the team member biographies in the appendix):



Idaho Housing and Finance Association Housing Resources Coordinator Erik Kingston and Shoshone Bannock Tribal Planning Director John Norstog explore downtown Salmon.

Co-Chairs

<u>Name</u>	<u>Title</u>	<u>Organization</u>
Michael Shaw	Human Rights Coordinator	Association of Idaho Cities
Deb Krum	211 Project Manager	Mountain States Group

Civic Life & Community Involvement

Richard Juengling	Administrative Support Manager	Idaho Office on Aging
Mandy DeCastro	Coordinator	Idaho Values Youth

Ann Kirkwood	Senior Research Associate	Idaho State University Institute of Rural Health
Julie Oxarango-Ingram	Gem Community Chair	City of Shoshone/Lincoln County
Susan Berning	Partner	World Portico
Linda Jensen	Project Director	Idaho Kids Count
Jessica Sotelo	Executive Director	Partners For Prosperity
Community Design, Identity, & Land Use		
Erik Kingston	Housing Resources Coordinator	Idaho Housing & Finance Association
Delta Smith	Community Development Director	Idaho Commission on the Arts
Sara Braasch	Executive Director	Idaho Rural Partnership
Michelle Pak	Associate Planner	City of Pocatello
Jon Norstog	Tribal Planning Director	Shoshone-Bannock Tribes
Kelly Burrows	Park Planner	Idaho Dept of Parks & Recreation
Soniyi Soyannwo	Partner	World Portico
John Bertram	Principal	Planmakers
Travis Rothweiler	City Administrator	City of Jerome
Economic Development & Infrastructure		
Patti Raino	Intermodal Planning Manager	Idaho Transportation Department
Rick Weekly	Gem Community Comprehensive Plan	City of Emmett/Gem County
Jim Azumano	City Administrator	City of Hailey
Gary Gamble	Rural Development Manager	USDA Rural Development
Dan Henry	Airport Grant Program Coordinator	Idaho Transportation Dept. Aeronautics Division
Darrell Shay	Economic Development Specialist	Shoshone-Bannock Tribes

Pamela Williams	Community Development Specialist	Idaho Department of Commerce and Labor
Tanya Alban	Regional Labor Economist	Idaho Dept of Commerce and Labor
Zella Johnson	City Councilmember	City of Kuna/Kuna ACT
Home Team Leaders		
Jay Townsend	City Administrator	City of Salmon
Gary Van Huffel	Grant Administrator	City of Salmon/Sacajawea Center
Gina Knudson	Reporter/Lemhi Promise	Idaho Falls Post Register
Susan Schaffner	City Councilmember	City of Salmon
Gynii Gilliam	Economic Development Director	Lemhi/North Custer Economic Dev. Corp.



Members of the Community Design, Identity, and Land Use team explore the open space in the hills overlooking Salmon .

Analysis Areas Requested by the Community

- Economic Development and Infrastructure emphasizing the Airport
- Community Design, Identity, and Land Use emphasizing Land Use Planning, Beautification, & Cultural Heritage Tourism
- Civic Life and Community Involvement emphasizing youth and seniors

Early History of Salmon & Lemhi County

The City of Salmon is the seat of Lemhi County and lies in the heart of the scenic Salmon Valley at the confluence of the Salmon and Lemhi Rivers. The Salmon River, one of the last un-dammed rivers in North America, and the City of Salmon are named after the plentiful fish in the rivers that continue to supply the inhabitants of the area with food.

The Salmon Valley was originally home to the Lemhi Shoshoni Indian tribe. The members of the Lewis and Clark Expedition crossed the Continental Divide and arrived in the valley on August 12, 1805, looking for the Tribe in order to obtain horses to cross the Bitterroot Mountains.

A French trapper, Charbonneau, and his Lemhi Shoshoni wife, Sacajawea (also named interchangeably in this document as Sacagawea), accompanied Captains Meriwether Lewis and William Clark on the journey. Sacajawea, a victim of intertribal warfare who had been sold into slavery and transported East at a young age, recognized the area as the place of her birth. As she interpreted for the Expedition, Sacajawea additionally discovered that her brother, Cameahwaite, was now Chief of the tribe. The Expedition was successful negotiating for horses to continue the journey, and obtained valuable information about the route over Lolo Pass and through the Bitterroot valley.

The first white settlers to the area came in 1832 when Captain B.L.E. Bonneville crossed the Rocky Mountains and spent the winter at Carmen Creek. In 1855 a Mormon missionary colony settled on the Lemhi River and an adjacent fort was built on Native land. The Tribe later reclaimed the land and the mission was abandoned.

In 1866, Montana prospectors discovered gold about 14 miles west of Salmon. Salmon became a popular river-crossing site with the construction of a toll bridge in 1867, during the gold rush and development of the town of Leesburg. As the population grew, Leesburg was named Salmon City in 1867. Lemhi County was formed in 1869.

As more settlers came to explore the rugged area, they used Native trails to hunt buffalo, fished for salmon, and continued to trade with the Lemhi Shoshoni. Pack trains carried goods into the remote mining and lumber camps through the early 1900s and the population expanded. Around the time of Idaho Statehood in 1890, a wagon road was built from Salmon to Challis. Early settlers found work mining, ranching and farming in the Upper Lemhi Valley.

The late 1800s were rife with policies that negatively affected the Native American population of the area. The federal government took tribal land for white farmers and

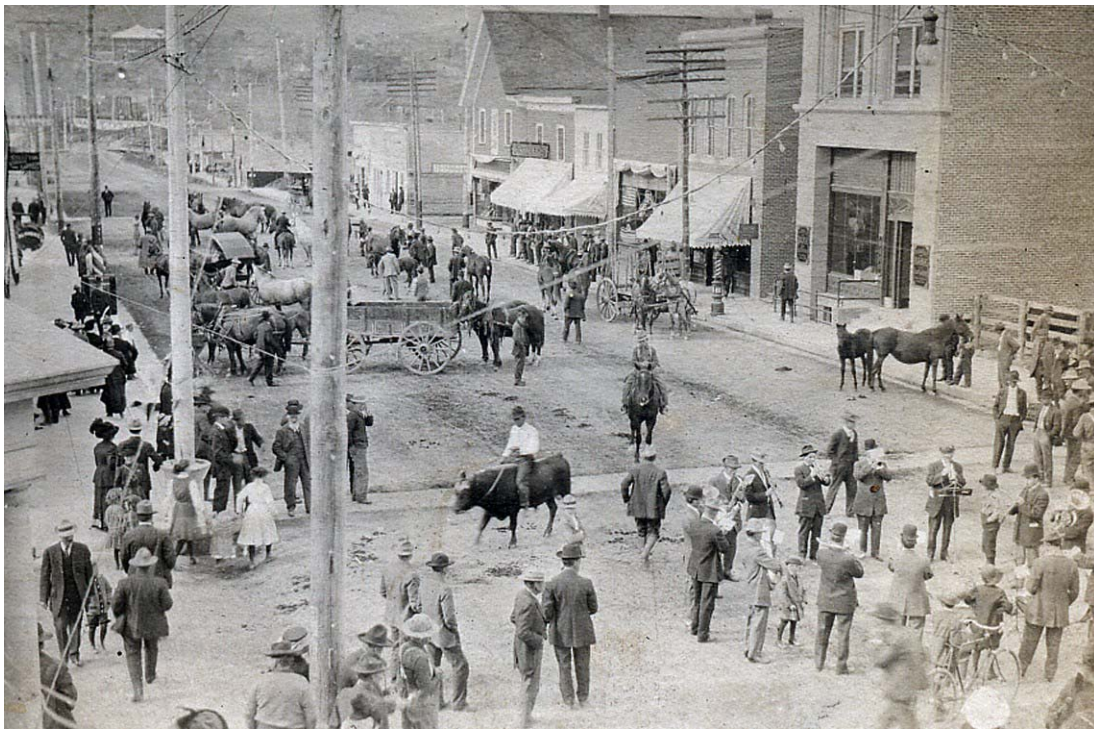
created the Lemhi Reserve, forcing the Lemhi Shoshoni from the land. Inadequate living conditions compelled the Lemhi Shoshoni people to journey to the Fort Hall Reservation for refuge in 1907.

The arrival of the railroad in 1910 brought a larger settler population and an economic boom, until government-funded roads became the preferred mode of travel in the 1920s.

During the Great Depression in the 1930s, the creation of the Civilian Conservation Corp (CCC) led to short term employment for many men who worked with the Salmon National Forest on forest fire suppression and constructing roads, trails, buildings and campgrounds. Government contracts providing food, supplies and services helped ease the pain of the depression.

Following World War II, radios improved regional communication and airplanes became popular as a means to deliver supplies and firefighters to remote areas.

Looking toward the future, Salmon's unique historical background plays a major role in today's economic and community development efforts. Mining, ranching, forest management, recreation, and tourism are the mainstays of the Salmon area. Salmon is a recreationalist's dream, as a major gateway into the area's mountains, rivers, lakes, and national forests.



Citizens of Salmon participate in the first fair organized in the community in the early 1900s.

Executive Summary

The Visiting Team would like to thank the Salmon community for the hospitality we were shown as newcomers to the region. We found a wealth of assets in Salmon, especially its knowledgeable and friendly people. The talent to create even more local success stories through creative thinking about quality of life and good, old-fashioned elbow grease mean only more positive things to come. Community leadership clearly emits the desire for and commitment to a healthy transition to the future in store for Salmon.

As Salmon and Lemhi County move toward that future, the Visiting Team would like to offer these practical 'big picture' suggestions, many of which are already underway:

- Strengthen and continue to improve existing assets and core infrastructure, including local businesses and human resources
- Stay focused on strategic planning, because luck is the residue of design
- Act locally, but think regionally and improve collaboration and partnerships
- Emphasize relationships and strengthen communication efforts with important constituencies and citizens
- Celebrate victories to re-energize and validate honorable effort

Of course these items are all interrelated in a community the size of Salmon, lending small improvements dramatic impact. In the team report sections there are detailed observations and resources which may be useful in expanding upon and supporting these efforts.

The first team report, Community Design, Identity, and Land Use, spends some time describing the importance of a sense of place and what that means to Salmon and the Lemhi County Region. Additional sections expand on the growing cultural identity of the region and how to preserve and enhance assets such as its history, downtown, architecture, neighborhoods & housing stock, diversity, public art, and wild scenic beauty. The team also begins an important dialogue about the Comprehensive Plan revision process, which the Economic Development team will reinforce.

Report two from the Civic Life and Community Involvement team provides excellent local and regional statistics and information about youth, suggestions to help address out migration of youth, a focus on the positive, and local/national resources to improve programs, dialogue, and relationships. The second section details observations and resources emphasizing seniors and volunteerism, healthcare, and transportation. The third and final section summarizes some important aspects of civic life in areas such as recreation and the faith community.

The final team report, addressing Economic Development and Infrastructure, addresses the airport, water/sewer capacity and quality, the hospital, transportation, business center, leadership, a number of general economic issues, and finishes the conversation regarding the Comprehensive Plan.

The final significant section of the report provides the quality rating survey data from citizens of Salmon and the Lemhi County region. We are very pleased with this report and hope the community and region make the best possible use of it and this process. We are at your disposal for follow up activities; please contact us for any assistance we may provide.

Community Design and Identity

Introduction

“But I reckon I got to light out for the Territory ahead of the rest, because Aunt Sally she’s going to adopt me and sivilize me, and I can’t stand it. I been there before.”

That was the way the story of Huckleberry Finn ended. Huck’s destination was the Indian Territory. If Huck were alive today, he’d probably be lighting out for Salmon. It’s that kind of place.

What makes a place what it is? A lot of it is geography - mountains, rivers, wide open space, clear air, or the lack thereof. That’s the natural setting. It’s what people do in and with that setting that makes a place out of it. A place doesn’t happen overnight, but evolves as a result of its history and the cultures of its peoples.



If you walk around Salmon you can see right away that you’re not in Sun Valley. If you spend a little time you can see that the people and the place kind of fit together. What visitors see is a beautiful small town with interesting neighborhoods in a magnificent natural setting. There is clear evidence that people in Salmon live and let live when it comes to what their neighbors do on their property. There are very suburban-looking places with flower gardens and clipped lawns next door to houses with construction equipment, trucks or old cars. Some people had taken a third approach, transforming their treasure into yard art.

Fruit trees and flower gardens. The original settlers knew a good thing when they saw it. A lot of remote mountain communities have miserable, high-altitude climates with ten cold months a year. Not Salmon. There is a kind of exuberant style to the way people in Salmon have just sort of let the fruit trees and flowerbeds grow up free and wild.

Main street. Someone knew what they were doing when they laid it out, nice and wide and lined up like a gun sight on the mountains beyond. There are a lot of nice details on the buildings, things to delight and surprise the eye when you get up close. All the buildings look well-used, as if real people have spent real lives going in and out of them. There are traces of past efforts at redecorating the town, maybe to make it look more “western.” The wooden owl full of wild arrows outside the Owl Club tells more about “place” than all the “western-style” sidewalk canopies that got put up sometime in the past. Salmon is not a movie set, it’s the real thing.



No sidewalks. What that seems to mean in Salmon is that pedestrians have a right to use the street. It was surprising to find drivers stop for locals and visitors alike when they so much as made a move toward crossing Main Street. We liked hearing from a caregiver for challenged adults that she could take a group of her charges walking without worrying they’d be run over. We liked the idea that older people who can still get around are safe walking from their quiet, near-downtown neighborhoods to their church or the ice cream shop. Teachers can safely shepherd groups of kindergarteners through town.

In his *Rise of the Creative Class*, Richard Florida writes of cities that succeed, that they are tolerant of different behavior and lifestyle and that they are “authentic.” The latter word describes Salmon pretty well. This section started with a reference to Huck Finn. Huck’s story begins and ends with him doing his best to escape the well-meaning efforts of the Widow Douglas and Aunt Sally to “civilize” him. Along the way, Huck learns a lot, does some good, learns to read and write on his own terms, and becomes more like himself as he changes and grows. It’s something to think about.

Overview

This team was composed of professional planners, city officials, private consultants, and community development professionals from the private and public sectors. Collective team expertise reflects decades of practical experience. We compared and combined our observations with resident and government official comments, previously published reports, planning documents, and available data on Salmon and Lemhi County.

The Salmon community is surrounded by large areas of open space and natural landforms that are primarily under the management authority of the federal government. Historically, natural resource industries provided good-paying jobs for Salmon residents. Environmental and economic pressures have reduced the employment in these areas, while “boom and bust” cycles related to mining have dramatically affected property values and individual fortunes. Fortunately, recreational and cultural tourism appear to present new and expanding economic opportunities although there is realistic concern about the seasonal nature of these businesses and the challenges they present.

In summary, we found that people our group spoke with liked living in Salmon for its small-town western culture, spectacular natural resources and scenery. Above all, they appreciated the relaxed security and sense of intimacy and isolation of Salmon’s remote location. This geographic isolation requires Salmon’s residents to be more independent and resourceful, and reinforces a sense of “rugged individualism” that expresses itself in many ways.

Salmon has a rich history, which captures the imagination of its tourists. As Salmon prepares for the bicentennial celebration, there will be discussions about how to increase community participation and awareness. While the bicentennial is an important milestone and tourist attraction, the report broadens the historical context of Salmon discussing other areas of potential tourist attractions such as mining and ranching.

As Salmon grows inside and outside of the city limits there is a direct impact on the resources of Salmon. While annexation might be a viable option, the impact and constraints of growth on Salmon are strong incentives for the community to plan, manage, and develop its current resources efficiently. The land-use planning section will stress the benefits of educating the community on the ways to make and keep Salmon beautiful. We discuss ideas about trail networks and greenbelt development not only to augment existing tourist attractions, but to offer the local community additional avenues of activity.

In general, if a community is doing things right, it should do more of the same. The trick is recognizing what you are doing right. Throughout this report we try to list a few things that have helped make Salmon the kind of wonderful place that it is. People living in Salmon should be able to come up with their own lists.

You are your own best resource. Start talking to your neighbors. Walk around town with fresh eyes and look at what you see. Talk to seniors and children. Use your mind and your heart. Hopefully this report will provide you with an outside look at your community and ways to maintain and improve it for generations to come.

This section of the report will provide specific observations, recommendations and resources for each of the following topics:

- Cultural Identity and Tourism
- Beautification
- Downtown, Historic Resources, Entryways and Neighborhoods
- Parks and Recreation
- Land Use Planning
- Comprehensive Plan, Code Enforcement
- Housing

Cultural Identity and Tourism

Observations

Salmon is a place of tremendous cultural assets and rich historical capital. The River of No Return, the birthplace of Sacagawea, the Gold Rush, the railroad, logging, cowboys, Native Americans, forest fires, cheese, floods, Mormon camps, Lewis and Clark, and many other facets make up the fabric of Salmon's unique and interesting history. Cultural resources abound in Salmon and more are in the works, offering great opportunity for cultural tourism development. Strategic planning and community leadership are needed to mine these resources, make them available, promote them, and utilize them in economic development.

Downtown. Salmon's downtown core features many architectural treasures that are underutilized. These may add to the draw for some tourists interested in period architecture. Salmon also has the historic downtown building resource to support an artist's "live-work" district. Many communities have reclaimed underutilized but historically significant structures and districts to house artists, craftspeople, and writers. This not only preserves the community's architectural heritage, it can create sustainable affordable housing stock, stimulate a downtown economic district, and cultivate visitor interest.

Lemhi County Historical Museum. Every visiting team member was struck by the high quality of the exhibits and thoughtful interpretation of artifacts contained in the museum. This world-class facility, with its central location and visibility, friendly docents, and knowledgeable staff, is a valuable cultural anchor for Salmon's downtown and rivals museums of much larger communities.

Native Americans/Sacagawea Center. The Sacagawea Interpretive Cultural and Education Center is an ambitious undertaking that is already attracting cultural tourists to the area, primarily as a result of the national promotion associated with the Lewis and Clark Bicentennial Commemoration. With its large acreage, river access, parking availability, interpretive trails, public artworks, and unique tie to history, the Sacagawea Center has the potential to give visitors an experience unlike any other cultural venue and, therefore, create positive economic impact for the community. However, several challenges lie ahead for the

Center that will need thoughtful, community-involved, problem solving. Most significantly, current local perception is that the Sacagawea Center is for tourists only, and many community members do not recognize the center as a local community resource. Interviews also revealed that many feel the City has been unrealistic regarding the financing of the construction and maintenance of the Center, overestimating the ability of the Center to reach completion and be sustained through grants and admissions after grants associated with the Bicentennial Commemoration are no longer available. They have deep concerns that the Sacagawea Center will ultimately become a financial burden on the City and, therefore, the taxpayers. These perceptions may significantly limit local support needed for completion of the facility and its ongoing operations and maintenance.



The breathtaking beauty of the Sacagawea Center, a cultural resource with tremendous potential.

Some of our group also sensed that something was missing, the piece that turns a puzzle into a picture. What we didn't see was Indians. We heard from at least one older, lifelong resident, how the Indians used to come to town every weekend. "It was nice .. I really miss them," she told us. A statue of Sacajawea, a few curios in store windows, a few old pictures of Fourth-of-July parades years gone by - these are no substitute for the living presence of the people who helped make Salmon and the Lemhi Valley the places they are today.

Salmon Arts Council. For a community of its size, Salmon has an active and prolific arts council that brings an array of quality arts programs to the community throughout the year. The board and staff of the arts council appear to be proactively partnering in numerous community endeavors including those of the Chamber and the Sacagawea Center. Key

involvement by the arts council in cultural tourism efforts is necessary to creating a full “package” of cultural experiences that will attract visitors.

Recommendations

Hospitality. Customer service was variable as perceived by visiting team members. Some local retail and service representatives were friendly and welcoming, and familiar with local resources and history. They provided referrals to other local businesses and areas of interest, which generated additional revenue for the local economy. Other front-line encounters were less positive, and resulted in lost repeat traffic and revenue for those businesses. Incentives should be designed to encourage businesses to engage in hospitality training on a regular basis. This effort would most appropriately be lead by the Chamber of Commerce and should include information about area cultural tourism attractions, new assets, and events.

Identity. A communities’ identity is reflected by its visible arts and cultural offerings and should represent the diversity of the community so all feel welcome and included. Interviews with community members revealed concern with the recent emphasis on Lewis and Clark and Sacagawea and a strong desire to preserve and showcase Salmon’s broad history, in all of its aspects. Salmon also needs to have some serious and ongoing dialogue with Native American community to ensure that the Native American perspective and history is honored and accurately represented in the City’s cultural tourism development efforts. The City is to be commended for including a cultural inventory effort in its next Comprehensive Planning process; this should be used as an opportunity to involve the Native American community.

Native Americans. Perhaps some of the descendants of the Lemhi Band could be persuaded to spend the summer living traditionally at the Sacajawea Center. It works for Colonial Williamsburg. The Tribes are working in the country all around Salmon restoring fish runs. Tribal members pass through Salmon during fishing and hunting season. Would it be possible to set up a campground for them? There are Native Americans living in Salmon, and others just passing through. Reaching out to these tribal members could be the start of productive relationships down the road.

A challenge in this area needing additional, respectful dialogue is the identity of the high school mascot, the 'Salmon Savages,' which does not convey a welcoming tone to Native Americans visiting the community and is not unlike mascots in other states undergoing national scrutiny. Far beyond political correctness, this conversation is and will continue to be a complicated collision of tradition and heritage with dignity and respect for all people.

Marketing. With all of Salmon’s existing and planned cultural tourism assets, the next step is to get the word out about them. The 1998 Salmon Area Marketing Plan developed by the Idaho Department of Commerce provides a good foundation, although it should be expanded to include strategies and an implementation timeline. It is important that cultural tourism marketing be a cooperative effort among local government, citizen groups, lodging and recreation businesses, and state, regional and tribal interests. A truly collaborative effort will leverage funding. Both the National Endowment for the Arts and the Idaho Department of Commerce & Labor have grant opportunities to support collaborative cultural tourism efforts. The Salmon Valley Guest Guide is an outstanding and informative document.

Public Art. Salmon has begun to acquire several public artworks, mostly sculptural works associated with the Sacagawea Center and a few downtown, including a large-scale bear sculpture planned for the future town square location. Most of these pieces have been specifically commissioned or given as gifts to the city by local artists (who should be commended for their generosity and community involvement). However, in the near future, Salmon should adopt a formal public art acquisition process that allows for community input in artwork selection and ensures that Salmon's identity and sense of place are reflected and that installations enhance the value and attractiveness of the site. Many examples of public arts selection processes exist in Idaho and throughout the country, a few resources are listed below. The management of public art selection could be administered through a partnership between the City and the Arts Council and would not be difficult to set up. Also, the city is encouraged to expand its definition of public artworks - they can be much more than sculptures, they can become an integral part of the cityscape. Common infrastructure needs such as tree grates, sidewalks, streets, fences, or benches can become unique assets through the involvement of artists in their design and construction without significant added cost.



Numerous examples of public art grace Salmon, such as this wilderness scene at Saveway Market.

Audience tracking. The key to effective cultural tourism development and to creating the tools to advocate for community cultural support, is to carefully track who your existing cultural audiences are, where they come from, how long they are staying, and what else they are doing while in town. The leaders of Salmon's existing cultural attractions should take an afternoon to create a common format for audience tracking so on a yearly basis this data can be compiled and reviewed. Apples to apples. Audience tracking can be as simple as listing a few questions that every cultural visitor is asked and training volunteers and docents to tally the answers. Other strategies are counting and noting the origin of car license plates in the parking areas, having a door prize at events that requires a survey be filled out for entry, etc.

Resources

Artist Live-Work District. Both historic and low-income housing tax credits can be utilized for this type of project. Other resources include HOME funds, USDA Rural Development, Gem Community Implementation Grants and Community Development Block Grant funds.

Public Art. Americans for the Arts has recently issued a helpful monograph about public art development that can be purchased for just over six dollars off of their website at www.americansforthearts.org

National Endowment for the Arts. Grants for collaborative cultural tourism and/or cultural district development are available through their Challenge America Fast Track Grants program. Visit their website at www.nea.gov.

Idaho Commission on the Arts. Grants for arts events, cultural facilities, and public artworks and advise on public art development, audience tracking strategies, fundraising, etc. www2.state.id.us/arts 1-800-ART-FUND

Idaho Department of Commerce Division of Tourism. Grants for tourism initiatives and helpful advice on developing cultural tourism. www.visitid.org

National Association of State Arts Agencies. Helpful cultural tourism statistics, trends, and links are available on this web site. www.nasaa-arts.org

Beautification (Downtown, Historic, Entryways and Neighborhoods)

Downtown

Observations

Salmon's downtown is attractive, compact and walkable. A town that protects pedestrians is a great place to walk. Most places, a pedestrian has to run like a rat to stay alive. The people of Salmon seem to have reached an arrangement between pedestrians and drivers. The opportunity exists to enhance Salmon as a livable city, attractive in its setting and dynamic in its urban character by preserving its history and building a substantial legacy of quality private developments and public improvements for future generations.

Recommendations

Overall. Enhance Salmon's attractive city center identity. Develop appropriate parking facilities to create a viable city center. Improve communication/technology links to the downtown. Conduct a historic building inventory.

Design. Build on design elements and features identified with the downtown-not a fake theme. Prepare architectural design guidelines for the downtown area. Create vibrant, pedestrian friendly streetscapes and link to Salmon Town Square and trail system. There should be strong design review, sensitive to local viewpoints and a locally-defined sense of place, for new buildings in the district. This is a delicate matter. A lot of communities go into a redecorating frenzy that leaves their commercial districts looking like a cheap theme park. When in doubt, look at the old pictures. Our suggestion is to work with the downtown merchants and the near-town neighborhoods to define a downtown district.

Mixed Use. Encourage vibrant mixed-use buildings that showcases businesses, entertainment, arts, and residential interests. Encourage residential use in downtown. Encourage activities and events which will celebrate the arts and culture of the city.

Side Streets. Expand streetscape improvements, public art and sidewalk upgrades to Van Dreff and Shoup streets. Commend Shoup Street credit union building owners and the architect for attractive new infill architecture that is compatible with Salmon's character.

Historic

Observations

Salmon comprises a number of architecturally and historically significant buildings and sites that continue to reinforce the character of the city. It is important to preserve and enhance this mixture of architectural styles and eras that maintain a sense of historic continuity and link with the past. The rehabilitation of Salmon's historic buildings will require public support and review combined with private efforts.

Recommendations

As the City continues to grow, it is time to designate and protect those sites and areas that are important to the city's heritage and its character. Unless historically significant structures within the City are identified and preserved, they may be subject to insensitive renovation or demolition. Work with the National Trust for Historic Preservation and the State Historic Preservation Office (SHPO) on downtown issues. The SHPO can provide technical support for the four buildings downtown on the National register of Historic Places.

Inventory, Protect. Establish a Salmon Historic Preservation Commission to inventory, and protect Salmon's historic buildings. Encourage rehabilitation of existing structures and provide economic incentives to retain and upgrade historic buildings.



Salmon's authentic downtown buildings are tremendous infrastructure assets worth preservation.

Training. Participate in the Idaho State Historical Society's Certified Local Government program for historic preservation.

Public Awareness. Increase public awareness of historic resources, preservation concerns and the community's heritage. Possibly create a walking tour to guide visitors and locals by the significant historic buildings and artwork downtown.

Observations

City growth and increased traffic levels will stimulate demand for new development along the city's three entrances. The result is that potential aesthetic inconsistencies will occur without review and standards for design. If the city does not fully utilize its design review authority, poor new visual elements will ultimately degrade the general aesthetic quality of the city as a whole.

There is a connection between the physical design of Salmon and the quality of life. Excellence in community design is essential to creating a physical place where people have the opportunities and choices required to lead rewarding lives.

We recognize that in Salmon, and all rural Idaho communities, there is a need to "live and let live." Although we heard from many citizens about the inconsistencies, we recognize that a vigorous, top-down effort to "clean up" Salmon's neighborhoods might do more harm than good. Perhaps a better way would be to encourage neighborhoods to work out on their own issues like junk, yard art, livestock, home maintenance, etc. The City could perhaps contribute by cleaning up its own "treasure" first.

We understand that there are already organized clean-up days and a recognition program for well-maintained properties. We are not certain whether there is a civic group formed to specifically address beautification and clean-up efforts, but this type of group could be very effective in applying social pressures for people to clean up properties. Some people are more open to social pressures rather than legal actions from the City government.

Recommendations

Airport to Town. Foster the re-development of an attractive entryway to and from the Salmon Airport.

Community Pride. Establish a yearly clean-up Community Pride Day, community pride education program, along with awards, landscaping workshops, and enforcement. Support your local gardening clubs, sports leagues and associations. Encourage neighborhood organizations. Perhaps the city could work with residents and property owners to prune and maintain fruit trees, and to landscape or garden on undeveloped or neglected lots. A city with so many fruit trees should be selling jam and pancakes on the sidewalk. Landscaping is a low-budget item that yields big improvements in amenity and civic pride. Gardening is good for the soul, good for the body and puts food on the table. A little public support goes a long way.

Design Review Ordinance. With the city growing, now is the time to create design review standards that will encourage and improve the city's physical environment. City policies and ordinances necessary to encourage attractive building designs and landscaping need to be established for the downtown and three city entrances. Sign regulations should provide equitable standards to all businesses as well as maintain high aesthetic values that residents and visitors desire for an attractive community. Commercial signs should be integrated into a building's architecture. Billboards, which detract from the community, should be discouraged. Many communities, such as Rexburg, have recently adopted design review standards and could give some ideas about policies that might be adaptable to Salmon.

Entrance Corridors. To reflect Salmon's natural setting, promote and encourage aesthetically pleasing approaches to the city through street design and landscaping. Entrance corridors shall be adequately signed to appropriately welcome visitors to the community and direct them to points of interest and special events. The new 'Birthplace of Sacajawea' signs at several community entryways are a great start.

Ordinances and Enforcement. Utilize landscape ordinance standards to ensure adequate landscaping and setbacks for new development on city entrance streets and the airport. Enforce ordinances to prevent the use of non-conforming uses and poorly kept properties. Hire additional city code enforcement personnel. Minimize overhead utility lines to enhance scenic views.

Parks & Recreation

Observations

The City has many existing recreational opportunities including the city park complex, golf course, downtown pocket park, skate park, ice hockey rink, and the BMX park. However, not all of the existing facilities are centrally located and there aren't recreational opportunities within walking distance for a majority of the City's residents.

Existing facilities need to be examined to ensure that they are accessible. All new facilities that are constructed will need to comply with Americans with Disabilities Act (ADA) requirements.

A Master Trail Plan has been completed for the City of Salmon. This plan takes advantage of Kids Creek, Lemhi River, and the Salmon River to provide pedestrian linkages and recreation.



Recommendations

Parks and Recreation Director. A full time position could supervise consistent maintenance of current assets, oversee planning for future needs, coordinate recreational opportunities, and seek funding sources for the Parks and Recreation Department on behalf of the community and the county.

Master Trail Plan. Finalization and implementation of the proposed plan is needed to provide pedestrian connections to existing facilities. Obtaining Right of Ways and funding for construction will be a worthwhile challenge. Seek volunteer groups to donate time and materials to construct and maintain the new trails.

Smaller Parks. Provide smaller city parks that provide passive and active recreation opportunities that are more centrally located to residents.

Resources

Design. Contact the Department of Landscape Architecture at the University of Idaho or Utah State University. The expertise of professors and students can be used to provide design ideas and park master plans at no cost to the City.

Funding. Apply for grant funding from any source available, especially federal and state grants. The Idaho Department of Parks and Recreation (IDPR) administers the following grants: Land and Water Conservation Funds, Idaho Recreational Vehicle Program, Waterways Improvement Fund, and Recreational Trails Fund. For funding questions and technical support contact the IDPR East Region Grant Specialist at (208) 525-7121.

Land-Use Planning

Observations

Part of our team spent several hours with City staff, several hours with residents and several hours touring the area to become more familiar with the land use planning challenges in the Salmon area.

Residential. Permit numbers show that the majority of recent residential growth and development has occurred outside of City limits, especially on the bar west of town. This is an area that was platted long ago where there are many lots available – although to be able to have a septic tank, one must build on two lots. City staff indicated that there are also property owners who are holding onto large tracts and waiting to subdivide at a more opportune time. If the true costs associated with development are not paid for by the land and property developers the City will have to bear this cost in future years.

One of the main challenges for the City is managing annexation and development within the Area of Impact. City and County standards are very different, especially in terms of water and sewer facilities. Therefore, incorporating development in the Area of Impact into the City, if it has been built under County requirements, can be a major challenge. This is a common problem facing most Idaho Cities. While it was never said outright, the team sensed that relations between City and County may be strained which limits cooperation on planning issues.

Commercial. In terms of commercial development, much of the commercial businesses are located in the downtown area and there is little sprawl or strip development on the outskirts. This helps maintain the quaint small-town atmosphere that is valued by Salmon area residents. Our team also noted very few vacancies along Main Street although there appears to be more vacancies just off of Main. It would be nice to maintain this centralization of commercial development in order to keep the core vibrant. It appears that commercial expansion could be focused on the side streets off of Main. This is already happening on Shoup Street to the north of Main, where there are residential structures being rehabilitated into offices. There is also the recent development of a grocery store, auto parts store, Burger King, a new credit union, motel, and of course the hospital. We did not look at County zoning maps to determine the possibility of strip development occurring outside City boundaries; however, large developments in these areas could draw away customers from downtown and are a potential challenge as the area continues to grow.



Design standards of the recently constructed hospital and credit union clearly preserve Salmon's identity and character as a small western community.

Recommendations

Downtown Focus. Maintain a focus on development and redevelopment in the core downtown area to keep it vibrant and make sure it remains attractive for both business and residential investment.

Work Cooperatively with the County. It appears that an Area of Impact boundary specifically tailored for the residential area on the bar has already been negotiated. Further negotiations with the County may be able to address water and sewer issues as well, but it could be very challenging to reach agreement. The City must continue working with the County to ideally get jointly acceptable standards for development within the Area of Impact adopted. If joint standards can not be developed, sign a cooperative agreement for reviewing development plans in this area to ensure that growth in this area can be easily incorporated into the City in the future. This will most likely be a challenge, but seems important enough for the City that it would be worth the time and effort needed.

Talk to your neighbors. This came out again and again in our conversations with local people. Everyone felt a sense of community, but no one could really say they knew their neighbors. People said they could count on their neighbors for help in an emergency, but there was no neighborhood working out day-to-day issues. There are going to be a lot of changes in Salmon over the coming years, a lot of them involving planning. Plans will be made and

implemented one way or another. The natural unit for planners to work with is the neighborhood. If neighbors never meet, or don't talk to each other, then community participation in planning breaks down or gets replaced by surveys and focus groups. There are a few low-cost suggestions that follow. In general, they will work best if neighbors begin talking to neighbors. That may be a big change for Salmon, but we feel it is a necessary one.

Resources

In negotiating with the County, City staff should cultivate and rely on the support of local community leaders, especially the Planning Commission. In order to cultivate their support, the City must help the Planning Commission to clearly understand why development in the Area of City Impact is of concern. Planning Commission members should be involved in negotiations and discussions with the County so that County elected officials can see that there is community support for the City's position.

Comprehensive Plan

Observations

As the City gears up to start the comprehensive planning process we observed that there is an awareness in the community that the planning process will be starting, but there may not be an understanding of what the planning process entails, which is not unusual in any community. However, because there is so much going on in Salmon right now it may be difficult to distinguish the comprehensive plan from other projects or studies already in the works. Stressing the importance of the comprehensive plan and obtaining sufficient citizen input are public education and participation challenges.



The Town Square Park, planned for the brownfield across the street from City Hall, is one of many ongoing projects as the City simultaneously gears up for the comprehensive planning process.

From the draft “scope of work” provided to our team, there seem to be many elements that the City wants to include as part of the process (e.g. including sewer and water capacity studies, trail planning and economic development strategies). This seems ambitious, given the stated timeline and budget constraints.

Finally, many people we interviewed believe Salmon is on the brink of a major change – some felt that Salmon is being “discovered.” Most (although not everybody) wanted to see growth and economic prosperity, but also have a fear of the community changing and what that may mean. Many stressed that they do not want to see Salmon become a resort town like Ketchum, Idaho or Jackson Hole, Wyoming. Concerns were also expressed about new growth and development pushing out locals in terms of changing the tone and direction of the community or impacting the cost of living and tax rates.

With this undercurrent of uncertainty about the future, if the public input is gathered effectively for the comprehensive plan, some strong opinions and concerns about the future of the community could emerge. Finding consensus about goals and objectives for the area may be a challenge. However, for the plan to be effective in terms of defining a vision and a future for the City, good public input and participation are vital.

Recommendations

Public Awareness & Participation. Good public education on the importance of the comprehensive plan and its role in articulating a vision for the community is very important. A wide audience of volunteers need to be directly involved in the comprehensive planning process in order to represent a variety of viewpoints, diffuse responsibilities, and reduce volunteer burn out. We recommend that the comprehensive plan process be prioritized at a higher level in comparison to other community projects. It may be worthwhile to put some projects on hold or ask volunteers to refocus during the comprehensive planning process.

To ensure more public input, specific groups should be approached during their regular meeting times in addition to special meetings held about the Comprehensive Plan. This approach may help to increase input and broaden the audience base that would normally be reached through open houses or other public meetings. Examples of some groups who stood out during our visit were the Chamber of Commerce, Beam Plant workers, downtown merchants, hospital and school officials, civic and service groups, youth, seniors and outfitters.

Scope of Work. The scope of work should be reexamined to see if it is really feasible to roll so many studies into one project. The tasks can be prioritized to see where cuts in the scope of work would be made if needed. Additionally, the City and County may want to consider hiring a professional consultant with local planning experience to walk them through this process. A list of professional consultants is available through the Idaho Planning Association. Other cities could be contacted who are currently going through the comprehensive planning process, such as Emmett, to share some best practices.

Resources

There appears to be strong group of active volunteers and civic-minded individuals in the community; however, it also seems that these folks are involved in many things and burnout

or over-involvement may be a concern. Therefore, we recommend that the potential circle of volunteers be widened. To find additional volunteers, approach the segments listed above (and others that we may not be aware of) and ask for names of individuals who might want to be involved. The Salmon area seems to have a large number of active groups and associations, and many people seemed to be waiting to be asked.

Code Enforcement

Observations

Many of the people interviewed expressed concern about the appearance of the community, especially residential areas. We want to acknowledge that Main Street appeared clean and well maintained. However, many of the problem properties were in residential area or side streets off of Main Street. We were shown examples of some problem properties that contained junk cars, trash and dilapidated structures. We also heard about a recent court case in which the City issued citations for non-compliance with codes and the jury was sympathetic to the property owner. After a very cursory look at City codes and a short conversation with staff, it appears that the issue is not that adequate codes aren't in place, but rather adequate staff resources and public support for code enforcement are not in place.



The perception exists among some residents that a “good old boy” network has effectively circumvented any attempt to enforce codes that limit what people can build and do on their property. The general argument is that private property rights should trump community standards and regulation. On the other hand, neighbors feel like a decrease of their own property values has resulted from adjacent blight/slum conditions or environmental threats. We sense that many in local government and the larger community are aware of this

situation and are attempting to address it. While variety may be the spice of life, quality of life, property values and community pride are diminished when blight conditions are accepted or supported. There is a wealth of sociological research on the correlation of conditions such as litter, slum, blight, graffiti, and weak community investment.

Recommendations

The visiting team believes this is an important issue in terms of maintaining civic pride and neighborhoods in which people want to live. However, we recognize the difficulty in performing effective code enforcement with limited staff and questionable public support. Therefore, the team recommends that a “soft sell” approach be taken and that efforts be placed on public education of code requirements and positive reinforcement of those who do take pride in their properties.

We also support City efforts to enforce codes, particularly for the most blatant violators. However, if people know that City legal actions will be overturned in court or that the Council does not support staff efforts in code enforcement; standard code enforcement techniques may not be effective. The City Council could also look at adopting a strong “home occupation” ordinance that would limit residential properties being used for commercial operations. Healthy residential areas free from commercial activity and traffic are a vital part of the community and should be protected.

Resources

Refer to the section on Beautification for additional ideas.

Housing

Observations

General. Salmon has a wide range of historic housing stock, from late 1800-vintage mining shacks to elegant Victorian brick homes. Contemporary residential housing has been added through the last century during phases of growth in and around Salmon, with the bulk of the development on the bar overlooking the magnificent river valley and Bitterroot range. The vast majority of Salmon’s residential structures are in this area, due in part to the magnificent views, winter air quality and good drainage. Other development is advancing in outlying areas to the north and south, adding to rural sprawl.

Water, sewer and traffic may ultimately limit residential growth, especially in the unincorporated parcels being developed. It should be noted that existing Salmon residents will ultimately bear the cost of providing services to new development, and so have a direct interest in the pattern and direction of residential expansion.

Affordability. Many locals have watched housing prices escalate as more and more attention is drawn to the area’s scenic beauty, low crime rates and isolation. Prices seem to move upward to whatever buyers will pay, although local wage increases lag behind. This results in an expanding “housing cost gap,” or the difference between what the average local household can afford and the cost of locally available housing. Ultimately, this upward move in real estate values (combined with growth-induced service needs) can bring higher property taxes

along with it, which will have the greatest impact on households with fixed incomes (most often seniors or people with disabilities.)

Maintaining affordable housing stock is challenging for a number of reasons. When buyers are willing to pay premium prices for property, sellers and agents are usually willing to accommodate them. The same goes for those in the real estate industry whose compensation is indexed to sales prices. Another emerging pressure on housing prices involves inflated appraisals. This can result from homeowners hoping to use their home's equity to consolidate non-mortgage or consumer debt through refinancing; sellers or speculators hoping to maximize profits; and their agents hoping to close a deal that returns the highest dollar amount possible.

This presents a dilemma: excessive appraisals become comparables for subsequent valuations, and contribute to a cascade of housing inflation, which prices many first-time buyers out of the market and increases property taxes for the entire community. Some markets in Idaho have seen 50% increases in property taxes in 2004 alone, and the trend looks to continue. There is little incentive for either industry or government to control this artificial inflation, since their respective revenues derive from property values. A similar phenomenon occurred in California during the 1980s, and subsequent economic downturn resulted in a rash of foreclosures and bankruptcies, with homeowners left holding enormous mortgages on homes with no buyers.



As of the 2000 Census, roughly one in six Lemhi County households (16%) were *housing cost burdened*, meaning housing and utility costs exceeded 30% of household income, and slightly more (17.2%) were *severely housing cost burdened*, meaning that housing and utility expenses exceeded 50% of household income. The average of the two, 16.6%, is just under Idaho's average of 18% for the same period.

Cost-burdened households are unsustainable in the long term, since other basic needs such as food, clothing, insurance and health care often go unmet. These households are more vulnerable to eventual homelessness due to sudden loss of income or increased expenses. It should be noted that Lemhi County has the second highest percentage (25.1%, or one in four households) of annual household incomes below \$15,000; the state average is 14.8%.

So how does affordable housing relate to other aspects of Salmon's community and economic development? Considering that affordable housing represents a *measurable wage subsidy* to local employers and a clear incentive to those businesses or industries considering location or expansion in a community, affordable housing can be a great economic development tool.

When employees can afford to live near work, absenteeism declines and the work force is generally more reliable. Shorter commute times allow employees to spend more time with their families, save money on transportation costs and reduce burdens on transportation infrastructure.

Stable and affordable housing translates into better school attendance, along with decreased overall household and family stress. It also represents an effective salary increase for working families and individuals, who can afford to invest a greater share of their household income in local goods and services.

Housing Quality Standards. A brief tour of Salmon's neighborhoods shows a mix of housing conditions. There are many well-maintained and beautifully built, restored and landscaped homes in virtually every part of town. These homes reflect a pride of place and an effort to preserve the owner's investment in the home. Often, however, they are situated next to other homes that could benefit from some tender loving care. This is covered more comprehensively in the prior Beautification section of this report.

Reports from local housing professionals, tenants and neighbors also indicated that a significant percentage of residential housing units (particularly some segments of the rental market) would likely fail to meet basic health and safety standards. Most problems appear to be related to lack of maintenance and failure to comply with state and local codes. Historic rents have appeared to be low to moderate, reflecting the scarcity (with some exceptions) of high-paying full-time work. For some property owners and tenants, this leaves little margin that can be applied to maintenance and upkeep.

The 2000 Census data show the median age of housing stock in Lemhi County to be roughly 30 years as of April 2004 compared to 33 years statewide. That is, half the housing stock was constructed prior to 1974 and half after 1974. Approximately, 76.1% of homes in Lemhi County were owner occupied as the last Census, which is slightly above the state average.

Downtown Residential Opportunities. Salmon possesses some wonderful downtown architecture, with apparent vacancies in most space above street level. With investment in accessible modifications and informed rehabilitation, some of this underutilized space would make ideal residential housing. For the people attracted to Salmon for the chance to surround themselves with the "wide open spaces" there are ample opportunities around town. Others may actually value the convenience of living in town, being close to services and resources, and avoiding the constant and costly maintenance and upkeep required of single family structures and property. This currently unused downtown space represents a potential

resource for affordable independent housing options for seniors or others with lower incomes and limited capacity or interest in maintaining a home and yard.

The benefits of this type of development are many - no significant cost to deliver utilities or other local services, reduced impact on existing traffic and infrastructure, increased leasing revenue and value, and preservation of structures critical to Salmon's history and identity. In addition, it could provide a considerable pool of affordable housing stock to a county with numerous low-income households. In fact, the availability of this type of housing (whether low-cost or even more upscale market-rate) may be an additional marketing tool for Salmon to attract retirees or seasonal residents. Remember, these buildings have spectacular views of Salmon's nearby mountains, and are a short walk to the river.



Historic building renovation provides opportunities for residential living and a revitalized downtown with a minimal burden on existing infrastructure.

Finally, studies show that a downtown visitor or worker supports an average of 0.5 square feet of local retail space, while downtown residents support an average of ten square feet of local retail space.

Recommendations

Affordability. One unique means of preserving affordability involves a community land trust, which requires a long-term commitment from a stable government or a non-profit/civic/charitable entity. The ownership structure is similar to a condominium model, except that the residential units might be a mix of single family, duplexes, town homes or higher density housing. The trust retains ownership and sells long-term (99 years is common) leases to eligible households. The lease title is transferable, although the sales price is indexed to a stable indicator such as the cost of living or inflation. Homeowners can still build equity over time, but speculative investment is discouraged; ultimately, a pocket of affordability can be maintained.

Although land trusts are an excellent means to maintain units of housing as affordable in perpetuity, they are often negatively perceived because of the restriction on the appreciation one can realize. Where capital appreciation is the main priority, prospective homeowners might be better served by owning their own home.

Housing Quality Standards. The housing quality and maintenance situation would most effectively be addressed by reviewing inconsistencies between city and county building codes and exploring ways to preserve property values in Salmon's area of visual and environmental impact. County codes are reportedly based on a performance standard, and allow up to three occupants without permits or licenses. Although city codes are more stringent, they are complicated and full of exceptions. A thorough and cooperative exploration of both sets of codes by all concerned is a first step to preserving the health, rights and property values of all concerned.

We realize this is a complex and daunting issue that cuts to fundamental questions of individual and community rights and values. Salmon residents take pride in their individuality and independence, while at the same time drawing strength from the larger community and relying on their neighbors in hard times. Ultimately, any equitable resolution will require shared conversation, compromise, and consideration.

Downtown Residential Opportunities. We recognize that the fact these opportunities exist is one thing while planning and implementing historic renovation and downtown residential living is another. Rehabilitation costs can exceed \$75 per square foot, and are rarely competitive with new construction from a purely economic perspective. However, several models exist for this type of development, including some in Idaho. The best recommendation is to research successful (and not-so-successful) projects to evaluate whether the potential benefits justify the commitment of time, resources and effort required to make it happen.

On the other hand, when one considers the direct and indirect costs of forsaking Salmon's downtown core in favor of development in the area of impact, the costs of renovation may not seem as high. Water quality, sewer capacity, transportation and annexation issues will likely be more costly in the long run for development outside the city limits. Salmon's downtown historic core also holds inherent value in terms of community identity; its preservation and occupancy represents appreciation and value to the experience of local residents and visitors alike. These are decisions that must be weighed carefully when considering a long-term strategy.

Resources

Several resources are available to support housing affordability, both tenant- and property-based. Others exist that can subsidize new construction or rehabilitation of existing structures. As with anything tied to government, these subsidies generally come with strings firmly attached, hoops to be jumped through and complex use restrictions. Conventional financing is also available, as is support from charitable trusts and private or public foundations. Affordable or market-rate housing development can be undertaken by the private, public or nonprofit sectors or any combination of the three. Salmon should work inclusively with all interested parties on a long-term housing strategy, then consider all funding options and weigh the trade-offs before pursuing a course of action.

Federal Partners

USDA Rural Development (www.rurdev.usda.gov)

Single-Family Housing

Mutual Self-Help Technical Assistance Grants

Rural Housing Site Loans (Sections 523 and 524)

Multi-Family Housing Development

Rural Rental Housing - Direct Loans (Section 515)

Rural Rental Housing Guaranteed Loan Program (Section 538)

Farm Labor Housing

Housing Preservation Grant Program (Section 533)

Housing Application Packaging Grants

Community Facilities

Community Facilities Direct Loan Program

Community Facilities Guaranteed Loan Program

Community Facilities Grant Program

U.S. Department of Housing and Community Development (HUD) (www.hud.gov)

HUD offers a variety of information on various subsidies available to local government and nonprofits. The primary type of assistance for multifamily construction and rehabilitation is through the HOME Program. Funds are available to for-profit developers wishing to create affordable housing along a mixed-use downtown revitalization model, or a non-profit organization wishing to create a land-trust or special needs housing development.

State-level partners

Idaho Housing and Finance Association (IHFA) (www.ihfa.org)

IHFA is a private, not-for-profit organization that administers HUD funds to non-entitlement communities throughout Idaho. IHFA administers programs that offer local communities choices in preserving or developing housing affordability:

Grant Programs (www.ihfa.org/grantprograms.asp)

Multifamily Development (www.ihfa.org/multifamily.asp)

Individual Residential Lending (www.ihfa.org/homeloans.asp)

Tenant-Based Rental Assistance (www.ihfa.org/rentalassistance.asp)

IHFA administers low-income housing tax credits and has provided financing and technical assistance for a variety of affordable and special needs housing projects throughout the state, each of which involves multiple funding sources to address local needs. These primarily include senior and multifamily housing complexes. IHFA has been involved in downtown historic renovation and residential development in Boise (the Idanha) and other Idaho communities, where projects are being proposed that will likely employ a combination of

low-income housing and historic tax credits (along with tax increment financing and other funding sources). Definitions follow:

Tax Increment Financing. Rehabilitation that will likely increase the assessed value of downtown buildings can be used as a source to bridge funding gaps presented by high rehabilitation costs. This typically requires a commitment of other financing sources, and a demonstrated need for the housing or commercial space.

Tax Credit Financing. Eligible projects (involving affordable housing and/or historic renovation) may apply for tax credits, which are then sold on the national market to syndicated investors seeking tax benefits. A typical tax credit of \$100,000 or more over ten years would amount to over \$1 million, which will generate approximately \$650,000 (at 65 cents on the dollar) for construction and development costs. The value of historic credits is higher than that of housing tax credits.

Façade Donation. Building owners can deed the street façade to the city, which makes the property owners eligible for additional tax benefits. This enables the local historic district or other public entity to ensure maintenance and preservation of the historic qualities of the downtown streetscape.



Curb cuts, street lights, and trees are some of the excellent safety and beautification projects that have already been completed, making Salmon's downtown even more pedestrian friendly.

State Historical Preservation Office (SHPO) (www.idahohistory.net/shpo.html)

SHPO provides evaluation of historic projects and can help secure financial and technical assistance to move projects forward.

Community Forestry Program

Idaho State Department of Lands
David Stevenson, Program Manager
3780 Industrial Avenue South,
Coeur d'Alene ID 83815
Phone (208) 769-1525
FAX (208) 769-1524

Idaho Department of Commerce and Labor

P.O. Box 83720
700 West State Street
Boise, ID 83720-0093
Phone (208) 334-2470
www.cl.idaho.gov

Idaho State Historic Preservation Office

Idaho State Historical Society
1109 Main Street, Suite 250
Boise, Idaho 83702
Phone 208-334-3861
Fax 208-334-2774

Master Gardener Program

District III Coordinator, University of Idaho Extension Service
JoAnn Robbins
Phone 208-788-5585
Email jrobbins@uidaho.edu

Shoshone-Bannock Tribal Planning Office

P.O. Box 306
Fort Hall ID 83203
Phone (208) 478-3837

Society of Municipal Arborists

P.O. Box 641
Watkinsville, GA 30677
Phone (706) 769-7412
Fax (706) 769-7307
E-mail urbanforestry@prodigy.net

USDA Rural Development

9173 W. Barnes Drive, Suite AI
Boise, ID 83709
Phone (208) 378-5600
Fax (208) 378-5643
www.rurdev.usda.gov/id/

Civic Life and Community Involvement

The growth of any community rises and falls with many factors, but few are more vital to its health than civic life and community involvement. Salmon has accomplished a great deal in creating an environment where its rich history and culture is retained and its citizens work together to shape the future for the next generation.

Many assets in Salmon are a tribute to community members, city leaders, faith-based and civic organizations, and volunteers. Salmon is at the forefront of similar sized rural communities because its strong infrastructure and natural assets enhance local community services and economic growth.

Our observations are a collective summary of a number of interviews, observations and site visits to various venues. Where less desirable characteristics and themes emerge from our review, we will recommend certain steps to resolve these issues. We may suggest policies, procedures and methods that your community is considering or has already initiated. We hope this report confirms your good work and encouragement for continuous improvement.

As part of the Civic Life and Community Involvement Team, we toured Salmon's parks, schools, after-school programs, the alternative school, senior center assisted living facility, civic buildings, business incubation center, museum, library, Sacajawea Interpretive Center, downtown area, and attended a wonderful Lemhi's Promise Red Wagon Hero Awards Dinner. All provided a vast opportunity to obtain a sense of Salmon and its multi-generational citizenry.



This section is organized in three major focus areas; youth, seniors and community life. In some cases, we offer similar observations in each of the three categories. We made every effort to combine similar observations, recommendations, and resources as a way to bring cohesion to and eliminate unnecessary duplication from the report.

Youth

Mayors and city council members across America know that community success depends on the health and well-being of the nation's children, youth, and families. Community leaders are in a pivotal position to focus the attention of their community on the needs of children,

youth, and families. Working with local colleagues in private and public sectors, city leaders can strengthen local community policies, support effective programs, and bring together diverse partners to build effective alliances. The success of young people in Salmon is critical to its local quality of life. The well-being and security of the community, including economic prosperity and social stability, all depend to a large degree on successful outcomes for youth. Continued efforts to engage a larger constituency of participants in active civic involvement will increase Salmon's vitality.

Observations

Salmon Youth: During the Community Review, we had the opportunity to interact with local youth on the home team as well as conduct interviews at the local high school and neighboring alternative high school. All the young people showed enormous interest in becoming more engaged in local community decision-making to identify positive solutions and build a stronger community. The youth also reported a positive outlook on their future goals for college.

In your Developmental Assets: A Profile of Your Youth Survey¹ conducted in 2002, 69% of your young people experienced love, affirmation, and support from their families and community support specifically for youth events/activities. Furthermore, 61% experienced a high achievement motivation, as well as commitment to school engagement. This develops an internal intellectual curiosity and the skills to gain new knowledge and learn from experience. These are important characteristics for a workforce that must adapt to rapid change.



The beautiful artwork on display in City Hall Council Chambers is a good example of how the community values contributions of youth, as well as the kind of talent youth can bring to public art.

Although our interviews were limited to a comparatively small number of youth (35-40), there was consistency in their comments, beliefs, and perceptions of how the community views young people. Youth reported that they are frequently seen as problems to be fixed, as opposed to vital assets and resources to be tapped when seeking effective solutions to community problems. These perceptions, whether based entirely on personal experience or

¹ Search Institute's framework of developmental assets provides a way to assess the health and well-being of middle and high school youth. This report summarizes the extent to which youth in your community experience these assets and how they relate to their behavior.

rumor – past or present – are nonetheless real to those who hold them. Without a thorough resolution, the gap between Salmon’s youth and adults will continue to widen.

Only 8 percent² of Salmon students surveyed in 2002, reported 31 or more of the 40 developmental assets; students from 6th to 12th grade reported having only 18 assets out of the 40. As reflected in the report from the Search Institute (as well as from interviews from students at the high schools) youth typically reported that they:

- Receive too little support through sustained and positive intergenerational relationships – especially as they get older
- Lack opportunities for leadership and involvement
- Disengage from youth-serving programs in the community – mainly as a result of not being consulted or involved in the creation of these programs
- Experience inconsistent or unarticulated boundaries
- Feel disconnected and undervalued by the community
- Miss the formation of social competencies and positive values – such as planning and decision-making, interpersonal competencies, cultural competencies, resistance skills and peaceful conflict resolution.

Although youth reported strong family support and love, the asset survey indicates they are lacking in positive family communications, other adult relationships, caring neighborhoods, caring school climates and parental involvement in schooling – the important assets young people need to thrive. Empowerment assets such as Community Values Youth and Youth as Resources were reported at 20 and 25 percent respectively, and relate to the key developmental need for youth to be valued and valuable. These findings support our observations and the comments we heard from young people during our interviews and suggest that a coordinated effort to place youth in significant roles of influence will positively impact youth-adult relations.

Further reports from both youth and seniors related to the lack of opportunity and access to resources such as:

- A gathering place for youth such as a teen/community center
- Opportunity for young people to develop life/marketable skills through effective education
- Leadership opportunities
- Wage-earning job opportunities for young people
- Career college counseling-Support for youth in transition from high school to college and high school to jobs/Real World
- Enrichment opportunities (cultural) for youth who are non athletic
- Equal opportunities to recreation (Low-income barriers)

² These numbers fall within the range of national averages.

Outdoor Opportunities for Youth

Youth also reported an abundance of outdoor family opportunities, floating the river, snow skiing, hiking, mountain bike riding, and the Kids Creek. Also frequently mentioned was the ice hockey rink, an asset whose tournament games are catching the eye of other communities. It is an incredible example of a group of private individuals who were able to organize and gain tremendous community support to accomplish their goals.

The skate park is an impressive example of youth and local city government working together to accomplish an identified goal, while providing local young people with a safe place to “hang out” during non-school hours. The Snack Attack store at the skate park is an excellent opportunity for young people to gain some marketable skills, develop ongoing relationships with caring adults and serve their peers.



Alternative School

In many ways, the alternative school is one of the best assets/investments in Salmon. The school is to be commended on their commitment to youth who often fall through the cracks because their approach to learning is different. There are many talented young people in both learning facilities eager to serve and participate in local community decision-making processes. The alternative student's *fish hatchery project* is one project the community should know more about.

After-School Programs

Another wonderful program that provides younger children with a caring and nurturing environment is Lemhi's Promise after school program. The meal tables were set as if the kids were coming home to grandma's house after school - the smell of baked bread/goodies lingered in the air. There is great balance between structured routine (washing hands before eating, etc.) and individual attention for each child. There seemed to be a real bonding between the children and the caregivers, helping them with their homework, character building, teaching values, and building self-esteem.

Concerns raised by Salmon Citizens

Of notable concern is the desire on the part of many young people to leave Salmon intending never to return. We asked several senior/junior students what their plans were after high school; without exception, all said, "Leave Salmon." They cited the lack of jobs,

opportunities, activities and purposeful roles in the community as some reasons. They communicated that they do not intend to return to Salmon after completing their college degrees. This trend is one reason the median age of many rural communities across the nation continues to rise.

1. Insufficient Job opportunities: Out-migration of young people from rural communities is increasing at an alarming rate with quality, wage-earning jobs being the core issues. What emerged from our conversations with Salmon young people was more than the perceived lack of job opportunity; they have an overriding sense that they do not have a valuable role in their community. The skateboard park, though a wonderful idea and great recreation site, is such an example that did not include youth input (though we understand that youth are involved in the current upgrade). As many communities have experienced, without youth involvement and ownership, many facilities developed for youth go unused by youth.

2. Highlighting the negative: Another serious concern raised by parents, grandparents, and youth is the publication of infractions, whether minor or major, committed by young people. Though there is no current Idaho law to prevent such activity, the negative impact on building a sense of community spirit, among youth and adults, is extraordinarily significant. The youth on the fringes of community involvement, those who need to find a place of meaning and purpose, are further alienated and ostracized by the negative publicity. Many rural newspapers have taken a different approach and are consulting with youth on what they would like to see in their town's newspaper – a full page designated to young people. It is not surprising that when this occurs subscriptions greatly increase and a sense of hope and optimism spreads throughout the community.



3. Reduction in quality education: In a later follow-up visit with Salmon educators (district and after-school programs), it was revealed that budget constraints have severely cut many elective courses such as woodshop, home economics, art, drama, French and Spanish courses. The agriculture program is also threatened, should funding allocations not be secured. Though there is some evidence that returning to math and science and eliminating some electives can positively impact test scores, there must be a balance for the students and

community. Salmon needs healthy schools to attract new businesses to the Salmon Valley and develop and retain a healthy workforce.

Other concerns raised by educators include the following:

- State allocations for rural schools is inadequate to cover costs related to building maintenance and future replacement,
- Transportation of school sports teams to “away games” is in excess of 50 or more miles yet reimbursement is relative to urban areas
- Disabled access for elementary and junior high schools is inadequate
- Elementary school needs to address the low fire rating, heat, roof repair
- Inadequate administrative coverage of schools (limited school principal FTE’s)
- Declining enrollment and the ultimate impact on the overall budget

New light was shed on the economic forces that compel many parents to retain two to three jobs to meet the financial needs of their family. Consequently, many parents are not available to attend school events and youth return to empty homes after school. To further compound the problem, off-campus, after school programs that support these youth are experiencing budget cuts that may potentially reduce or eliminate vital services.

It is clearly evident that educators are committed to providing an effective education to Salmon’s youth, made obvious by their overall lack of complaint when it came to their own financial concerns over salaries. They also proudly announced that community involvement is increasing and new efforts are underway to improve quality education through finding alternative funding sources.

4. Communication and connectivity: An over-arching concern expressed by many individuals is the need for increased communication, coordination and connection between the youth, seniors, schools, law enforcement, city and county government and other civic and faith-based organizations. The perception specifically between the young people and local law enforcement could be improved through invigorated community policing techniques, facilitated mediation, and focus group discussion.

Recommendations and Resources

Positive youth development efforts not only yield healthier individuals, they also make for healthier communities because youth are tremendous resources and potential community leaders. For further information on promoting youth participation please download this PDF. Document at: http://www.nlc.org/nlc_org/site/files/reports/promoting.pdf

Develop a Mayor’s Youth Advisory Council to engage youth in local decision-making processes that directly affect young people in the community as well as other community members. Please contact Mayor Garrett Nancolas from the City of Caldwell at gnancolas@ci.caldwell.id.us, Mayor Tom Dale from the City of Nampa at tdale@ci.nampa.id.us, or Mayor Shawn Larsen from the City of Rexburg at Mayor@rexburg.org for local examples of effective Mayor’s Youth Advisory Councils.

Local city leaders can support youth development and participation by:

Increasing public awareness and engagement – Lead by example and continue to encourage adult community members to reach out to youth to make the formal and informal connections that are essential to successful youth development. Strengthen local mentoring efforts.

Promoting positive images of youth – as visible public figures, city leaders can help focus community attention on the positive contributions of local youth by visiting programs and youth volunteer sites, and by using speeches and other public statements to highlight how youth are making a difference in their community.

Hosting community-wide visioning and collaboration processes – Community leaders have a unique convening power in their ability to bring people and organizations from various sectors in the community together to figure out how to make local youth and youth development a continuing priority.

Incorporating meaningful youth development into all city operations – such as youth representation on boards or a Mayor's Youth Advisory Council

Offering Youth Development Programming – whether it be through the development of a Recreation Director, Park and Recreation departments, increasing school-based after school programs, or contractual agreements with community-based providers.

Supporting AIC Youth Summit – students (together with community leaders such as teachers, parents, elected officials, seniors, and youth-serving organization representatives) come together and discuss youth issues/concerns, opportunities and resolutions in an open forum over two-day period. (For more information, please contact Mandy De Castro at the Association of Idaho Cities at (800) 344-8594 or mdecastro@idahocities.org)



Jay Townsend, Mandy DeCastro, Mayor Stan Davis, Courtney Rodgers, Susan Schaffner, and Richard Wells from America's Promise together at the 2004 Association of Idaho Cities annual conference.

Other Resources

Utilize youth as resources – writing grants and directly responding to local community needs. Please see www.yar.org for further information.

Development of a Greenbelt or a bike path for greater access to recreational activities - See www.nsc.org/youthsafety for grants that promote safety and health and reduce injuries and accidents among youth.

Summer & after school programs; leadership for youth programs; youth employment. Download “Expanding After School Opportunities” at http://www.nlc.org/nlc_org/site/files/reports/afterschool.pdf and “Financing Transitional Jobs Programs: A Strategic Guide to Federal Funding Sources.” At www.nlc.org/nlc_org/site/files/reports/Transitional%20Financing%20Special%20Report.pdf.

KIDS Template from www2.state.id.us/gcc/kids.html is a toolkit developed by the Governor’s Coordinating Council for Families and Children to help community leaders, organizations/agencies and programs promote the well-being of families and children by information dissemination, data collection and utilization, public awareness and by building community public/private partnerships.



Group bonding experiences such as this rafting trip can have significant transformative effects on youth and their leadership development, as well as utilize Salmon's vast recreational opportunities.

Recreation/ Teen Center. The youth all reported the need for a community/teen center or an expansion of your swimming pool area where young people could gather in a safe place with structured activities. Please visit www.pgafoundations.com/found_fr.asp?foundation=1 for the Paul G Allen Foundation that invests in capital campaigns that result in permanent community assets.

Skate Park and Adjacent Multipurpose Park. A recreation district could help the enhancement and expansion of this wonderful asset by helping to coordinate skating exhibitions and events, provide events at adjacent parks such as live music – Battle of the Bands – plus general restoration and upkeep of the park. Post flyers in schools in other communities, and youth there will reinforce to Salmon youth how lucky they are to have such an asset.

Having youth representation on the Recreation district board is essential. For Skate park funding, please see www.ae.com

Kids Creek Fishing Pond. Working with a Recreation District as well as youth and civic groups to plan multigenerational activities and promote them would further enhance this gem. The pond does need safer greenbelt access so that youth and senior citizens can more easily access this park.

Utilize natural resources for educational purposes – Please see The National Fish and Wildlife Foundation for grant opportunities at www.nfwf.org

www.conservationfund.org - small grants to stimulate the planning and design of greenways in communities

Educational Opportunities

Sacajawea Center – There is great potential for increased collaboration with schools, tribes, state colleges and universities, senior citizens, and alternative schools to host a number of educational and cultural events and activities at the Center.

Engaging senior citizens and youth to run and maintain the facility would be a wonderful opportunity for some combination of volunteer and increased opportunities for jobs in the area as well as access to untapped resources and ideas that only youth and seniors can provide.

Grant opportunities to increase Art and other cultural opportunities at www.arts.gov/grants/apply/GAP05/index.html

www.mazdafoundation.org - Education, Environment and Diversity grants

www.arts.gov - Folks Arts Infrastructure

Focus Groups/community dialogues, conflict resolution and mediation between youth and law enforcement, youth and judicial groups, and youth and seniors. Invite the Police Chief and school resource officers to a meeting to discuss issues regarding youth; have on-going meetings with a coalition. (Please refer to the Association of Idaho Cities and Michael Shaw for community dialogues and conflict resolution and mediation discussions at mshaw@idahocities.org or (800) 344-8594)

Youth Skills - Involve kids in weekly newspapers—pages, radio spots. Please refer to Matt McCarter, Healthy Community*Healthy Youth in Boise at (208) 384-3829 (Idaho Statesman publishes a Youth Page every Friday in the Local Section)

Community Media Projects - <http://www.salesforcefoundation.org/grants/grants.html>

<http://www.gannettfoundation.org/> or www.naa.org - School Newspapers

Provide computer technology training and education to youth and seniors. For funding opportunities please see www.peoplesoft.com

Job skill development & experience such as youth news and radio (seniors & youth) See also www.jobshadow.org and America's Promise at www.americaspromise.org/partners/relatedlinks.cfm see Marketable Skills

Youth Entrepreneurship – As a youth retention strategy; contact the Idaho Small Business Development Center, Jim Hogge, at 426-3799 and JHogge@boisestate.edu

Idaho Community Foundation Geographic Funds – These endowments allow communities to begin local geographic funds that provide a mechanism to capture area wealth. For a relatively small fee, ICF will manage and promote the fund to potential donors. Primarily a long-term investment strategy but instances of significant donations of millions of dollars have been known to occur in the first year. Contact Craig Parry, 342-3535.

Youth Court Program – See <http://www.youthcourt.net> for national and local information. Salmon also has a local contact in Idaho Falls - *Lemhi County Youth Court, Judge Jerry Meyers* 206 Courthouse Drive, Salmon, ID 83467, (208) 756-3115, jmeyers@co.bonneville.id.us

Resources for public participation are available from: Wendy Green Lowe, Idaho Falls, an officer in the International Association of Public Participation, wlowe@jason.com. Providing study circles, focus groups, community dialogues, facilitated planning, mediated discussion (police, youth, administrators, etc.) also can help. Contact Michael Shaw at the Association of Idaho Cities mshaw@idahocities.org and Susan Berning at World Portico at sberning@worldportico.com.

Youth/Senior Advisory Council for intergenerational skill development, mentoring, and community decision-making opportunities. A representative from this council should attend City Council meetings and participate in community decision-making processes. See <http://www.gu.org>,

<http://www.freechild.org/intgrnrtnl-chng.htm>, <http://www.gt.pitt.edu>, <http://www.siu.edu/offices/iii/>, <http://www.intergenerate.org/>

Create a Lunch Program between the students at the alternative school and the seniors on a weekly or monthly basis to build relationships and increase awareness on youth and senior issues and concerns. Promote any events or activities that result from this partnership.

Community Member Asset Mapping – Survey individual talents, gifts, skills and abilities of local residents and utilize these talents in mentoring, skill development and community mobilization opportunities. Link these “Assets” to Lemhi’s Promise and the Coalition for Healthy Families and Children. For additional information contact: http://www.americaspromise.org/products/stratserieslib/COP_March2003.pdf for resources on “Fostering a collaborative environment for your community of Promise” – Lemhi’s Promise or “Building Communities from the Inside Out, John McKnight and John Kretzman, Asset-based Community Development.

For other grant/resource opportunities please visit

www.accessidaho.org (see First Lady’s Link – Governor’s Generation of the Child, Community Contracts.

www.juvjus.state.nc.us/statistics/grants/funding_community.htm

www.americaspromise.org/partners/relatedlinks.cfm

Getting the full weight of collaboration behind the Five Promises is an important task for a Community of Promise. Several tools are available showing how to build on the collective power of a community to enrich the lives of children and young people through strategic planning and goal setting, as well as implementation. Please visit:

www.americaspromise.org/community.cfm

Seniors

Like most communities, Salmon has a growing population of seniors. Seniors were interviewed at the senior citizen center and throughout the community. Seniors reported that Salmon was a great community in which to live, and in fact several were either newcomers who found Salmon to be an attractive place to settle, or were former Salmon residents who had returned to the community to retire after working elsewhere for years or even decades.



Civic Life team members Ann Kirkwood from the ISU Institute of Rural Health and Richard Juengling from the Idaho Commission on Aging speak with seniors during a luncheon.

Observations

Seniors interviewed described a wealth of talent and experience they bring to the community, based on their life-long experience and careers. A common theme was an eagerness to volunteer and put those unique skills and talents to use. They felt the community valued them as individuals and provided on-going support to them. This was particularly true of those seniors with children and grandchildren in the community.

Use of the senior citizens center for meals has increased in the past three years. Center staff feels the over all growth of the over-sixty population is the driving force behind this increase. We found this interesting because in many other communities senior center use has declined dramatically despite growth in the older populations. The center may be so successful as a result of a combination of factors: the over-all attractiveness of the facility, its location and convenience, and excellent programs and service. We ate a few exceptional meals there.

Four seniors were recently placed in Senior Community Service Employment Program (SCSEP) positions (three at the Business Innovation Center, and one at the Sacajawea Center). The SCSEP program is a federally funded program to older workers to gain new skills, refresh existing skills, and get on-the-job experience within their own community. The fact that these older workers recently found employment is a great tribute to the program and to the community's commitment to its older residents.

Senior/community involvement

While we found the wealth of talents and experience of the seniors a huge asset, some seniors we spoke with felt that asset was underutilized. They expressed an interest in using their talents toward meaningful, productive endeavors. They reported not knowing how to volunteer their time in meaningful ways. Some felt they knew of opportunities to be active in the community, but that those opportunities had been menial in nature, and did not enable them to use the real talents they had to offer. Others expressed an interest in (or need for) paying employment. They indicated a need for skills updating or other training, but were unaware of business center programs and expressed pessimism about their ability to find employment opportunities.

Many seniors indicated a strong interest in working with youth in the community, and generally had a high regard for the youth with whom they interacted.



During our visit to the Discovery Care Center, we learned that there are regular visits to the residents by children and youth, an outstanding example of intergenerational relationships.

Though many seniors found the community an attractive place to retire, some felt lonely because their children and other relatives had moved away to seek employment opportunities elsewhere. These individuals lack the natural family supports needed to thrive in the community without formal social service programs.

Transportation

Transportation services for seniors are in limited supply, primarily due to inadequate funding, but this also may be a result of changing priorities of community service providers. This leaves seniors dependent on friends, neighbors and family to get to needed services. One result of this is that seniors have begun to view the ambulance services as “taxi service.” Even the residents of the care center have inadequate transportation services available to them for group outings and for participation in community events.

Health Care

One of the most prevalent concerns we heard about was availability of health care services in the community. Concerns included the fact that many services are not available without driving to Idaho Falls or Missoula, Montana. Several individuals reported those doctors who practice in the community often do not stay long, affecting the quality of on-going care. Some also reported that they were not able to find any doctor in the community who would accept Medicare payments, again requiring the patient to go out of town for service or pay the full cost out of their own pocket. Mental health care services are also reported to be severely lacking in the community. Though some counseling services are available, they are not well known in the community, and without a psychiatrist in town, drug therapies are not available without traveling to specialists in Idaho Falls or Missoula.

Accessibility

Through observation and discussion with residents we became aware that many parts of the community are not easily accessible for seniors with disabilities or others with mobility limitations. Unpaved areas, poor pavement condition, and other design/landscape features present significant barriers for handicap access both inside buildings and around town.

Recommendations

Senior/community involvement

Both seniors and youth expressed an interest in being more involved in their community. Visiting team members and Salmon residents they met with shared several ideas on how seniors and youth could become more engaged in civic life.

Develop a clearinghouse for volunteerism. The clearinghouse could be located in the senior citizens center, where individuals or groups seeking volunteers could post their needs. Individuals or groups wishing to volunteer their time could make their interests and availability known through the clearinghouse, to make appropriate matches. Perhaps through a partnership, the Lemhi’s Promise, website <http://www.lemhipromise.org/> could be used to share information about volunteer resources and opportunities. To be generationally friendly, both paper and electronic mediums would be ideal.

Develop a Youth/Senior Advisory Council. Councils encourage intergenerational skill development, mentoring, and community decision-making opportunities. A representative from this council should attend City Council meetings and participate in community decision-making processes. See www.gu.org,

<http://www.freechild.org/intrgnrtnl-chng.htm>, <http://www.gt.pitt.edu>, <http://www.siu.edu/offices/iii/>, <http://www.intergenerate.org/>

Create a Partnership Café. Students from the alternative school and seniors could have lunch together on a weekly or monthly basis, to build relationships, create opportunities for mentoring, and increase awareness of youth and senior issues and concerns. Promote any events or activities that result from this partnership. For additional intergenerational/mentoring program resources contact: Generations United www.gu.org

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

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

Idaho Commission on Aging - Richard Juengling (208) 334-3833 djuengli@icoa.state.id.us

Transportation

The community as a whole, but especially seniors, would benefit from improved transportation services. The city, the senior citizens center, the care center, and other entities should work together to explore the possibilities of acquiring a grant or grants for an accessible bus. To find out about application procedures for Federal Transit Administration funding, contact Martin Montgomery, Idaho Transportation Department, mmontgom@itd.state.id.us or (208) 334-8848. Mr. Montgomery can also advise on other potential funding sources for a van.

Health Care

Seniors have many questions about the health care to be offered at the new hospital. The hospital and community should consider tours and an open house to acquaint the residents with available services and so residents can make informed choices. Also see the *Community Life* section of this report for more information on community health recommendations.

Accessibility

Have seniors with mobility challenges partner with student helpers for an “accessibility day”. Conduct an accessibility survey with youth who volunteer with seniors in wheelchairs/ walkers. The accessibility day event can help educate business owners about the ways they can make their business establishments more accessible, thereby expanding their potential clientele.

Assistance and information on how to conduct an accessibility assessment is available from the Idaho Taskforce on the Americans with Disabilities Act. Contact Executive Director Bobby Ball at (208) 344-5590 or adataskforce@quest.net. Their website is <http://www.adataskforce.org/>. Thomas Conrad is a board member of the task force and lives in the Salmon area. He can be reached at tconrad@ida.net.

The Small Business Administration [ADA Guide for Small Businesses](http://www.sba.gov/ada/) is available from their website at <http://www.sba.gov/ada/>.

Community Life

Salmon clearly exhibits the friendliness and pride of a small-town community with forward-thinking community leaders. Community leaders seek to improve the social aspects of the community and promote recreation, protect natural resources and individual freedoms, and work with human services agencies to provide additional and necessary programs.

Observations

Interaction between children/youth and the community as well as seniors and the community are somewhat limited with a few exceptions, as noted above. However, activities such as moving the care center into downtown have increased social interaction opportunities for seniors. A single dispatch system for emergency services, plans for a pedestrian bridge, beautification of city entrances and a low crime rate make Salmon a good place to live now and provide a lot of hope for the future.



The Precious Cargo Early Learning Center, Museum, and public golf course and adjacent park are examples of under-appreciated assets in Salmon that are crucial to quality of community life.

Seniors had some of the same concerns as young people when it came to community involvement. Negative perceptions among some, also stated in the previous section, included the healthcare system related to hospital operations and mental health care. Another area of concern was the tendency to stereotype a single negative behavior with a long-term label and engage in acts of public shaming. This can be especially damaging in a small, close-knit community.

As stated previously, access for people of all ages with physical disabilities is limited. Individuals with limited mobility report difficulty negotiating sidewalks lacking curb cuts, highways in areas with no crosswalks involving transitions from pavement to dirt, and blocked aisles inside some local business establishments.

The popularity of the public library is constrained because of its limited size, along with increased demands for space and services. The lack of public transportation, as stated in the prior section, also is of concern. Some assert changes are needed to the sequence of traffic lights to ease transportation congestion during work commutes and after school.

Recommendations

Recreation

Construction of a recreation center or use of existing facilities (such as schools) for recreational purposes is important to explore. We understand there have been discussions about building a new elementary school and using the historic school on the hill as a community center. We recommend a thorough cost-benefit analysis to determine the most appropriate strategy. Feasibility studies should be well planned and grant funded.

Another area worthy of attention as a matter of perception is the swimming pool, which many would like to see enclosed for year-around use (especially seniors and youth). Although there are few public pools turning a profit nationally, it is an undeniable aspect of quality of life and considered an important aspect of an active summer and youth engagement. Other

ideas expressed for recreation include such indoor activities such as archery, indoor soccer, and opportunities for hobbies. Community members with unique talents could offer community education programs in collaboration with the schools at no or little cost.

Use of Island Park is limited due to flood control problems, which presents an expensive environmental challenge. The lack of sidewalks on the highway leading to community assets such as parks, the swimming pool, and golf course could more easily be corrected. We encourage the continued focus on development of recreational transportation corridors, especially in a place as beautiful as the Salmon region.

Local leaders can support efforts to finish the hockey rink, perhaps aiding efforts to pursue grants or donations and keep going until it is able to transition to an indoor rink.

The Sacajawea Center sets a wonderful example; utilize natural resources for educational purposes: See the National Fish and Wildlife Foundation for grant opportunities at www.nfwf.org. We would love to see the community retain a recreation director responsible for grant writing and organization and promotion of recreational facilities and events, even if it is a volunteer or part-time position.

Public Health

Some citizens report concerns/rumors about the hospital. Some question whether the hospital expansion will pay for itself, others question why physicians seem to come and go frequently. As stated the health system can engage citizens in public education (e.g. articles, meetings, tours) to ensure they are aware and knowledgeable about how the system can serve people. In addition, it could be beneficial for the health system to engage the public in active involvement in decision-making. Mental health concerns, particularly suicide, can be addressed by supporting local organizations working on this issue.

The Parent Project, a local program based on best practices in suicide prevention, is a project well-worth promotion by Lemhi County. Lemhi's Promise and the Coalition for Healthy Families and Children are other programs deserving community support and continued assistance. Local officials can provide public participation opportunities for residents so they can better understand and participate in decisions made in the local health-care community. Wendy Green Lowe, Idaho Falls, is an officer in the International Association of Public Participation, wlowe@jason.com. For mental health (awareness, supports), contact Ann Kirkwood, Idaho State University, redflags@isu.edu. School officials could expand the mental health curriculum for 8th – 10th grade health classes, increasing their awareness on mental health issues. Mental health community presentations and educational opportunities also are available. For school and community mental health programs, Ann Kirkwood and Idaho State University are an available resource in this area as well.

Poverty & Jobs

Citizens of all ages we spoke with who identified that they were close to the poverty line reported a lack of economic opportunities and living wage jobs (jobs with sufficient income to support a family). These citizens expressed a very real fear of shrinking safety nets and rising poverty rates as they struggle daily for basic needs of food, clothing, and shelter. The promotion of job development that provides living-wage opportunities for high school and college graduates, as well as those displaced by unemployment in natural-resource or other

industries will be vital to the future of the community. The 2003 federal poverty guidelines for a family of four were \$18,400 according to the *Federal Register*, Vol. 68, No. 26, February 7, 2003, pp. 6456-6458.

The expansion of partnerships between schools, businesses, government and youth is a positive way to enhance job opportunities and career enhancement to teens. Computer technology training and education to youth and seniors can help bridge this gap. For funding opportunities please see www.peoplesoft.com. Job skill development & experience such as youth news and radio resources are available in prior civic life sections. See also www.jobshadow.org and America's Promise at www.americaspromise.org/partners/relatedlinks.cfm see Marketable Skills.

Some citizens believed that community activities and/or recreational opportunities were quite expensive, and that low-cost alternatives are needed so people of low income can participate more fully. Perhaps organizers of local community events could examine their rate structures to limit costs to low-income individuals and families and still meet event costs.

Beautification

We'll leave the crux of this discussion to the community identity and land use team, but need to say that partnerships between seniors, teens and business leaders can effectively address beautification and other aesthetic issues. The mix of architectural styles should be enhanced with signage and other activities, such as displaying upper floors to the street with attractive window coverings.



Roger Grenier has made enormous contributions to the beautification of Salmon through his intricate wood and stone carvings, and is one of many seniors with exceptional talent and a willingness to perform volunteer public services.

Human Resources

Asset mapping of talents and skills of local community members, especially youth and seniors, can create a base of support for better community connections and volunteerism. The survey would include the individual talents, gifts, skills and abilities of local residents and utilize these talents in mentoring, skill development and community mobilization opportunities. These can be linked to Lemhi's Promise and the Coalition for Healthy Families and Children. Please see http://www.americaspromise.org/products/stratserieslib/COP_March2003.pdf for

resources on “Fostering a collaborative environment for your community of Promise” – Lemhi’s Promise.

Drug Use & Abuse

Numerous surveys received by the team indicated concern with drug use and abuse in the community and region. People turn to drugs for any number of reasons; financial, as a result of boredom, because of a genetic predisposition toward risk-taking, through actions of a peer group, due to depression or victimization, or in response to other life challenges that for a myriad of reasons make them more vulnerable to drug abuse.

Work together as a community to address both sides of supply and demand in this complicated equation. Prevention through education is critical, as is a consistent message from all facets of community leadership. Youth need support as they determine ways to say 'no' and still save face in communities in which drug abuse is widely acknowledged and rampant. Hopefully drug use is not rampant in Salmon, because it is difficult to operate in reactive mode. Pro-active efforts avoid numerous future health and social problems and are far more cost-effective.

We've all seen the commercials about parents as the anti-drug, and it is absolutely true. However, EVERYONE, not just parents, needs information about the drugs that are being abused in the community, how to spot users, and where to report these concerns without fear of retaliation. Let law enforcement, the courts, and the justice system do their good work, and offer alternative sentencing and rehabilitative programs to individuals who are good candidates for restitution and genuinely want help.

Work as a community to reduce risk factors associated with a higher likelihood for drug abuse and increase protective factors associated with a lower likelihood for drug abuse. See the National Institute on Drug Abuse site at www.nida.nih.gov/NIDA_Notes/NNVol16N6/Risk.html for one of many good sources of information about these factors, many of which stem from the roots, or lack thereof, of healthy community development practices. Partnership for a Drug-Free America also has excellent online resources at www.drugfreeamerica.org.

Faith Community



We will close this section with a few comments about one of the backbones in the Salmon community. The faith community in Salmon is often the first line of defense when it comes to identifying resources for families in distress. As community coalitions or councils form to address certain issues, faith-based groups/organizations have the ability to deepen strategies and promote local efforts to their parishioners. Churches also play a significant role in supporting the development of healthy family units. Based upon our conversations with leaders and members of the faith community, all are eager to continue to deepen their participation in community activities – and help create connections that provide Salmon citizens with an even stronger sense of community.



Economic Development and Infrastructure

There appears to be a common, well-defined vision for where the City of Salmon needs to be in the next 5-10 years among community leadership. What we heard was that Salmon needs to capitalize on its wonderful natural setting, and diversify the economic base of its community. This means diversity of jobs, availability of people, and a recognition that the community is moving in a “new and different direction.” This is a healthy direction for the city, as yesterday’s resource based economy will likely not be as strong a factor for Salmon in their future. Adapting to change is critical to the continued prosperity of this community, and can be facilitated if the city leadership and the community can join together in support of a common vision for the future.

A wonderful project to accomplish this critical “buy-in” with citizens is the upcoming revision to the 1992 City Comprehensive Plan. This exercise, if managed correctly, will not only bring the city and county closer together, but can include all the population segments of the city and county. It is our strong recommendation that this project be maximized to increase community support and participation in the already strong vision for Salmon’s future outlined by the Leadership of the community and well described in the Mayor’s 2004 State of the City Address. Remember: “The Process is the Product”

The City of Salmon is fortunate to have a basic infrastructure in place that serves the current needs of the community well. Our observations and recommendations offer opportunities to improve the existing facilities with an eye toward future needs and expansion requirements. We visited the Airport, water and sewer facilities and walked the downtown core. The economic well being of a community is tied very closely to its infrastructure. Close attention to and maintenance of this relationship is vital.



Lemhi County Airport – A Resource and Area of Opportunity

Observations

The existing facility provides adequate, basic service for the community and the current commercial operators can continue to provide the existing level of service with no major facility improvements. Recently added overnight mail service is a major asset for future economic development. The airport is a vital force in the community and the commercial

operators seemed eager to expand and provide additional services when the airport facility is updated and expanded. Currently there are plans to extend the runway in 2007 although the current commercial operators could benefit from an expedited schedule as they are unable to increase flight schedules or diversity of aircraft until the runway is lengthened. Current security is adequate but will need to be addressed as the airport grows.

Recommendations

We heard there is little interaction between the airport commission and the City of Salmon and no city representative is on the airport commission. The most effective representative governments include a diversity of their stakeholders. Greater care and a more comprehensive involvement of airport user groups, local agencies, the City, the Chamber, and numerous others would enable the Airport Commission to plan and develop a vision based on a consensus of the local players. This will be very important in future long-term airport planning. It is also possible that by working with the FAA, ITD, and Lemhi County the runway extension could take place earlier than 2007.

Toward the north end of the runway (where lengthening may occur) residential development is occurring and may cause problems in the future related to noise abatement or expansion opportunities. The Planning and Zoning Commission should review the compatibility issues and make sure developers and owners sign an agreement to pre-approve airport runway expansion in subdivision or annexation agreements, prior to construction; consider covenants, and review the matter with legal counsel.

The airport would lend itself to the perception of increased service and economic vitality if on site airport management were more visible and prominent. The airport services would be enhanced by improved signage. A commitment to greater regional economic impact of the airport in the future would also require a more visible hospitality concept of essential services to visitors, pilots, and aircraft crew.

The airport facility needs to be carefully considered and well represented in the Joint City/County Comprehensive Plan update process. The Airport is a community asset that connects Salmon to the state and its wider economic community. For this reason, the entrance to the airport needs to be improved visually. In the update of the Comprehensive Plan and associated zoning ordinances, the airspace and potential “grow out” area for the facility need to be protected for future capacity.

Other possible opportunities exist in the adjacent light industrial park which seems to be under utilized, and should be included as part of the package for overall economic development along with the airport. As the airport grows a future business opportunity could be a car rental service (perhaps in conjunction with a local car dealership) that would serve the airport and greater community.

Resources

The Idaho Transportation Department has two programs that provide potential resources: *Transportation Enhancement Program* can fund landscape beautification along transportation corridors or gateways leading into the airport. Right of way for landscaping is also an eligible expenditure under this category. For information call Patti Raino at 334-8209 or see

<http://www.itd.idaho.gov/planning/reports/enhancement/EnhancementProgram.html>.

Division of Aeronautics and its grant programs. Contact Dan Henry 208 334-8786

Water/Sewer Treatment Facilities – Ahead of the Curve...for Now:

Observations

The existing facilities for water and sewer are in compliance and have the capacity to accommodate current needs. Upgrades to the existing water system are planned that will improve filtering capability and insure compliance. Funding for the improvements at the water treatment plant was accomplished through bonding and may leave the City with a significant debt burden should additional improvements be required at either facility.



A look inside the water treatment facility showed daily usage well within capacity and good storage. Average daily usage of the sewer treatment plant is at 40% of capacity, and, although not suitable for recreation, even the sewer lagoons in Salmon are beautiful.

Recommendations

The provision of adequate and available water and sewer facilities is an important city function. Both systems must have additional or redundant capacity if a community is to grow. Even though the current facilities are adequate, the City must begin now to develop a strategic plan for their operation and expansion. Failure to plan for future needs, and address those needs now at both facilities will prove to be much more costly in the future.

Hospital – A Regional Service Provider for the Future

Observations

The community is fortunate to have constructed a new hospital that should serve the greater Salmon community for years to come. This facility will be state of the art, and will provide medical services not currently offered in the immediate area. Patients will be able to receive services that they currently must leave the area to obtain. Recruiting does not seem to be a problem; however, it was expressed that retention of professional staff is a challenge.

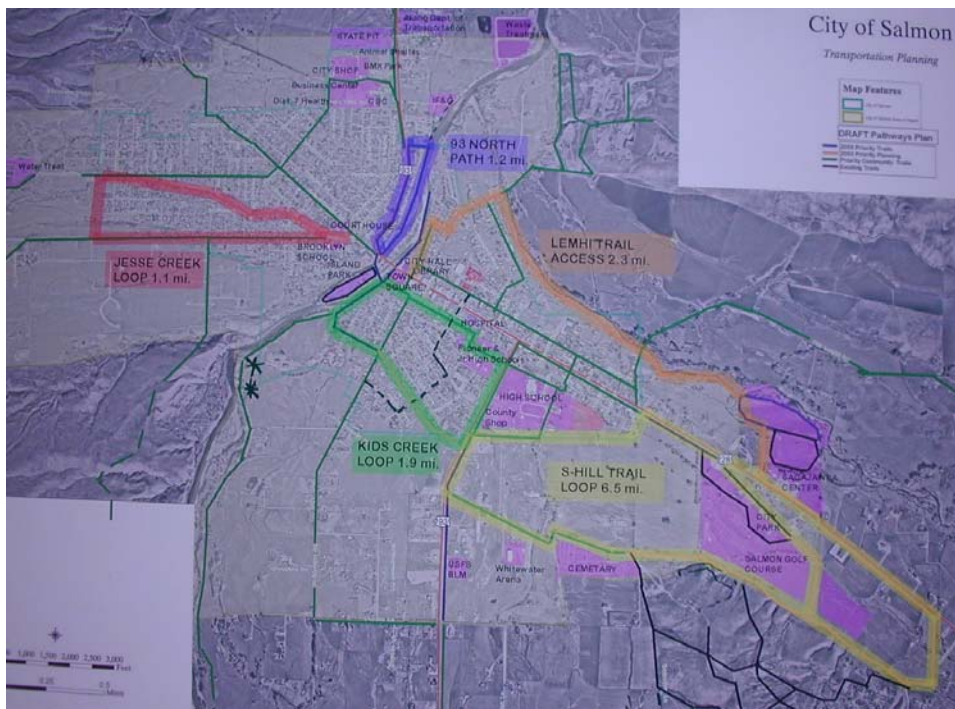
Earlier in this report, we noted that confidentiality is a concern for some community residents. This can undermine the willingness of residents to fully use the facility. We also

heard, but were not able to confirm, that local employer health programs may have some restrictions on the use of local hospitals and physicians.

Recommendations

Foster a strong relationship between the community, hospital management and providers by building TRUST, maintaining confidentiality (very critical in a small community) and providing good customer service in the provision of health and medical services. The facility could be attractive as a Rural Training Hospital, and the hospital CEO and trustees should be supported as they work to maximize the hospital's potential. Local providers should be encouraged to contract with health insurance programs to maximize the use of local medical services.

Transportation System – A Good Planning Model for the Future



Observations

The city is the intersecting point between SH 28 and US 93. Main Street is also US 93 and there is only one bridge crossing the Salmon River on US 93. One of the strong appeals to Salmon is its compact feel and the enjoyment a visitor experiences walking in the downtown core, which for the most part has sidewalks. To their credit, the city has recently completed a very good Transportation Master Plan for 2003-2023. The plan includes an excellent Capital Improvement Program and should be used for planning and timing future projects. As one positive outcome the city now has a budget set-aside for sidewalks and trails, either to construct projects or serve as match for grants. The close attention to increasing Salmon's

walkability as shown in the goals of the transportation plan will benefit both the existing community and visiting cultural and recreational tourists.

A concern addressed in the Transportation Plan and also voiced during our visit was the vulnerability of the community should the one bridge crossing the Salmon River fail. There is likewise a competing concern about any road or new bridge that might send traffic around the city, since many businesses feel that this through traffic is important to their success. As the city grows, this vulnerable point of congestion and access will need to be addressed.

Recommendations

Use the Transportation Plan as an action tool in working closely with the Idaho Transportation Department and the community on improvement projects to the state highways that travel through Salmon. Several state construction projects are planned over the next five years, including work on the Salmon River crossing bridge. The planning effort has been instrumental in changing some of those projects to better meet the community's needs. Where possible, schedule local improvement projects so they may be able to benefit or complement work planned by the state. The pathway plan should be finalized and zoning criteria for sidewalks and new construction developed. Consider and encourage Local Improvement Districts (LIDs) for sidewalk construction to expedite sidewalk build out in the downtown core and surrounding neighborhoods. Some communities in Idaho require that sidewalks on all sold property be constructed or improved if nonexistent or dilapidated.

The Transportation Plan provided an opportunity for city, county and state collaboration and a jump start to future coordination in the upcoming update to the 1992 Salmon Comprehensive Plan.

Resources

The Idaho Transportation Department Transportation Enhancement Program can fund not only pathways, but also sidewalk construction, especially those sidewalks that connect community resources and activities such as schools and recreation areas.

General Business/Economic Issues

The colorful history and culture of Salmon together with the beautiful natural surroundings and friendly people make this a very special place. This "special place" will attract more people who are looking for their own "special place." No doubt Salmon will be chosen by some to call home, and by others to conduct business. The creation of the Sacajawea Interpretive, Cultural and Education Center is a significant addition to the economy of the region. It will appeal to and bring diverse visitors to the community. This influx of people will challenge Salmon both socially and economically.

To encourage and grow a new economic base, the community will be challenged to broaden its thinking, carefully examine its social behavior, and encourage the acceptance of all people with different backgrounds and lifestyles. There appears to be some community resistance to this type of change. The failure to be a welcoming community can have a negative impact on the vitality and diversity of the future local economy. The Association of Idaho Cities can serve as a resource to the community in meeting this challenge.

Strength of Leadership and Shared Vision – Quality at the Top

Innovation, dynamism and pro-activity are critical to community development and healthy growth. The City of Salmon has strong, capable, elected and professional leadership. We heard a clear vision from leadership about where the City should go, and were also impressed by the revitalized urban renewal agency. As with many cities, Salmon would benefit from greater citizen engagement.

The City has a wealth of capable and knowledgeable citizens that reside in the community and may be underutilized (such as seniors and youth mentioned previously and new retirees who have settled in Salmon and brought with them their varied backgrounds and skills). The Salmon Urban Renewal Agency has developed some exciting project plans, and needs to continue to work hard to actively solicit community dialogue.

Recommendations/ Opportunities

The very weakness discussed above is a great opportunity for the city. The city should increase “buy-in” by all community members through community projects that engage citizens, and build consensus. Urban renewal projects can be used as an ongoing vehicle for collaborative and positive development. The Urban Renewal Board could extend itself and develop a citizen advisory group to insure “buy in” and promote connection and communication with the community. Disenfranchised citizens may believe that their voice doesn’t count and may become apathetic and/or disruptive to future city initiatives.

A simple way to encourage communication with the community would be for the mayor/city administrator to write a monthly communication to be inserted in the sewer/water bill. This approach has been effective as a tool in other cities to notify citizens about important events, convey information, and dispel rumor.

Salmon is geographically isolated, which is part of its attractiveness, but this also means that cooperation between the city and the county are critical to the success of both. It appeared that there has been some limited coordination taking place but that the City/County relationship could still be improved to eliminate the perception or the reality that the two don’t get along. Although the visiting team was charged with reviewing the city, it was apparent that the county would benefit from a county administrator which might enhance long term planning and continuity between the two local governments. Earlier in this report it was mentioned that increased communication between the Shoshone Bannock Tribe and Salmon could benefit development opportunities.

Recruiting/Retention, the Business Incubator and People– Finding and Keeping the Right Businesses and People

Observations

The community has a wide variety of quality business that can meet most of the residents’ product and service needs. Many of these businesses are located downtown and this creates both a functional and appealing downtown. The Community has many committed local

residents who want to stay in the area due to quality of life. However, we did observe that many youth leave to pursue jobs, training or a permanent vocation. If the community loses too much of this younger workforce, the labor force potential will be reduced and make new business recruitment all the more difficult new businesses. Also many Salmon residents travel outside the community, often to Montana where there is no sales tax, to do their shopping.



Salmon's Business and Innovation Center will play numerous critical roles in the region's future.

The new Salmon Valley Business and Innovation Center is a wonderful resource for the community. In addition to its role as a business incubator, it is well equipped for present and future business establishment and development, jobs creation, job training, and is able to provide essential continuing education services through a distance learning partnership with Boise State University for the community and the region. The Salmon community may not be fully aware of how the Business Incubation Center can benefit the City of Salmon and the region in addressing retention of youth in the community.

The community is also fortunate to have a professional, energetic, and dedicated economic development sparkplug in Gynii Gilliam, who can help the region meet the demands of the changing business environment.

Opportunities

The incubator and its associated business activity can serve to send a clear message that the business environment for Salmon has changed. Incubator activity and business growth should be coordinated with facility requirements at the Light Industrial Park at the Airport.

Be sure that the efforts of the Economic Development Specialist are used in concert with citizens' and local government(s) plans and processes. Use this position to help facilitate city/county partnerships and collaboration. Utilize contact with potential businesses to help document airport expansion needs.

As discussed in other sections of this report, encourage youth input in forums and projects. Let them feel a part of community. Provide opportunities for youth to become part of the community by providing a "junior volunteer apprentice programs". The police could consider selling the "sitting" police vehicle, with the proceeds to be used to fund a youth/police program.

Promote the importance of supporting current businesses and buying locally through the effective use of the newspaper, radio, and education provided in the sewer/water bills.

We often heard that Salmon does not have enough jobs that provide a decent wage. Yet QB Corporation (a major employer in the area, with affordable wage living jobs) indicated they have trouble hiring employees, including youth. Note: In talking to one teen, he said it would be a good job, but there is no way he's going to work their crazy hours (starting at 2 am). QB is an important asset to the community and the city. Perhaps the economic development specialist and the schools could strategize how to correct this situation.

Resources

A resource that could be explored by QB corporation:

Job Service Office

Manager George Galvan

1301 Main Street, Unit 1

(208)756-2234

salmonmail@cl.idaho.gov

Conclusion

Salmon is a wonderful place with many assets. The people of the region have shown resilience, they can pull together, and they are optimistic. Salmon is safe and comparatively crime-free which is attractive to business. The community has strong, visionary leadership. The challenge for the community is really twofold:

- 1.) Marshalling all of the available community resources in support of a common, agreed upon vision for the future, and
- 2.) Preparing the community for and helping it transition through economic and cultural change.

As a final word about general principles of an innovation-oriented framework for economic development, we offer the following strategies. More specific information is available from the Metropolitan New Economy Index; www.neweconomyindex.org:

- Know your region's economic function in the global economy
- Create a skilled workforce
- Build an excellent K-12 school system
- Invest in infrastructure
- Create a great quality of life
- Foster an innovative business climate
- Reinvent and digitize government
- Take regional governance seriously

Our belief is that Salmon's leaders and citizens will meet these challenges as they have met challenges in the past. The result will be a stronger and more vibrant community that everyone will be proud of.

Community Survey Results

An 86-item survey gauging Salmon and other Lemhi County residents' perceptions about the quality of various aspects of their community was made available prior to, during, and following the community review. Paper surveys were distributed to a diverse sample of residents by members of the home and visiting teams, as well as other community members. An electronic version of the survey was posted on the web site of the Center for Health Policy at Boise State University; this web-based survey was advertised to members of the community and was available for completion from mid-April to mid-June of 2004. To ensure a diverse sample, paper surveys were distributed to and the web-based survey was advertised to students at local schools, to business owners, to shoppers at major grocery and retail outlets, and to seniors. A total of 276 usable surveys (155 web-based and 121 paper) were completed.

The survey instrument was modeled on that used during Idaho Community Reviews in other communities, including Emmett, 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 (e.g., transportation and roads, educational resources, social climate, and jobs and industry) allowing for ease in responding and in analyzing the responses.

The respondents were asked to give a quality rating to each of the 86 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 Salmon or another area in Lemhi 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 are presented below.

Gender: Surveys were completed by 161 women and girls (59.4% of the respondents who indicated their gender) and 110 men and boys (40.6%). Five respondents (1.8% of the total sample) did not indicate their gender.

Age: The average (median) age of the respondents was 45 years, with a range of ages from 14-89. Surveys were completed by 64 persons aged 14-18 years (24.2% of the respondents who indicated their age), 158 adults aged 19-59 (59.8%), and 42 seniors aged 60-89 (15.9%). Twelve respondents (4.3% of the total sample) did not indicate their age.

Race/Ethnicity: When asked to specify their race/ethnicity, 243 respondents (93.6% of the respondents who indicated their race/ethnicity) reported being White. Five (1.9%) reported being Native American, and four (1.5%) reported being Hispanic/Latino. Less than 1% of those who completed the survey reported being African-American (one person) or of Asian

descent (two people). Seventeen respondents (6.2% 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 Salmon or other Lemhi County community was 15 years. The range of time respondents reported living in their community varied from one month to 85 years.

Residential location: Salmon was the home community of 175 of the survey respondents (64.8% of the respondents who indicated a home community), and 95 respondents (35.2%) reported living in another community in Lemhi County. Six respondents (2.2% of the total sample) did not indicate their residential location.

Commuter status: The vast majority of the respondents (95.9% of those who completed this item) reported that they did not commute to work in another city or town. Thus, it seems that Salmon (unlike other recently reviewed communities such as Emmett) does not have many people who do not work in the community in which they live.

Mean quality ratings for all survey respondents (listed by survey item number in their respective conceptual categories) are presented in Table 1, and community features ranked by mean quality ratings are presented in Table 2. 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) activity of churches in the community; 3) ambulance service; 4) access to river recreation; 5) garbage collection and disposal; 6) the friendliness of local residents; 7) quality of the local library; 8) local arts and cultural opportunities; 9) banking and financial services; and 10) community parks and playgrounds. Thus, the respondents seemed to agree that there are a number of diverse features of Salmon that are of high quality, including city (or county) services, level of community involvement (at least for churches), recreational opportunities, and emergency services.

There were also a number of community features that the respondents did not appear satisfied with (low mean quality ratings). The 10 features that received the lowest mean quality ratings were: 1) variety of local industry; 2) quality of available local jobs; 3) availability of local jobs; 4) recreation for teenagers; 5) availability of mental health care; 6) availability of doctors; 7) bicycle and pedestrian access; 8) condition of rental housing; 9) night life; and 10) vocational education/job training opportunities. Respondents felt that the lack of quality, available jobs and viable industry were weaknesses of the greater Salmon area, as were the lack of health care options and certain recreational opportunities.

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 was conducted to assess whether young people, adults, and seniors in the greater Salmon 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; it also seemed particularly important because members of the Salmon home team identified seniors and youth as populations they wished to reach. Another set of analyses investigated possible differences in quality perceptions between those greater Salmon-area residents who had lived in their community for periods of time longer and shorter than the respondent median.

These latter sets of analyses seemed particularly important given resident concerns raised during the Idaho Community Review process; one such concern was that new residents in the greater Salmon area may not value the same things that longtime residents do.

As seen in Table 3, 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 41 of the 86 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 *and* youth. The mean quality ratings for adults were lower (to a statistically significant degree) than those of seniors and youth for many variables, including those for bicycle and pedestrian access, the quality of junior high and high school education, the availability and condition of rental and senior housing, and newspaper and customer service. Another fairly common pattern was for youth to give higher quality ratings than adults and seniors to a number of community features; the mean quality ratings for youth were higher (to a statistically significant degree) than adults and seniors regarding the availability and quality of local jobs, the condition of city streets and roads, and the appearance of neighborhoods (see Table 3).

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 Salmon or Lemhi County community for longer than the median reported length of 15 years were classified as “longer-term residents” and respondents who reported living in their community for 15 or fewer years were classified as “shorter-term residents.” As seen in Table 4, some statistically significant mean differences (on 15 of the 86 community features) in quality ratings were found between these two groups. Interestingly, shorter-term residents were more satisfied with some community features than longer-term residents, and less satisfied with others. For example, shorter-term residents were significantly more satisfied with the traffic conditions in Salmon, downtown parking, bicycle and pedestrian access, water supply, and cleanliness of city streets than were longer-term residents. On the other hand, shorter-term residents were significantly less satisfied than longer-term residents with airport service, fire protection, adult recreation opportunities, arts and cultural opportunities, and the quality of elementary education (see Table 4).

Note about Standard Deviations and Quality Ratings: 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	Std. Deviation
Transportation and Roads			
1.	City streets and roads	3.94	1.22
2.	Highways	4.69	1.19
3.	Traffic conditions	4.67	1.40
4.	Parking downtown	4.00	1.59
5.	Bicycle and pedestrian access	3.38	1.57
6.	Highway conditions	4.47	1.24
7.	Airport service	4.41	1.51
Community Protection			
8.	Police protection	4.69	1.35
9.	Crime prevention programs	4.13	1.39
10.	Fire protection	5.57	1.26
Water/Wastewater Resources			
11.	Water supply	4.66	1.42
12.	Water quality	4.61	1.49
13.	Sewage collection and disposal	4.88	1.26
14.	Flood control measures	4.66	1.22
Recreation			
15.	Community parks and playgrounds	4.92	1.39
16.	Recreation for children 12 and under	4.22	1.47
17.	Recreation for teenagers	3.15	1.53

18.	Recreation for adults	4.45	1.55
19.	Night life	3.47	1.48
20.	Pedestrian friendliness	3.82	1.63
21.	Access to river recreation	5.24	1.47
Local Leadership			
22.	Responsiveness of local government	4.48	1.45
23.	Cooperation - government and civic groups	4.57	1.32
24.	Community involvement in decision making	3.95	1.45
25.	Representative community leadership	4.36	1.40
26.	Long-range planning	4.05	1.56
27.	Planning and zoning	3.61	1.56
Educational Resources			
28.	Quality of local library	5.17	1.37
29.	Local arts and cultural opportunities	5.00	1.35
30.	Condition of school buildings	3.63	1.40
31.	Quality of elementary education	4.55	1.49
32.	Quality of junior high school education	4.16	1.54
33.	Quality of high school education	4.28	1.56
34.	Vocation education – Job training opportunities	3.48	1.47
35.	Adult education opportunities	3.67	1.50
36.	Availability of school-sponsored extracurricular activities	4.07	1.62

Table 1: Overall Mean Quality Ratings of Community Features			
Item	Community Feature	Quality Rating	
		Mean	Std. Deviation
Health Resources			
37.	Ambulance service	5.35	1.22
38.	Availability of emergency care	4.53	1.55
39.	Access to hospital(s)	4.67	1.52
40.	Availability of doctors	3.30	1.47
41.	Availability of dentists	4.53	1.40
42.	Availability of mental health care	3.30	1.49
43.	Quality of medical services	3.62	1.58
Housing			
44.	Availability of homes to purchase	4.77	1.35
45.	Condition of owner-occupied housing	4.22	1.21
46.	Availability of rental housing options	3.76	1.39
47.	Condition of rental housing	3.44	1.39
48.	Availability of senior housing options	4.27	1.39
49.	Condition of senior housing	4.46	1.38
Community Appearance			
50.	Appearance of downtown	4.47	1.38
51.	Appearance of public buildings	4.60	1.33
52.	Appearance of neighborhoods	3.58	1.31
53.	Appearance of gateways into community	4.40	1.58
54.	Cleanliness of streets and sidewalks	4.04	1.52
55.	Sign density and appearance	4.26	1.37

56.	Community landscaping	4.11	1.51
Social Climate			
57.	Friendliness of residents	5.22	1.44
58.	Progressive community spirit	4.34	1.68
59.	Welcome given to newcomers	4.50	1.66
60.	Acceptance of minorities	3.53	1.67
61.	Activity of churches in the community	5.39	1.25
Jobs and Industry			
62.	Availability of local jobs	2.96	1.46
63.	Quality of available local jobs	2.79	1.32
64.	Variety of local industry	2.70	1.34
65.	Business involvement with community	4.54	1.53
66.	Availability of commercial lease space	4.10	1.34
67.	Quality of commercial lease space	3.85	1.32
68.	Small business climate	3.96	1.40
Local Goods and Services			
69.	Variety of goods in stores	4.15	1.48
70.	Quality of goods in stores	4.46	1.48
71.	Pricing of local goods and services	3.74	1.48
72.	Number of places to eat out	4.22	1.58
73.	Quality of places to eat out	4.08	1.51
74.	Accessibility of community for people with disabilities	4.14	1.47
75.	Availability of child care for children	4.44	1.39
76.	Availability of senior programs	4.25	1.35

77.	Availability of drug and alcohol treatment programs	3.60	1.52
78.	Banking and financial services	4.97	1.24
79.	Local newspaper service	3.52	1.89
80.	Hotel and motel accommodations	4.80	1.30
81.	Telecommunications access	4.31	1.53
82.	Telecommunications quality	4.09	1.48
83.	Local radio service	3.70	1.84
84.	Garbage collection and disposal	5.22	1.34
85.	Customer service	4.25	1.65
Overall Perceptions			
86.	Overall community quality	4.73	1.17

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 2: Ranked Overall Mean Quality Ratings of Community Features			
Rank	Community Feature	Quality Rating	
		Mean	Std. Deviation
1.	Fire protection	5.57	1.26
2.	Activity of churches in the community	5.39	1.25
3.	Ambulance service	5.35	1.22
4.	Access to river recreation	5.24	1.47
5.	Garbage collection and disposal	5.22	1.34
6.	Friendliness of residents	5.22	1.44
7.	Quality of local library	5.17	1.37
8.	Local arts and cultural opportunities	5.00	1.35
9.	Banking and financial services	4.97	1.24
10.	Community parks and playgrounds	4.92	1.39
11.	Sewage collection and disposal	4.88	1.26
12.	Hotel and motel accommodations	4.80	1.30
13.	Availability of homes to purchase	4.77	1.35
14.	Overall community quality	4.73	1.17
15.	Highways	4.69	1.19
16.	Police protection	4.69	1.35
17.	Traffic conditions	4.67	1.40
18.	Access to hospital(s)	4.67	1.52
19.	Flood control measures	4.66	1.22
20.	Water supply	4.66	1.42
21.	Water quality	4.61	1.49
22.	Appearance of public buildings	4.60	1.33

23.	Cooperation among local gov. and civic groups	4.57	1.32
24.	Quality of elementary education	4.55	1.49
25.	Business involvement with community	4.54	1.53
26.	Availability of dentists	4.53	1.40
27.	Availability of emergency care	4.53	1.55
28.	Welcome given to newcomers	4.50	1.66
29.	Responsiveness of local government	4.48	1.45
30.	Highway conditions	4.47	1.24
31.	Appearance of downtown	4.47	1.38
32.	Condition of senior housing	4.46	1.38
33.	Quality of goods in stores	4.46	1.48
34.	Recreation for adults	4.45	1.55
35.	Availability of child care for children	4.44	1.39
36.	Airport service	4.41	1.51
37.	Appearance of gateways into community	4.40	1.58
38.	Representative community leadership	4.36	1.40
39.	Progressive community spirit	4.34	1.68
40.	Telecommunications access	4.31	1.53
41.	Quality of high school education	4.28	1.56
42.	Availability of senior housing options	4.27	1.39
43.	Sign density and appearance	4.26	1.37
44.	Availability of senior programs	4.25	1.35
45.	Customer service	4.25	1.65
46.	Condition of owner-occupied housing	4.22	1.21
47.	Recreation for children 12 and under	4.22	1.47

48.	Number of places to eat out	4.22	1.58
49.	Quality of junior high school education	4.16	1.54
50.	Variety of goods in stores	4.15	1.48
51.	Accessibility for people with disabilities	4.14	1.47
52.	Crime prevention programs	4.13	1.39
53.	Community landscaping	4.11	1.51
54.	Availability of commercial lease space	4.10	1.34
55.	Telecommunications quality	4.09	1.48
56.	Quality of places to eat out	4.08	1.51
57.	Availability of school extracurricular activities	4.07	1.62
58.	Long-range planning	4.05	1.56
59.	Cleanliness of streets and sidewalks	4.04	1.52
60.	Parking downtown	4.00	1.59
61.	Small business climate	3.96	1.40
62.	Community involvement in decision making	3.95	1.45
63.	City streets and roads	3.94	1.22
64.	Quality of commercial lease space	3.85	1.32
65.	Pedestrian friendliness	3.82	1.63
66.	Availability of rental housing options	3.76	1.39
67.	Pricing of local goods and services	3.74	1.48
68.	Local radio service	3.70	1.84
69.	Adult education opportunities	3.67	1.50
70.	Condition of school buildings	3.63	1.40
71.	Quality of medical services	3.62	1.58

72.	Planning and zoning	3.61	1.56
73.	Availability of drug/alcohol trtmnt programs	3.60	1.52
74.	Appearance of neighborhoods	3.58	1.31
75.	Acceptance of minorities	3.53	1.67
76.	Local newspaper service	3.52	1.89
77.	Vocation education – Job training opportunities	3.48	1.47
78.	Night life	3.47	1.48
79.	Condition of rental housing	3.44	1.39
80.	Bicycle and pedestrian access	3.38	1.57
81.	Availability of doctors	3.30	1.47
82.	Availability of mental health care	3.30	1.49
83.	Recreation for teenagers	3.15	1.53
84.	Availability of local jobs	2.96	1.46
85.	Quality of available local jobs	2.79	1.32
86.	Variety of local industry	2.70	1.34

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 3: Statistically Significant Differences in Mean Quality Ratings of Community Features as a Function of Age Category			
Community Feature	Quality Rating Means		
	Youth (<19 years)	Adults (age 19-59)	Seniors (>59 years)
City streets and roads	4.38 ^a	3.84 ^b	3.85 ^b
Traffic conditions	5.12 ^a	4.57 ^b	4.30 ^b
Parking downtown	4.40 ^a	3.78 ^b	4.27
Bicycle and pedestrian access	3.98 ^a	3.01 ^b	3.82 ^a
Fire protection	4.93 ^a	5.69 ^b	6.08 ^b
Water supply	5.05 ^a	4.53 ^b	4.78
Recreation for teenagers	3.13	3.05 ^a	3.85 ^b
Pedestrian friendliness	4.35 ^a	3.37 ^b	4.63 ^a
Access to river recreation	5.75 ^a	5.06 ^b	5.14
Long-range planning	4.00	3.92 ^a	4.74 ^b
Quality of local library	5.00 ^a	5.05 ^a	5.89 ^b
Local arts and cultural opportunities	4.74 ^a	5.03	5.53 ^b
Condition of school buildings	3.68 ^a	3.45 ^a	4.50 ^b
Quality of junior high school education	4.71 ^a	3.82 ^b	4.88 ^a
Quality of high school education	4.89 ^a	3.94 ^b	4.80 ^a
Vocational education – Job training opportunities	4.19 ^a	3.11 ^b	3.97 ^a
Availability of school-sponsored extracurricular activities	4.52 ^a	3.88 ^b	4.16
Ambulance service	4.91 ^a	5.38 ^b	5.74 ^b
Availability of doctors	3.94 ^a	2.99 ^b	3.54
Availability of mental health care	3.84 ^a	3.04 ^b	3.62

Availability of rental housing options	4.40 ^a	3.43 ^b	4.06 ^a
Condition of rental housing	4.07 ^a	3.13 ^b	3.77 ^a
Availability of senior housing options	4.57 ^a	4.05 ^b	4.58 ^a
Appearance of neighborhoods	4.02 ^a	3.43 ^b	3.31 ^b
Friendliness of residents	4.84 ^a	5.23	5.62 ^b
Progressive community spirit	4.35	4.13 ^a	5.05 ^b
Acceptance of minorities	3.93 ^a	3.30 ^b	3.76
Availability of local jobs	3.77 ^a	2.68 ^b	2.73 ^b
Quality of available local jobs	3.52 ^a	2.50 ^b	2.73 ^b
Variety of local industry	3.59 ^a	2.36 ^b	2.61 ^b
Variety of goods in stores	4.52 ^a	3.91 ^b	4.46
Quality of goods in stores	4.59	4.26 ^a	4.92 ^b
Pricing of local goods and services	3.94	3.55 ^a	4.19 ^b
Number of places to eat out	4.43	3.99 ^a	4.86 ^b
Quality of places to eat out	4.61 ^a	3.72 ^b	4.41 ^a
Accessibility of community for people with disabilities	4.38 ^a	3.77 ^b	4.94 ^a
Availability of senior programs	4.07 ^a	4.19	4.77 ^b
Availability of drug and alcohol treatment programs	3.93 ^a	3.21 ^b	4.54 ^a
Local newspaper service	4.68 ^a	2.79 ^b	4.32 ^a
Telecommunications quality	4.74 ^a	3.82 ^b	4.29
Customer service	4.76 ^a	3.91 ^b	4.66 ^a

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 4: Statistically Significant Differences in Mean Quality Ratings of Community Features as a Function of Length Lived in the Community		
Community Feature	Quality Rating Means	
	Shorter-Term Residents	Longer-Term Residents
Traffic conditions	5.07	4.26
Parking downtown	4.31	3.65
Bicycle and pedestrian access	3.61	3.09
Airport service	4.19	4.64
Fire protection	5.25	5.88
Water supply	4.94	4.38
Recreation for adults	4.25	4.64
Access to river recreation	5.44	4.98
Quality of local library	4.91	5.48
Local arts and cultural opportunities	4.81	5.29
Quality of elementary education	4.39	4.81
Ambulance service	5.17	5.56
Availability of doctors	3.48	3.06
Cleanliness of streets and sidewalks	4.23	3.80
Number of places to eat out	3.99	4.47

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 Salmon or Lemhi County community for longer than the median length of time (15 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.”

Write-In Responses

Four open-ended items at the conclusion of the survey invited the respondents to share their thoughts on four issues. These issues were: 1) What strengths and assets make the greater Salmon area a special place to work, live, play, and raise a family; 2) What problems and challenges face the greater Salmon area in the *short* term; 3) What problems and challenges face the greater Salmon area in the *long* term; and 4) What they would like to see the greater Salmon area accomplish in the next five years.

Overall, it appears that there are many features that Salmon-area residents found to be real strengths and assets in their community; some of these were a function of the community's physical location, but others were attributes of the local residents. However, they also reported a number of short- and long-term problems and challenges, and many of these perceived challenges were similar across the short and long terms; consistent themes centered around job opportunities, substance abuse, growth issues, and education. Finally, several themes were found concerning future directions that the respondents would like to see the city take; these themes generally concerned improving the local economy and improving the community appearance. The most common responses to each question are listed below.

Several common general themes were found in the written responses regarding strengths and assets of the greater Salmon area. These included:

The friendliness of the residents

The "small town" nature of the community

The scenic beauty of the location (particularly mentioned were the beauty of the river and the mountains in and around the Salmon area)

The safe nature of the community

Opportunities for outdoor recreation

General themes that were commonly reported as problems facing the greater Salmon area in the *short* term included:

Lack of jobs

Lack of activities for teenagers

Alcohol abuse (among both teens and adults)

Problems relating to local schools/education opportunities

General themes that were commonly reported as problems facing the greater Salmon area in the *long* term included:

Lack of jobs

Managing growth (the need for better planning and zoning to preserve the traditional landscape and economically viable lands were often mentioned in this context)

Lack of activities for teenagers

Drug use

Problems relating to local schools/education opportunities

Several common general themes also emerged regarding what the respondents would like to see the greater Salmon area accomplish in the next five years. These included:

Improving local job opportunities (the desire for more jobs, higher-paying jobs, and more industry generally fit into this category)

Improving the appearance of the city (a desire for more attractive commercial and residential buildings were frequently mentioned)

Adding more retail operations (this response was most frequently found among teen respondents)

Salmon Community Review Itinerary

Wednesday, May 12, 2004

7:30 – 8:30 Breakfast – Hosted by Salmon Veterans of Foreign Wars at VFW Bldg.

Community Review Overview – City Hall

9:00 – 9:10 Welcome, Mayor Stan Davis

Where are we taking the City and Importance of Team Participation

9:10 – 9:20 A History of Salmon and the Area – Hope Benedict

9:20 – 9:30 Purpose of Community Review – Gary Van Huffel/AIC Representative

Concept, History, Purpose, Desired Outcome

9:30 – 9:35 Introduction of Home and Visiting Teams – Jay Townsend/Michael Shaw

9:35 - 9:40 Community Review Logistics – Jay Townsend (meals, transportation, lodging)

9:40 – 9:45 Community Review Instructions – Michael Shaw

9:45 – 10:00 Tour Overview & Itinerary:

Civic Life and Community Review – Gina Knudson

Community Design & Identity – Susan Schaffner

Economic Development – Gynii Gilliam

10:00 – 4:30 Community Tours

Community Tours -- City of Salmon

Civic Life and Community Involvement (Communication/Seniors/Youth)

10:00 – 11:45 Park System and Trails Tour

City Park Complex and Golf Course

Kids Creek

Skate Park & Island

Ice Hockey Rink & BMX Park

Care Center

11:45 – 12:45 Library & Museum

12:45 – 1:45 Lunch with Seniors in Senior Center

1:45 – 2:45 Salmon High School

2:45 – 4:30 Neighborhood Tours

Community Design and Identity (land use, comprehensive plan, beautification, cultural heritage)

10:00 – 10:45 City Planning and Zoning Overview

10:45 – 11:45 Driving Tour

- South of the River (East and South Entrances, Sacajawea Center/Performing Arts Center, City Park Complex and Golf Course, Shoup Subdivision, Demick Subdivision, Finsturs Subdivision, Youngs Subdivision, N. St. Charles Area)

11:45 – 1:00 Lunch with Salmon Valley Chamber of Commerce – Hwy 28 Club

1:00 – 2:00 Driving Tour

- North of the River (North Entrance, Brooklyn Subdivision, Tingleys Subdivision, Arlington Heights Subdivision, Smedleys Subdivision, Gilmore Subdivision, Ice Hockey Rink and BMX Park)

2:00 – 4:00 Downtown Walking Tour and Business Owner Discussion
Downtown Businesses, History Park, Gateway Project and Island Park Museum
Skate Park

4:00 – 5:00 Joint Meeting with Salmon Urban Renewal Agency at City Hall

Local Economic Development (airport expansion, workforce creation and development)

10:00 – 10:45 New Hospital Tour

10:45 – 11:45 Business Center: Choice Solutions & Insightek

11:45 – 1:00 Lunch with Lemhi County Economic Development Corporation, SVBIC

1:00 – 2:00 Airport

2:00 – 3:00 Tour of Water and Sewer Treatment Facilities

3:00 – 4:00 Tour of Salmon Urban Renewal Agency District/Downtown Dev. Plan

4:00 – 5:00 Joint Meeting with Salmon Urban Renewal Agency at City Hall

All Teams

5:30 – 8:00 Dutch-Oven Dinner at Island Park (walk to City Hall for presentation
Mayor State of the City Overview
Key Leadership and Citizen Discussion)

Thursday, May 13, 2004

- 7:00 – 9:00 Community Breakfast hosted by Rotary & Kiwanis, City Hall
- Input from Civic Groups (Rotary, Kiwanis, Elks, Eagles)
- 9:00 – 4:00 Work Sessions (Sack Lunch)
The visiting team will compile the information and data from the previous day's efforts into recommendation and action areas for the City and Community. In addition, potential courses of action with funding strategies will be described during this time. Break out sessions will occur at the following locations:
Civic Life – City Hall, Senior Center
Community Design – City Hall, Council Chambers
Economic Development – Salmon Valley Innovation and Business Center
- 5:00 – 7:30 Dinner and Community Debriefing, City Hall
The visiting team leaders will lead the debriefing and provide a general report on the team's observations, findings and community input. Group leaders will deliver team recommendations via a group presentation. The visiting team will field questions.

Home Team Composition

Civic Life and Community Involvement: (communication, seniors , youth)

Team Members: Gina Knudson, Jill Peterson, Chuck Bloodgood, Nancy Chaffin, Gary Phlieger, Lila King, 2 High School Students, Shannon Williams

Community Design & Identity: (land use, comprehensive plan, beautification, cultural heritage)

Team Members: Susan Schaffner, Chace Slavin, Candace Burns, Beryl DeBoard, Gary Van Huffel, Hope Benedict, Janice Torrey

Economic Development (Airport Expansion, Workforce Creation and Development)

Team Members: Gynii Gilliam, Don Jakovac, George Galvin, Ken Beller, Leo Marshall, George Miley, JoAnn Wolters

*Home Team Leader is underlined

News Articles

Idaho's Rural Communities Hope for a Review

Critics Agree: The Community Review Program Offers Welcome Feedback

By Katie Burns, International Economic Development Council

June 7, 2004, www.IEDCOnline.org

Sometimes, the best thing small-town officials can do is grit their teeth and invite in a bunch of strangers – strangers who'll walk around, talk to the locals, take a lot of notes and eventually report on what the town is doing right, and what it could do better.

That's the thinking behind the Idaho Community Review program, a brainchild of the Association of Idaho Cities, with the backing of the Idaho Department of Commerce, the Idaho Rural Partnership and a host of other partner organizations. Ten communities have undergone the process over the last five years.

"I think it takes a lot of courage for a community to do this," said Sara Braasch, executive director of the Idaho Rural Partnership. After all, it means allowing outsiders and insiders alike to critique the town's looks, prospects, attitudes and more. The reviewers make sure any criticism they offer is constructive, however.

A 'team' activity

Michael Shaw, human rights coordinator with the Association of Idaho Cities, explained that eligibility for the review is limited to towns with fewer than 10,000 residents. The community must apply for the review, (the application form can be downloaded at the association's web site, www.idahocities.org) and must demonstrate an effort to improve their infrastructure, bolster their economies or make other kinds of improvements.

The community has to cite some specific issues they want to address, such as land use, community involvement, or economic development. Once the town – (which may include its surrounding county in the review process, because taking a regional view is encouraged) has been selected, two teams are formed: the home team and the visiting team.

The visiting team includes representatives from the steering team and other nonprofit groups, state and federal agencies, as well as people from other communities who either have been through the review process in their hometowns or who are planning to conduct a review in the future. The home team, a smaller group, includes key local officials, business leaders, and other citizen volunteers.

A roster of names from the two teams that reviewed the town of Salmon in May included five home team leaders and 26 visiting team members, who were subdivided into three focus areas based on the town's request: civic life and community involvement; community design,

identity and land use; and infrastructure, the last of which specifically was tasked with looking at Salmon's economic development prospects and its airport.

The visiting team spends two days in the community. The first day is spent meeting with local groups, visiting sites, and simply talking with residents and business owners about their own perceptions of the place, its problems and its strengths. The second day is spent in discussions about the previous day's findings.

Later that year, the community receives a written report detailing the findings and offering recommendations for improving performance in the chosen focus areas. What the community does afterward is up to its citizens.

For the town being reviewed, the main costs are meals for the visiting team. Staffers from various agencies and associations usually have their transportation and any lodging costs paid by their employer, Braasch noted. The association does pay costs for some of the individual team members who might not otherwise be able to afford to participate. "To get from here to Salmon isn't easy," she pointed out, noting that the town, located in a remote part of central Idaho some 120 miles from the nearest city of any size, was a seven-hour drive for some visiting team members.

Over the course of five years, a few adjustments have been made to the program. Braasch noted that the visiting team now distributes a 66-item survey among residents prior to, during and after on-site evaluations, with an eye toward trends and planning.

People surveyed range from high school students, to business owners, to shoppers in local stores, to residents in every fifth house. Shaw added that the number of reviews held each year has dropped to about two, compared with earlier attempts at one a month or so. The challenge, he explained, was that the visiting team needed more lead time to prepare, gather information, assemble speakers, deal with logistical matters, and the like.

Emmett's 'elephant in the room'

When the city of Emmett (population 5,700) and Gem County (population 15,500 total) went through the review process a year ago, economic development wasn't even on the agenda. Residents had listed as their three main concerns infrastructure; land use planning and community design; and civic life and community involvement.

However, in conversation after conversation, residents complained that the town needed more jobs that paid enough to support a family. "We called it the 'elephant in the room,'" recalled Rick Weekly, a retired utility company executive who had moved to Emmett from California and was asked to participate on the home team because of his work experience in economic development. Indeed, Weekly says he continues to be involved with the Shadow Butte Development Corp., a volunteer economic development group.

Like many rural Idaho communities, Emmett had long relied on agriculture and natural resources such as timber and agriculture, both of which had taken serious hits in recent

years. In the community survey, residents expressed the most dissatisfaction with the number, quality and variety of job opportunities in the area. Face-to-face conversations backed those findings up.

The infrastructure team, which included Weekly, recommended developing an industrial park by the local airport as a possible job creation strategy. And the report that eventually came out of the process devoted a chapter to economic development, noting in particular that five different groups, including Weekly's, were involved in economic development but not always working together as well as they might.

The report included a host of other recommendations on a number of topics, including revision of the town comprehensive plan – last revised in 1995, and minus a vision or mission statement, Weekly pointed out.

In the year since the review, however, a lot has happened. Emmett has a new arts commission, which Weekly and others expect to help shape the town's identity, and the comprehensive plan is in the midst of a chapter-by-chapter overhaul, done at no cost to the town. Noting that about 40 people are involved in the plan renovation, Weekly added that his goal was to have 100 people participate. "I want this to be *our* plan," he said emphatically.

On the economic development front, two major projects are underway. One is the conversion of a former lumberyard into a ranch for troubled boys, which has created 30 new jobs. The other is the Shadow Butte Industrial Park, set for ground breaking soon on land donated by Gem County. Some \$3 million in funding has come from a U.S. Economic Development Administration grant, along with a \$500,000 rural development grant from the state and county investments of about the same amount.

According to Weekly, the park should create 50 to 75 jobs over the next couple of years; when local leaders asked the state for funds, they were required to have a list of commitments from potential employers. It's looking fairly certain that those jobs will be created.

"The last 12 months have been the best 12 months in the history of the community," Weekly said. With a little help from beyond the county limits, Emmett and Gem County are seeing the start of a newly diversified, and growing, economy.

Salmon looks for new approaches to old issues

A year after serving on Emmett's home team, Weekly was asked to participate on a visiting Community Review team to Salmon, population 3,100.

In some ways, the two towns seem similar. Like Emmett, Salmon was trying to readjust after years of dependence on timber and other natural resources for its economic base. Like Emmett, Salmon was concerned about land use matters, infrastructure and civic involvement – in Salmon's case, senior citizens and youth were particular concerns.

Salmon also faced some different challenges. Weekly pointed out that many people view Emmett as a far-flung suburb of Boise, some 25 miles away. Salmon is remote by almost anyone's definition. And in Weekly's view, Emmett might be seen as having citizens more eager to get involved in civic life, while Salmon's strength was in its smart and highly articulate public servants. He was particularly impressed with Salmon Mayor Stan Davis, a 30-year veteran of the city council, third-term mayor and, in his day job, part of the local schools' custodial staff.

"That speaks volumes about the unknown skill factor," Weekly said.

Weekly also was impressed with Salmon City Administrator Jay Townsend, a Southern Idaho native who moved away, became an army officer, then had an epiphany and went off to Harvard to study for a career in public service. And he came back home to Idaho.

"Compared with Salmon," Weekly said, "We don't have the strategic thinking going on."

Townsend, who served on Salmon's home team for the community review process, explained that the town was at a point where it was poised for significant growth, but hadn't exploded yet. Local leaders there had been working to make some changes and rethink old assumptions, and they wanted candid, politics-free feedback from the citizens.

"In a rural community, you don't always hear the negatives until you've implemented the changes," Townsend said.

As someone who'd lived elsewhere, Townsend had arrived in Salmon two years earlier and seen the need for some changes, in areas such as law enforcement, that many longtime residents had simply accepted because they were used to them.

The town also was trying to reinvent itself as a tourism center, anchored by the Sacajawea Interpretive, Cultural and Education Center, which opened last year on 71 acres of an old ranch by the Lemhi River. The center builds on the area's history as part of Lewis and Clark's trek to the West Coast and as the birthplace of the team's guide. The center, which was financed in part with appropriations that have so far totaled nearly \$6 million, provides school groups and others with educational programs on outdoor living, Native American history and other subjects. An arts center is to be added there as well.

Part of the town's economic reinvention has included the Salmon Valley Business & Innovation Center, a 15,000-square-foot business incubator that currently hosts two young businesses – a call center, and a technology firm that makes sensors for well pumps. Both companies appear to be thriving so far, and employ 50 people between the two. Townsend in particular stressed the center's distance learning program, created in partnership with Idaho State University, open to adults and high school students.

Townsend added that Salmon wants to revitalize its downtown core, which had

previously been deemed blighted by some. Proposals in the works include a public square and a park along the river, as well as a welcome center, a downtown Christmas tree in December and, if the feasibility study supports it, a conference center just across the river, connected to downtown by a pedestrian bridge. (Townsend mentioned that he'd had several inquiries from groups that wanted to hold conferences there, but couldn't find the right facility.)

He hasn't seen the review report yet, but Townsend knows the town still needs to upgrade infrastructure, and provide more activities for its youth. (Salmon has recently added a skate park, designed with teenagers' input.) The city and county also need to cooperate more on matters of mutual concern. But he viewed the community review as a valuable process. "I think we validated a lot of the things we [town officials] see ourselves," he said.

Lessons learned

Everyone interviewed described the community review as a valuable process. If someone tries to replicate it in their area, Shaw advises plenty of planning before each review, finding out who would be involved in evaluating a particular issue, determining logistics, etc. As noted before, he also advises bringing people from other communities into the process, either to learn how it's done or to apply lessons they've learned in their own communities.

And Braasch added that each community's needs, and findings, will be different, and that calls for flexibility. "You've got to be really flexible, and tailor an agenda for follow-up and implementation," she said. And for the towns themselves, the follow-up will determine the ultimate value of the process.

Questions?

The Association of Idaho Cities has more information about the Community Review program on its Web site, along with presentations and reports from some of the early reviews. You also may call Michael Shaw at 208/344-8594, or e-mail MShaw@idahocities.org. Rick Weekly can be reached at 208/365-3558, or e-mail rdweekly@juno.com. Jay Townsend's phone number at Salmon's city hall is 208/756-3214, and his e-mail is Jtown@centurytel.net.

Salmon Community Review Visiting Team

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Tanya Albán is the Regional Labor Economist for the Idaho Department of Labor, covering nine counties in Northeast Idaho. Tanya worked in a variety of businesses before graduating from Idaho State University in 1995 with a Bachelor of Business Administration degree, double majoring in marketing and finance. She went to work for the Department of Labor and has worked in both Job Placement and Unemployment Insurance before taking her current job. As a Regional Labor Economist, she oversees data related to the workforce and all other duties that come with the Public Affairs division of the Department. Although a native of Texas, Tanya moved to Rexburg in 1986 and later to Idaho Falls in 1990. She is a mother of four children and resides in Idaho Falls with her husband and family, staying very active in their lives.
- Jim Azumano City Administrator, City of Hailey
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Jim is currently employed in Hailey as City Administrator. He comes to that position after three years as Asst. Supt. , Lane County Juvenile Dept; six years Deputy court Administrator, Lane Co. Eugene OR; Eight years as President K-Pac International; eight years as County Administrator of Hood River Co.; and two years as County Administrator of Clatsop County, OR. He has served on many not-for-profit boards including the founding board for Asian Celebration, a major tourist attraction in the mid-Willamette Valley; and for Addiction Counseling & Education Services. He facilitated 21 Taco Time restaurants into Tokyo, and developed the first four-county adult & juvenile corrections campus in the USA.
- Susan Berning Partner in World Portico
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Susan has provided technical assistance, training, and facilitated support to over 100 communities throughout the nation. Susan is a former Vice-

President of the Boise Metro Regional Chamber of Commerce, Executive Director of the Center for Workforce Leadership, Marketing Director for Costco Wholesale in the Northwest, and President of Leadership Boise. Susan has been a member of several senior management teams comprising nationally recognized leaders. Award-winning projects include the National Intermediary Network, California's Youth Council Institutes, and the San Diego Workforce Partnership Youth Mapping Project. She has been content faculty at numerous venues including: California Workforce Association Youth Conferences, State of Illinois Chamber Workforce Summit, the New Mexico State Intermediary Institute, the National Department of Labor and Education Mapping Institute, the Idaho Character-building Institute, and the Indiana State Youth Council Institutes.

John Bertram

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John has helped Idaho communities developing area character and identity since 1977. This includes Jerome's 1996 Comprehensive Plan, the Oregon Trail and cultural facility development plans, city entrance beautification, scenic corridors, building restoration, and downtown renovation.

Sara Braasch

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Sara works in the Idaho Statehouse and travels extensively for her job. She was formerly Executive Vice President of the Idaho Cattle Association and staffed Larry Craig in his Washington, D.C. office when he was chair of the Senate Conservation, Forestry and Rural Development Sub Committee. Sara serves as a board member on the UI College of Agriculture and Life Sciences Dean's Advisory Board, the Idaho Council on Industry and Environment, and Idaho Partners for Home Buyer Education and Leadership Idaho Agriculture. She is a graduate of Payette High School and received a Bachelor's Degree in Economics from Albertson College of Idaho.

Kelly Burrows

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Kelly has a bachelors Degree in Landscape Architecture and Environmental Planning. He received his degree from Utah State University in 1999 and has been employed with the Idaho Dept. of Parks and Recreation since February 2003. His previous work experience includes work as a landscape designer for a private Landscape Architectural firm and as a Construction Inspector for a Dept. of Transportation Agency.

Mandy DeCastro

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Mandy is the Program Coordinator for the Association of Idaho Cities' Idaho Values Youth initiative. She oversees Idaho Promise throughout Idaho, administers the AmeriCorps Asset Builders and Promise Fellows Program, and many other independent efforts that support Idaho's youth. Mandy has a passion for young people and is a strong advocate for promoting youth-adult partnerships.

Gary Gamble

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Gary has worked thirty-five years with the Federal Government, specifically with Farmers Home Administration, Rural Economic and Community Development (RECD) and USDA Rural Development. Most of that time has been spent in eastern Idaho as a District Director, Rural Development Manager and Area Director responsible for the administration of the Agency's community programs, housing programs and the staff that process and service them.

Dan Henry

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Dan is currently the Grant Program Coordinator for the airport. He previously worked 5 years for the City of Nampa as manager of the Nampa Municipal Airport. Prior to that he worked 22 years for Hewlett Packard as a technical writer and trainer.

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Linda is the current project director for Idaho KIDS COUNT. She coordinates the data collection, production and dissemination of information and data products designed to educate and raise awareness about the condition of vulnerable children and their families in Idaho. Her duties also include designing and organizing conferences and events that facilitate the promotion of data driven-policy decisions and community action. Prior to this position, she served as project director for several statewide child welfare grants; director of pediatrics at a rehab hospital; special education director and school psychologist. She is an experienced mediator and maintains a specialty interest and expertise in the area of resiliency in children.

Zella Johnson

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

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

Erik Kingston

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The IHFA provides funding for affordable housing in Idaho communities. Erik created and manages IHFA's Housing Hotline and the Housing Information and Referral Center. He coordinates statewide strategic planning and reporting efforts for housing and community development. Erik is a board member of the Idaho Task Force on the Americans with Disabilities Act and was formerly employed by Boise Public Works. In Utah he served as Executive Director of Salt Lake City's Wasatch Community Gardens, and on the Utah Arts Council Performing Arts Tour and Folk Arts Program. Erik's diverse background includes driving thirsty cattle through dry country and working in a Central Idaho hard-rock mine.

Ann D. Kirkwood

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Ms. Kirkwood specializes in adult education and social marketing and has directed the Red Flags Idaho school-based mental health program since its inception. She directed public relations, public involvement and strategic planning for the Idaho Department of Health and Welfare for nine years before joining Idaho State University in the fall of 2000. She has been active in the International Association of Public Participation and taught classes in stakeholder involvement and facilitation techniques. Ms. Kirkwood has received many honors for her excellence in broadcasting and news writing and editing. She serves on the Idaho State Board of Psychologist Examiners and on the Technology and Communication Task Force and school mental health committee for the National Alliance for the Mentally Ill. Ms. Kirkwood has designed a social marketing campaign to reduce stigma regarding people with disabilities and coordinates outreach for Telehealth Idaho.

Deb Krum

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Deb is currently the director of 211 Idaho. She formerly worked for the Association of Idaho Cities as a program coordinator, where she developed the Idaho Values Youth project and AmeriCorps Asset Builders Program. Deb serves on the Governor's Coordinating Council

for Families and Children and the Idaho Community Review Steering Committee. Her background includes counseling, facilitation, mediation, entrepreneurial design and greeting card manufacturing. She loves traveling throughout Idaho supporting communities, both urban and rural.

John Norstog

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Jon is currently developing a comprehensive plan for the Fort Hall Indian Reservation. This includes building up a planning department and the staff to implement it. He has worked as a consultant with CH2M Hill Inc. and independently. For many years he worked on planning and policy issues for the Navajo Nation, and was a key member of the team that settled the Navajo-Hopi "land dispute." He taught at the University in Bangkok and worked three years on human rights issues with a Sub-commission of the Human rights Commission in Geneva. Jon was born in North Dakota but raised all over the United States. He attended the University of Idaho and the University of Pennsylvania where he studied planning under Ian McHarg.

Julie Oxarango-Ingram

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Julie moved to Shoshone three years ago with her husband Mark, a Magistrate Judge, and her two teenage children. She is the acting chair of the Shoshone Gem Community group; an active member of the Volunteer Connections Coalition and co-facilitator for the Lincoln County Community Justice Coalition. Julie is an active volunteer and enjoys community volunteer coordination and event planning. Prior to moving to Shoshone Julie worked in her husband's private law office and mediation practice. She has taught Basque dancing to youth and coordinated the Basque Festival in Rupert, ID for several years. She worked as an Assistant Dean at St Mary of the Valley in Beaverton Oregon and as a volunteer at Nuestros Pequeños Hermanos Orphanage in Cuernavaca, Mexico.

Michelle Pak

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

Patti Raino

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Patti oversees the statewide Transportation Improvement Program; special funding programs such as Congestion Mitigation and Air Quality, Enhancement and Scenic Byways; functional road classification; and rail and bicycle planning. She has been with the Department since 1980 and previously worked in highway safety and highway programming. Prior to joining ITD she helped develop and market Idaho's first Health Maintenance Organization. Patti moved to Idaho in 1970 and has a Masters Degree in Sociology. She serves on the Board of Healthwise Inc, a national and international non-profit wellness corporation located in Boise, Idaho.

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Travis has a BA and a MPA from Montana State University. A member of the Idaho Administrators Association and the AIC Human Rights Task Force (Ex-officio), Travis leads the Jerome County Local Emergency Planning Committee and the Jerome Gem Community Action Team from his position as city administrator.

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Michael has a B.A. from Colorado College, and an MBA from Northwest Nazarene University and has worked as a child therapist, civil rights investigator, human resource specialist and consultant. He currently facilitates statewide intercultural 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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Darrell has worked with the Shoshone Bannock Tribes since 1980 in various management positions including: Assistant Land Use Director, Executive Director of the Tribal Housing Program, Tribal Council Representative, Construction Program Manager and Economic Development Specialist. He currently serves on various Boards and Community Service Committees. These include: Board of Directors—Eastern Idaho Community Reuse Organization; Communicator for Partners for Prosperity; Chair of the Shoshone Bannock Tribes, Land Order Commission; 3 Rivers RC & D Board Member; Idaho Optimum Initiative, Co-chair. Darrell is a member of the Shoshone –Bannock Tribes, and descendant of the Salmon-eater Shoshoni people from the Salmon River Country. He is interested in a new look at diversity from a Native American perspective.

Delta Smith

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

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Currently, Jessica works with New Beginnings for Eastern Idaho Inc., a non-profit organization dedicated to the reduction of poverty. Jessica holds a Master of Public Administration degree from the Maxwell School of Citizenship and Public Affairs at Syracuse University, where she served as a research assistant for one of the world's leading scholars in the field of government reinvention and as editor of the schools research journal. Her master's project, completed in 2002, was an analysis of the Central New York Health Care market. Jessica is a native of Blackfoot, Idaho and received a Bachelor of Arts degree from Idaho State University, focusing on social welfare policy and medical anthropology. Since 1997 she has been actively involved in several university research projects. Prior to that, she was employed by the Idaho Department of Health and Welfare as a bilingual client services technician. In 2000 she was awarded a prestigious Harry S. Truman Scholarship, based on academic standing, leadership potential and dedication to public service.

Soniyi Soyannwo

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Soniyi has extensive background in project management, information technology, and integration of large-scale corporate networks. Soniyi managed the Southern Arizona project to link schools in six school districts to the internet; as President of Hason Systems he provided HIPAA consulting services and promoted the vision of secure data transmission for the healthcare industry; managed Tucson Medical Center's Y2K Compliance Project and enabled shared usage of the hospitals resources for over 3000 people. Other work projects in New York and Arizona include Outcomes Research International, Sleep Study.com, and Self Help, an organization for Welfare to Work recipients.

Rick Weekly

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Rick was employed by Pacific Gas and Electric Company for 35 years. He has extensive knowledge of corporate, general and project level management. Rick is retired and living in Emmett, Idaho where he supports a wide range of economic development activities throughout Gem County. He currently serves as the co-chair for the City/County joint comprehensive plan revision team. He devotes a significant amount of time to project planning for the Shadow Butte Development

Corporation (enhancing living wage jobs). Rick is passionate about supporting communities as they struggle through mill and mining closures and work toward re-inventing themselves as thriving communities.

Pamela Williams

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Pamela works primarily with Community Development Block Grants in eastern and southeastern Idaho. She holds degrees in English and Business from the University of California at Santa Barbara and California State University in San Luis Obispo.