

# NewCity Moscow

## Draft Recommendations and Strategies for NewCity Moscow

A Draft Report to the Mayor, City Council, City Staff, and the  
Citizens of Moscow, Idaho



"You can solve the challenges facing your community's future.  
All it takes is putting your heads together!"

August 22, 2006





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*Public Participation will be a permanent part of creating great communities and cities. A commitment to public participation will transform government, making it more open, responsive and effective. It will also build the level of trust among residents; trusting that, ultimately, the citizens feel ownership of City Hall and that City Hall responds.*

The NewCities Foundation's goals for the community involvement portion of the *NewCity Moscow* Project were to:

- Raise public awareness about the importance of civic engagement.
- Instill and impart a method and pattern for long-term formal involvement by the citizens in meaningful dialogue and decisions.
- Gather information about current issues directly from the public.
- Develop public dialogue about issues.
- Invigorate the present dialogue by offering challenging potential solutions to community issues and values.

During this twelve-month process, three key areas for community action became apparent:

1. Improve communication between citizens and government.
2. Improve economic development.
3. Improve the community planning process.

Building Public Trust and increasing Public Participation is a continuous process; thus, the methodology of gathering input and making decisions is just as important as the snapshot of the "state of the city" that is created at any given moment.

Based upon the very basic premise that improvement must begin somewhere and at some moment on a time continuum, the NewCities Foundation presents this report and analysis based upon the input that has been gathered over the past twelve months.

The information contained in this document will be formalized in a brochure available to the community in September 2006.

# NewCity Moscow

## Strategies for Effective Communication

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## Strategies for Effective Communication

Over the course of several months, the citizens of Moscow, Idaho have publicly and privately expressed their views about Moscow's future and have given numerous suggestions to staff members of the NewCities Foundation. Two general themes have emerged that warrant serious consideration by Moscow's leaders and all of its citizens.

Communication issues – both real and perceived – hinder the ability of the community to move forward effectively and address the pressing issues facing the community. Communication needs to be improved on three levels based upon comments from citizens – government/citizen communications; community/university communications; and media communications. The fundamental desire of most citizens is to be made aware of proposed changes by city government entities that affect their lives. Transparency in governance is critical if the city of Moscow is going to be sufficiently prepared to meet the ever-changing global marketplace, provide quality employment opportunities, and preserve the quality of life that its residents have come to expect.

The other theme expresses the cause of the angst and passion among the citizenry. The citizens of Moscow are rightfully proud of their heritage, their community, and their "place". They are concerned that decisions impacting their future are being made without their knowledge. While disagreement exists about the best way to preserve and build upon the quality of life in Moscow, all are passionate about Moscow's uniqueness and want an open and inclusive process to discuss these issues on the front-end of the decision-making process rather than at the point of decision.

### ELEMENTS

Based on comments received from the community, it is evident that the citizens of Moscow desire more transparency in government, opportunities to participate in community life, and improvements in media relations. The NewCities

Foundation recommends that Moscow's city government and community leaders consider these recommendations as a menu of options from which to choose.

### **Transparency in Government**

- The Mayor and City Council should create a grid composed of the 17 voting precincts of the city. Engage a diverse cross-section of respected citizens in each precinct to be the “eyes and ears” of the city leaders to dispense and receive important information from the citizens that impacts the future direction of Moscow.
- Host workshops for citizens on how to address city council members in an open meeting.
- Information regarding proposed development or other “hot-button” issues needs to be disclosed to the public at the earliest possible moment within the bounds of local, state, and federal laws and regulations. The citizens of Moscow want to know about these issues in a timely manner.
- The city of Moscow should seek to provide a forum for immediate comment and feedback about its proposals. Utilize technology to its fullest advantage. Partner with the University of Idaho to implement cutting-edge communication methods via the Internet.
- Identify partners within the community such as the League of Women Voters, Chamber of Commerce, or other civic organizations to host these workshops.
- Utilize all traditional methods of communication: print, broadcasts, flyers, inserts, city website, etc.
- Create an inquiry log where citizens can logon to the city's website for quick and/or in-depth information about a particular meeting or issue.
- Issue “Write Bites and Sound Bites” for agenda items. People live busy lives. Provide an easy format for citizens to receive the bullet-point version about items that will be discussed in public meetings.
- Perception vs. Reality – Communication problems present a very real challenge and threat to the future of Moscow. In the end, it does not matter if the problem is real or perceived. People think that it is a problem; therefore, it is. A genuine ongoing effort must be made by every city official to be as transparent in public decision-making as possible.

- The mayor, city council, and administration need to establish strategic timelines to discuss projects that will significantly impact community and its quality of life and provide the public with as much advance notice as possible.
- Set up info tables utilizing city staff/volunteers in unconventional locations such as Farmers Market, ball fields, arts events, etc. to engage the public in surveys or informational discussions. A great way to “connect” to citizens who would not normally attend a meeting.
- The Boards and Commissions Fair was an innovative way to recruit prospective board members and to inform the public about functions of boards and commissions.

### **Community/University Communications\*\***

- Incorporate academic initiatives of the University of Idaho into community-wide strategic partnerships. Examples:
  - College of Business – Entrepreneurial Internships with local business partners.
  - College of Architecture – Planning and Architectural practicum with Moscow Planning Commission, local neighborhood groups, and civic organizations.
  - Service Learning – Integrate academic experience with real-world experience in areas of university life that are not as engaged in community life.
  - Student Engagement – Invite/involve the University of Idaho. Student Government Association and Office of Student Affairs in one-shot projects to address specific unmet community needs.
- Seek input from faculty/students regarding critical community issues that directly impact both the university and the city such as transportation, walkability, safety, etc.
- Continue to build upon the innovative partnerships that serve the interests and needs of both entities such as the Moscow Policing Initiative, the Fire Safety collaboration, Emergency Health Services contract, and existing Transit partnerships.
- Recognize that faculty members and students are also residents of Moscow. They have a vested interest in preserving and improving the

quality of life as well as integrating their interests, talents, and abilities into the fabric of community life.

- Address three areas of mutual concern to the residents of Moscow and the faculty/students at the University of Idaho. They include sustainability, transportation, and big-box development.

\*\*This report acknowledges the continuing initiatives and successful partnerships between the city of Moscow and the University of Idaho. The collaborative opportunities, however, should continuously be exploited to the benefit of both the university and the community.

### **Media Strategies**

- Start up quality newsletters (Write Bites and Sound Bites), e-letters, mailers, blogs, etc.
- Noteworthy meetings need to be rebroadcast whenever possible.
- A “City Monthly News Page” needs to be added to the city’s website.
- A “Law Enforcement” column should be included to the city’s website.
- Utilize the local newspaper’s open editorial policy to give advance notice and dates of important events and meetings.
- Provide background information to the media in order to present additional perspectives.
- Incorporate the University of Idaho radio station and newspaper to inform the university community about important events and meetings, especially those that impact its community.

### **CONCLUSION**

Communication not only addresses how information is disseminated to the public, but also incorporates listening and being receptive to others’ ideas. Leaders must make decisions - sometimes difficult and challenging decisions - and then effectively implement them. This responsibility is the essence and price of leadership.

Real or perceived, the citizens of Moscow want to feel that their comments on civic life and public policy decisions are valued and considered. Public discourse is healthy. However, the citizens of Moscow need to return to civil discussion where citizens can disagree with one another and remain agreeable. In the end, all of the citizens may not be happy, but they will have confidence

that every consideration was given to their opinions. Public service and leadership do not constitute a popularity contest – unless it is on Election Day. What occurs between Election Days constitutes the hard work of being a public servant, listening to many sides of an issue, and choosing the future course of Moscow. Effective communication – on many levels and with diverse constituencies – will insure that the public continues to have faith in its government and trust in its leadership.

# NewCity Moscow

## Strategies for Economic Development

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## Strategies for Economic Development

Moscow, like all communities, is facing an economic development landscape that is dramatically different today than in previous decades. Powerful global and national economic trends dictate that communities and regions practice economic development in fresh, innovative ways in order to position themselves for continued success. Moscow seems well poised to take advantage of the economic realities of the 21<sup>st</sup> Century; however, a successful economic development strategy must honestly assess the current challenges of the community, establish broad criteria for developing and evaluating the strategy, understand the changing dynamics of the modern practice of economic development, and create a powerful vision of the long-term economic potential of the region and the steps necessary to achieve that vision.

### The Challenges

Moscow faces several challenges concerning its economic future. Despite enjoying a high quality of life, citizens have expressed deep concern about the lack of jobs. In NewCities Community Conversations and Charettes, NewCities 2005 High School Student Survey (see Appendix A), and the 2001 and 2004 Moscow Community Surveys, concerns about jobs have been a recurring theme.

The statistics are troubling and show room for improvement. In both the 2001 and 2004 Moscow Community Surveys, only 21 percent of respondents rated job opportunities as “good” or “excellent”. This relatively low percentage, unchanged between the 2001 and 2004 surveys, indicates that many citizens are concerned about this issue.

Over the ten year period from 1994 to 2003, Moscow’s per capita income increased an anemic 32 percent, and, adjusted for inflation, real income during that time period increased less than 1 percent per year.

Moscow's Comprehensive Plan states that the city is "primarily an agricultural and rural residential area," while also having some retail opportunities as a regional hub.

Educational employment was the only employment sector to increase over the last decade indicating a need to diversify economic development efforts.

## **Globalization**

The growing integration of economies and societies around the world must also be a concern among citizens of Moscow. Globalization is a force so powerful that no area is isolated from its effects – both negative and positive. According to Robert Reich, professor of social and economic policy at Brandeis University's Heller Graduate School, globalization is not a zero-sum activity, but is completely interconnected - materials, design, manufacturing, marketing, etc. Surprising to many, 40 percent of America's imports are actually from American companies operating overseas.

The real challenge of local economic development in a global world is adding value. The central question should become, "Can your people add value regardless of who employs them?" The absolute truism of economic development in a global economy is that "What we earn comes back to the value we add", such as skills, brainpower, and creativity.

## **Economic Development Approaches**

Reich also offers two different basic strategies for economic development: the "low road" and the "high road". Taking the low road strategy says to capital, "We're cheap. Come here because our land, labor, energy, etc. is cheap." Unfortunately, in a global economy, there is always someplace cheaper, and the low road strategy eventually leads to a lower standard of living. It is, in effect, a race to the bottom.

Conversely, the high road strategy says to capital "We are more productive. Bring your capital and jobs here because you will be more productive." The high road strategy invests in human capital, and provides the best return on that investment. Moscow must adopt a high road strategy.

## **Changing Location Factors**

Yet another challenge in the modern practice of economic development is changing trends in location factors. According to the Milken Institute, location factors are ranked and prioritized differently today than in the past. Comparing the "Traditional Business Costs" list to the Milken Institute's list of "Today's Business Needs" reveals the changes:

### Traditional Business Costs

Tax structure  
Compensation  
Space  
Capital  
Business climate alone

### Today's Business Needs

Proximity to excellent research institutions  
Access to venture capital  
Educated, skilled workforce  
Networks of industrial groups and suppliers  
Business climate AND quality of life

The "Today's Business Needs" list illustrates how current business location decisions have evolved from traditional approaches as seen in the past. Moscow enjoys proximity to excellent research institutions, an educated, skilled workforce, and a desirable business climate and quality of life. Access to venture capital and development of networks of industrial groups and suppliers will need to be established. Generally, Moscow meets the understood needs of business today and the economic development strategy as proposed.

### **Regional Approaches and Political Sustainability**

Two structural failures can also occur in the practice of economic development - mismatched realities and mismatched timeframes. Mismatched realities include both the political and economic aspects of economic development. According to Edward Hill, a professor and distinguished scholar of economic development at the Maxine Goodman Levin College of Urban Affairs of Cleveland State University, "Cities need to recognize that the real economy is regionally based. The city and state are administrative and political geographies and not economic geographies." Simply stated, economic opportunity does not recognize city limits, state borders, or other political boundaries. Economic opportunity is drawn to regions. Moscow must work cooperatively with others in the region to achieve a viable regional strategy for economic development.

The other failure, mismatched timeframes, focuses on business time and economic time not coinciding with political time. The economic development strategy cycle does not neatly match the election cycle. It is essential that leadership recognize the importance of adhering to an economic development strategy over time – and over multiple election cycles. Continuity of strategy and approach is critically important.

### **Advantages Exploited Over Time**

Finally, it is important to recognize that small regional advantages, exploited over time, will produce dramatic results. Studies have shown that many communities have grown and prospered because of specific advantages that have been strategically utilized over a long period of time. The power of these advantages, if applied in a focused, sustainable fashion, should not be underestimated. Moscow has tangible advantages that a systematic, disciplined approach will reward.

## **Criteria for the Economic Development Strategy for Moscow**

In crafting the economic development recommendations for Moscow, the following criteria were developed to guide the economic development strategy. A successful strategy must:

- Acknowledge the modern realities of economic development.
- Reflect the values of the community and region as communicated during the NewCities initiative: strong sense of place, care of the environment, quality of life.
- Acknowledge the realities of infrastructure/road limitations that preclude traditional industries requiring large amounts of raw materials or finished goods to be shipped.
- Effectively utilize the great resources of the region: research capacity, brain power, quality of life, and the beauty of the Palouse region.
- Be bold enough to capture the imagination, stir action, and create a long-term, sustainable vision for the region.

## **Resources Available**

Moscow enjoys numerous advantages that can be strategically leveraged. These advantages lend themselves to a high road economic development strategy and are consistent with the demands of global and national economic development.

Among Moscow's considerable resources:

- Highly skilled and educated workforce.
- Quality of life.
- Beauty of the Palouse region.
- Arts community with national attention as one of the 100 Best Small Arts Towns in America.
- University of Idaho, a Top 50 comprehensive research university recognized as one of the "most wired" universities in America. President Tim White is committed to the community and the region.

- Washington State University, another well-respected, comprehensive research university located only eight miles away. President V. Lane Rawlins is equally committed to the success of the region.
- Pullman-Moscow Regional Airport. With a runway of 6,731 feet, this conveniently located facility can be used by corporate aircraft, reducing any concerns about travel or isolation. Moscow and the region are also served by the Lewiston-Nez Perce County Regional Airport and enjoy relatively easy access to Spokane International Airport.
- Existing economic development agencies such as the Latah Economic Development Council and the Moscow Urban Renewal Agency are well established and can provide local expertise and strategic assistance.
- Progressive, committed leadership.

## **The Two Primary Strategies**

The NewCities Foundation, after carefully evaluating the challenges and potential of Moscow, determining available resources, learning community values, applying current principles of economic development, makes the following two recommendations for the future economic development strategy for Moscow and the Palouse region.

### **➤ Create the “Palouse Knowledge Corridor”**

With the exception of Research Triangle Park in North Carolina, we are unaware of another area of this size and rural character in America where research capacity, brain power, and quality of life are as concentrated as they are in the Moscow-Pullman region. The Palouse Knowledge Corridor would be the region’s worldwide marketing thrust, capitalizing on its many advantages.

The Corridor could be either conceptual or physical, along Highways 8 and 270 between Moscow and Pullman using the University of Idaho and Washington State University as anchors. The conceptual corridor would be a completely valid marketing strategy without additional physical changes to the sensitive corridor between Moscow and Pullman. The Knowledge Corridor’s goal is to build clusters of innovative companies around the research and technologies developed by the two universities.

Implementing the Knowledge Corridor will be an act of remarkable symbolism and synergy. Historically, these two universities seemingly have stood back-to-back with the University of Idaho looking south to Boise, and Washington State University looking west to the Emerald Coast and Olympia. Paradoxically, by

turning toward one another, each university and its host community can achieve a greater relevance in the economic super region and with the universities' funding entities.

To initiate the Knowledge Corridor will require considerable buy-in and cooperation from numerous institutions and stakeholders. Specifically, we recommend creating a Presidents' Commission on Economic Development co-chaired by each university president. This commission could provide the framework for a united regional front and ensure that each university's mission and work strengthens the local economy.

Further, Moscow and Pullman, as well as each university, must plan collaboratively to adequately develop, fund, and implement an innovative marketing campaign. In addition to the Presidents' Commission on Economic Development, the two cities and universities need to work together to achieve the following:

- Connect to the “super region”, the north hemisphere, and the world for markets and investment.
- Create infrastructure—both hard (water, sewer, roads, etc.) and soft (broadband and other telecommunications).
- Focus on relationship building, identify common economic opportunities, and anticipate the inevitable need for dispute resolution.
- Cooperatively brand the region for business unity.
- Improve airport service for instrument landing service (ILS).
- Ensure that local schools are on the “same page” not only for college bound youth, but for technical professions as well so that citizens are prepared for the jobs resulting from the Knowledge Corridor.
- Promote entrepreneurial initiatives resulting from the research activities of the universities.

The potential for cooperative opportunities is as unlimited as the imagination will allow. Eventually, should the Knowledge Corridor become as successful as it is envisioned, other innovative approaches could blossom from this framework (e.g. revenue sharing between towns in different states, joint grant applications by UI and WSU, specific technology incubators, etc.).

## ➤ **Value the “Local to Moscow” Economic Opportunities**

A successful economic development strategy must acknowledge and encourage existing businesses, artists, and entrepreneurs. These local businesses provide the foundation for the local economy and should be nurtured and grown. Indigenous materials can be used effectively. Local government and existing economic development agencies should develop specific strategies to assist existing small businesses and prospective entrepreneurs.

- Help expand existing businesses by reducing regulatory barriers.
- Sustain rooted institutions such as hospitals, civic clubs, etc.
- Ensure that local schools are on the “same page” not only for college bound youth, but for technical professions as well.

## **Outcomes**

Pursuing the dual strategies of developing the Palouse Knowledge Corridor and valuing the local existing economic opportunities with focus and determination will lead to tangible, beneficial outcomes for Moscow, Pullman, the University of Idaho, and Washington State University. There will always be obstacles – both real and perceived – standing in the way of significant regional cooperation. The leadership challenge for all involved will be to look beyond temporary, short-term obstacles in favor of the long-term benefits of true regional cooperation. If sustained over time, the outcomes of the dual strategies include:

- World class marketing strategy effectively matching the specific advantages and values of the region with the realities of a global economy.
- Enhanced cooperation between the University of Idaho and Washington State University.
- Greater cooperation between Moscow, Idaho and Pullman, Washington.
- High-end job creation.
- Appropriate recognition of existing businesses and talents.
- Value added use of indigenous materials.
- Protection of the values that are important to the residents of the region.

- Importantly, Moscow, Pullman, the University of Idaho, and Washington State University will enjoy a considerably higher profile and importance in the “super region”.

The Palouse Knowledge Corridor combines the remarkable resources of the Moscow-Pullman region with the realities of the 21<sup>st</sup> Century. Implemented properly, it will result in increased economic activity of the two communities and universities and significantly elevate their profile and importance in the super region. Further, the Palouse Knowledge Corridor concept, properly implemented, will enhance, not diminish, the importance of the existing regional business community.

### **Sources**

City of Moscow, Idaho, Comprehensive Annual Financial Report for Fiscal Year Ended September 30, 2003.

Edward W. Hill, professor and distinguished scholar of economic development at the Maxine Goodman Levin College of Urban Affairs of Cleveland State University. Remarks taken from his speech, “Nine Rules for the Practice of Economic Development.”

Milken Institute’s list of New Business Needs.

Robert B. Reich’s speech at the 82<sup>nd</sup> Annual Congress of Cities and Exposition. Charlotte, NC. December 8, 2005.

# NewCity Moscow

## Strategies for Community Planning

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## Strategies for Community Planning

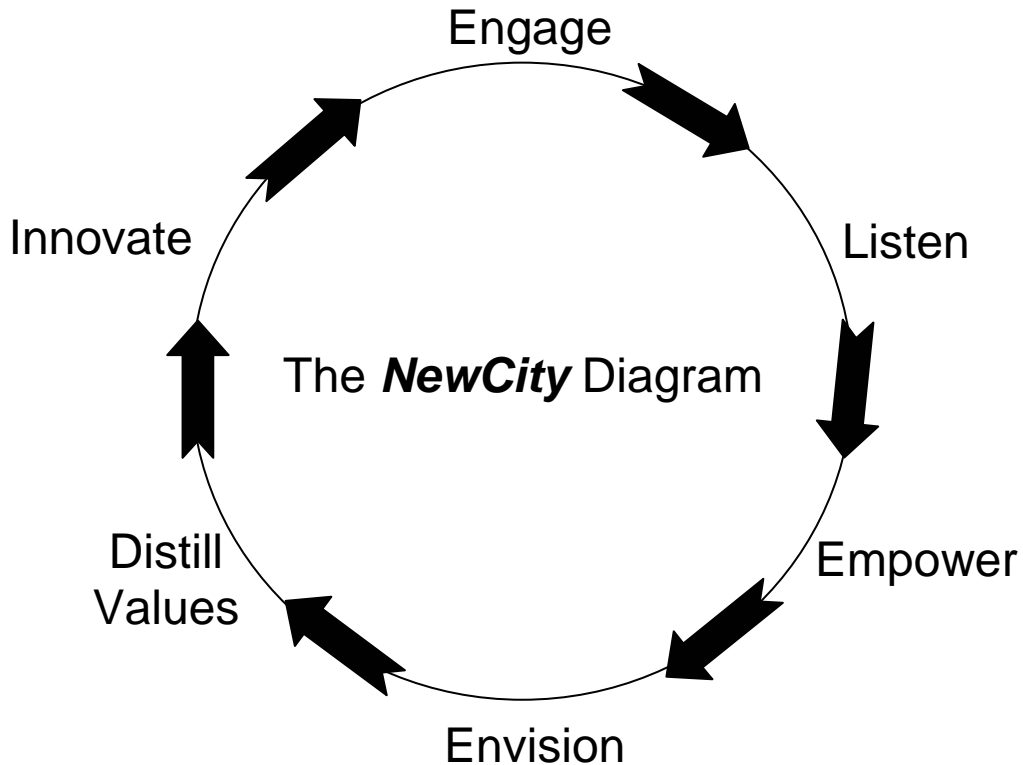
Moscow has a rare opportunity at the beginning of the 21<sup>st</sup> Century: to consciously shape its destiny. Too many cities in the United States do not have this opportunity. Their destinies are being determined by unbridled market forces, individualistic decisions, rabid politics, or globalization. Moscow, because of its past successes and the diligence, creativity, and pride of its citizens and institutions, can forge its own path. By engaging those citizens in the model created by the NewCities Foundation, the city can define its values and create innovative solutions to protect and promote those values.

The process of creating a NewCity is not a simple “either-or” system. It isn’t about making decisions to limit or expand a certain type of growth, for example. Creating a NewCity is a much more detailed, involved, and even subtle practice of weighing choices and their consequences, not just for today but for long into the future as well.

Moscow’s citizens have shown a great desire to be engaged in this process. They have the intelligence and integrity to shape the city’s future for the good of all. Along with the other successes of the *NewCity Moscow* project, the discovery of these deeply held values must rank at the top.

### The NewCity Diagram

The *NewCity Moscow* project was an exercise in *process* not *outcomes*. We believe that if the community adopts the lessons and actions in the diagram shown on the following page, that it can create outcomes that will be acceptable to a majority of citizens. The value of this diagram lies in its versatility: it can be used on all matters both large and small in the community.



This diagram begins with the assumption that a NewCity cannot be created without the engagement of citizens. Engagement of citizens requires effective communication based on a foundation of trust. This communication effort is outward from the city officials to the public at large.

The next step is another communication effort, this time based on *listening* to citizens. If the entire process is to be successful, this two-way communication must occur at the beginning.

Unfortunately, many communities never make it beyond this effort at communication. Trust and sincerity may be lacking, or it may even be a simple lack of work on everyone's part. But often, even if a community does make it past this stage, and a free dialogue is created, there is a lack of understanding of what to do next. This is where the importance of empowering citizens to shape their collective future becomes vital. The mere act of communicating isn't enough: citizens must believe they have – really do possess – the power to determine their destiny. Empowerment can take many forms; the NewCities Foundation recommends extensive use of the Charrette process. This process enables citizens to literally draw a desired future for their community. Doing so enables – **empowers** – them to take personal responsibility for accomplishing that future.

The result of the Charrette process is a shared vision of the future. Found within this vision are the core values of the community. Once distilled, these core values become the bedrock on which to base innovative planning solutions to achieve the visions of the community. It is important to stress that many “accepted” planning strategies in communities should be challenged by judging their worth on the effects they have on the community’s core values. If they can be seen as protecting and enhancing those values, then they should continued to be utilized. If they cannot, the community must push for innovative alternatives, even if they have “never been tried here before.” Implementation, of course, is the outcome of planning innovation. This process should not occur unless there is a commitment to implementation.

And then the process begins anew.

## **SECTION I. Core *NewCity Moscow* Planning Recommendations**

During the twelve-month course of working with the community, it became apparent that the update of the 1999 Comprehensive Plan is vitally important. To that end, NewCities Foundation staff and city officials have worked to create an outline for accomplishing that update. Our key recommendations to the community are:

- Establish a definitive, short-term time frame for completion – no more than 18 months.
- Work diligently and aggressively to ensure the broadest possible participation by diverse segments of the community.
- Establish funding for professional consulting to assist with technical details of the plan.
- Consider the use of a detailed and statistically valid written survey to help gather information.
- Adhere to the communication strategies developed by the NewCities Foundation to keep the community informed.
- Utilize the Listening and Charrette process, assisted by technology, to develop collaborative solutions to specific planning issues such as development near downtown, along the commercial corridors and at the fringes of the city.

The City has already taken great strides towards accomplishing these recommendations. A detailed strategy has been developed in conjunction with the NewCities Foundation and has received the approval of the Chairman of the Planning Commission and the Mayor and Council President. See Appendix A for the detailed Comprehensive Plan update outline.

The key principle underpinning each of the core recommendations is public participation. The values of this approach are several-fold:

## **To Enhance the Quality of Planning**

Obviously, a community's planning professionals, with their training and experience, are vital to the local planning process. However, they cannot and should not be expected to anticipate and recognize every variable that may affect the community. This is the priceless value of an engaged citizenry.

On the other hand, residents may lack an understanding of the principles and processes of planning or of the broader implications of decisions. In the long run, programs and projects that derive from an informed public, guided by professionals, are likely to be more creative and locally appropriate than those where the public is excluded from the planning process.

## **To Move from Confrontation to Collaboration**

At planning commission and city council meetings, disputes over planning issues generally result when groups or individuals approach a project with a narrow perspective considering only questions of immediate impact and often mixed with personal agendas. A proactive planning process, which includes a well-designed public involvement component, encourages individuals to consider the big picture questions of overall community impacts, both positive and negative: such a process allows the community to make decisions based on shared goals and values.

## **To Ensure Swift and Efficient Project Implementation**

Public confusion and opposition can result in the expensive slowing or stopping of good projects. Community-based plans that have developed strong public buy-in through participation are less likely to experience such impediments and their associated community-wide costs.

## **To Ensure Continuity of the Community's Vision**

City council members, planning commissioners, city managers, and planners come and go. Thus, even the best of plans are at risk of being dismantled over time. By involving residents in the planning process, the community can ensure that plans will have a long-lasting and stable constituency.

## **SECTION II. The 2005 *NewCity Moscow* Listening Session and Charrette Process**

This section demonstrates the procedure used to conduct a successful public engagement process in Moscow beginning in September 2005 and ending in March 2006. Again, the goal of this was to demonstrate how public participation can work – ***not on any specific outcomes***. The outcomes

discussed below represent an application of innovative solutions to the range of issues discussed by the participants in the workshops.

In order to gather as broad a range of community involvement as possible, the *NewCity Moscow* process employed a two-pronged approach: a community Listening Session and a Charrette. The purpose of the Listening Session was to give citizens an opportunity to have their ideas for the city heard by others in an open format. Over 50 Moscow citizens attended this session.

The Charrette process is a technique used to involve members of the public more directly in exploring local and regional land use planning issues. Residents are, in effect, put in the driver's seat and challenged to devise visions for enhancing and protecting the community's economic, environmental, and social well-being. Participants of these Charrette sessions benefit from an increased understanding of the land use and development issues facing their community. Armed with this knowledge, a community is more likely to make wiser community planning choices in the future.

During the *NewCity Moscow* Charrette, approximately 50 participants were divided into small groups of six to ten people. Each team was given a map of the community, a "Dream Book" of photographic examples, and worksheets. The team members were challenged to juggle the competing demands of various viewpoints in order to create a vision of the community that is a reflection of the citizen's core values.

All participants were challenged to adhere to the following norms:

- Speak one at a time.
- Make sure that all participants' opinions are heard.
- Respect the opinions of others.
- Avoid spending a disproportionate amount of time on a single issue.
- Do not treat the session as an opportunity to preach or editorialize.
- Outcomes should be made for the good of the community, not based on personal interests.

The teams were then given approximately three and one-half hours to work to create a desired outcome. Once that time limit expired, one team member was asked to present each team's work. At the conclusion of those presentations, a group discussion was held to summarize the proposals and to look for the "big picture" ideas in each. Before the meeting was adjourned the group agreed on these ideas. The *NewCity Moscow* participants agreed that these six key areas, all interrelated, are fundamental to improving quality of life:

- A New Comprehensive Plan and Improved Codes

- Transportation
- Resource Conservation
- Economic Development
- Heritage/Identity
- Communication

It was agreed that solutions cannot be found to “solve” one area without considering the consequences on all the rest.

The NewCities Foundation then began a process of sifting through all the comments gathered at the Listening Session and the Charrette. The purpose of this effort was to find the common themes that could be woven together with a set of recommendations to be used to guide the community’s actions. The common themes identified were:

- ***Cherish the core values: Keep the small town atmosphere.***
- ***Bridge the town-gown divide.***
- ***Grow without sprawl.***
- ***Tame the car.***
- ***Get serious about getting green.***
- ***Understand the financials.***
- ***Keep your eyes on the prize.***
- ***Make planning fun.***
- ***Communicate the vision and listen to the people.***

The following recommendations then were paired with the common themes to create an example of the end result of the community building process. These recommendations should not be taken as the only way to achieve the community’s desires. Rather they should be seen as examples of the kinds of innovative thinking that can be applied to those desires.

**Community Desire: “*Cherish the Core Values: Keep the Small Town Atmosphere*”**

***Possible Actions***

- Stake the social and economic future on the “New Frontier” to keep Downtown Moscow the heart of the community.
- Focus new development such that a majority of new residents will live within a walkable radius of downtown.
- Preserve the views of countryside from Main Street.
- Create a greenbelt to focus growth inward.
- Keep the skyline – even if it is with new buildings.

**Community Desire: “*Bridge the Town-Gown Divide*”**

***Possible Actions***

- Humanize the “DMZ” that currently exists between downtown and campus with dense, mixed-use development that creates inviting public spaces.

**Community Desire: “*Grow Without Sprawl*”**

***Possible Actions***

**Re-imagine the “Strip”**

- Reclaim parking lots and single use buildings for dense, mixed-use, vibrant, and pedestrian friendly new growth.

**Make new growth great growth**

- Adopt a form based code to govern design of all new development areas

**Community Desire: “*Tame the Car*”**

***Possible Actions***

- Link land use and alternative transportation - develop places that encourage walking, biking, and transit.
- Implement a “living streets” program, including sidewalks on every street and traffic calming.
- Conduct a *Transportation Demand Study* to determine how car trips may be reduced.

**Community Desire: “*Get Serious About Getting Green*”**

***Possible Actions***

- Join the U.S. Mayor’s Climate Protection Agreement.
- Prepare and implement a Green Infrastructure Plan.
- Design and implement alternative stormwater management regulations.

**Community Desire: “*Understand the Financials*”**

***Possible Actions***

- Conduct a cost of community services study to determine cost-revenue impacts of new growth.

**Community Desire: “*Keep Your Eyes on the Prize*”** – brainpower, not sprawl, is the key component of 21<sup>st</sup> Century economic growth.

***Possible Actions***

- Create a “President’s Commission on Economic Development, co-chaired by the presidents of the University of Idaho and Washington State University, to leverage the full economic potential of the Universities.

- Create a “Knowledge Corridor” between Moscow and Pullman – a brand identity that positions the region to succeed economically in the 21<sup>st</sup> Century.

**Community Desire: “*Make Planning Fun*”**

***Possible Actions***

- Build a LIVING, “integrated” plan based on creating and connecting the “whole” community.
- Change the process from confrontation to collaboration – get citizens involved at the earliest stage and use the charrette process to build consensus.
- Utilize the free market to facilitate the achievement of the city’s planning concepts.

**Community Desire: “*Communicate the Vision and Listen to the People!*”**

***Possible Actions***

- Send a copy of the Integrated Plan to every household in the city.
- Hold general neighborhood meetings outside of city hall throughout the year.
- Host monthly local access TV/web cast show on planning Issues.
- Staff a planning booth at the Farmer’s Market once a month to distribute information and receive comment.
- Improve website to allow interactive capabilities – add a FAQ section.
- Ensure that commission agendas are widely available – in print and on TV.
- Create information kiosks downtown and elsewhere.

It is important to note that these common themes were developed from only those citizens who participated in the process. They have never been presented as representing every citizen of Moscow. Rather the purpose of the exercise was to demonstrate how to utilize the NewCity Diagram to achieve locally desired results.

**SECTION III. Key lessons from the *NewCity Moscow Civic Engagement Effort***

**Patience and Persistence are the Key Components to This Success.**

Nothing of lasting value occurs immediately. And nothing in civic life is ever “completed.”

**People Want to Talk with Each Other About the Community.**

Participants were enthusiastic about the community conversations that often continued personally and digitally after the events were over. Even citizens who did not participate directly or who were against the process entered into

these discussions. The community should continue to tap this energy on a regular basis.

It appears that the *NewCity Moscow* process has helped to repair some community relationships. The dialogue established among some participants allowed them to resolve conflicts and increase trust, and may help lead to the creation of new alliances for solving problems cooperatively.

### **Bottom Up**

Turning over substantial amounts of power to stakeholders is required for the process to be successful. It is doubtful that citizens will become engaged in Moscow if there is not the apparent desire for the outcomes to be derived from the "bottom up."

### **The Composition of the Group is Important**

There were a number of "outside the group" issues that raised questions about the legitimacy and significance of public involvement. Some people felt that the participants in the *NewCity Moscow* process were unrepresentative, were often missing important interests, and sometimes excluded the most conflictive stakeholders. While it is argued that the NewCity process was simply the beginning of an evolving line of public participation through which everyone might gain from substantively improved decisions, it was perceived by some that many of the benefits of these participatory processes accrued only to participants. For the most part, the wider public was unaware of the processes, limiting opportunities for education and trust formation to the participants themselves.

Identifying uninvolved and untapped members of the community will make for a successful community conversation. The materials and process must be constructed so that all who attend can find their way into the discussion.

Over time, a more "modular" approach to public participation may help resolve some of these problems. Different parts of the community-driven decision-making process may require different people to be involved. The people who are "right" for the initial input phase of a planning project, for example, may not be the same as those that should be involved in the implementation phase. This suggests an approach to participation, where efforts to gain participation may be tailored to the particular tasks at hand as programs evolve.

### **The Level and Quality of Participation by the Public will be no Better than that of City Leaders and Staff**

Moscow's city officials and staff are honest, enthusiastic, energetic, fair and knowledgeable yet the public will be able to tell if city leaders and staff are half-

hearted in their support of a public participation process. The culture of both the government and the community needs to continue to move toward encoding positive public participation in their collective DNA. This way, every issue of significance can be addressed in a collective, collaborative way.

Communication is key to this effort. Open, two-way communication between citizens and government will create the bedrock of trust needed to move forward.

### **Understanding the "Loops of Engagement" is Important for Success**

Coming together to start a conversation and building trust comprise the first loop. Moving forward to convert dialogue into concern-driven activity and reaching out beyond the core group make up the second loop. The third cycle is sustaining the momentum – building the infrastructure and the capacity of the stakeholders to keep the engagement alive.

### **Community Building Should be Fun, but It Isn't a Game**

It is apparent to outsiders that Moscow lurches from issue to issue, with few collaborative resolutions of community-wide importance. The reason for this may be an addiction to the "gotcha" mentality, where important issues are tried by ambush and open confrontation. Many people find this invigorating, even fun. Yet it is safe to say that a majority find it exasperating, and in consequence, tune out. If this continues, Moscow will not achieve what most profess to want.

### **Consensus is a Noble Ideal, but at Some Point Leadership Requires a Decision**

Consensus decision-making and alternative dispute resolution enjoy widespread interest today; both have a part to play but neither are panaceas. Consensus building is fundamental to most public participation programs, but when consensus is established as a norm for leadership, everyone is given a veto. Single interest groups are likely to use it and perhaps abuse it. If the public participation procedures are followed completely and there has been no complete consensus reached, then Moscow civic leaders should be prepared to make decisions based on the best available evidence, even in the face of criticism.

# NewCity Moscow

## Summary

A Draft Report to the Mayor, City Council, City Staff, and the  
Citizens of Moscow, Idaho



"You can solve the challenges facing your community's future.  
All it takes is putting your heads together!"

August 22, 2006





## Summary

Transformational change in the global marketplace and the reality of globalization should give the residents of Moscow, Idaho pause to reflect upon the paramount importance of preparing for the future. Change is never easy; however, it is inevitable. Intentional choices to strengthen the local economy, plan for the increasing pressures of growth, and elevate the level of public discourse and communication have the potential to firmly position the city of Moscow to meet these challenges.

The processes utilized by the NewCities Foundation to engage citizens in an open dialogue of ideas and ideals can serve Moscow for many years to come. Immediate successes have already been realized. These successes should be celebrated and embraced.

At the same time, the more difficult decisions in the long-term to insure economic prosperity and pragmatic growth will require courage, leadership, wisdom, and vision. *NewCity Moscow* represents a bold step to confront these challenges and the opportunity to move forward with confidence. As the first community in America to join the NewCities Foundation in this experiment of citizen engagement, the leaders of the city of Moscow have shown that they are not afraid to confront challenges and seek solutions.

The most daunting task remaining is to exemplify the fortitude to move forward and begin to make the tough choices necessary to insure that future generations can enjoy the quality of life and economic prosperity that heretofore have been a mainstay and expectation of this community.

The collective talent, knowledge, and resources embodied in the citizens of Moscow represent its greatest asset. Nothing is beyond the realm of possible if the leaders and citizens of this community say "Make it so."

As we move forward, Moscow, Idaho will forever be America's First NewCity.

# NewCity Moscow

## Appendix A

### Proposed Comprehensive Plan Revision Process

A Draft Report to the Mayor, City Council, City Staff, and the  
Citizens of Moscow, Idaho



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## **Proposed Comprehensive Plan Revision Process Outline**

### **Comprehensive Plan Revision Process:**

The consensus was that we need to promote an aggressive schedule for the revision of the Comprehensive Plan that would a tangible outcome within a reasonable period of time (12-18 months). It was also the consensus that we needed to receive input from a broader section of the community as was apparent during the March New Cities Meeting. In order to continue the engagement of the public it is important that they see the “light at the end of the tunnel.” We cannot afford to take 3-5 years to complete the revisions. This aggressive schedule will require securing the professional services of at least one consultant to assist in technical analysis, meeting facilitation and the actual writing of the Plan. It is anticipated that the process will include the following:

- Development of a comprehensive plan Steering Committee with representation from the Planning and Zoning Commission, Citizen Groups, University of Idaho, Latah County, Chamber of Commerce, and others, supported by selected City staff members
- Development and use of a mailed statistically valid survey similar to the City of Moscow biennial Citizen Survey that is specific to the Comprehensive Plan revision to provide a defensible and representative sample of the community’s desires for the future of Moscow
- Development of “Moscow Dialogue” meeting series which would include the identification and training of 20-30 citizen facilitators who would lead a series of small group neighborhood scale meetings to provide input for the revision of the Comprehensive Plan and to review and comment upon subsequent drafts
- GIS/Community Vis assisted land use analysis charrettes to identify potential locations for development and uses identified through the survey and community meetings for revision of the City wide Land Use Designation Map
- Conduct of neighborhood/district scale meetings (likely based upon the sectors included within the Citizen Survey) to develop focused District Plans
- The development of bimonthly public outreach newsletters to all citizens to educate and inform them of the Comprehensive Plan revision process
- Development of a Comprehensive Plan clearing house web page for communication and distribution of information related to the comprehensive plan (look at developing a list serve for the project where people can opt in and out of notices related to the comprehensive plan, RSS feed of the page?)
- Series of regular reports to Planning and Zoning Commission and City Council

## **Draft Comprehensive Plan Revision Timeline:**

- **Month 1**

- Collect and develop background data and information for GIS/CommunityViz presentations and technical land use analysis (Fold in current GIS data development by GMCI) including:
  - Population projections
  - Historic land consumption for various uses
  - Identified sensitive natural features and areas
  - Topography
  - Identification and analysis of un/under-developed properties within the City
  - Land consumption for various types of residential and commercial development
  - Recreational facility planning
  - City service capacity analysis
  - Cost of development analysis
- Distribute draft Comprehensive Plan Revision Outline to the Planning and Zoning Commission for review and comment.
- Present outline with P&Z comments to Council Committees
- Identify University or other resource to assist in the survey development and vetting of questions for potential bias

- **Month 2**

- Begin Consultant RFP advertisement
- Solicit Board of Latah County Commissioners regarding engaging Latah County residents in the process
- Solicit City Commissions, City Council and County Commissioners for input and survey question areas related to their charge and the elements required within Idaho Code
- Conduct joint Council/P & Z Workshop, facilitated by New Cities, to discuss concept and theme of the Comprehensive Plan revision process (use verse performance/form, Plan horizon, etc) with presentation of performance zoning vs. land use zoning by John Barrett or Steve Drown
- New Cities celebratory meeting announcing successes of the New Cities Project and the Comprehensive Plan Project Kickoff
- Begin the establishment of the “Moscow Dialogue Meetings” by developing a citizen facilitator list, meeting organizational development, and training facilitators

- Staff to begin the survey development with assistance of University or other resource based upon comments received by Council, County, P&Z, Committee and Commissions.
- Appoint and conduct initial meeting with Steering Committee to discuss Committee function and role, Comprehensive Plan format, timeline, consultant roles, and other logistics with Staff and Steering Committee
- Close consultant Advertising and begin consultant selection process
- **Month 3**
  - Mail first newsletter describing last 2 months process and upcoming survey and events
  - Staff and Committee continue development of survey
  - Present consultant selection recommendation to Administrative Committee
  - Present consultant selection recommendation to City Council
  - Conduct initial meeting with Committee and Consultant to focus efforts
- **Month 4**
  - Committee and staff continue to work with consultant
  - Deploy traveling displays at U of I athletic events, malls, supermarkets, Farmers Market and other areas to encourage survey and citizen participation, staffed by Steering Committee members
  - Consultant to assist with finalizing survey instrument
  - Complete survey design and present to the Administrative Committee
  - Present final survey to City Council
  - Prepare survey for mailing, select sample, color code by sector and prepare mailing
  - Mail pre-survey postcard
  - Mail out survey
- **Month 5**
  - Committee and staff continue to work with consultant
  - Mail second newsletter to communicate where we are on the project and how to get involved with the “Moscow Dialogues”
  - Survey due, compile and analyze results of survey by

- Begin “Moscow Dialogues” fall session meetings and continue through November 10<sup>th</sup>
- **Month 6**
  - Committee and staff continue to work with consultant
  - Conduct 3-4 hour Saturday morning City-wide charrette (community viz, dot game, etc) for land use designation map revision facilitated by consultant, using small group discussion and whole group wrap up. At the charrette identify plan focus areas (possibly downtown, railroad corridor and underdeveloped properties within the City) for development of future detailed District Plans
  - Preliminary results of the survey and charrette to the Committee
  - Report on progress to the Administrative Committee
  - Committee, staff and consultant present status report and preliminary work to P&Z
- **Month 7**
  - Mail third newsletter to communicate preliminary survey and charrette results and identification of District Plan areas and invite people to participate in the District Charrettes
  - Committee and staff continue to work with consultant
- **Month 8**
  - Committee and staff continue to work with consultant
  - Conduct first District Plan Charrette facilitated by consultant
  - Committee, staff and consultant present status report and preliminary work to P&Z
- **Month 9**
  - Mail fourth newsletter to communicate where we are on the project and upcoming events and activities
  - Committee and staff continue to work with consultant
  - Conduct second District Plan Charrette facilitated by technical consultant
  - Committee, staff and consultant present status report and preliminary work to P&Z
- **Month 10**
  - Committee and staff continue to work with consultant
  - Begin spring “Moscow Dialogues” meetings to check current progress and products Continue through the month of March

- Conduct third District Plan Charrette
- Committee, staff and consultant present status report and preliminary work to P&Z
- **Month 11**
  - Mail out fifth newsletter to communicate where we are on the project and invite public to the May open house meeting
  - Committee and staff continue to work with consultant
  - P&Z review of draft plan and prepares for public open house
- **Month 12**
  - Thursday night open house meeting to present current highlights of proposed plan, land use plans from charrettes, District Plans, and solicit comment facilitated by Technical and Author consultant, all participates in dialogue meetings invited
  - Saturday morning open house meeting to present current highlights of proposed plan, land use plans from charrettes, District Plans, and solicit comment facilitated by Technical and Author consultant, all participates in dialogue meetings invited
  - P&Z considers comments received, directs edits accordingly
- **Month 13**
  - Mail out sixth newsletter to communicate where we are on the project and upcoming events and activities including upcoming P&Z public comment meetings
  - Committee & P&Z conducts additional public review and comment meetings
- **Month 14**
  - Present final draft Plan to Committees
  - Presentation of final draft Comprehensive Plan to City Council for review
  - P&Z consideration of City Council comments
- **Month 15**
  - P&Z continues with refinement of plan
  - Mail out seventh newsletter to announce completion of the draft plan, where it can be viewed on-line and the upcoming City Council meeting at which the plan will be considered for adoption
- **Month 16**
  - Present final draft Plan to Council Committees
  - First presentation of final draft Plan to the City Council

- **Month 17**
  - City Council to continue consideration of final draft Plan

#### **“Moscow Dialogues” Meetings Description**

This element of the process will include the identification and training of 20-30 facilitators who will work with 20-30 groups across Moscow (10-15 people in each group) who will address chapters of the Comprehensive Plan in the Fall of 2006 for revision by the P&Z Commission and who will review the final draft in the Spring of 2007. A series of 4-5 meetings in the Fall will be followed by 2-3 meetings in the Spring to accomplish this, structured by Plan elements and supplemented by prepared materials.

# NewCity Moscow

## Appendix B

### Moscow High School Student Survey

A Draft Report to the Mayor, City Council, City Staff, and the  
Citizens of Moscow, Idaho



"You can solve the challenges facing your community's future.  
All it takes is putting your heads together!"

August 22, 2006





***NewCity Moscow***  
**Moscow High School Student Survey**

The following are highlights from the *NewCity Moscow* Moscow High School student survey given in September of 2005. Respondents were approximately 200 students aged 17 and 18. The purpose of this survey was to get a general sense of what young people think about Moscow. The complete survey is below the responses. (The entire survey responses will be included with the final report.)

**General observations:**

- Over 80% all said they had no worries about their safety;
- Over 60% mentioned needing more youth oriented activities;
  - Many mentioned a bowling alley, a bigger mall and dance clubs more.
- Common theme: more opportunities after graduation;
- Nearly 50% of respondents are planning on U of I; many said they wished UI was more affordable or had more scholarships;

**Selected Quotes from Moscow Student Survey:**

1. Moscow is quite obviously awesome.
2. I don't mind living here, but I want to get away for college.
3. Moscow is not as cool as a lot of other places – it's a small town with little excitement.
4. Moscow doesn't really offer very many activities for me.
5. I want to get outside my comfort zone and get out into the world. It is too easy to fall back on your home life if you stay here.
6. We don't have dance clubs; no good bands come to Moscow; the community does not organize enough activities for students.
7. Moscow sucks – big cities are way better.
8. Moscow is not cool at all. There is nothing for high school students to do.
9. The most important quality of a good place to live is friendly people and lots of trees.
10. Moscow is a nice, safe place to be. I can leave my car unlocked when I run into the store for a minute.

11. There aren't many things for people under 21 and over 10 to do. No common pool halls, bowling alleys, etc.
12. Moscow is a great town but that's it. It's just a great college town but not a cool city.
13. Moscow must keep expanding. Moscow needs something other than farming and the university to support its people.
14. I like Moscow in general. The diversity from the University is great.
15. Moscow doesn't have as much to offer as a lot of bigger cities, but I like the good community atmosphere.
16. Moscow should offer more activities (i.e. Shopping facilities, YMCA, etc) and expand on the variety of options for social things to do (other than just small town kids partying).
17. I could stay in Moscow, but I probably won't. My ideal career calls for warm weather constantly.
18. I want to go to the University of Idaho. It will be good for me to experience a new lifestyle yet still be close to home and my family.
19. I want to stay in Moscow because it isn't a bad place to live, it just needs some additions.
20. The ideal city is comfortable but surprising on a weekend. I want to have to wonder "which event I will do tonight?" Rather than, "what is there to do tonight?"
21. I like Moscow and the variety of people in it.
22. (Moscow leaders) need to show students that the U of I isn't just a school that "accepts everyone" but has something it can offer them that they will be able to make a future out of.
23. A good place to live is where people are accepting of others and their lifestyles. A diverse population whether it be race or of people with varying viewpoints.
24. I want to go away to go to college, but I want to come back to raise a family.
25. Moscow is cool, but could be better. I like the people and the liberalness.
26. I love it here.
27. Moscow is very cool. We have lots of live music, the freedom to walk through town at night without fear of criminals or suspicious police. We have access to many things that a small town without a college does not.
28. A good place to live would include being able to get from place to place without having to drive and would have lots of community involvement.
29. To keep its youth population here after graduation, Moscow must provide jobs in the engineering and business fields.
30. I want to move away and see the world. I may return and live in the northwest, but I don't know if I will return to Moscow.
31. I want to leave Moscow for good. As a town, I think it's stellar. There are just a few people that I want to pretty much never see again.
32. A good place to live has a great independent bookstore in an artful downtown area.

33. Moscow is fine, a little boring, but I would rather live here than New York City.
34. There is not much availability for fun: we have things to do, yet some are inaccessible depending on where you live.
35. A good place to live has opportunity and courtesy: so long as we have the financial ability to live here and it is considered a "happy environment", it seems like an ideal place to stay.
36. Moscow should have more jobs, more opportunity to start businesses, possibly specialized schools such as sound recording, or audio repair, or possibly a law academy.
37. I love living in Moscow, the atmosphere and its size, the college the little shops and the people who live here.
38. I think that Moscow is such a close community eventually I will need to experience new surroundings, but I'm in no hurry.
39. Moscow must create more jobs. To be well off in Moscow you have to either teach or work up at U or I or be at Gritman.
40. If you're a visitor you can get bored easily, but I'm used to Moscow and can find things to do.
41. After college if I don't go to the U of I I would like to move back here.
42. I like Moscow. I just want to get out and see more things.
43. Moscow is cool but could be better. Its fun at times. There needs to be more for us. It's all about the college students.
44. Moscow is not all the bad, but we definitely need more things to do.
45. We can party all the time, but if it were like a big city there would be more to do.
46. Moscow's a nice city but after a while, things tend to get boring because you eventually run out of things to do.
47. There are not a lot of things to be proud of in Moscow.
48. Well, Moscow is "cold" but not "cool".
49. In order to keep Moscow's youth population after graduation they should declare martial law and turn Moscow into a Concentration Camp.
50. I want to go away for college but I would consider living here when I'm older and married. Moscow is a pretty good place to have a family and raise kids.
51. I could stay here, but I would like to live somewhere else. I think I'd be fine if I stayed here but it's not my first choice.
52. Moscow is fine, but it's not like amazing.
53. To keep young people after graduation, Moscow should provide decent paying jobs for college graduates. Keep Moscow from changing too much and losing its sense of community.
54. I want to become a pilot and there are few jobs here for them.
55. I love the country and easy travel of Moscow, but we are lacking in places to have fun.
56. Moscow needs something like a dance hall where young kids can go and hang out with their friends.
57. Moscow is cool but could be better. Its too small, too many rednecks.

58. My family has lived here for generations. I think it's a great place to raise my own family.
59. Moscow is very cool. It's a college town so there's always stuff going on. It's real pretty too.
60. There should be more things to do on weekends like a place for under 21 kids to party.
61. Moscow does not provide many of the career opportunities I am interested in.
62. I could stay in Moscow simply because it is where I have lived my whole life. I have many roots here and feel it is like home.
63. I like it here. I just wish there was more to do.
64. A good place to live is fun, safe, friendly people. I love Moscow.
65. I want to do away for a while, but Moscow's a great place to raise a family, so maybe I'll come back.
66. I could stay in Moscow and might even love some benefits but my job description pushes me to "see" the world outside of Moscow.
67. Moscow is not as cool as a lot of other places. Nothing really to do here. Everything's played out.
68. To keep young people after graduation, study the bigger cities; try to build more malls, buildings. Its not what you got, its how much you got. Expand!
69. Moscow is very cool. It is small, and safe to be in.
70. I don't want to live where I grew up. I want to go to a bigger city and experience more.
71. Moscow's not that exciting, but the people are pretty fun and "cool."
72. There's not much Moscow can do to keep young people after graduation. I think people should get out and see the rest of the world/country.
73. I like Moscow as far as the close community and people. I feel safe and comfortable here.
74. Safety and comfort always come first (in a good place to live) because without that a person can't leave their home.
75. I will continue to live in Moscow because I can live at home and go to college much cheaper here than anywhere else.
76. To keep its youth population here after graduation, Moscow can bribe us to stay and have something happen that is appealing to them.
77. Moscow is not as cool as a lot of other places. It's boring, but there's a lot of individuality.
78. In order to keep its youth here after graduation, Moscow should end negative feelings youth have about the University of Idaho.
79. I think Moscow is a great community to live and raise children but I want to experience life outside of this town.
80. Moscow is a fun town, but you have to learn how to make it fun. There isn't a ton to do if you are under 21.
81. A good place to live: I need to feel safe and welcomed. A friendly environment is important.

82. Moscow is not cool at all. We grow peas and lentils. We're supposed to be heart of the arts and yet our schools don't support art programs.
83. I don't plan to live in Moscow after graduation. It's a college town. The students are noisy, the noises at night are obnoxious, and the general populous is far too liberal.
84. Moscow has its moments, however the town is far too college student dependent.
85. A good place to live would be able to provide enough jobs and make people with differing political opinions feel more secure. When the students arrive, they get all the jobs. When they leave, there's no real reason to hire. Our neighbors have been hostile in the sense of politics. They went so far as to destroy some of our signs once, and I know they'd do it again.
86. Moscow is not as cool as a lot of other places. There isn't much to do, and nightlife and stuff. But it's an OK place to be.
87. I don't plan to continue to live in Moscow after graduation. I want to get a job for a while but it would be a nice town to come back to.
88. I want to get out of Moscow for a little while to see other countries and live in a place where there is more to do.
89. There are many more places I would rather be and there isn't too much to do here.
90. I'd like to experience more of a big city life while I'm young. Moscow gets a little boring.
91. I'd certainly rather live in Moscow than a lot of other towns in Idaho. I think Moscow would be an OK place to raise a family but it's not my idea of a college town.
92. Considering that Moscow is a pretty big, cultured town in the middle of nowhere, I'd say its pretty cool.
93. I don't think that there is anything you can do (to keep young people in Moscow after graduation). I think the main reason we want to leave is because we want a little change of pace. Its not there is anything wrong with Moscow.
94. Moscow is a great family environment, but it is time I move on to another place and experience life elsewhere.
95. I don't think it is a question of keeping the same ones (young people after graduation), but rather encouraging a closer connection between the U of I and downtown Moscow so that youthful population is included in Moscow's community outside of just using the bars downtown. An increase in community activities such as Ren Fair or Rendezvous in the Park are great ways to encourage community involvement.
96. Moscow is a nice comfy town.
97. Moscow is not as cool as a lot of other places. It's Moscow, there's just not a lot of things to do here. There's a lot of great people but its just lacking in things to do.
98. I don't know if I could stay in Moscow. Once I graduate from the university there aren't many jobs and homes are expensive.

99. Moscow doesn't offer a lot of fun stuff to do. It's really not a touristy town that people would want to visit for the heck of it.
100. I want to move to a big city with a lot more diversity and culture.
101. I prefer bigger cities but it is still a great town.
102. I have always lived in Moscow. It would be weird to move away. I like the community.
103. The most important quality of a good place to live is feeling safe and the feeling you know everyone.
104. I feel very comfortable and at home here. There are many opportunities connected to the university, friendly people, a gorgeous atmosphere, and Moscow is just overall a good place.
105. To keep young people after graduation, Moscow should offer many opportunities that are usually easier to find in big cities. If you offer those same things, people are more likely to stay.
106. I want to go elsewhere for college and travel but I would not mind living here at some point after college.
107. I really like Moscow for its peacefulness and safety but I would like to see more opportunities for kids and community members.
108. I want to experience a new area and culture. I want to get out for a while, but I would come back to raise my own family.
109. There are some good things about Moscow, but not enough.
110. Moscow is just a small town and its too cold. I want to go somewhere with no snow.
111. Moscow is ok. It's similar to Pleasantville where everyone knows each other and says hi to strangers but that's its problem.
112. I plan to live in Moscow throughout college, but after that I want to go someplace else.
113. There really isn't much to do here and you have to drive a ways to do something fun. But Moscow isn't a Troy or Bovile, which is good.
114. After high school, I'll probably go to college someplace else. I like living in Moscow, but I want to be an archeologist, so there's not much of a need for that here.
115. I do not want to live in Moscow after I graduate but I am because the U of I is so cheap and my parents are paying for it.
116. To keep young people in Moscow after graduation, everything pretty much needs to be bigger and better. The mall, the pool, etc.
117. I want to stay in Moscow because I can ride my bike to work and school.
118. (Do you want to continue to live in Moscow?) Yes, eventually. I'd like to see the world first and then come back if there is no other place I'd like.
119. Moscow is very cool. "Cool" is only what you make it. A city or town is only boring when you lack imagination.
120. I COULD stay in Moscow, but I don't want to.
121. Moscow is a nice town to grow up in, but maybe it's not the most exciting.

122. The bike trails are awesome but our theaters suck and there are not enough good places to go out to eat. Moscow also doesn't have many good stores like the "Gap". Not enough parking downtown. It is one of the most beautiful cities I've ever seen, though.
123. I am going to go to the U of I and Moscow is a nice place. I want to live here for a little while at least.
124. I enjoy the atmosphere; the people are nice and the area is generally friendly and relaxing.
125. A good place to live includes opportunities for jobs as well as fun. A full social life is just as important to me as a comfortable private life.
126. I prefer a city of large population and size. The small town of Moscow is comfortable, even enjoyable, but does not in my opinion afford enough opportunities for graduates, either of high school or college.
127. I love Moscow and definitely want to live in a place like it but I would like to move away to try living completely on my own and independently, to experience something new. Moscow is certainly a place I might come back to when I am ready to settle down.
128. Moscow is a wonderful and safe city with a fair number of options or at least surrounding it. I could be happy here.
129. I don't think of Moscow as "cool" – its more of an all around pleasant place and I care more about that than how cool it is or isn't.
130. Moscow is a wonderful place for children but not as fun for teens.
131. (Do you want to continue to live in Moscow?) Sadly, I have to!
132. In order to keep its youth population after graduation, Moscow should expand and cease giving the youth such strange surveys.
133. I will probably end up attending the University of Idaho and Moscow is not such a bad place to live. Its quiet and safe, the climate is nice, it is a little small but there are large cities close by. There is also a lot of outdoor recreation right out your back door.
134. Moscow is way too tiny to be considered anywhere close to cool even though we have a university.
135. Our mall is tiny!
136. To keep its youth population after graduation the community could provide a way for more students to get into/pay for the University. Be active and come the high school and show the students scholarships that will make a lot more students want to stay and go to the U of I.
137. (To keep its youth population after graduation, Moscow should...)) I don't know, its free will if they want to stay or go. Maybe some kind of reward system for staying home, like lower taxes.
138. If I go to university here, I'll live here. When I'm old I may retire here.
139. A good place to live has walkability. More like a European city that is centered on people and not cars.
140. To keep its youth population after graduation, Moscow could open walkways up so it is cool to be able to walk downtown on the large

- sidewalks. Solar panels – becoming a green city (or greener); green roofs would be cool and attract attention.
141. There is nothing keeping me from staying other than my desire to leave.
  142. Moscow is fine but I imagine there are more exciting places out there.
  143. I want to experience a different part of the world to help me grow as a person.
  144. I feel there are definitely things about Moscow that could be improved (public transportation for one thing.)
  145. In order to keep its youth population after graduation, Moscow should have more social opportunities – more dance halls, fairs, etc. and make living here more convenient – public transportation, cheaper living quarters.
  146. I am going to college in Moscow because of the security it provides and because it is close to family and friends.
  147. Moscow has a lot of cool places and things but there is always room for improvement.
  148. Moscow is not a bad place at all. Good people, good location for outdoor sports.
  149. I love Moscow. It's the city I grew up in and it's just the right size. If I didn't want to go out and see the world, I'd stay right here.
  150. Moscow is very cool. I just love the feel of Moscow.
  151. The most important quality that makes a good place to live is culture.
  152. In order to keep its youth population after graduation, Moscow should do is to bring in some more of the rest of the world. We are pretty accepting people and I think we would all enjoy some new attractions and museums. The second thing I would do is to hype up jobs at the U of I. I don't know anyone who is interesting in working there.
  153. I need to live in an area with more cultural diversity and a greater range of opportunities.
  154. In order to keep its youth population after graduation, Moscow should consider ....shackles.
  155. I like it here. Its home. I want to stick around.
  156. I don't want to stay in Moscow. I would like to see the world. I've been in Moscow 18 years and I should probably learn how to drive in big cities shouldn't I?
  157. I've been here 17 years and don't want to attend UI. But I may eventually come back, who knows? It's a great place to raise a family for sure.
  158. I think Moscow's cool for its size much more cultural opportunity here than other towns this size.
  159. I like Moscow's mobility, I mean without a car.
  160. I want to live here because its safe and not big but I want to move so I can experience new things and have something to do.

161. I really don't care if I do or don't (stay in Moscow after graduation). I guess Moscow isn't that bad of a place.
162. If Moscow were an ice cream flavor, it would be vanilla. Not bad but not great.
163. In order to keep its youth population after graduation, Moscow should have a better mall and elephants.
164. I feel I need to branch out and go somewhere new so that I can most fully grow as a person. I would be fine with coming back to raise a family.
165. In my opinion Moscow is a very cool city because the university keeps the town young and open to change.
166. I don't know what I am going to do after I graduate but I wouldn't mind living in Moscow.
167. I want to go to a better town where there are things to do, better pay and more job opportunities. Maybe I would come back when I have kids.
168. Moscow is not as cool as a lot of other places because its not big enough.
169. Gotta get out of this town. Same people, same town.
170. Moscow isn't really average, its more artsy than most towns, but there still could be more to do.
171. My parents live here and it isn't all that bad.
172. I am tired of the small size and the slow moving atmosphere.
173. I like it here. It's a good place to grow up.



The following is the general survey used to elicit these responses.

The purpose of this survey is to ask your opinion about aspects of the quality of life in Moscow, Idaho and to gather information that will help this community meet the challenges of the 21<sup>st</sup> century. You will also be asked a few general questions about the kind of place you will want to live in when you graduate from high school or college. We appreciate your assistance and ask for your honest opinions. No personally identifiable information will be requested **except for your first name and age ONLY.**

**First Name:** \_\_\_\_\_ **Age:** \_\_\_\_\_

In thinking about the city of Moscow, Idaho, please answer the following questions.

1) How would you rate the availability of activities and social opportunities for young people in Moscow?

- A great variety of activities and social opportunities.
- A fair variety of things to do.
- Just an average number of things to do.
- Moscow doesn't really offer very many activities for me.
- There is nothing to do in Moscow.

2) How safe do you feel in Moscow?

- No worries. I'm safe.
- Fairly safe.
- A little scared sometimes.
- Very unsafe.
- Safety isn't something that I think about at all.

(3) When you graduate, do you want to continue to live in Moscow?

- Yes.
- No.

Explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(4) When you graduate, COULD you stay in Moscow?

- Yes.
- No.

Explain:

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(5) If someone from outside Moscow asked you “Do you live in a ‘cool’ city, how would you answer?”

- Very cool.
- Cool, but could be better.
- Not as cool as a lot of other places.
- Not cool at all.

Explain:

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(6) What is the most important quality of a “good place” for you to live?

Explain:

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(7) What are 2 things that the city of Moscow must do in order to keep its youth population after graduation?

Explain:

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Thank you for your time in answering our questions. We appreciate your time.