A revised and updated version of the *First Impressions* program developed by Andrew Lewis and James Schneider, 1991
This program was first developed by Andrew Lewis and James Schneider in 1991. It was revised in 2002 by Andrew Lewis with further revisions in 2007. This guide booklet format was developed by the Ministry of Municipal Affairs and Housing Rural Development Division, Ontario, Canada, in 2004. Questions about the program should be directed to:

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Mamma always said, “Put two half wits together and you might get one good idea.” Of course, as I reflect back on the development of the First Impressions program, Mamma was right again. This community improvement program, which emerged in 1991, was a compilation of ideas, experiences and thoughts of two people who focused on improving the communities of Grant County Wisconsin. At the time, James Schneider was serving as the Grant County Economic Development Corporation Executive Director. I (Andy Lewis) was serving as the Community Development Educator for the Grant County University of Wisconsin Extension office. The First Impressions instrument was intended to be a “Seeing Eye dog” of sorts for communities that sometimes had a difficult time being objective about their surroundings. Our theory was that we often have difficulties in viewing our communities as others see us (customers, visitors, potential residents, and potential businesses.). Our views are skewed by over familiarization, lack of differing perspectives and expectations, and a reluctance to be completely honest with our neighbors when dealing with difficult issues (i.e. the appearance of buildings, customer service, and maintenance of public facilities).

Having the benefit of viewing how the program has been used over the last fifteen years, it seemed appropriate to do another update. More importantly, I thought it was time to apply some of the lessons learned regarding this program and make some modifications. This section of the site coordinator’s guide explains the origin and theory that went into the development of the program and reflects on the uses and adaptations of the program. Please skip to page 6 if you simply want to start with the “how to” section of this guide.

The issue we were trying to address was the way in which visitors perceived our communities. The issue might be the appearance of storefronts on Main Street, or rundown housing, poor signage, or the lack of customer service. James and I both wanted to develop an assessment tool that could be used to clean the rose colored glasses many of us wear. We believed our communities needed an accurate and honest picture of the present before they could visualize the future. First Impressions provided an unbiased and unique perspective. Too often communities attempt to make improvements with little outside evaluation. This approach often overlooks real problems and opportunities.

We both had a different collection of experiences that led us to being interested in developing this evaluation instrument. I would like to share three experiences that influenced my input into the product. I think these reflections might be beneficial to others who might not understand the logic beyond the tool.

I recall specifically a story James shared with me over a beverage of Wisconsin origin. James was frustrated that he had spent months gathering data, reports, and proposals in response to a business that was considering a location within the borders of the County. After forwarding information that put the finest spin on this particular community, the business decided to send a visitation team to the community. And guess what? They did not come with buttons identifying themselves as a business planning to invest money in the community and create jobs that were badly needed. They did not send a professional to evaluate the merits of the community. They did not stop by to visit the local economic development coordinator or mayor. They stopped by the café, the taverns, hardware stores and Main Street to talk to the average citizens of the community. When the CEO shared his reasons...
for not coming to the County, he shared a story about a resident he met in the tavern. When he asked the man sitting at the bar stool next to him where he worked, he responded, "##@@ Widgets." When he asked him why he was not at work, it turned out there was a reason he was sitting rather than standing. His reply was, "I was drunk yesterday...drunk today...and I'll probably be drunk again tomorrow." The lesson, of course, was the County could hire all the top-notch economic development professionals they wanted, but everyone in the community has an impact on its development. It is the age-old marketing lesson – "Everyone needs to be a part of the marketing department." In addition, the factors that influence a location decision may not be from the top ten lists of factors known to be influential.

A second event that had a profound impact on me was a tour I arranged for the City of Platteville, Wisconsin. The City was concerned about a proposed road bypass of the city on Highway 151 (The only major road connecting Madison, Wisconsin and Dubuque, Iowa). From my experience, I knew there were communities that had successfully dealt with these kinds of issues, so I called up my colleague Dennis Domack in Dane County Wisconsin. Dennis arranged for visits with the community leaders in Mt. Horeb, Wisconsin and Edgerton, Wisconsin. We packed up a van full of government officials, businesspersons and volunteers from Platteville to go visit with their counterparts in Cambridge and Mt. Horeb. The impact was significant. I was amazed at how easily suggestions were shared and accepted by the Platteville team after hearing their peers explain how they had dealt with community issues. Just as important, our team learned a lot about the successes and failures of these two communities... many of which had nothing to do with a highway bypass.

The third experience I had was the discovery of a set of slides from Lancaster, Wisconsin and Darlington, Wisconsin that were left by my predecessor Dave Muench. When I called Dave (Now retired after serving as the UWEX Community Development educator in Outagamie County Wisconsin), he explained that these slides were the result of a project completed by himself and the neighboring Lafayette County UWEX Community Development educator Bruce Dennis. Bruce had come to Lancaster to take pictures of the highlights and lowlights of Lancaster while Dave did the same in Darlington, Wisconsin. These slides were later shared with each community at a group forum. Despite the power of these images, Dave and Bruce took a beating for being the bearers of bad news. It was the age old case of "shooting the messenger." Some people focused on the criticism from "local experts" and were distracted from thinking about the successes and potential solutions to problems.

Obviously, as community-based educators, Dave and Bruce might have been more effective in addressing the problems of the community if they had not been forced to identify the issues that needed to be addressed. Secondly, I am convinced written records and photographic images can be helpful in celebrating success. Communities often change slowly and change often goes unrecognized. Communities need to take stock in that change and they need tools to help them recall what has changed over time. The images captured by Dave and Bruce proved to be a real asset for a downtown retreat James and I coordinated for the City of Lancaster in 1993 (About ten years after the photographic exchange project). The slides were invaluable as a tool to illustrate change that had taken place in the community. The community had forgotten how much positive change had been implemented. They had also forgotten about a few problems that continued to go unaddressed.

James Schneider and I had no expectations for expanding the program beyond the boundaries of this rural southwestern Wisconsin County, but the program has been widely recognized and utilized across the U.S. and Canada. Fennimore, Wisconsin was our first guinea pig to test the instrument on April 15, 1991.
We ventured across the mighty Mississippi to visit Bellevue, Iowa – a community relatively close but unfamiliar to many in the group. When I left Grant County in 1995, we had accumulated a list of over 150 communities that had utilized the First Impressions program. In addition, others recognized the value of peer exchanges and experiential learning and asked me to create similar assessment tools for our own County Extension offices (April 1994), County Fairs (Introduced the tool at the State Fair Convention in Milwaukee, January, 1994), State Parks (In cooperation with Allison Beach and Bruce Chevis, Wisconsin Department of Natural Resources, March, 1995) and Wisconsin's Heritage Tourism regions (In cooperation with Sharon Folcey, Division of Tourism, 1995). I believe Mike Jones, while serving as the UWEX Community Development educator in Green County Wisconsin, used a similar instrument to evaluate individual businesses. Community Resource Development faculty members, Beverly Stencel and John Preissing, used a similar approach for evaluating resorts in Washburn and Burnett Counties (May, 1997). To follow-up on the work of Professors Stencel and Preissing, I did a further revision of “Resort Impressions” in 2006 to provide some assistance to a fishing lodge in Ontario, Canada. Just recently, Sarah Burgert, UWEX Community Resource Development Educator in Green County Wisconsin suggested a version for community festivals.
Method

The assessment tool that was developed in 1991 was simple and inexpensive and yet powerful in terms of its impact on communities. Volunteers from two somewhat similar communities (size, location, county seat, etc.) agree to do unannounced exchange visits and then report on their findings. Participants became “secret shoppers” for the day to discover what they could about their sister city. They followed procedures and reporting guidelines provided in a fully developed guide and copied for each participant. Our intent was to develop a guide that would insure the evaluations and reports were thorough and somewhat uniform and would minimize the training of volunteers. We theorized that anyone could become a shopper if they knew what they were shopping for.

Since 1991, hundreds of communities have used the program or revised versions of the program. In addition, the program is being used in Ontario and Saskatchewan, Canada. We have always shared the program as a free resource with two basic stipulations: send us copies of the final report and credit the authors. This wasn't ego driven – we simply wanted to have the opportunity to go back and evaluate the effectiveness of the program, and learn from what others were doing with the program. The fact of the matter is that we have not received reports from all communities and some organizations have made significant modifications to the program and didn't feel the need to credit the origins of the program.

First Impressions Update

It has now been over fifteen years since the program began. There have been many changes since then that are impacting communities. For example, while the lack of automated teller machines in small communities was an issue back in 1991, I have discovered other significant changes that need to be examined. The telecommunications infrastructure is clearly more significant today as is the ethnic diversity, marketing tools like the web, cell towers, urban sprawl, school capacity etc.

Secondly, one of the benefits of sharing the program with others is that I have been able to learn from the experiences of other regions using the program. Just as two minds worked better in the development of the first program, these experiences have helped me think about new improvements to the program. It seemed like a good time to go back and make major revisions to the program based on what I had seen in final reports and the adaptations made by others. Frankly, it was also time to professionalize the look of the materials. This is after all a program that evaluates “first impressions.”

The use of photography is something that James and I talked about including in the original version of the tool. We even talked about trying to find a corporate sponsor like Eastman Kodak to underwrite the program and donate disposable cameras. We opted not to include photography because we felt that this might identify the visiting team. We wanted to retain the “secret shopper” concept because we knew that people would put on their best face for the First Impressions team knowing that they were being evaluated. Well, for anyone who has lived in a small community, you know that people will start to wonder what is going on the moment a team of 5-6 strangers start snapping pictures of welcome signs, the village hall, street signs, and the cracks in the sidewalk. The events of September 11, 2001 have also changed the way law enforcement views strangers in a small town. This past year I know of one team member who was quizzed by a local police officer about why he was taking pictures of city hall. When I visited that same community taking pictures, it seemed like I constantly had a police officer in the rear view mirror.
However, good photography is essential for communicating comments regarding the community. Particularly given the variations in the quality of written comments by various visiting teams. I would simply recommend that in small communities, pictures should be taken after the visit has been nearly completed, but before leaving town. The new team members guide booklet includes a “photo log” for keeping notes on photos taken or images that need to be captured.

What about residents who may be putting their best foot forward in welcoming what might be the visiting team? I recall a resident in Fennimore, Wisconsin calling to say they just talked with someone who they thought was a First Impressions team member. The visitor was inquiring about starting a candy store in the city. Turns out this was a real prospect... What kind of treatment do you think they got?

Finally, because of the way this program originated, there was never any statewide support for the program. While the program began as a county-based program, other state Extension services in Illinois, West Virginia, Kansas State, Ohio State and others developed coordination for similar programs at the state level. This version of First Impressions attempts to integrate lessons learned and hopefully looks a little more professional than the original assessment tool. In addition, I have developed a web site with links to final reports and other resources. This version of the program offers two options for using the First Impressions program, one of which offers some coordination and professional assistance from the UWEX Center for Community and Economic Development.

While James and I often integrated the findings of First Impressions reports into community forums, we did not provide any specific recommendations on how the final reports should be acted upon. The University of Illinois Extension’s “Community Swap” program does a better job of offering tools for follow-up, as did the second version of this program in Wisconsin. Communities do need some suggested structure for following up on the results from First Impressions. This is one of the most useful modifications added to this version of the tool.

If you have any comments or experiences you would like to share with the author, please forward them to me. I would also ask that you send me copies of any final reports should you choose to use this instrument (or send me past reports using the old instrument or revised versions). If you could send me the completed reports in an electronic form as either a Word or Adobe Acrobat pdf file...that would be preferred. All final reports will be posted in a section of the Center for Community and Economic Development web site at: http://www.uwex.edu/ces/cced/communities/firstimpressions/index.cfm

Finally, I would like to thank my colleagues who have used the First Impressions program and shared their thoughts and suggestions with me. A special thanks to Will Andresen and Chuck Law for their review of these revised materials. In particular, I would like to thank Clare Wasteneys who has modified the program for use in Ontario Canada. The Ministry of Agriculture, Food and Rural Affairs developed a “pocket sized” guide for use by team members. Their format has been adopted in this version of the First Impressions Program. In addition, the Ontario model had a “rating scale” that was adopted in this version. I was reluctant to add a rating scale because I was concerned participants might easily select a “score” without taking the time to provide the written comments I thought would be more helpful. However, I have come to realize that if the visitation teams are as diverse as they need to be, participants often have different perspectives. While the written comments summarized in the final report hopefully capture these opinions, I am hopeful that an average score and range of scores will do a better job of capturing diverse opinions. These scores are intended to compare progress over time (between exchanges), or even between communities unless the visiting team members were the same.
Evaluating a Community’s Readiness to Participate in the Program

• **The Level of Commitment.** Frankly, if a community is unable to recruit a team of 5-6 volunteers to commit a day to conduct a community visit and another 1/2 day to planning and conducting a “town meeting” to discuss the results, they are probably not ready for any type of community development initiative. First Impressions is a good starting point for communities that sense they need to address community issues influencing the community’s ability to attract visitors, potential businesses, and potential residents. First Impressions is an excellent tool for communities that have done an extensive objective analysis of the community but lack an external or subjective evaluation of the community (i.e. Some type of Community Economic Analysis involving data analysis and comparisons with comparable communities. For more information on the CEA process see: http://www.ncrcrd.iastate.edu/pubs/contents/rrd186-readonly.pdf).

• **Follow-up.** Just doing a First Impression’s exchange will have little impact unless some thought is given to how the results will be shared with the broader community. While there are numerous ways to do this, we have had good success with sharing results at “town meetings.” This typically means sharing what the visitation team saw in the community they visited as well as the impressions of the visiting team. This can be done as a presentation with images that illustrate observations made in the final report. This is best followed-up with some type of action planning – getting groups of individuals to commit some time to address specific issues raised in the report. If the community has a long track record of participating in community development programs or plans with little follow-up, this may not be the appropriate program. On the other hand, if the local media is involved and informed of the results, it will be difficult for the community to simply ignore the final report.

• **Site Coordinator.** Someone has to be willing to organize the exchange, pursue a willing exchange community, and make sure the final report is compiled, delivered, and presented by an agreed upon date.

• **Accepting of Constructive Criticism.** First Impressions provides a community with an honest appraisal of their community, as seen through the eyes of a visitor. This means the final report will offer a fair amount of constructive criticism (along with praise). A community which has already received a fair amount of criticism from the community, leaders, or media, may not be ready for a First Impressions exchange.

Getting a Commitment from Your Community

If you think First Impressions would be a good fit for your community, you will still need to garner support for the idea. You can find a number of marketing materials on the First Impressions web site to help you with this task: http://www.uwex.edu/ces/cced/communities/firstimpressions/fimarketing.cfm

This section includes some short videos and a sample PowerPoint presentation providing an overview of the program.
Responsibilities of the Site Coordinator

Realistically, your time commitment will be about three days. You will need to:

- Recruit a “sister city” willing to do an exchange with your community. Use the Exchange Commitment Form (found in Appendix B of this guide) to solidify a commitment to a timeline for completing the exchange.
- Recruit a team of 5-6 volunteers from your community who are willing to conduct a community visit.
- Participate in the community visit.
- Provide a brief orientation for your team members.
- Collect comments and photos from team members (recorded in the Team Member Guide Booklet), and compile the final report using the template in this manual (found in Appendix A of this guide).
- Coordinate a community event where you can share the final report with your community and begin planning for action. You will also need to present the finding’s of your report to the exchange community. This is typically done as a “Town Meeting” using a PowerPoint presentation with key photos and comments. You could choose to present your findings to the other community, or agree to each handle the local presentation. Simply clarify this role using the exchange commitment form found in this guide. Obviously, a visiting team member would have an easier time interpreting the comments in the final report. Don’t forget to publicize your event through media releases and invitations!

How To Arrange a First Impressions Exchange

Option 1:
Contact Professor Andy Lewis at the University of Wisconsin Extension, Center for Community and Economic Development and request a copy of the users guide and answer questions as you organize your own programs (please see contact information on the table of contents page). All of the print materials you will need are available free of charge on the web as electronic downloads (Site Coordinators Guide, Exchange Team Member’s Guide Booklet, and Report Template). If you need hard copies of the materials, there is modest fee. See: http://www.uwex.edu/ces/cced/communities/firstimpressions/usersguide.cfm

To access the free Site Coordinator’s Guide and Team Member Guide Booklet, you will need to provide us contact information in order to receive download instructions. Communities may use these materials free of charge, but you must send a copy of your final reports to Andy Lewis (see contact information on the table of contents page). All reports will be posted on the CCED web site (http://www.uwex.edu/ces/cced/communities/firstimpressions/finalreports.cfm). We would prefer the final reports in electronic format (i.e. e-mailed) but we will also accept print copies.

If you need help in identifying a community with comparable characteristics you might consider contacting your County U.W. Extension office, local economic development corporation, Chamber of Commerce, Main Street Coordinator, or Business Improvement District manager to request assistance. You should select a community that is far enough away so your team won’t be totally familiar with
it, but close enough to make this a one day trip (Overnight trips can be great too, but not everyone can spare the time). Remember, there are no perfect matches, just similar. Think about some of the characteristics that impact your community when making a selection:

- County Seat or location of State government
- Miles from a major Interstate
- Miles from a major urban area
- Unique geological/natural feature (i.e. river, mountain range, lakes)
- Population
- Major industries/employers
- Specific community issues that are currently impacting your community that another community may also be facing (i.e. a road by-pass)?

Option 2 (Wisconsin Only):
We provide one or more faculty members from the Center for Community and Economic Development to participate along with volunteer community members in a First Impressions exchange. We will provide copies of the team member guide booklet, and collate the reports from each visitor into a single report, provide a master copy to the community, and post the final report on the CCED web site. This summary report will include a brief economic/demographic profile of each of the participating communities. We will provide photos and be available for an oral presentation of the results to a community group interested in responding to the recommendations in the report. We will also prepare summary news releases for the community. Communities choosing this option are asked to pay $2,000 to help us cover our costs for assisting with the program.

Selecting Your Exchange Team

You will need to recruit 5-6 people (or more) from your community who are willing to commit a day to conducting a community visit. Who doesn't like doing this? Plan to make the visit together as a group (car pool). It makes for a more enjoyable experience and helps to ensure a better end result as well. Be clear about your expectations when recruiting volunteers:

- You are asking them to commit a day to conduct the visit. Tell them where you will be going and the approximate time frame for completing the visit as a team.
- You will expect them to keep detailed notes in a guide provided to them. Their comments will be collected at the end of the day and will provide the content for the final report. At least two of your members will need to bring a camera (preferably a digital camera).
- Be clear about who will be responsible for providing transportation. If you expect volunteers to pay for their own gas, meals and purchases, simply communicate this. Obviously, it would be easier to recruit volunteers if out of pocket expenses are covered. Some communities have taken this a step further. If you can find a community sponsor, consider providing a small amount of cash for shopping to facilitate the visitation of businesses. Purchases might actually be offered as prizes to the businesses in either community that get high customer service reviews. These might be handed out at the community presentation where you will share the results of your report with the community.
Try for as much diversity as possible. Remember the rest of the world may not look like you! Work for a mix in terms of the typical diversity issues: age, occupation, sex, income, and the number of years as a community resident. If at all possible, try to include a youth member.

**Orientation**

Remember, while "expert" opinions may be beneficial, each person's opinion is valid and important. It is strongly recommended the team get together in advance to review the Exchange Team Member's Guide Booklet, ask questions, and review information materials received from the community (See the next section titled, "Prior to your visit"). Simply organize your team to meet over coffee, and provide them an overview of how the visit will be conducted. Clarify who will be requesting information from the community ahead of time, who will be compiling the final report (this is likely to be you the site coordinator!), and identify a volunteer willing to make a public presentation of your report to the community you will be visiting. Provide some instructions on how team member are to record their thoughts and observations in the guide booklet (See the “tips” section in the Exchange Team Member's Guide Booklet). You will also want to assign some of the role playing questions covered on page 55 of the Exchange Team Members Guide Booklet. Finally, decide who will be taking pictures during the visit. Multiple cameras would be helpful.

**Prior to Your Visit**

If you were thinking about moving to a new community, visiting a community as a tourist, or doing business in that community, what would you likely do before visiting? Request information from the appropriate organizations prior to your visit through a direct mail request, phone call and web search. You might want to consider calling the village/city hall, the Chamber of Commerce, Economic Development Corporation, as well as some of the state agencies that should be able to provide contact information. In Wisconsin, consider contacting: The Wisconsin Department of Tourism (http://www.travelwisconsin.com, 1-800-432-8747), The Wisconsin Department of Commerce (i.e. Contact the area development manager listed at: http://www.commerce.state.wi.us/MT/MT-FAX-0901.html). Similar state agencies should exist in the other states. This task could be assigned to a member of the volunteer visitation team (Page 5 of the Team Member Guide Booklet). This information will assist you with your visit. If you are visiting a larger community, you may want to divide up some of the visits between team members. Before you begin your First Impressions visit, there are some things you should know about the program...

**Purpose**

To help a community learn about existing strengths and weaknesses as seen through the eyes of the first time visitor. The program also provides a structured opportunity to learn about the strengths and weaknesses of other similar communities. The results from a First Impressions visit can serve as the basis for community action. The final report and photo's can also be used as a means of documenting change within the community over time.
### The Visit

Plan to arrive in the exchange community in the morning. Team members can again review the guide during the trip and reconfirm who will be “team mates” for the visit. Think about dividing into a driving team and walking team with that role being reversed in the middle of the visit. Decide who will target the various stops in town (more than one team can visit, but be sure to cover all of the “community indicators” in the guide). Develop a story to explain your visit. You get to be an actor for the day! This is like the “secret shopper” concept – you don’t want to be treated any differently than the real visitor. You might consider being a person trying to locate property in the area, interviewing for a job in a neighboring community, or just traveling through and decided to explore (i.e. “looking for a reason to vacation here next summer”). See the role playing questions on page 55 of the Exchange Team Member’s Guide Booklet.

### The Report

Once you have completed the visit, you will need to complete a single composite report summarizing the comments from your entire team with photos from the visit. Each member of the visitation team should complete their report (preferably on the day of the visit!) and return their responses (guide booklet with written comments) to the site coordinator by the date promised in the site commitment form. Photos from team members will also need to be collected. This final report should include:

- A cover letter that provides a profile of your visitation team, the weather on the day of your visit, the date the visit took place, the amount of time spent in the community, a general summary of the visit, a thank-you for participating in the exchange, and contact information for the contact person in your group.

- Each member of the team should use the team member guide booklet to summarize his or her comments. These guide booklets with comments from team members will serve as the basis for the summary report. Coaching your team on how to avoid “yes/no” answers and instead provide descriptive suggestions and constructive criticism will assist in the preparation of the final report.

- As soon as you receive the final report from the other community (but not before you have sent your final report to the exchange community), you should then make copies and distribute them in the following order after you have set a date for a Town Meeting (See below):
  - Site Coordinator
  - City/Village officials
  - Media
  - General public

Remember, not everyone enjoys surprises.

- Send a copy of your final report to Andy Lewis (See table of contents page for contact information).

### Community Action: Conducting a Town Meeting

While we hope you had fun on your visit and learned something about how you might improve your community, this exercise only becomes meaningful if you begin to act upon what you have learned.
We would urge you to host a “Town Meeting” or public forum to share what was learned. This public forum is an opportunity to reflect on the final report received from the exchange community, lessons you may have learned from your visit, and begin to focus on whether or not there are any actions that could be taken to address potential problems in the community.

This forum would be most useful if you combine slides (images from the community) with comments from the final report. If you selected “Option #2” for this program, this presentation will be coordinated by the Center for Community and Economic Development. If you selected to coordinate this program locally, each coordinator will have to agree to make a public presentation to the community they visited (Or agree to do that themselves based on the final report and images from the other visitation team). The Extension Service in Illinois has actually coordinated some regional forums in which multiple communities shared their experiences and findings.

In preparation for this public meeting, you should plan on having copies of the final report available along with news releases and photos for the media (don’t forget to extend an invitation to the media!). Your committee should review the final report prior to the meeting and prepare a list of points that could be addressed by some form of community action.

### Possible Agenda

1. Welcome and introduction to the First Impressions Program (Who, What, When, Where, and How).

2. Distribution of final report from the exchange community (Make note of the availability of press releases for the media).

3. Review of major points found in the final report. These points should be covered along with images from the community (This list should be formulated with input from the group of volunteers who participated in the exchange. You might want to have this list as a handout).

4. Review of things learned from the exchange community visit (What did you see and learn from your visit to the other community?).

5. Action Planning session. Break up into small groups to begin addressing some of the issues found in the final report. If you are interested in a template for beginning to think about addressing issues, consider using the following example:

**Action Plans:**

Use the following format to begin formulating an action plan that would address a deficiency or build upon an asset that was identified in your final report.

<table>
<thead>
<tr>
<th>Comment/Suggestion</th>
<th>Done?</th>
<th>Needs Improvement?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Consider additional park facilities</td>
<td>✔</td>
<td>None/NA</td>
</tr>
</tbody>
</table>

Take some time to analyze the major recommendations, suggestions, and comments. In this example, you may in fact have park facilities, and the visitation team was unable to locate them. In this instance, you might want to consider changing the indicator to read, “Provide more
information and directional signing for the community park facilities.” If the small group agrees that more park facilities or needed, the action planning process might proceed as follows:

**Indicator: The community lacks public park facilities**

<table>
<thead>
<tr>
<th>Task</th>
<th>Time Line</th>
<th>Who</th>
<th>Will Do What</th>
<th>Evaluation Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task #1</td>
<td>7 days</td>
<td>Jim (Chamber of Commerce President)</td>
<td>Will call the City Parks Committee chair to explore plans for park improvements</td>
<td>Call made within the week</td>
</tr>
<tr>
<td>Task #2</td>
<td>30 days</td>
<td>Jim and interested citizens</td>
<td>Meet with the Parks Committee to explore plans for lack of plans for park expansion</td>
<td>Participation in Parks Committee meeting</td>
</tr>
<tr>
<td>Task #3</td>
<td>90 days</td>
<td>Jim and interested citizens</td>
<td>Begin to explore recreational needs assessments that have already been done (i.e., formal recreation plans conducted by the community or local planning agency)</td>
<td>Reports reviewed</td>
</tr>
<tr>
<td>Task #4</td>
<td>3 months</td>
<td>Parks Committee</td>
<td>Conduct additional recreational needs assessment survey in the community if needed</td>
<td>Survey completed</td>
</tr>
<tr>
<td>Task #5</td>
<td>6 months</td>
<td>Parks Committee</td>
<td>Determine costs of resources and/or public access locations</td>
<td>Estimates developed</td>
</tr>
<tr>
<td>Task #6</td>
<td>9 months</td>
<td>Parks Committee</td>
<td>Investigate potential funding sources and funding alternatives</td>
<td>Alternative funding sources investigated</td>
</tr>
<tr>
<td>Task #7</td>
<td>12 months</td>
<td>Parks Committee</td>
<td>Recommendations for park improvements</td>
<td>Recommendations are forwarded</td>
</tr>
</tbody>
</table>

6. Establish a follow-up meeting date to track progress.

7. Report results from the meeting to the local media and invite additional public participation in the solutions.

8. Consider additional educational programs that might address some of the deficiencies or assets identified as a result of the First Impressions program. Obvious topics might include: Customer Service, Downtown Business Improvement Districts, The Main Street Program, Building organizational capacity within existing community based organizations (Economic Development Corporations, Chambers of Commerce, Civic Groups), or a Community Economic Analysis program that would provide some objective analysis of the community that would compliment the subjective feedback from First Impressions.
Appendix A

Template to be used for Final Report (also available on the web as a Microsoft Word Document at: http://www.uwex.edu/ces/cced/communities/firstimpressions)

FIRST IMPRESSIONS:
A Program for Community Assessment & Improvement

Community Visited: _______________________________________________________

Date of Visit: ___________________________________________________________

Visit Completed by (community): ___________________________________________

(Insert appropriate picture of community here)

This program was first developed by Andrew Lewis and James Schneider in 1991. It was revised in 2002 by Andrew Lewis with further revisions in 2007. This guide booklet format was developed by the Ministry of Municipal Affairs and Housing Rural Development Division, Ontario, Canada, in 2004. Questions about the program should be directed to:

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University of Wisconsin Extension
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Madison, WI 53703-1104
andy.lewis@uwex.edu
www.uwex.edu/ces/cced
(608) 263-1432

Graphic Designer: Donna Anderson,
Distance Education/Digital Media Unit, UW-Extension
## Table of Contents

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visiting Team Member Info Sheet</td>
<td>1</td>
</tr>
<tr>
<td>Prior To Your Visit</td>
<td>5</td>
</tr>
<tr>
<td>The Five Minute Impression</td>
<td>7</td>
</tr>
<tr>
<td>Community Entrances</td>
<td>9</td>
</tr>
<tr>
<td>Housing and Residential Areas</td>
<td>13</td>
</tr>
<tr>
<td>Education, Health, Social and Emergency Services</td>
<td>17</td>
</tr>
<tr>
<td>Local Economy</td>
<td>23</td>
</tr>
<tr>
<td>Government/Public Services</td>
<td>43</td>
</tr>
<tr>
<td>Recreation, Faith, Culture and Heritage</td>
<td>49</td>
</tr>
<tr>
<td>General Observations</td>
<td>55</td>
</tr>
<tr>
<td>Information from Community Residents</td>
<td>57</td>
</tr>
<tr>
<td>Wrap-up</td>
<td>61</td>
</tr>
<tr>
<td>First Impressions Community Exchange Photo Log</td>
<td>65</td>
</tr>
</tbody>
</table>
Community You Visited (City and State): __________________________________________

Visitation Team Profile:

Name1: ______________________________________________________________________
Age: _________ Gender: _________ Occupation: ______________________________________

Name2: ______________________________________________________________________
Age: _________ Gender: _________ Occupation: ______________________________________

Name3: ______________________________________________________________________
Age: _________ Gender: _________ Occupation: ______________________________________

Name4: ______________________________________________________________________
Age: _________ Gender: _________ Occupation: ______________________________________

Name5: ______________________________________________________________________
Age: _________ Gender: _________ Occupation: ______________________________________

Name6: ______________________________________________________________________
Age: _________ Gender: _________ Occupation: ______________________________________

Date of visit and time spent: ______________________________________________________

Weather on date of visit: _________________________________________________________
Prior To Your Visit

What is your impression of the community before your upcoming visit? What are you expecting to see? Please comment on what you know about this community.

For Visiting Team Coordinators

(Please review Site Coordinator’s Guide)

How easy was it to get information by mail and telephone about the community you are visiting? Are you satisfied with the quality of information received? Did the information arrive in a timely fashion? Please rate and comment on the community’s online web materials and information (only answer if you were assigned the task of reviewing the community’s website). Could you find information on this community on state and regional tourism web sites?

Quality of online materials:

|   |   |   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |

Poor ↔ ↔ ↔ ↔ ↔ ↔ ↔ ↔ ↔ ↔ Excellent

Average Team Score: __________

Range of Scores: _________ to __________

Observations:
The Five Minute Impression

After taking a five-minute drive through the community without stopping, what was your first impression? As you exit the community, pull over to the side of the road and write down what you felt about the community based on this quick drive through. For larger communities, this may take more time.
Community Entrances

Approach the community from the major entrances. Rate and comment on each entrance. While there may be an obvious main entrance to the community there are typically multiple ways to enter the community. In some communities there are entrances for other modes of transportation. Comment on other community entry points like airports, bike trails, water access (boat landings), and train stations (page 11).

ENTRANCE #1: ____________________________________________
(Road name and direction)

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Average Team Score: __________

Range of Scores: _________ to __________

Observations:

ENTRANCE #2: ____________________________________________
(Road name and direction)

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Average Team Score: __________

Range of Scores: _________ to __________

Observations:
### Community Entrances (continued)

**ENTRANCE #3:**

(Road name and direction)

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Average Team Score: ____________

Range of Scores: ________ to ________

Observations:

**ENTRANCE #4:**

(Road name and direction)

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Average Team Score: ____________

Range of Scores: ________ to ________

Observations:

OTHER ENTRANCES (airports, bike trails, boat landings, train stations, snowmobile trails):

Observations:
Housing and Residential Areas

Drive through as many neighborhoods as possible, including the Downtown.

How would you rate the overall quality, affordability, and availability of housing in the community?

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</table>

Average Team Score: ____________

Range of Scores: ________ to __________

Quality

Rate using a 1-10 scale (10 is best/highest)

Average ratings for each:

_____ Existing/Older Homes _____ New Homes
_____ Housing for Seniors _____ Apartments/Rental Housing
_____ Vacant lots for new homes

Observations:

Affordability

Is there an adequate mix of housing to suit a variety of income levels?

Observations:
Rate using a 1-10 scale (10 is best/highest)

Average ratings for each:

_____ Existing/Older Homes     _____ New Homes
_____ Housing for Seniors      _____ Apartments/Rental Housing
_____ Vacant lots for new homes

Observations:

What are the most appealing and least appealing features of the housing in this community? Why?

Please comment on the quality and availability of residential infrastructure (e.g., roads, sidewalks, lighting, public transportation, bike trails/lanes, and green space, street trees, yards):

How would you rate the overall appeal of housing to the following populations (1=Not Appealing, 10 =Very Appealing):

Average ratings for each:

_____ Single young adults     _____ Senior citizen
_____ Young families          _____ Upscale/professional
_____ Middle income

Please comment on your observations:
Education

Comment on the availability and appearance of schools.

Pre-school/Kindergarten/Head Start

Primary/Elementary/Middle School

High School

College/University

What do residents (young and old) think about the quality and availability of their local schools?

Overall, how would you rate the adequacy of schools for a community of this size?

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Average Team Score: __________

Range of Scores: _________ to __________

Observations:
Comment on the availability and apparent quality of healthcare facilities

Hospitals:

Physician, dentist, optometrist, and other medical offices and clinics:

Long-term care, assisted living, and nursing home facilities:

Other health services (e.g., Chiropractor, psychotherapy, naturopath, massage, etc.):
Overall, how would you rate the adequacy of health care services for a community of this size?

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Average Team Score: __________

Range of Scores: _________ to _________

Please comment:

Social Services

What social services (e.g., day care, senior center, counseling, etc.) are available in the community?

Overall, how would you rate the level of social services for a community of this size?

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Average Team Score: __________

Range of Scores: _________ to _________
Education, Health, Social and Emergency Services Social Services (continued)

Civic

Are there a variety of not-for-profit organizations and clubs within the community?

Overall, how would you rate the level of nonprofit/civic services for a community of this size?

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Average Team Score: __________

Range of Scores: _______ to _______

Please comment:

Emergency Services

Overall, how would you rate the police, fire, ambulance, and emergency medical service facilities? How do local residents feel about these services?

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Average Team Score: __________

Range of Scores: _______ to _______
Local Economy

What is your impression of the health of the local economy?

Downtown

Explore and visit as many businesses as possible.

Could you locate the downtown easily? If not, why did you have difficulty finding it?

Rate and comment on the overall appearance of the downtown (buildings, displays, signage, streetscape).

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Average Team Score: __________

Range of Scores: _________ to __________

Rate and comment on the variety of shopping in the downtown.

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Average Team Score: __________

Range of Scores: _________ to __________
Local Economy (continued)

Rate and comment on the customer service you received in the downtown.

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Average Team Score: __________

Range of Scores: _________ to __________

Rate and comment on the signage in the downtown.

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Average Team Score: __________

Range of Scores: _________ to __________

Rate and comment on the window displays in the downtown.

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Average Team Score: __________

Range of Scores: _________ to __________
Local Economy (continued)

Rate and comment on the variety and quality of merchandise in the downtown.

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Average Team Score: __________

Range of Scores: ________ to ________

Comment on the mix of facilities and services in the downtown (housing, professional services, retail, recreation, accommodation and food, industry, parks, etc.).

Rate and comment on the quality and availability of parking in the downtown.

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Average Team Score: __________

Range of Scores: ________ to ________

Rate and comment on the quality (appearance, adequacy, etc.) of lighting in the downtown.

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Average Team Score: __________

Range of Scores: ________ to ________
Local Economy (continued)

Does the downtown play a role in tourism? Is there potential for the downtown to play a greater role?

Describe the residential housing mix in the downtown (apartment, single detached).

Would you find the downtown to be a desirable place to live? Please comment.

Were there any government or nonprofit organization activities that are serving as traffic generators for the downtown (city hall, post office, YMCA)?

General Information About Overall Retail

Describe the mix of retail shopping available (malls, specialty shops, strip malls, big box stores).

What retail goods do local residents appear to need to travel to surrounding communities for?
Local Economy (continued)

What stores or services were missing that you would expect to find?

What retail stores or services did you find that were unusual or unexpected for a town of this size?

What store(s) in this community would you travel a distance of more than 30 miles to patronize?

Rate and comment on the overall condition of the retail sector

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Average Team Score: __________

Range of Scores: ________ to ________

Other Retail Shopping Areas
(e.g. Malls, Big Box stores, etc.):

If applicable, explore other retail shopping areas outside of the downtown business district and visit as many businesses as possible.

Retail Area #1
Type (Shopping mall etc.):

Location:
Local Economy (continued)

Rate and comment on the overall appearance.

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Average Team Score: __________

Range of Scores: _________ to __________

Rate and comment on the variety of shopping.

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</table>

Average Team Score: __________

Range of Scores: _________ to __________

Rate and comment on the customer service of businesses you visited.

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Average Team Score: __________

Range of Scores: _________ to __________
Local Economy (continued)

Rate and comment on the variety and quality of merchandise.

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<td>Excellent</td>
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</tbody>
</table>

Average Team Score: __________

Range of Scores: ________ to ________

Retail Area #2
Leave this section blank if there is not a second retail shopping area.

Type (Shopping mall etc.):

Location:

Rate and comment on the overall appearance.

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<td>➙</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

Average Team Score: __________

Range of Scores: ________ to ________

Rate and comment on the variety of shopping.

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Average Team Score: __________

Range of Scores: ________ to ________
Local Economy (continued)

Rate and comment on the customer service of businesses you visited.

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Average Team Score: __________

Range of Scores: ________ to ________

Rate and comment on the variety and quality of merchandise.

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<td>Excellent</td>
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Average Team Score: __________

Range of Scores: ________ to ________

Local Industries

Consider industries only within or adjacent to the community.
What are the major industrial sectors in the community (e.g., manufacturing, construction, transportation)?

Who do you think are the major employers in the community?
Local Economy (continued)

What are the major types of manufacturing in the community?

What are the major types of primary industry in the community (e.g. agriculture, mining, forestry or fishing)?

Is the community noticeably dependent on any one type of industry? If so please comment:

Is there a well defined industrial park or improved land where industries could locate or expand?

Are the industrial facilities well maintained?

Would this community be an attractive location for industrial development? Why or why not?

Commercial Services

What types of commercial businesses serve the local community (high-speed internet provider, print shops, etc.)?

What commercial services appear to be missing in the community?
Local Economy (continued)

Professional Services

Are banks and ATMs conveniently located? Do the banks have convenient hours of service?

How would you rate the adequacy of financial services for a community of this size?

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<td>Excellent</td>
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</table>

Average Team Score: ___________

Range of Scores: __________ to __________

Please Comment:

What other professional services are available (accounting, insurance, legal, etc.)? Are there any apparent gaps?

Tourism

Does the community have a strong tourism sector? Please comment:

Does the community have a slogan/brand?
Local Economy (continued)

Is the community well known for an attraction or event?

What have you seen that could be developed into a tourist attraction (natural or man-made)?

Rate and comment on the quality and appearance of existing tourist attractions.

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<td>Excellent</td>
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</table>

Average Team Score: __________

Range of Scores: __________ to __________

Do you consider any of the attractions to be underdeveloped? Please comment.

Are there any community events that could be expanded/developed to be a tourist attraction? Please specify:
Local Economy (continued)

Comment on the availability and selection of overnight accommodations in the community (hotels, motels, campgrounds, B&Bs).

Are there facilities to accommodate a conference and/or a large number of visitors?

Is there a Visitor’s Center, Chamber of Commerce office, or other facility serving the needs of tourists? Please comment on staff, facilities, signage, marketing material, maps, etc.

Rate and comment on the customer service of Chamber/Visitor Center staff:

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Average Team Score: __________

Range of Scores: _______ to ________

Restaurants

Comment and rate the quality of restaurants:

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Average Team Score: __________

Range of Scores: _______ to ________

Comments:
Local Economy (continued)

Variety/Mix of Restaurants

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Average Team Score: __________

Range of Scores: _______ to _______

Comments:

What do local residents recommend on where to stay, eat, and visit? One way to do this is to ask questions: "I have only one hour (half a day, etc.) in this community, what would you recommend?" or "where would you recommend we stay/eat?"

What local restaurant, specialty shop or attraction would bring you back to this community in the near future?
Government/Public Services

Local Government Information

Are municipal offices conveniently located?

Please comment:

How would you rate the availability and quality of the following information provided by the municipal government?

Community brochure/guide:

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Average Team Score: __________

Range of Scores: ______ to ______

Business Directory:

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Average Team Score: __________

Range of Scores: ______ to ______
### Community Profile (including business and industrial sites):

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Average Team Score: __________

Range of Scores: __________ to __________

If applicable, were you able to find adequate information to make informed retail, commercial and/or industrial business investment decisions? (Answer only if you played the role of a potential business investor).

---

### How would you rate the helpfulness of government employees?

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Average Team Score: __________

Range of Scores: __________ to __________
Public Infrastructure

Comment on and rate each of the following for quality accessibility, or availability where relevant.

Public Transportation:

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Average Team Score: __________

Range of Scores: _______ to _______

Comment:

Sidewalks:

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Average Team Score: __________

Range of Scores: _______ to _______

Comment:

Streets:

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Average Team Score: __________

Range of Scores: _______ to _______

Comment:
Government/Public Services (continued)

Landscaping, Street Trees:

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Average Team Score: __________

Range of Scores: _______ to _______

Comment:

Public Restrooms:

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Average Team Score: __________

Range of Scores: _______ to _______

Comment:

Street Signage:

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<td>Excellent</td>
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Average Team Score: __________

Range of Scores: _______ to _______

Comment:
Government/Public Services (continued)

Pay phones, drinking fountains, benches, public Internet access points, other misc:

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Average Team Score: __________

Range of Scores: ________ to ________

Comment:

Planning

Do you see conflicting land uses in the community (e.g., a residential subdivision next to a pulp mill)? Please comment:

Are all land uses appropriate (commercial, residential, green space etc.)? Specify where land uses are not appropriate:

Did you experience traffic congestion anywhere?

If yes, location:
Comment:

Are community facilities and infrastructure generally accessible for people with disabilities? Please comment.

Does the community appear to be pedestrian/bike friendly?
Facilities
Comment on the availability & appearance of each of the following types of recreational facilities. Rate each type of facility.

**Parks:**

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Average Team Score: __________

Range of Scores: ________ to ________

Comment:

**Public recreation facilities:**

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Average Team Score: __________

Range of Scores: ________ to ________

Comment:

**Private recreation facilities:**

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Average Team Score: __________

Range of Scores: ________ to ________

Comment:
Recreation, Faith, Culture and Heritage (continued)

Based on your impression, what do people in this community appear to do for recreation/fun?

What recreational facility (private or public) in this community surprised you?

What recreational activities or facilities seemed to be missing?

Rate the overall suitability of the recreational facilities for each of the following populations using a 1-10 scale (10 is best):

Rating Category
_____ Senior citizens
_____ Families
_____ Singles, young adults
_____ Teens
_____ Children (12 and under)

Entertainment
What does the community do for entertainment?
Recreation, Faith, Culture and Heritage (continued)

What entertainment opportunities do residents feel they lack?

Does the community have a vibrant nightlife? Please comment:

Faith/Religion

Comment on the number, appearance, and selection of denominations in the community.

Are there any outstanding architectural or design features found on the religious buildings you visited?

Please rate the religious buildings and denominations represented in this community.

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Average Team Score: __________

Range of Scores: __________ to __________

Comments:
Recreation, Faith, Culture and Heritage (continued)

Culture and Heritage

Does the community hold any events (festivals)? Which events are held annually?

What events are popular with residents?

Do the residents feel there is a lack of community events?

Does the community have historical buildings or places? Are they well maintained?
General Observations

Role Playing

The following questions may be assigned to individuals. (Record comments and responses from residents.)

Would you consider this community as a suitable location for a young family? Why or why not?

Would you consider locating your retail or service business here? Why or why not?

Would you consider locating a manufacturing business here? Why or why not?

Would you consider this a suitable location for a retired person? Why or why not?

Would you consider this a suitable location for a young adult? Why or why not?

Would you consider visiting this community as a tourist? Why or why not?
Information from Community Residents

Comment on the quality of information and assistance provided by residents and employees of local businesses.

Were community residents knowledgeable about their community?

Did they refer you to someone else who would help?

In general, did residents you spoke with have a positive or negative attitude toward their community? Why? Did you sense community pride?

Did residents identify a particular issue (e.g. safety) to be of major concern?

Overall, how would you rate the quality of information from community residents and business employees?

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Average Team Score: __________

Range of Scores: ________ to ________

Please comment:
Information from Community Residents (continued)

Using Your Senses

What did the community taste like? Was there any specialty food item, bakery, restaurant, or candy store that you will remember?

What did the community smell like? Was there any offensive industrial, agricultural, or sewage smells? What about pleasant odors (flowers, food, etc.)?

What sounds did you hear? Please comment on the level of noise in the community (traffic, industrial, birds singing, water falls, music on the streets, trains, noon whistle, etc.).

How would describe the overall environmental health of the community (air quality, litter, noise pollution etc.)?

Did you experience anything that had a strongly negative or positive impact on the way the community felt to you (hateful or angry responses, crowded or deserted streets, safety issues, smiling faces, etc.)?

Do you think your impression would be different if your visit occurred during evening hours?
Wrap-Up

The following questions are to be answered by all team members:

Was your perception prior to the visit accurate? In what ways was the community different from what you expected?

Did the information you collected prior to the visit accurately reflect what you observed/ experienced?

What is the most outstanding feature of this community?

List five positive things you observed about this community.
1
2
3
4
5
Wrap-Up (continued)

What are three potential opportunities available to the community?
1

2

3

What are the five biggest obstacles/challenges facing this community?
1

2

3

4

5

What will you remember most about this community six months from now (positive or negative)?

What have you learned here that has changed your impression of your own community?
Wrap-Up (continued)

Has this experience given you any new ideas about what is needed in your own community?

Describe one idea that you will borrow for use in your own business/community and describe how you will start to implement it within the next 72 hours!

Other comments:
# First Impressions Community Exchange Photo Log

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Appendix B

Community A
Community B

First Impressions
Exchange Commitment Form

_____________________________ and ______________________________ have partnered to conduct a First Impressions Community Exchange.

Purpose

The purpose of the First Impressions (FI) Community Exchange is to help __________________ and __________________ learn about their strengths and shortcomings through the eyes of first-time visitors. FI is a structured community assessment program that enables communities to learn about the first impression they convey to outsiders. It offers a fresh perspective on the appearance, services and infrastructure of each community. Volunteer teams from __________________ and __________________ will undertake unannounced, one-day visits, record their observations, and give constructive feedback to the exchange community. The knowledge gained through this program is intended to serve as a basis for community action.

Expectations

_____________________________ and ______________________________ will:

✔ Identify a coordinator to plan the FI Community Exchange;

✔ Recruit volunteers for the visiting team from their community, and make arrangements for the team to travel to visit and complete an assessment of the exchange community within the agreed-upon timeframe

✔ Prepare a written report (Using the comments from the team member guide booklet and incorporated into the report template found in Appendix A) and slide presentation on the visiting team’s observations during the visit; present the report at a public meeting in the exchange community within the agreed-upon timeframe

✔ Host a public meeting within the agreed-upon timeframe, when the exchange community will present their report

✔ Develop an action plan based on the report by the visiting team from the exchange community
Roles and Responsibilities

____________________ and ______________________ will identify a coordinator for each of their respective FI Community Exchange projects.

The Coordinator, working with the team members of the sponsoring organization will:

• Coordinate the visit to the exchange community (timeframe, budget, etc.),
• Recruit volunteers for the visiting team, ensuring an appropriate mix of team members in terms of skills, profession, age, gender, etc.
• Organize the trip to the exchange community,
• Collect completed team member guide booklets with comments/notes,
• Facilitate the preparation of a written report for the exchange community,
• Prepare a slide presentation featuring the highlights of the report
• Present the report at a public meeting in the partner community,
• Host a report-back meeting to hear the exchange community’s report,
• Coordinate a media communications plan and identify a media spokesperson, if necessary

Visiting Team members will:

• Attend training/orientation meeting(s) in preparation for the visit
• Review the team member guide booklet prior to the visit
• Complete the team member guide booklet during the visit
• Participate in the preparation of a written report for the exchange community
• If selected, present the team’s findings to the exchange community at an agreed-upon time.

Timing and Format

The exchange visits will occur within the month of ________________ 20___.

Report-back meetings will take place within the month of ________________ 20___.

Exchange visits will follow a one-day format and be conducted during a weekday.

Program Costs

Program Costs may include the travel expenses for visiting team members, meeting room rental, report preparation and any remuneration for volunteer or staff time. ______________________ will cover their own costs to visit ______________________ while ______________________ will cover their own costs to visit ______________________.
Final Reporting

Once the exchange visits have been completed, the Visiting Team will prepare a written report for the community they visited.

The written report will be completed within four to six weeks upon completion of the community visits. This report will include a cover letter that provides a profile of the visiting team roles/perspectives taken, the date the visit took place, the amount of time spent in the community, a general summary of the visit, a summary report, explanation of visiting team member observations, photos, and contact information.

Presentation

The _____________________ and _____________________ Fl Coordinators and/or their designates will prepare and make a slide presentation covering the highlights of the First Impressions assessment. This presentation will take place in a public forum in the exchange community. Each Fl Coordinator will be responsible for planning and hosting the presentation by the exchange community representatives. Every effort will be made to ensure that the presentation is well-attended, including participation by key community leaders, if possible.

Media

_________________________ and _____________________ will jointly develop a media communications plan and press release(s) for the project. A copy of the written report will be provided to the exchange community coordinator prior to any communication about the report contents with the media.

Agreed to this ____________________ day of ____________________, 200___.

FOR (name of community or organization) ________________________________

________________________________________
(name)

________________________________________
(position, organization)

FOR (name of community or organization) ________________________________

________________________________________
(name)

________________________________________
(position, organization)