



Sandpoint Community Review

September 17-19, 2013

Report printing courtesy of Idaho Transportation Department

Community Review Report

for the

City of Sandpoint

September 17-19, 2013

The Idaho Community Review Program is a collaboration of federal, state, tribal, and local governments along with the private sector.
It is coordinated by the Idaho Rural Partnership.



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Panhandle Area Council

Sandpoint Urban Renewal Agency

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Finally, the visiting team thanks the organizations, businesses, and individuals below for their contributions of support, time and information to this project.

Mayor Marsha Ogilvie
Sandpoint Urban Renewal Agency
Greater Sandpoint Area Chamber of Commerce
Lake Pend Oreille School District #84
Ivano's Italian Restaurant
Trinity at City Beach
Miller's Country Store
Bab's Pizza
Eichardt's Pub
La Quinta Hotel
Panhandle State Bank
Councilmember Jamie Brunner
Kody Van Dyk, City of Sandpoint
Tina Friedman
Stacey Stovall, TransEco Services
Lee Hatcher, Optimal Niche
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*Names in **boldface** denote focus area leaders.

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*Names in **boldface** denote focus area leaders.

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PART I EXECUTIVE SUMMARY

The City of Sandpoint submitted an application for a community review to the Idaho Rural Partnership in March 2013. The application is found in Appendix A. The community review was conducted from September 17-19, 2013.

As with the 29 other community reviews that have been completed throughout Idaho since 2000, direct costs to the City were limited to the cost of photocopying and postage for a survey of Sandpoint households and food and transportation for the visiting and home team for the three-day period.

The Sandpoint Community Review concentrated on the three focus areas selected by community and economic development leaders: (1) economic development, (2) downtown revitalization, and (3) sustainability. The review also included a community survey and a series of community listening sessions. A summary of opportunities and recommendations identified by the 19-member visiting team is found below.



Summary of Community Listening Sessions

Community listening sessions were held with the home team and six other stakeholder groups. These focus group-like sessions are described in detail beginning on page 20. In summary, residents told us they do NOT want a future that includes:

- Sprawl and big box stores
- Poverty
- Violence
- Vacant buildings and storefronts
- More bars
- Low wage jobs

In contrast, listening session participants told us they DO want to see more of the following in the future:

- Recreation center
- A more sustainable community
- Improved broadband
- Higher education options
- Political collaboration

- Invest in youth
- More sidewalks

Participants identified the following challenges that could make the desired future difficult to achieve:

- Isolation
- Small tax base
- Regulations
- Lack of funding
- Lack of employers and labor force
- No youth voice in governance

Finally, many people, places, and organizations were identified as assets that could help the community realize the desired future. A list of these assets is found on page 33.

Summary of Opportunity Areas Identified by the Visiting Team

The visiting team identified the following opportunity areas within each of the three selected focus areas. See Part IV for detailed recommendations under each opportunity area.

Economic Development

Opportunity Area 1: Develop a regionally significant aerospace industry.

Opportunity Area 2: Renewed vision, leadership, and public awareness for the airport.

Opportunity Area 3: Attract visitors and create economic opportunities by developing Sandpoint's image as an innovative, dynamic community with natural beauty, small town character, and recreational opportunities.

Opportunity Area 4: Nurture the community's entrepreneurial spirit.

Opportunity Area 5: Develop the region's broadband capacity.

Opportunity Area 6: Increasing the quantity and quality of educational opportunities to better match the needs of employers.

Downtown Revitalization

Opportunity Area 1: Create a dynamic, year round downtown for both residents and visitors.

Opportunity Area 2: Rehabilitate the commercial building stock and celebrate your architectural heritage.

Opportunity Area 3: Continue to develop a downtown that is easy to navigate and attractive and

safe for pedestrians and cyclists.

Opportunity Area 4: Consensus building, communications, and organizational development in the context of downtown.

Sustainability

Opportunity Area 1: Incorporate sustainability principles into the City's strategic planning and budgeting processes.

Opportunity Area 2: Improve the energy and operating efficiency of buildings.

Opportunity Area 3: Reducing waste.

Opportunity Area 4: Develop the local food system.

Opportunity Area 5: Inform, educate, and involve the public in sustainability initiatives.

In Part V of this report, the visiting team offers observations, recommendations, and resources regarding another topic that came up repeatedly during the community review: community involvement and collaboration. In this context, collaboration refers to developing mutually beneficial agreements and cooperative efforts between: (1) organizations in the community, and (2) between communities and organizations in the region.

PART II BACKGROUND & OVERVIEW

Description of the Idaho Community Review Program

The Idaho Community Review Program provides observations, recommendations, and available resources to Idaho communities with populations less than 10,000. Idaho communities participate in the program to understand how they might better approach long-standing and emerging issues and opportunities related to community and economic development.

For information about the Idaho Rural Partnership and Idaho Community Review program, go to <http://www.irp.idaho.gov/>. We also invite community leaders and residents to “Like” us on Facebook at www.facebook.com/IdahoCommunityReview.

Community leaders initiate a review by assembling a “home team” and selecting three subject areas they would like to be the focus of the review. These “focus areas” become the basis for the creation of the “visiting team”, a group of 15-20 community and economic development professionals employed by public agencies, nonprofit organizations, and private businesses across Idaho. Appendix B contains biographies and contact information for the Sandpoint Community Review visiting team. The review process also includes community listening sessions, which are open-ended, focus group-like discussions with key stakeholder groups.



The visiting team spent three days in the community learning about issues through tours, meetings, listening sessions, and interviews with community leaders and residents. The review concluded on the evening of the third day with a public presentation of preliminary opportunities, recommendations, and resources.

The program cannot instantly resolve all issues, but the 29 communities that have participated in the program since 2000 have evaluated it as an invigorating, validating, and unifying experience. Many communities have successfully used community review recommendations to help obtain funding for infrastructure, downtown revitalization, and other projects. Community reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow-up prioritizing and project development.

Coordinated by the Idaho Rural Partnership, the Sandpoint Community Review was a collaborative project of IRP member organizations and agencies, the City of Sandpoint, Region IV Development Association, Inc., and USDA Rural Development. Local funding partners included Panhandle State Bank, American West Bank, Mountain West Bank, Lor Foundation,

and Avista Foundation. Additional supporting agencies and organizations are identified at the beginning of this report.

Purpose, Use, and Format of this Report

This report is presented to the community residents and leaders of the City of Sandpoint. The visiting team hopes it will initiate and focus community dialogue, follow-up action planning, and project development. We will also consider this report successful if it results in increased citizen participation and more effective coordination and collaboration within and between government entities and private sector stakeholders.

Part III of this report contains a summary of the community listening sessions. Part IV identifies the community comments and concerns, opportunity areas, recommendations, and resources for each of the three focus areas selected by the community, as described below.

Community Comments and Concerns

The visiting team uses this section to reflect what we heard from community residents and leaders in the context of each focus area. We often find people will express ideas and perceptions to us, as neutral outsiders, that they may be less inclined to share directly with community leaders.

Opportunity Areas

Opportunity areas are the four to six areas identified for special attention by the visiting team. These opportunities are developed using all community input gathered before and during the review.

Recommendations

Each opportunity area includes a set of recommendations or strategies offered by the visiting team. Some recommendations involve supporting, improving, or redirecting objectives the community is already pursuing. Other recommendations suggest completely new initiatives.

This report intentionally does not prioritize the visiting team's opportunity areas and recommendations. The visiting team strongly believes this is more appropriately done by the community as follow up to the review.

Resources

We list resources in hopes they will help the community pursue the recommendations. Resources include potential funding, sources of technical assistance, publications, and successful examples from other communities.

A Fourth Focus Area

In Part V, the visiting team offers additional opportunities, recommendations, and resources under a fourth focus area: *Community Involvement and Collaboration*.

Pre-Review Planning and Training

The City of Sandpoint submitted a community review application to the Idaho Rural Partnership in March 2013. This application is found in Appendix A. In June 2013 the IRP Community Review Planning Committee and home team leaders began weekly planning meetings via conference call. Developing a pre-review community survey of Sandpoint households was the group's first order of business.

The Sandpoint Community Review addressed three focus areas. As described under *Community Expectations and Identification of Focus Areas*, these focus areas included:

- Economic Development
- Downtown Revitalization
- Sustainability

Visiting team members also conducted a series of interviews with specific stakeholder groups. These "community listening sessions" are described beginning on page 20.

Home Team Training

On Monday, August 19, 2013, available members of the home and visiting teams met in the council chambers at Sandpoint City Hall for a two-hour training and orientation session. Approximately 15 people attended the session (about ten home team and five visiting team members). It allowed participating members of both teams to meet each other, understand the purpose of the community review, discuss the three focus areas, talk about the proposed schedule, and identify remaining tasks.

Monetary Value and Costs Paid by the City of Sandpoint

The in-kind value of the Sandpoint Community Review exceeded \$50,000. Imagine the cost of hiring 19 professionals in land use planning, transportation, housing, civil engineering, economic development, tourism, cultural resources, arts, communication, grant funding, and other fields of expertise for three 14-hour workdays. Now add in the cost of preparation, travel, follow-up, and report production. These costs are generously covered through donations by participating agencies, organizations, and businesses and are supplemented with private sector donations. We encourage the community to take advantage of opportunities to use the dollar cost value of the community review as in-kind match when submitting future funding requests.

Recent Community and Economic Development Efforts

Sandpoint leaders and residents have many reasons to be proud of recent and ongoing community and economic development efforts in the community. These efforts consist of capital improvement projects, organizational development efforts, and initiatives related to planning or policy. They are described in the City's community review application and/or were discussed during the review itself. The following summary is not intended to be all-inclusive.

Recent and Ongoing Capital Projects

- Expansion of Sandpoint Water Treatment Plant
- The Whitewater Creek/Milltown Redevelopment was completed in 2012. This former mill site at the edge of downtown now features new streets, path and bikeways, a new grocery store, new 51-unit ultra energy efficient apartment complex, and several buildable platted commercial lots. Additional development is anticipated. This site is within the Sandpoint Urban Renewal Area.
- SPOT fixed-route transit service was initiated in 2011 as a collaboration between Sandpoint, Ponderay, and Dover. Community use has been very high, exceeding initial ridership projections.
- The long planned Sand Creek By-Pass project was completed in recent years to redirect north and southbound truck and other thru traffic around the downtown area.

Planning, Policy, Design, and Organizational Development Initiatives

- The *US-2 Curve Design*. The City recently retained an engineering firm to design a reconfiguration and improvement of 5th Ave. The goal of this effort is to remove thru traffic on US-2 out of the downtown area. This project is closely tied to the downtown streets plan described below.
- The *Downtown Streets Plan and Design Guide* was completed in December 2012 to outline and prioritize street and streetscape improvements associated with re-routing US-2 traffic out of the downtown area.
- Completed in 2011-12, the *Sandpoint Forward Revitalization Effort* was an 18-month project to address increasing vacancy rates downtown. The relocation of North Idaho College to the downtown area was one noteworthy outcome. It was facilitated by the Sandpoint Downtown Association and funded by the Sandpoint Urban Renewal Agency.
- In 2010 the City completed amendments to the zoning and impact fee ordinances to bring them into alignment with the goals and objectives of the City's comprehensive plan (adopted in 2009).

Community Expectations and Identification of Focus Areas

As described previously, community reviews concentrate on three subject or “focus” areas identified by the home team. Descriptions and expectations for each of the focus areas selected for the Sandpoint Community Review are provided below. Community expectations are expressed in the City’s application to the Idaho Rural Partnership and were discussed with the home team in the months and weeks leading up to the review. The home and visiting team leaders used this information to create the review’s detailed agenda. For the listening sessions, the home and visiting team leaders sought a balance of stakeholder groups to represent a cross-section of residents.

Economic Development

Broadly defined as the development of new jobs through the creation, expansion, and recruitment of businesses, economic development is a required focus area for all community reviews. The Sandpoint home team asked the visiting team to provide feedback regarding the following aspects of local economic development. As shown, the home team clearly desired this focus area to concentrate on the opportunities to develop a year round economy and minimize the “shoulder season” phenomenon. It also asked the visiting team to concentrate on the emerging aerospace industry. With Quest Aircraft and Tamarack Aerospace in the forefront, this sector has taken hold in the community in recent years. Community leaders asked the home team for help assessing and pursuing the perceived potential for significant growth. It is projected that there will be 250 total jobs at the airport by early 2014. Specific opportunities and challenges the community asked the visiting team to explore included:

- The development of an aerospace growth and attraction strategy. Such a strategy might address, for example:
 - How can the community harness and leverage to further expand on the robust aerospace niche?
 - Identify and attract ancillary and complementary industry players to the community.
 - Should Sandpoint pursue an effort to brand itself as a leader in innovative aerospace design, fabrication and engineering? If yes, how?
 - Capital and operational improvements at the airport that would meet the needs of aerospace employers and other stakeholders.
- Help the City understand how it can increase awareness of the recent, current, and potential growth of the aerospace industry in the community.
- Encourage collaboration and coordination between the City and County with respect to economic development (particularly as it relates to the aerospace sector and airport).

- What should the City do to support and recruit other tech-oriented businesses?
- How can the City improve efforts to develop and market visitor attractions and services?
- What are the economic development opportunities related to food production and processing? How can the community pursue these opportunities?
- How can the community develop educational opportunities to meet the workforce needs of current and anticipated employers?
- What infrastructure improvements plan an important role in economic development (e.g. developing broadband infrastructure)?

Downtown Revitalization

Early on in the planning process, the home team expressed hope that the visiting team would help the community identify ways to bring new businesses into the downtown and support the growth of existing businesses.

While in Sandpoint for the community review, the visiting team learned that most residents think of downtown as being bordered by 1st Ave., 5th Ave. Pine Street, and Cedar Street. Some people also think of Boyer, Larch, and Lake Streets as also being within downtown.

The downtown core currently has a large number of vacant buildings. The City estimates that there is slightly over 100,000 Sq. Ft. of available space for lease. Much of this space is on the ground floor. There are also opportunities for infill development of new structures. With the recent completion of the Sand Creek Byway and the resulting rerouting of US 95 out of the downtown core, the town is experiencing a historic transformation. The home team asked the visiting team to provide recommendations and resources related to the following specific goals and objectives related to downtown revitalization:



- Implementation (including funding) of the Sandpoint Urban Renewal Agency's (SURA) Downtown Street Design Plan.
- How can we continue to implement downtown-related strategies in the City's 2009 Comprehensive Plan?

- How can we make the downtown more attractive and vibrant year-round as the economic, social, and entertainment heart of the community?
- What opportunities are presented by North Idaho College's relocation to downtown and how can the community pursue these opportunities?
- Is existing wayfinding, directional, and other signage in the downtown area effective and appropriate? How can it be improved?
- Residents identify parking as one of the main factors that prevents them from spending more time downtown. The issues seem to include convenient access to parking, cost, enforcement, and employee vs. customer parking. What are these issues and how can they be addressed?
- What are the roles and relationships between downtown stakeholder organizations and can they be improved and/or made clearer? What opportunities are presented by the Chamber of Commerce's oversight of the Downtown Business Association?
- How is downtown being marketed to both residents and visitors and how can these efforts be improved?

Sustainability

In light of declining revenue and recent budgetary challenges, the Sandpoint City Council has renewed its interest in developing a plan to ensure the actions and decisions of the City (be they fiscal, environmental or social) are made after careful consideration of the sustainability of such actions. The City's comprehensive plan adopted in 2009 reflects this view by directing the City to create a sustainability policy. The desire to create this policy reflects the City's awareness that sustaining the area's quality of life is economically important and that the long-view consequences of today's decisions must be considered. In fact, the City's application for the community review describes this focus area as "Sustainability Policy". During pre-review discussion and planning, it was realized that the topic covers a range of issues related to sustainability. For this reason, the visiting team felt it was important to rename the focus area "Sustainability".

A list of specific aspects of sustainability the home team asked the visiting team to explore is found below. It is expected that the City's new Sustainability Task Force will take the visiting team's recommendations on these topics into account going forward.

- What are the areas in which sustainability criteria can be implemented into decision making, budgeting and legislative actions?

- What can the City learn from other communities and organizations (Idaho, U.S., and international) in the area of sustainability?
- What steps or process should the community use to create a sustainability roadmap or action plan, to include a vision of Sandpoint as a sustainable community?
- How can the City evaluate the extent to which existing decision-making and operating process are sustainable?
- How should progress toward the vision of sustainability be measured?
- How should the City communicate with residents about sustainability? How can residents participate in this conversation?
- How should the Sustainability Task Force view its role and what should its priorities and activities be in the near term?
- What's the appropriate process for the community to locally define sustainability?
- How can visioning, goal setting, and actions related to sustainability become a regional discussion and effort?



To provide background information to the visiting team and inform efforts going forward, sustainability consultants Stacey Stovall with TransEco Services and Lee Hatcher with Optimal Niche co-wrote *Sustainability in Sandpoint: A Primer in Policy Development and Community Involvement*. This primer is attached as Appendix C. This document includes discussion about the definition of sustainability and examples of sustainability efforts at the municipal level around the country.

Pre-Review Community Survey

The community review process includes conducting a community survey in the weeks leading up to the review. This survey allowed residents of Sandpoint and outlying areas to share their ideas, experiences, and perceptions regardless of whether or not they had direct contact with the visiting team. The additional information provided by the survey gives the visiting team statistically reliable information to compare with input gathered through public meetings and face-to-face conversations conducted during the review itself.

The survey of 1200 randomly selected Sandpoint households was coordinated jointly by visiting and home team leaders using the Idaho Department of Commerce's access to www.surveygizmo.com. Survey questions were developed in June and July 2013 and covered subjects including downtown, long-term health and vitality (i.e. sustainability), the aerospace industry, and the Sandpoint airport. While the survey was anonymous, it also included some demographic questions for statistical purposes.

The surveys were mailed from the Idaho Rural Partnership office in early August 2013. Each survey included a stamped and addressed reply envelope and a cover letter from Mayor Marsha Ogilvie. Two hundred and thirty-eight (238) surveys were returned to the Idaho Rural Partnership as undeliverable, meaning surveys were actually received by 962 Sandpoint households. The 218 completed and returned surveys were inputted one at a time into the www.surveygizmo.com survey tool. This represents an excellent response rate of 22%. Because the households selected for the mailed survey were randomly selected, the results are statistically valid and representative of the community. People who did not receive a survey by mail — either because they were not part of the random sample or they do not live within the Sandpoint city limits—were invited to complete an on-line version of the survey. For the purposes of this summary, the results of the mailed and on-line survey are kept separate. The mailed survey form and a detailed accounting of the results of both surveys are included as Appendix D.

Summary of Survey Results

Demographically, nearly all survey respondents (95%) live in Sandpoint year-round. Likewise, most respondents (51%) work in Sandpoint; 17.5% commute to jobs outside the community. The age of survey respondents was older than the community's overall population, with 61.5% being 56 or older.

Sandpoint's Downtown

The survey asked respondents to rate their level of satisfaction with various aspects of downtown. Aspects of downtown that respondents expressed the highest level of satisfaction with included:

- Quality of SPOT bus system
- Number of “things to do”

- Availability of public gathering places
- Number of entertainment opportunities
- Availability of government offices

Those aspects of downtown that received the lowest level of satisfaction included:

- Quality of local jobs
- Variety of retail businesses
- Number of vacant store spaces

The survey also asked residents to indicate their level of agreement with six statements related to downtown. A large number of Sandpoint residents responding to the survey indicated they do *not* agree that city hall should relocate to the downtown, with 28.5% *strongly disagreeing* with the suggestion.

Respondents generally agreed downtown is functioning satisfactorily. A significant number of people expressed interest in working downtown if it were an option. To an even larger degree, survey respondents expressed their agreement with the following statements:

- The City should consider using public funds to encourage the development of downtown.
- Downtown is a good location for a community/recreational facility.
- The City should promote or encourage large events (more than 2,000 people) downtown.

Another survey question related to downtown asked residents if downtown business development and improvement efforts should place greater priority on the needs and preferences of residents, visitors, or both. This question produced the following results:

- 63.4% feel equal priority should be placed in residents and visitors.
- 33.8% believe greater priority should be placed on residents.
- 2.8% think such efforts should focus on the needs and preferences of visitors.

When asked what discourages them from coming downtown more often, survey respondents gave these responses most often:

- Cost of products and services (38%)
- Lack of parking (31%)
- Not interested in available products and services (30%)

A significant percentage of people (30%) selected “Other” as one of their responses to this question. (Respondents were allowed to select up to two responses for this particular question.) Examples of other factors (in addition to and separate from the factors above) that discourage people from spending more time in the downtown area include:

- “Stores close too early; no restaurants open past 8 p.m.”
- “One-way streets”
- “Some downtown business owners and/or staff are not friendly”
- “Tourists keep me away from downtown; downtown is not for locals”
- “Hard to get around (due to age, mobility limitations)”
- “Don’t have the time”
- “Lack of events”
- “Empty stores, lack of vitality”
- “Defeatist attitude of businesses; complaining about the City”

Long-term Health and Vitality of Sandpoint

The second section of the survey asked Sandpoint residents to use a list of possible responses to identify the relative importance of various goals related to the communities long-term health and vitality. Their responses provide a starting point from which the community can explore and define future progress and success toward the achievement of such goals. The goals identified as most important by survey respondents were as follows:

<u>Goal statement</u>	% of respondents who said the goal is <i>somewhat or very important</i>
Protecting the water quality of the lake & river	93%
Increasing livable wages & good employment opportunities	89%
Developing higher education & workforce training	89%
Supporting locally produced foods	83%
Encouraging recycling & reducing waste	81%
Increasing the use of renewable energy	74%
Increasing alternative transportation options	73%

Goal statements survey respondents perceived as being less important than the statements above included:

- Offering a variety of choices to promote healthy living
- Increasing the City’s use of fuel efficient or alternative fuel vehicles
- Development of a community/recreation center
- Implementing building practices and operating policies that conserve energy, reduce waste, and use environmentally friendly materials
- Consider environmentally friendly alternatives for city purchases
- Better preparedness for disasters

Many survey respondents offered their own handwritten comments as part of their response to this section of the survey. The most often written comments are paraphrased as follows:

- Concerns about taxpayer cost to achieve above goals; current costs are getting too high as it is (e.g. sewer and water rates, sidewalk upkeep)
- Desire to see increased safety and convenience of walking, biking, and transit
- Educational opportunities are crucial.
- Achieving above goals cannot be accomplished without new job opportunities.

The Sandpoint Airport and Aerospace Industry

The third and final section of the community survey asked multiple questions about the airport and aerospace businesses. The first set of questions asked respondents to indicate their level of agreement with several statements. Through their responses, residents who completed the survey expressed *strongest* agreement with the following statements:

- The airport plays a very important part in the Sandpoint economy.
- Aerospace is a clean industry with good paying jobs.
- The airport only benefits pilots and plane owners.

The visiting team finds it curious that a large number of survey respondents seem to hold both views simultaneously: that the airport is economically important and that it only benefits pilots and plane owners.

The majority of respondents (63%) selected “neutral” when asked if they agreed with this statement: “The airport is operating satisfactorily.” This implies that residents do not have enough information to form an opinion about how the airport is operated. Response to the two statements “The City should consider using public funds to improve and encourage the growth of aerospace jobs at the airport” and “I support the use of public funds to bring passenger air service to the airport” were decidedly mixed, with about an equal number of respondents agreeing with and disagreeing with the statements.

Key Participating Individuals

The success of the Sandpoint Community Review is due to the efforts of many people. The visiting team wishes to thank the members of the home team for their time and contributions. These individuals are named by focus area at the beginning of this report. Also, the review would not have been successful without the active participation of many community residents who chose to spend time attending one or both community meetings and/or talking with various visiting team members during the review.

Home Team Leadership

Jeremy Grimm, Planning and Community Development Director for the City, served as home team coordinator. His responsibilities included facilitating and communicating with the home team, coordinating local logistics, and serving as the first point of contact for visiting team leaders. The visiting team leaders give special recognition to Jeremy's efforts to help the Idaho Rural Partnership raise funds from local businesses and foundations. This funding made the community review possible.



The expertise of the three focus area leaders for the home team played an important role in developing the itinerary for their respective areas and arranging related site visits and conversations. Focus area leaders for the Sandpoint Community Review are identified below.

Home Team Focus Area Leaders

Karl Dye, Bonner County Economic Development
Kate McAlister, Sandpoint Chamber of Commerce
Aaron Qualls, Sandpoint City Council

Economic Development
Downtown Revitalization
Sustainability

Visiting Team Leadership

The visiting team was comprised of 19 community and economic development professionals recruited based on their experience and expertise in the three selected focus areas. They came from local, state, regional, and federal agencies, universities, nonprofit organizations, and private businesses. Contact and biographical information for all visiting team members is included in this report as Appendix B. The following people served as visiting team focus area leaders.

Visiting Team Focus Area Leaders

Randy Shroll, Idaho Department of Commerce and
Stephanie Cook, Idaho National Laboratory

ReNea Nelson, Idaho Department of Commerce

Lori Porreca, Federal Highway Administration

Lorie Higgins, University of Idaho Extension and
Erik Kingston, Idaho Housing and Finance Association

Economic Development

Downtown Revitalization

Sustainability

Listening Sessions

Jon Barrett of Clearstory Studios served as visiting team coordinator and report writer. Key leadership and support was also provided by Idaho Rural Partnership staff Mike Field, Executive Director, and Vickie Winkel, Administrative Assistant.

Known as the ad-hoc committee, the following individuals began meeting in June 2013 to coordinate review planning and recruit people to the visiting team. The committee is grateful to the Association of Idaho Cities for providing meeting space and teleconference services.

Visiting Team Ad-Hoc Planning Committee

Jon Barrett	Clearstory Studios
Stephanie Cook	Idaho National Laboratory
Mike Field	Idaho Rural Partnership
Vickie Winkel	Idaho Rural Partnership
Erik Kingston	Idaho Housing and Finance Association
Lorie Higgins	University of Idaho Extension
Jerry Miller	Idaho Department of Commerce
John Meyers	U.S. Dept. of Housing & Urban Development
Lori Porreca	Federal Highway Administration

Review Itinerary

The home and visiting team focus area leaders named above jointly developed the overall master schedule and detailed itinerary for each focus area. This schedule and itinerary are attached as Appendix E.

The review officially began at 3:30 pm, Tuesday, September 17 with a bus tour of the community. The tour was followed by a listening session with the home team.

Community listening sessions are described in detail beginning on page 20. The evening ended with dinner, followed by a town hall meeting at the Community Hall. This meeting used a rotating small group format to provide interested residents and leaders an opportunity to express their ideas and opinions and respond to questions from the visiting team within each of the three areas.



Wednesday, September 18 began with breakfast at the Community Hall, where Sandpoint Public Works Director Kody Van Dyk and Planning and Community Development Director Jeremy Grimm provided the visiting team with additional information and context concerning recent community development, planning, and infrastructure improvement efforts.

Highlights of the Wednesday morning and afternoon itinerary for each focus area are summarized below.

Economic Development

- Visit to Quest Aircraft
- Visit to Tamarack Aerospace Group
- Discussion with broadband stakeholders about existing conditions, challenges, and opportunities (conducted jointly with the downtown revitalization focus area)
- Discussion about K-12 and adult/workforce education stakeholders (conducted jointly with downtown revitalization focus area)
- Meeting with airport stakeholders

Downtown Revitalization

- Brief walking tour of downtown
- Meetings at Best Western Edgewater Resort
 - Downtown vacancies and other building issues
 - Tourism, recreation, and related implications for downtown (attended by representatives of Schweitzer Mountain)
- Discussion with broadband stakeholders about existing conditions, challenges, and opportunities (conducted jointly with the economic development focus area)
- Discussion about K-12 and adult/workforce education stakeholders (conducted jointly with economic development focus area)
- Discussion about parking and wayfinding
- Discussion about creating a year round downtown

Sustainability

- Meetings held at the Bonner Business Center on the following topics:
 - Waste reduction and local energy production
 - Operating efficiency of buildings
- Discussion about local food with growers and other stakeholders
- Visit to farmers market
- City-initiated sustainability processes and procedures

Concurrent with the focus area itineraries above, community listening sessions were conducted with selected stakeholder groups.

The visiting team spent Thursday, September 19 meeting at city hall to compare notes, debrief, gather additional information, and prepare presentations—one for the listening sessions and one for each of the three focus areas. Following dinner at Eichardt's, these presentations were given at community meeting on Thursday night at Panhandle State Bank.

Publicity and Public Participation

Several efforts were made to make Sandpoint area residents and business owners aware of opportunities to participate in the community review. The community survey mailed in early August 2013 included a cover letter signed by Mayor Ogilvie. This letter announced the community review and encouraged participation. News about the survey and community review also appeared in the Sandpoint Bee and BonnerBIZ between mid-August and mid-September (see Appendix F). The City of Sandpoint Community Development Department, Greater Sandpoint Area Chamber of Commerce, and other participating organizations also distributed information about the review via email, newsletters, and personal communication. The City of Sandpoint also took out an ad publicizing the review in the Sandpoint Bee.

Community participation in the review was comparable with other communities hosting reviews. Approximately 35 people attended the community meeting on Tuesday, September 17 and 45-50 people came to the final presentations on Thursday, September 19. These totals included members of the home team. In addition, business owners and other people we met in the

community were very open and willing to share their ideas, experiences, and perceptions in conversations held on sidewalks and in restaurants and other businesses. Nearly all home team members participated throughout the review.

The number of people attending the Tuesday and Thursday night community meetings may have been higher if all pre-review publicity had included the details about the location and time of both meetings.



PART III COMMUNITY LISTENING SESSIONS

Community listening sessions are open-ended, focus group-like discussions with key stakeholder groups identified by the home and visiting teams. The purpose is simple: we ask open-ended questions of a cross-section of community residents with diverse perspectives, listen to their answers, and reflect back what we hear. This means that for the most part, we're telling you exactly what we heard from residents; we also made a few observations and will share those at the end of this section.

The Sandpoint Community Review included listening sessions with the following stakeholder groups:

- Home Team
- Social services, faith leaders, law enforcement, first responders
- Sandpoint High School + Sandpoint Charter School students
- Seniors
- Arts stakeholders
- Community Volunteers
- Lake Pend Oreille Alternative School students

Listening sessions last approximately 60 minutes. Participants were not prompted to talk about any specific subjects, nor were the sessions directly associated with any of the four focus areas selected for the review. Facilitators simply ensure stakeholder groups understood the four questions, carefully record comments, and encourage everyone in attendance to participate in the session. Listening session questions include:



1. What DON'T you want to see in your community over the coming 5–10 years?
2. What DO you want to see in your community over the coming 5–10 years?
3. What challenges will have to be overcome to attain your desired future?
4. What assets exist that can be used to bring about your desired future?

These same questions were contained in a brief survey form distributed to all participants at the beginning of each listening session, with the following explanation:

“Please write down your thoughts on the following questions. During the listening session, we will invite you to discuss items you are comfortable sharing in a group setting. Like asking your doctor for a diagnosis, the process works best when we have your honest experience and perceptions in your own words; your responses will be treated confidentially and will help inform the overall picture of life in your community. Thanks for helping us paint that picture.”

What DON'T you want to see in your community over the coming 5–10 years?

Listening session participants were clear about what they **don't** want to see in Sandpoint in coming years. The word cloud below is a visual representation of the responses we heard most frequently in response to this question. The larger the text, the more often we heard that particular response.

What Don't People Want in Sandpoint?



We heard a variety of opinions across and within our groups; as in other communities, we sometimes heard contradictory suggestions coming from a single individual or group. That being said, a few themes emerged when residents described what they don't want to see in Sandpoint's future:

Culture

We don't want to lose Sandpoint's 'funky' character. This sentiment was expressed in a variety of ways. Some cited the inevitable change in small-town character that accompanies growth and development; others were more specific in what they perceived as 'cultural colonialism' or imported pretentiousness. This happens when big city people are attracted to a small town because of its character, landscape and recreation values or relaxed business climate, and then try to transplant outside values and re-create what they left behind.

For long-term residents, this is not necessarily a rejection of other lifestyles—locals might welcome expanded diversity in retail and services—as long as it doesn't devalue or displace local traditions. Concerns were not limited to 'outsiders' imposing dissonant values; we also heard from those concerned about what they perceived as 'planning for planning's sake' that some feel dismisses the interests and concerns of local residents and business owners in the application of textbook urban planning. Opinions varied on this, to be sure.

Many stakeholders were troubled by what they perceived as a culture of 'turf wars' among regional city governments and/or unintentional and self-inflicted damage resulting from competition among local arts, civic and other groups.

Business

We heard from several participants who did not want to see 'big box' chain stores drive local retailers out of business; this also speaks to the loss of character issue since local retailers can define a neighborhood or offer local products. Besides chain retail, participants did not want to see large chain hotels or fast-food franchises. One participant summed this up as a rejection of 'corporate exploitation.'

Some were also concerned with what they perceived as city regulations or attitudes that drive away or discourage small businesses. Respondents expressed concern over the number of vacant buildings in and around the downtown core, and don't want to see more vacancies. We spoke with one business owner who cited perceived disrespect and inflexibility by city personnel as incentive to relocate to a neighboring jurisdiction. Our visiting team heard variations on this theme from others and would strongly recommend reflection and discussion on this topic.

Respondents don't want businesses with low-wage service jobs, additional bars, tattoo parlors or what some referred to generally as 'trashy' business. They also don't want what they consider a 'poor retail mix.' Examples included businesses that do not involve walk-in traffic or serve the general public occupying key downtown locations. Another participant described adjacent businesses as incompatible.

Environment

Without question the most consistent message we heard was that residents do not want any degradation of air and water quality or landscape values. Several respondents brought up the issue of dust and noise coincident with coal shipments through town. Noise pollution was another big concern for participants, whether noise from trains, trucks, construction or gratuitous noise pollution from other sources. At least one visiting team member experienced the latter, being awakened between 5 and 6 each morning of the review by a combination of garbage trucks, street sweepers and gas-powered blowers.

Each of these detracts from Sandpoint's image of a clean, peaceful rural community.

Growth and Development

Many also expressed a strong concern about two issues: sprawl and 'ghost neighborhoods.' Sprawl is generally understood to refer to unplanned or laissez-faire development that drains energy from the city center and results in more car traffic to move people between social and employment centers and ever more remote residential areas. The term 'ghost neighborhood' refers to areas (retail, commercial or residential) with increasing numbers of second homes or vacant structures that may invite crime, detract from a sense of community, and imply abandonment or disinvestment. For this reason there is a decidedly negative perception of absentee owners and second homes (at least those left vacant most of the year) held by city residents and some officials.

Participants do not want to see more multilane roads, more car and truck traffic, paid parking or loss of downtown parking. Neither do they want to see development that they feel is incompatible with the local built environment, either in terms of scale or building styles that clash with local tradition or reflect unsustainable construction or operation.

Many respondents said they didn't want more growth, 'growth-oriented planning' or 'thoughtless planning.'

Socioeconomics

We were brought up short by a discussion of poverty during our session with high school students. Clearly, poverty affects households in many obvious ways, such as less desirable housing or neighborhoods, food insecurity and other basic necessities. A few students perceive that household income also affects access to justice and the rate of incarceration, especially among area youth.

Where poverty is coincident with substance abuse in a household, the effects on children and youth can be profound. We heard from a young woman forced into the role of parenting and caring for younger siblings from an early age, which led to educational, social and legal

challenges. To the larger community, she was viewed as a ‘problem teen,’ rather than a teen with problems.

Some youth expressed disdain for what they perceive as misdirected anti-drug efforts that focus on symptoms (i.e., misdemeanor possession or association) rather than addressing underlying disease and dysfunction. They don’t want to see what they call ‘Adult-centric planning’ that ignores the needs and realities of area youth.

First responders, social and human service providers, and members of Sandpoint’s faith community all agreed that a lack of communication and coordination among community service providers is unproductive. Many groups don’t want to see the many conditions that result in homelessness (i.e., poverty, foreclosure, lack of health care, untreated mental illness), nor do they want to see a reduction in police and emergency services.

What DO you want to see in your community over the coming 5–10 years?

The word cloud below visually represents how residents answered this question. Again, the size of the text correlates to the number of times the response came up during the listening sessions.



The Sandpoint residents we encountered struck us as an energetic and creative population. Not only did they present ideas for what they would like to see in their community; many proposed ideas for how to achieve those shared goals and expressed interest in being part of the process.

Culture and Character

As mentioned in the *Don't Want* section, Sandpoint's personality and character are very important to residents who value their eclectic entrepreneurial spirit and friendly small-town feel. As the community grows and changes, participants were adamant that it retain a personality influenced by abundant natural resources, recreational values, local working artists, rural setting and a 'clean, safe, vibrant and walkable downtown.'

Sandpoint has several signature/seasonal events that seemed popular based on group comments. Participants expressed support for preserving or creating First Thursday events, Iron Man, Oktoberfest, Lost in the 50s, etc. In general, activities that bring people together as a community and can stimulate the local economy —especially during the shoulder seasons that can be so hard on local businesses.



Others wanted to see resources they described as a ‘Sandpoint-Sand Creek Heart’ and a unified Arts District/Arts Umbrella that would allow arts organizations to consolidate administrative and development. Some want street musicians and other interactive street performance to complete the feel of a thriving arts community.

Young and old alike want to see greater tolerance of diversity—diverse businesses, ethnic groups, lifestyles and economic status.

Youth in particular want to see a more inclusive community that accommodates both new and old ideas and cultures. Along this line, many youth expressed an interest in serving with local government or civic groups to help create the changes they desire. Youth feel as though they have much to offer, but no venue in which to offer their energy and passion. Unlike many communities we have encountered in Idaho, youth in Sandpoint really like their community and so are interested in participating in designing its future.

Business/Jobs

A large number of respondents simply wanted to see more businesses in Sandpoint, both as a generator of living-wage jobs for locals and to expand retail and commercial diversity for locals and visitors alike. We heard various ideas on this topic, from adopting more ‘common-sense’ permitting and regulation to cultivating a mutually respectful relationship between city council and staff on one side and local business owners on the other. ‘Localizing’ Bonner Mall businesses, filling empty downtown storefronts, and expanding business hours were also suggested.

Another wish was to see vacant downtown buildings filled with ‘compatible and complimentary’ businesses and services. We realize many of these definitions are subjective; the challenge is for the respective stakeholders to come to an agreement—not necessarily on everything, but enough to allow progress. A few proposed more second-floor businesses, although accessibility would be a consideration if this were implemented.

Participants wanted to see a strategic approach to lodging and hospitality services for those visiting for business or pleasure. Another message was to create incentives to recruit and retain local businesses, as opposed to national chains.

Besides creating retail and other commercial opportunities for locals and visitors, business expansion and retention were very much seen as needed to provide more employment opportunities. Light manufacturing, recreation, local food production and processing, and hospitality were also mentioned as job growth areas.

Everyone wants better broadband service.

Growth and Development

Considerations in this area included siting of hotels in proximity to downtown retail and surrounding recreational options, and providing adequate parking and direction signage to help visitors navigate what Sandpoint has to offer. Parking and traffic improvements were common issues among our various stakeholder groups; respondents definitely wanted to see traffic-calming measures to create safer, more cohesive routes for cyclists and pedestrians (this includes wheelchair users).

We also heard a strong desire for improved/expanded transit options at the local and regional level. Better air service and passenger rail to connect Sandpoint to the outside world were mentioned in several sessions.

Participants want sustained and sustainable growth, up to a point. We did hear from those who would support a growth target just short of 10,000; this number would preserve Sandpoint's eligibility for certain funding sources while allowing for some migration.

Environment

Every group agreed that environmental protections are critical to ensure air and water quality. People want to see projects, policies and activities that complement the environment. Foremost among these are a Sandpoint sustainability plan, expanded urban agriculture/local foodscapes, and recreation-based businesses with little or no environmental impacts. Neighborhood recycling and composting seem to have solid support.

We heard the same messages across the board from stakeholders. They want to see more efforts to preserve environmental integrity and expand safe non-motorized connectivity. "Green Sandpoint" is a phrase we heard often.

Socioeconomic

This category involves several elements, including education, communication, community recreation, social and human services, and efforts to address both the root causes and the effects of poverty. Youth want more opportunities for social volunteerism. They eagerly participate in and value events with a cause, whether alleviating poverty or working toward implementing more environmentally friendly practices. Youth also advocated for a "Homeless Oasis," transitional housing and emergency shelter that is humanizing.

Sandpoint is a desirable place to retire and we encountered many retirees who moved to Sandpoint and have become tireless volunteers as well as intellectual assets to the community. In order to maintain Sandpoint as a haven for retirees, affordable housing, transportation options and stable utility costs must be maintained and medical and recreational options (like a senior playground) expanded.

Education

One item on everyone's wish list involved expanding higher education opportunities for Sandpoint and surrounding communities. Several students and adults wanted to see school facilities upgraded, community college options added, library collections expanded, and better communication and interaction among area schools. The types of opportunities desired span the traditional types of education to the less traditional arts-focused programs like a folk school.



Communication

Several groups expressed a desire for more productive dialogue, coordination and cooperation among various civic groups; better political collaboration; and regional strategic planning. Some even saw a need for 'peacemaking training for community leaders.'

Many community service providers and first responders stressed the need for an online case management tool to help coordinate assessment and service delivery while making more efficient use of scarce funding. Strategic service coordination was a common theme among first responders, arts organizations and other stakeholders.

In each case, we heard a desire for regular coordinating meetings or roundtable discussions among stakeholders in these areas. The stated goals for this commitment included more efficient acquisition and use of funding, reducing duplication of services, consolidating administration costs where possible, and anticipating/addressing needs.

Supportive community networks

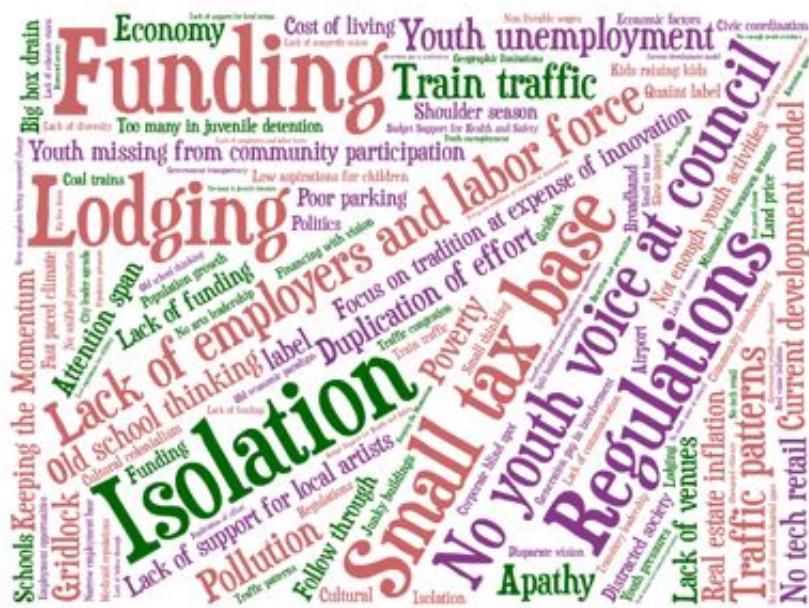
Youth enthusiastically recommended creating a safe place for youth to go after school and on weekends to socialize, seek sanctuary and access services or support as needed—without fear of being profiled by law enforcement. They also wanted to see more foster care for those in need.

Service providers stressed the growing need for better access to mental health services and

special needs housing in the region. This group has lofty goals and is motivated to help individuals and families move toward stable, safe and productive lives.

What challenges exist that could prevent the future you want?

Participants mentioned several challenges that will have to be overcome in order to obtain the desired future. The word cloud below summarizes the responses of listening session members. Larger text identifies the responses given most often.



Workforce, Employment & Economic Development

Issues related to employment and business opportunities were mentioned frequently. Though Sandpoint has many natural and built economic assets, it is still relatively isolated from centers of commerce.

Education & Training

More than in most other rural communities participating in the community review program, Sandpoint residents largely support an identity as an educational and training hub, but cite limited resources and lack of coordination as inhibiting development of music and the arts, high tech skills and other higher educational institutions. A relatively limited workforce was credited with holding up many economic development opportunities, such as aerospace business cluster development.

Infrastructure

Many issues related to property ownership, availability, maintenance and management were mentioned as presenting challenges and barriers to establishing more businesses in town. Opportunities to locate in prime downtown locations or close to the lake are limited; available sites are often substandard in some way—and many say prohibitively overpriced. Increasingly, we were told, new business owners have to live outside of Sandpoint and locating businesses elsewhere is close to becoming the preferred alternative. Away from downtown, buildings suitable for locating light industry and other non-retail businesses are also said to be limited. Enhancing local bike and pedestrian trails will go a long way toward physically connecting different areas of Sandpoint and will make the community more attractive to both existing and prospective businesses and residents.

Creating Viable Sectors

Other challenges and barriers were said to inhibit development, including automobile and train traffic patterns, isolation/remoteness, and local and external forces that favor a tourism economic base over others. For example, real estate inflation—that comes with being a pretty place in a desired vacation/recreation spot—inhibits opportunities for young businesses to take root. Young people especially seem to be embracing a sustainable, “green” identity for Sandpoint, but don’t feel enough is being done to decrease pollution and other negative impacts on the earth or that enough emphasis on this is reflected in local economic development models. They want Sandpoint to completely “walk the sustainability/transitions community talk.” Related to this, they argued that there is a “focus on tradition at the expense of innovation,” and would like to see more out-of-the-box thinking.

Others perceive a lack of interest in partnering with nearby (Dover, Ponderay & Kootenai) and more distant communities like Priest River and Bonners Ferry on economic development planning and feel this is a big reason why viable, non-tourism, economic sectors are failing to emerge.

Civic Engagement

A perennial challenge in most rural Idaho communities is civil, inclusive, strategic and positive community participation in decision-making. According to listening session participants, Sandpoint is no exception.

Youth

Young people overwhelmingly feel disconnected from community decision-making. The lack of a youth council for the city or other opportunities for youth to have a voice in community decision-making is by far the greatest concern for the young people we spoke to.

Regional Identity

Especially during the community meetings, we heard that Sandpoint's obsession with Sandpoint is creating and exacerbating regional divisions. According to numerous listening session participants, the decision to limit focus of the review on Sandpoint not only harms outlying communities, but Sandpoint itself. Sandpoint residents and outsiders reject the notion that Sandpoint can achieve its goals without helping or being helped by other communities in the region, and creates marginalized populations and hard feelings to boot. Interestingly, the youth we visited with do not share the adult perceptions of divisions between communities. To them, Sandpoint, Dover, Ponderay and Kootenai, especially, represent one big community.

Old West vs New West

One of the greatest values of the listening sessions is that it allows the facilitators to interact with those who are less socially connected to members of the home team. In Sandpoint, there is a fairly large sector of the community that feels their values and ideas for the community are marginalized by a "New West" identity of a playground-for-the rich-environmentally-sensitive-quaint-and-artsy-corporate-western-town. They tend to be long-term residents whose families have been in Sandpoint for generations and are more conservative politically. They feel that ideas that fit with a New West vision for Sandpoint are welcome but ideas that deviate from this perspective are suppressed and marginalized by decision makers. Whether old-timer or newcomer, we heard multiple times that perspectives that deviate from the party line are unwelcome.

Quality of Life

Coordinating Efforts

In two cases especially, we heard that a lack of coordination and networking is resulting in duplication of services and inadequate marketing of programs and events. The first responders, social services and faith community session participants said the listening session made it apparent that effective coordination and communication was not happening enough. In fact, so much information sharing took place during the session that it went overtime and the facilitators left for their next appointment, leaving the group to continue their discussions. The other loosely organized group that felt there needed to be more coordination was artists and arts organizations. While Sandpoint has a reputation for the arts, the arts community doesn't feel well supported by either the public or private sectors. The market for the arts in Sandpoint is soft: from an economic it lacks the interest and public resources received by other tourist-oriented businesses and high tech industries. In order to develop a truly thriving arts community, participants felt they must do a better job of working together to make their case for more public support, reducing destructive competition within the arts sector, and lobbying for elements of a more robust set of arts events and opportunities.

Traffic, Trains & Trails

Finally, challenges related to mobility were often mentioned. While there is a good start on bike

and pedestrian trails, they need to be better connected and extended in places.

Traffic issues, especially in the summer and when there is an event, was cited many times as a quality of life issue for many residents. Traffic is funneled onto a few arterials, at times rivaling big city traffic jams. The one-way streets and counterintuitive layout of traffic patterns makes getting around tough, especially for visitors. Crossing US-2 is difficult for vehicles of all kinds and dangerous for pedestrians. Depending on timing, it takes about 10 minutes for pedestrians to cross both Main Street and 5th (highway 2) at the traffic light.

Trains are both assets and challenges for the community. Noise is a constant nuisance for some, and tracks create traffic delays and inconvenience in a number of places. Though there is a difference of opinion on whether the coal trains pollute the air as they pass through, many perceive the traffic benefits distant communities and corporations, with Sandpoint bearing the externalized costs of transportation and commerce. “Trainspotting” seems to be the only opportunity for economic gain, unless the Amtrak platform is ever developed into a station.

What assets exist that support the future you want?

The following word cloud visually represents the community assets residents named most often.



Although Sandpoint's many assets can be categorized in a number of ways, we thought they fell into three general categories: PEOPLE (individuals, groups and social relationships), PLACES (natural and built) and ORGANIZATIONS (businesses, governments, programs). These assets

are your toolbox for change – building on and from them is the key to success.

People

As in many rural communities, people in Sandpoint were the most often mentioned asset. Specifically, the caring and friendly nature of people in Sandpoint is highly valued. Friendliness in particular was mentioned many times as something that makes Sandpoint stand out. Other people assets include strong leaders, Jeremy Grimm in particular; professional city staff, long-time residents; innovative educators; excellent school counselors, such as Jeralyn Mire; youth that have a desire to be involved in community affairs; talented people; lots of volunteers and lots of “local geniuses,” people who have high level human capital and are willing to use it to benefit the community. Others characterized this asset as a “brain trust.” Inventors and local entrepreneurs, many of them retired or semi-retired to Sandpoint are ubiquitous, but probably a relatively untapped resource. Someone described Sandpoint as having a “culture of appreciation,” and another described the culture as “slow to no wake” (a great community brand tag line for Sandpoint in our opinion!).

Organizations

Sandpoint, we were told, boasts over 140 nonprofit organizations, which are incredible financial, human, social, political and cultural assets to the community. Nonprofit and other organizations mentioned a number of times specifically included:

- Communiversity
- Idaho P-TECH
- EMS
- Panida
- POAC
- the Arts Alliance
- the Folk School
- Habitat for Humanity
- Chamber of Commerce
- Urban Renewal
- the hospital
- banks
- Bonner County Economic Development Corporation
- Pend Oreille Chorale
- Monday Hikers
- Music Conservatory

Others that are both organizations and places include the Festival at Sandpoint, the Farmers Market, North Idaho College, University of Idaho research station and Extension, Coldwater Creek, Litehouse, Transition Community (2nd one in the US), airport businesses, the co-working facility, Quest, and Schweitzer. The new transit system, SPOT, is a particular source of pride to the community.

Places

“Place” is, of course, probably Sandpoint’s greatest strength. The lake, the mountains, the landscape and beauty all around, as well as the nearby cities of Coeur d’Alene and Spokane, make Sandpoint an ideal location. At the same time, many local built assets are valued as well, including the public library, safe and diverse neighborhoods (no gated communities), some great downtown gathering places, and ways to experience the beauty of the place via bike and pedestrian trails and places like City Beach.



Other places identified as assets include those mentioned in the organizations section, such as Panida Theatre, and Schweitzer Mountain, but also nursing homes and assisted living facilities, multiple educational facilities, the Amtrak platform and the Farmers market.

Though not mentioned often, agriculture is also a strength of Sandpoint and the surrounding region. Adding value to this asset could make Sandpoint stronger and more resilient.

Observations and Recommendations

Each person attending listening sessions was asked to sign up to participate in implementing change and acting on community review recommendations. A list of people who completed “sign-me up” cards is included as Appendix G. When processes are established to implement review recommendations, those who are not already involved can be called on to volunteer in some capacity. Keep in mind that some people are interested in many community issues, while others will have narrower interests. Some like to go to meetings and be part of planning projects, while others just want to lend a hand when it’s time to implement an activity – an event, a clean-up, a makeover, etc. However you choose to follow up on the community review and engage the community, be sure to provide a menu of ways to be involved.

The listening session facilitators’ recommendations below are limited to our direct experience during the pre-visit and the review itself; we can only base our observations and recommendations on this small sample of Sandpoint residents.

Recommendations From Listening Session Facilitators

Recommendation: Inventory and map businesses to determine assets, training needs and regional identity. Include nearby communities. Sandpoint is a hub, but its fortunes will rise and fall in response to events and development in nearby communities. Along with the economic development teams recommendations, this is a suggestion to engage in a regional economic development planning process. *Part V: A Fourth Focus Area* beginning on page 82 provides additional observations and recommendations on this topic.

Recommendation: Develop a regional grass-roots community planning effort where participants reflect the demographics of the region. This may make for a less certain outcome and a process that will be bumpier at the outset because new relationships must be forged across social boundaries, but it will reduce conflict later when decisions are on the verge of being implemented. *Part V: A Fourth Focus Area* beginning on page 82 provides additional observations and recommendations on this topic.

Recommendation: Conduct a series of facilitated strategic meetings involving first responders, social service agencies, and church leaders to identify opportunities to better communicate, coordinate, cooperate, and collaborate would help identify strategic directions, reduce duplication of services, and create a stronger voice in budgeting and other decision-making processes related to maintaining and enhancing public safety and health programs and services. Be sure to include youth representation – they say they like to participate in events for causes and social enterprises.

Recommendation: Conduct similar meetings for arts organizations.

Recommendation: Build the arts population downtown and see the arts as a major economic development strategy – develop live-work space downtown, look at the feasibility of a museum and explore different kinds of arts events that complement existing community events. Make sure every major community event includes space for arts vendors – this is a win-win because artists have additional local economic opportunities and more people are attracted to the event.

Recommendation: Meaningfully engage youth and the schools in sustainability projects. Most of the recycling/waste stream management recommendations of the sustainability team can involve, if not be led by, Sandpoint youth. Youth can also be heavily engaged in many of the recommendations regarding local food system development.

Recommendation: Bring your entrepreneurs, inventors, engineers and artists together to help each other solve problems. This kind of cross-pollination creates opportunities for innovation and out-of-the-box thinking.

Recommendation: A few final recommendations and resources identified by the listening session facilitators are found in *Part VI: Final Thoughts and Next Steps*.

Resources

The National Service Learning Clearinghouse has a fact sheet entitled “*Beyond Needs Assessments: Identifying a Community’s Resources and Hopes*” that describes an effective approach for creating positive community change. Go to
http://www.servicelearning.org/instant_info/fact_sheets/cb_facts/beyond_needs_assess.

There are many community-based planning programs that have helped rural towns heal divides, and develop and implement effective strategies for positive change. One that has been successful (including in Victor, Idaho!) is the Orton Family Foundation’s program, “Heart & Soul.” A handbook for the program, as well as implementation guides, can be downloaded here:
http://www.orton.org/resources/heart_soul_handbook.

Any government entity or their official partners can post projects to www.citizinvestor.com. These are projects that have support from city hall and citizens, but simply lack the necessary funds to be completed. Once a project is posted to Citizinvestor.com, citizens can donate tax-deductibly to the projects of their choice. They are not charged unless the project reaches 100% of its funding goal before the funding deadline. Once a project reaches 100% of its funding goal, the project is built.

University of Idaho Extension faculty, Lorie Higgins, Kathee Tifft and Paul Lewin, are available to work with Sandpoint residents to get organized to implement community review recommendations by bringing a cross-section of the community together to identify assets, learn about the economy and what’s possible/feasible, create a vision, develop teams and take action. The program, Community Coaching for Grassroots Action, is designed to build leadership capacity while establishing and moving toward shared goals for the community. The brochure for this program is included as Appendix H. More information may also be found at
<http://cd.extension.uidaho.edu/leadership/index.php>. Contact Lorie Higgins, 208-669-1480 or higgins@uidaho.edu.

Boise State University’s Centre for Creativity and Innovation has created a “Gang” comprised of businesses, non-profits, municipal departments and dance teams (!) to apply different kinds of thinking to the challenges faced by each. For more information on “The Gang on the Creative Edge”, go to <http://cobe.boisestate.edu/cci/what-we-do/the-gang/>.

A variation on this theme is provided by Siler City, North Carolina. This community brought its artists and manufacturing firms together for greater innovation. An article on their success can be found at <http://www.dailyyonder.com/artists-revitalize-rural-manufacturing/2013/04/02/5749>.

PART IV FOCUS AREA REPORTS

Economic Development

Community Comments and Concerns

Desire for a greater variety of businesses and employment opportunities

Some Sandpoint residents and leaders told us they believe too much emphasis is being placed on developing a regional economy based on recreation and tourism. Others told us recreation and tourism should get more attention and/or should be used more effectively to attract a variety of businesses. These conversations left us with the impression that the vast majority people in the area would agree the community should be working to increase economic diversification so as to become less dependent on any one employer or industry.

The Challenge of Rural Isolation

On several occasions during the community review, we heard the community's isolation from metro area markets was a challenge. For example, aircraft being built by Quest are being flown to the Seattle metro area for painting. Other important urban areas mentioned included Spokane-Coeur d'Alene, Portland, and (to a lesser extent) Boise. There was also awareness of the problem of retail leakage to Coeur d'Alene and Spokane and an expressed hope that residents would or could increase their support for local businesses.

Regional Coordination of Economic Development Efforts

The visiting team heard few community leaders express a desire for greater regional coordination and cooperation in the context of economic development or that it could be helpful or important. We did note one exception. Many stakeholders we spoke with believed there is potential for greater coordination and cooperation between the City and the County in the context of improving and managing the airport. For the most part, though, we heard statements pointing out the difference in values and goals between various communities. These "we-don't-have-much-in-common-with-them" statements explain a historic lack of coordination. On the other hand, residents participating in community listening sessions and other meetings, made critical observations about the lack of regional cooperation, suggesting that it explains why there has not been more progress on community and economic development initiatives. We also noted



that multi-community cooperation has helped create the SPOT bus system and the regional water treatment and delivery system.

Mixed Messages about the Airport and the Aerospace Industry

Primarily from the pre-review community survey, the visiting team picked up on mixed messages about the importance of the airport and aerospace industry to the area's economy. Many residents appear to think the airport plays a very important role. Ironically, they also think it mostly benefits pilots and plane owners. One possible explanation is that a number of residents think aerospace is important, but they don't view the airport as being particularly important to aerospace businesses.

Need for Vision and Leadership at the Airport

Many airport and aerospace stakeholders we interviewed during the community review spoke about the lack of a person or people creating and articulating a clear and compelling vision for the future of the airport. The airport seems to have no one in its corner – at least not in any cohesive, organized way. It needs an advocate or champion, so say the effected stakeholders.

Importance of the Canadian Market

Several business advocates and other people in Sandpoint told us the Canadian market (e.g. eastern British Columbia and Alberta) is economically important to the area, especially with respect to tourism and recreation. We heard this market mentioned more than Seattle or Spokane. Likewise, Sandpoint's location on the Selkirk International Scenic Byway is viewed as a significant asset.

Broadband

The availability and cost to improve broadband connectivity is a concern among many businesses in the community. They know they need it and that its improvement plays a critical role in economic development, but it must be affordable. Those that need more should pay more was a view expressed by more than one person.

Post high school and workforce education

Several community and education representatives talked to the visiting team about a mismatch between the education and skill level of the available workforce (i.e. skill and education level) and the needs of employers. While the community sees itself as an education and training hub, we heard clear acknowledgement that there is room for improvement and that better communication and coordination between education providers and employers is needed.

An innovative, creative community

In conversations on a variety of subjects, the people and leaders of Sandpoint regularly used the words and phrases below when describing the community:

- think tank
- opportunity for research and development
- innovation, innovative

- creativity
- genius factor
- robotics
- high tech
- recreation product development and manufacturing, “rec. tech”
- communiversity
- Google Plex Campus
- innovative design center

Whether they were referring to how they experience the community or what they hope the community will become, it was clear to the visiting team that a lot of people associate these terms with Sandpoint’s identity or image.

Economic Development Opportunity Areas

The visiting team’s opportunity areas and recommendations for economic development are based on the above comments and concerns identified before and during the community review. Collectively, they will help the community and the region create new jobs by supporting entrepreneurs, the growth of existing businesses, and the recruitment of new employers to the area. They will also help support downtown revitalization.

Opportunity Area 1: Develop a regionally significant aerospace industry

As noted previously in this report, the community expressed its desire to develop its small but growing cluster of businesses in the aerospace industry.

In the 1990’s, economic development researchers and practitioners began demonstrating the compounding effect of ideas upon ideas, invention upon invention, and the cumulative effect of small and large improvements reinforcing each other to eventually create an unstoppable flywheel of local economic growth. This self-perpetuating effect is not due to one individual company, but to a cluster of related businesses and other partners (e.g., universities) supporting each other. Think Silicon Valley in California and you get the idea. This clustering allows a given industry—aerospace in this case—to reduce its dependence on importing products and services from outside the region, creating new jobs in the process.

In general, the community should be fostering the excellence of local supply chain coordination, cultivating a stellar workforce, and ramping up technology development. These are going to be the new determinants of local advantage in a fast moving aerospace sector.

Visiting Team Recommendations

Recommendation: Embrace, value, invest, and expand upon the Aerospace Center of Excellence.

Recommendation: Pursue the expansion of commercial operations at the airport. Examples include: air taxi, charter, scenic flights, aeromedical evacuation, and air freight.

Recommendation: The City of Sandpoint and Bonner County Economic Development should work with the aerospace businesses to recruit or incubate companies that supply parts to the current aerospace employers in the area. Look up and down the supply chain to support existing businesses at the airport including, but not limited to Qwest and Tamarack. Of the 30 key suppliers for Quest Aircraft Company (for example) are there any needs that could be supplied by an Idaho-based company or new start up? The fact that Quest planes are flown to western Washington for painting was mentioned many times during the community review. Is this an opportunity to develop a painting facility in Bonner County or elsewhere in Idaho?

Recommendation: The City and/or Bonner County Economic Development should develop an active visitation program to facilitate communication with aerospace industry leaders to learn what needs they have and how the community can support their long-term success. One result of such a program could be increased understanding of potential supplier markets that could be targeted for recruiting efforts. This recommendation applies to all of the community's significant employers (not just those in the aerospace sector).

Recommendation: The creation of an aerospace incubator that leverages FabLab, 3D, CNC and other manufacturing/hi-tech areas should be considered to support the creation of ancillary businesses.

Recommendation: Along with the highly productive, yet underused 5-access machine Quest owns but doesn't appear to use, the aerospace industry could create a shared space for high cost machinery and a hard to find workforce (e.g., CADD, engineers, electronic technicians, avionics technicians, quality inspectors, and other support personnel).

Recommendation: Creating greater collective demand for composite work to be done at Unitech's facility in Hayden is another collaborative effort the aerospace industry could pursue. Separately, the companies cannot produce enough volume to make it profitable for Unitech.

Recommendation: Establish research related capabilities including alternative aerospace fuels to reduce the industry's carbon footprint.

Recommendation: Improve logistics for existing businesses. Promote more efficient movement of parts and finished products by coordinating with Fed Ex and other carriers in the region for enhanced pick up and delivery schedules.

Recommendation: The visiting team urges the region not to put all of its eggs in the aerospace industry basket. While you pursue opportunities in this sector, strive to increase economic diversification by pursuing other recommendations in this report related to economic development, sustainability, and downtown revitalization.

Opportunity Area 2: Renewed public awareness, vision, and leadership for the airport

While it was said many ways, we heard it often during conversations about the airport held during the community review: the airport lacks a vision for the future and a champion to advocate for that vision.

Visiting Team Recommendations

Recommendation: The visiting team believes the importance of the airport and aerospace industry clearly requires a full-time airport manager. A part-time manager just is not going to get you where you want to go.

Recommendation: Make sure all key local and regional airport and aerospace stakeholders are involved in a process to update strategic goals and objectives for the Sandpoint airport. This process should address collaboration and the coordination of complimentary capital improvements with the other airports in Bonner and Boundary Counties. Identify the leadership and management changes needed to achieve them. Specific improvements for the Sandpoint airport we urge this group to take a look at include (but are not limited to):

- Expansion of instrument approach capabilities
- Land acquisition around the airport to facilitate growth and creation of additional parking.

Recommendation: Develop a public information and outreach campaign centered on the airport and aerospace industry.

Recommendation: Form a nonprofit “Friends of the Airport” organization that increases public awareness and potentially accesses funding not available to the City of Sandpoint or Bonner County.

Recommendation: Consider re-naming the airport to increase its visibility and improve its image. For example, it could be named for a historically significant family or person. The name should have some relationship to the long-term vision for the airport.

Recommendation: Improve signage and invest in other improvements that enhance the experience of arriving at and visiting the airport. For example, an arrival center or at least a kiosk could be created for people visiting the airport by both car and plane. This amenity should provide a directory and map of services and businesses at the airport. This information should also be provided on-line. A combined museum/public event space is yet another possibility. These improvements and amenities should all contribute to the development of a campus-like quality or experience at the airport.

Recommendation: Continually work to improve working relationships with the Federal Aviation Administration and Aeronautics Division of the Idaho Transportation Department.

Recommendation: Discuss opportunities for the City and County to align and re-deploy resources in support of FAA-compliant airport growth. Investigate shared or regional management models to support the sustained growth of the airport (e.g., port authority, City/County Joint Board, Memo of Understanding etc.).

Recommendation: Collaborate and build partnerships with other local rural airports to leverage the need for overflow parking/work space for Sandpoint-based aerospace businesses.

Opportunity Area 3: Attract visitors and create economic opportunities by developing Sandpoint's image as an innovative, dynamic community with natural beauty, small town character, and recreational opportunities.

This opportunity area is about branding the community and making it easier for potential visitors and businesses to be exposed to that brand. It recognizes the potential for people to relocate their business to the community after visiting to ski, enjoy the lake, or attend the Festival at Sandpoint.

It is also about creating a regional economy with more depth and durability, creating opportunities for young people to stay in or return to the community as young adults, and attracting talented, creative people prized by knowledge-based employers.

North Idaho and Sandpoint specifically offer a quality of life and demographic characteristics that appeal to knowledge-based workers who comprise what some community and economic development professionals refer to as the “creative class”. Such workers place a high priority on these qualities when looking for a place to live. These qualities include, for example:

- Relative to other rural Idaho communities, the population of Sandpoint and Bonner County is highly educated, and skilled.
- Internet and broadband communication infrastructure is good and continues to improve.
- The community and surrounding area are endowed with world-class outdoor recreation opportunities and associated public lands. Economists have found “some creative class workers may choose to forego higher urban earnings in urban areas in exchange for the quality of life found in places endowed with natural amenities. Where this occurs, it may lead to business formation and economic growth, facilitated in part by the attraction of more creative class members” (see article from Journal of Economic Geography under Resources section below).



- You have a vibrant, pedestrian-oriented downtown area offering a variety of activities and events in which residents can actively participate.

Examples of creative class occupations include scientists and engineers, university professors, health and legal professionals, technical and other writers, computer programmers, on-line content designers and writers, artists, and people working in music and entertainment. The economic function of such occupations is to create new ideas, approaches to problem solving, technology, and/or creative content. About 38.3 million Americans and 30 percent of the American workforce identify themselves with the creative class. This number has increased by more than 10 percent in the past 20 years.

Largely due to modern telecommunication technology, these individuals (and their families) can increasingly live wherever they choose. The visiting team encourages the community to continue developing and marketing the physical and cultural assets in the bulleted list above because they are a key to future economic diversification.

Visiting Team Recommendations

Recommendation: Develop a coherent community brand for the Sandpoint area. See Appendix J for additional information. When undertaking a community branding process, some communities create a tagline and a logo and think they're done. In reality, logos and taglines are marketing messages that reinforce your brand. Here are some thoughts about effective community brands:

- Effective brands have a narrow focus.
- Work to differentiate the community. What's unique about Sandpoint?
- Rather than being rolled out one day, community brands are earned over time through word of mouth, social media, and other forms of publicity. A community doesn't suddenly wake up one day with a brand; it is the result of many related actions and decisions made by the community.
- Work to make sure your community can deliver on its brand. When they come, visitors need to find what they hear and read about.
- Effective branding focuses on activities and experiences available in the community. Create an activities guide instead of a visitor's guide.
- Brands benefit from marketing messages that evoke emotion.
- The development or clarification of a community brand requires tireless, consistent champions.

Recommendation: More effort should be made to advertise the city's treasures using social media. The City, the Chamber of Commerce, the hotels, and the management of Schweitzer should form a partnership to advertise and promote the city throughout western Canada and the northwest.

Recommendation: Establish a co-working network housed in your public library.

Recommendation: Organize a Tedx or Ignite Sandpoint! event in the community.

Recommendation: Develop a hands-on, open, innovative space with equipment and experts to share their expertise: think 3-d printers, lab view for coding, code camp for youth, open source software, and robots. Keywords: Makerspace, Hackerspace, Fablab space.

Recommendation: Develop a program to re-connect with and attract young adults who grew up in Sandpoint. This can be done by, for example, communicating with alumni before, during, and after high school class reunions. Bring these people—with their skills, experience, education, and businesses—back to the community.

Recommendation: Formally initiate conversation with creative class workers and employers in the community to help identify potential improvements.

Opportunity Area 4: Nurturing the community's entrepreneurial spirit

While recruiting businesses and helping the existing major employers expand are both important goals, most communities find that the majority of new jobs in any local economy are produced by small, local businesses. Economic gardening refers to connecting entrepreneurs with resources and information and helps businesses to start and develop. It also includes investing in policies, physical improvements, and relationship building to create a more entrepreneurial community.

Visiting Team Recommendations

Recommendation: Review existing City policies to identify opportunities to remove barriers to creating small businesses (including home-based businesses).

Recommendation: Promote the use of existing support services for business start-ups. In particular, direct business owners to sources of help to complete business plans.

Recommendation: Create a packet of information (printed and available on-line) that communicates all policies, requirements, and processes related to starting and operating a business in Sandpoint.

Recommendation: Create an angel investor group and revolving loan or investment fund that can finance and also serve as mentors for entrepreneurs and new businesses. Here are related suggestions:

- Set an initial target of \$1 million.
- Establish a proper structure and ensure there is an appropriate rate of return and exit strategy for the investors.
- Make sure you have a specific amount in mind when asking investors to contribute.

- Make sure you have a qualified manager and an exceptional application and due diligence process along with consistent follow-up.
- Make sure you manage the fund exceptionally well with a loan committee in place to make the final funding decisions.

Recommendation: Create an annual start-up or business pitch competition. Business ideas in alignment with sustainability and other community goals could receive preferential consideration. The best ideas could actually receive funding from angel investors.

Opportunity Area 5: Develop the region's broadband capacity

The availability and cost to improve broadband connectivity is a concern among many businesses in the community. They know they need it and that its improvement plays a critical role in economic development, but it must be affordable. The visiting team's recommendations are found below.

Visiting Team Recommendations

Recommendation: Re-evaluate the model, market assumptions, and financial analysis for broadband created five years ago and determine if this plan still makes good sense financially and technologically. Conditions have changed in the last five years (e.g. there are now three providers of fiber downtown.)

Recommendation: Conduct a broadband demand survey to more clearly understand what the residents and businesses want and need.

Recommendation: Continue to work on community owned/operated fiber network and build understanding of potential advantages and disadvantages to such a model. Compare and contrast different models available for deployment. Understand the financial assumptions behind the differing models presented and impact on rates and sustainability.

Recommendation: Study public-private efforts to provide regional middle-mile dark fiber network.

Recommendation: Encourage anchor institutions and high bandwidth users to collaborate on broadband systems to leverage their middle-mile needs in order to increase broadband capacity and reduce cost.

Recommendation: Create local hot spots, including the airport, downtown, North Idaho College, city hall, and existing and future industrial area(s).

Recommendation: Enable a competitive provider environment.

Recommendation: Recognize the Liberty Lake center as a resource for Sandpoint.

Recommendation: Make sure high speed Internet is available throughout the County, not just in Sandpoint and Priest River.

Recommendation: Build broadband redundancy to stabilize reliability.

Opportunity Area 6: Increasing the quantity and quality of educational opportunities to better match the needs of employers.

The people of Sandpoint are proud of the educational opportunities available to young people, and to adults wanting to change careers or pursue personal education. During the community review, we also heard about the available workforce not having the skills and knowledge required by some of the local employers. Our recommendations in the area of workforce-related education are described below.

Visiting Team Recommendations

Recommendation: Continue to support the development of the Idaho P-TECH (Pathways in Technology Early College High School) as it relates to Sandpoint residents and employers (especially in the aerospace sector).

Recommendation: The 70-acre University of Idaho Extension property on the north side of Sandpoint is a significant asset. It could be used to support one or more community and economic development goals—including those related to education.

Recommendation: Develop an after school program for ages 14-18 that would allow young people to obtain a food handlers permit.

Recommendation: Develop incentives for post-high school education through industry scholarships, student loan paybacks, guaranteed jobs, mentoring, etc.

Recommendation: Create opportunities for students to learn about current and anticipated jobs in the community and the type of education they require. This could be achieved through site tours and by inviting business leaders into the schools, for example.

Recommendation: Possibly via the Sandpoint Area Chamber of Commerce, encourage school counselors to get more involved in businesses to understand what local industry does so they can relay it to students.

Recommendation: Businesses should take advantage of the different workforce training programs that are available.

Recommendation: The region should build partnerships between the aerospace industry and state universities, Idaho P-TECH, North Idaho College and other academic institutions to ensure the industry sector has the skilled labor it needs. This strategy may also help to reduce out migration of youth since they will be able to find well paying jobs in the region.

Recommendation: Continue to develop the new Aviation Center of Excellence with local colleges for certifications and qualifications required for workforce development. Develop a compelling vision, brand, and strategic plan to establish a solid foundation.

Recommendation: Champion aviation, aerospace, and fabrication in early career selection by hosting community-based events.

Recommendation: Establish additional internship opportunities for local high school and college students interested in the aerospace industry.

Recommendation: Implement a “Scholarship for Service” program whereby local business provides college tuition scholarships with post graduation 2-year service.

Economic Development Resources

The Washington Aerospace Industry Strategy (May 2013) outlines that state's vision, goals, and strategies related to developing its aerospace industry. It is available through the Governor's Office of Aerospace. Go to

http://www.governor.wa.gov/issues/economy/aerospace/Industry_Strategy.pdf

Idaho National Laboratory's Technical Assistance Program provides technical expertise to state and local government, and regional small businesses. The requesting organization can receive, at no cost to it, up to 40 hours of laboratory employee time to address technical needs that cannot readily be met by commercially available resources in the region. Go to <http://tinyurl.com/992ayxe>. Stephanie Cook, Stephanie.cook@inl.gov, 208-526-1644.

CyberCorps: Scholarship For Service (SFS) is a unique program designed to increase and strengthen the cadre of federal information assurance professionals that protect the government's critical information infrastructure. This program provides scholarships that may fully fund the typical costs incurred by full-time students while attending a participating institution, including tuition and related fees. Additionally, participants receive stipends of up to \$20,000 for undergraduate students, \$25,000 for master's degree students and \$30,000 per year for doctoral students. The scholarships are funded through grants awarded by the National Science Foundation. Go to <https://www.sfs.opm.gov/>.

The Boeing Company, “Current Market Outlook 2012-2031”. Go to <http://www.boeing.com/boeing/commercial/cmo/>. For the Boeing Company's information about sustainable aviation biofuels. Go to <http://www.newairplane.com/environment/#/SustainableAviationBiofuel/SustainableBiofuel>.

Nortech Regional Innovation Cluster Model. Contact: Byron Clayton, Vice President of Cluster Innovation at bclayton@nortech.org.

Pure Michigan Business Connect (PMBC). PMBC is a public-private initiative developed by the Michigan Economic Development Corporation (MEDC) that introduces Michigan

companies to opportunities to help them grow and expand. Companies that participate can find procurement resources in the state to expand their supply chain and identify new business opportunities. Contact: Vince Nystrom, Vice President of Strategic Accounts, Michigan Economic Development Corporation at businessconnect@michigan.org.

Aerospace Components Manufacturers (ACM). ACM is a non-profit regional network of independent Connecticut-based aerospace companies. Working together as a network, member companies collectively offer broader capabilities than they could as individuals. Go to <http://www.aerospacecomponents.org/about.html>.

United States Department of Transportation, Federal Aviation Administration, Grants for Aviation Research. Look into Program Solicitation No. FAA-12-01. Go to <http://www.tc.faa.gov/logistics/grants>.

Department of Labor Workforce Investment Act (go to <http://labor.idaho.gov/dnn/Default.aspx?alias=labor.idaho.gov/dnn/wia>) and State Workforce Training Funds (go to <http://labor.idaho.gov/dnn/idl/Businesses/TrainingResources/WorkforceDevelopmentTrainingFund.aspx>).

Idaho Department of Labor's "Career Connect" tool (<http://idahocareerconnect.org/Login/login.asp>) is a website that lets students explore different local businesses and industries they are interested. It's growing, but many local businesses participate and have their information on the website which also includes videos of what different occupations do. The Idaho Department of Labor also has Youth Programs. <http://labor.idaho.gov/dnn/idl/Businesses/TrainingResources.aspx>. Contact Alivia Metts, 208-475-8789, ext. 3496, alivia.metts@labor.idaho.gov.

The Friedman Airport in Sun Valley area has been working on improving public understanding of the airport as an economic driver and on improving passenger service from western metropolitan areas. Go to <http://www.flysunvalleyalliance.com/documents/PRSunValleyrecievesfederalgrantfornewnonstopservice.pdf>.

FAA funding and grant data is available at http://www.faa.gov/data_research/funding_grant/.

Bill Statham, Airport Planning and Development, Idaho Department of Transportation, 208-334-8784, bill.statham@itd.idahol.gov.

Panhandle Area Council. Go to <http://www.pacni.org/>. Executive Director Greg Cook was a member of the Sandpoint Community Review visiting team (gcook@pacnic.org, 208-772-0584, ext. 3018).

The Small Business Administration is a great resource for small business information and loan opportunities. SBA offices are located in Spokane and Boise. For the Boise office, go to <http://www.sba.gov/about-offices-content/2/3115/resources>.

Alexandria Co-working Network. Named after the world's first great library in Alexandria, Egypt. The library at Alexandria and the other libraries that followed were not just about books; in essence, they were society's first co-working spaces and knowledge hubs. For more information about the Alexandria Co-working Network, visit entrepreneurship.asu.edu.

The University of North Dakota Center for Innovation Foundation is a statewide network of nine angel investment funds. The Center also helps entrepreneurs, innovators, and students launch new ventures, develop business and marketing plans, access university talent, and secure financing. For more information, go to www.innovators.net. Contact Tom Kenville, 701-777-3132.

Created in the spirit of TED Talk's "ideas worth spreading" mission, the TEDx program is designed to give communities, organizations, and individuals the opportunity to stimulate dialogue through TED-like experiences at the local level. TEDx events are fully planned and coordinated independently, on a community-by-community basis. "TED" is an acronym meaning technology, entertainment, and design. For more information, visit <http://www.ted.com/tedx>.

Ignite Boise is a semi-regular 3-hour idea feeding frenzy that brings together artists, geeks, entrepreneurs, academics, government officials, and others to share their ideas in fast-paced, bite-sized presentations. The goal is to bring together embers of big ideas to spark a blaze of creativity in Boise's business and creative community—leaving attendees more educated and just as importantly, more inspired. Go to <http://igniteboise.com/>.

North Idaho members of the Idaho Association of Inventors meet monthly in Sagle. Go to www.inventorsassociationofidaho.com. Contact Pamela Bird.

Angel Capital Association (ACA) (<http://www.angelcapitalassociation.org/>) and Global Accelerator Network (GAN) (<http://gan.co/>) provide important information on the new and proposed rules on general solicitation for entrepreneurs and members of the startup support community. There are important issues and complications that entrepreneurs and the professionals who support them need to know to protect themselves in this new financing world.

The Keiretsu Forum Northwest region formed in 2005 and is comprised of the Boise, Kirkland-Eastside, Portland, Seattle, Spokane-Inland, and Vancouver chapters. The Boise chapter launched in January 2007 and enjoys close synergies with the regional and global Keiretsu Forum angel investment network. In 2012, the Keiretsu Forum Northwest region had outstanding membership growth of 85 new members and collective funding results of

over \$20m invested in 34 companies. For more information, go to <http://www.keiretsuforum.com/global-chapters/boise/>.

The Massachusetts Institute of Technology \$100,000 Entrepreneurship Competition awards prizes to aspiring entrepreneurs each year through participation in a series of three contests: the Pitch Contest, the Accelerate Contest, and the Launch Contest. For more information, go to <http://www.mit100k.org/>.

Tech Cocktail is a media company and events organization for startups, entrepreneurs, and technology enthusiasts. Started in 2006, its goal is to amplify local tech communities and give entrepreneurs a place to get informed, get connected, and get inspired. Tech Cocktail dedicates itself to covering news, how-to's, up-and-coming startups, and industry trends online. It also hosts events in over 20 cities in the U.S. and abroad. Go to <http://tech.co/>.

The Fab Lab concept was developed at the Massachusetts Institute of Technology (MIT) by Professor Neil Gershenfeld, founder and head of the Center for Bits and Atoms, who developed a very popular course titled "How to Make Almost Anything." As part of the class, he gave his students access to a fabrication laboratory containing some very basic cutting, milling and electronic tools. Inspired by the transformative results, Dr. Gershenfeld encouraged others to open similar Fab Lab's in their own communities giving ordinary people the ability to make whatever they want. The Boundary County Library District in Bonners Ferry will be attempting to pass a \$5,000,000 Bond in May 2014 to build a Fab Lab based on the MIT model. Go to the Center for Bits and Atoms at <http://www.cba.mit.edu/>.

The Ewing Kauffman Foundation supports projects that foster a society of economically independent individuals who are engaged citizens, contributing to the improvement of their communities. The Foundation focuses grant making on two areas—education and entrepreneurship. Go to <http://www.kauffman.org>.

Business Retention and Expansion Visitation Fundamentals is a joint publication of North Dakota State University Extension and Mississippi State University Extension. It provides a useful guide to beginning a business retention and expansion (BR&E) visitation program. Go to <http://www.ag.ndsu.edu/pubs/agecon/market/cd1605.pdf>.

Local Dollars, Local Sense: How to Move Your Money from Wall Street to Main Street and Achieve Real Prosperity by Michael H. Shuman. Mr. Shuman is Director of Research for Cutting Edge Capital, Director of Research and Economic Development at the Business Alliance for Local Living Economies (BALLE), and a Fellow of the Post Carbon Institute. He has published several books on locally based economic development. Go to <http://www.amazon.com/Local-Dollars-Sense-Prosperity-Resilience/dp/1603583432>.

Locavesting: The Revolution in Local Investing is a book and associated blog written by author and journalist Amy Cortese. The book explores the extraordinary experiment in citizen finance taking place across in cities and towns across the country as they take back control of their financial destinies while revitalizing the communities they call home. Go to http://locavesting.com/Locavesting_homepage.html.

State of Idaho Industrial Revenue Bonds. Industrial revenue bonds provide businesses with a potentially lower cost alternative source of funding for purchasing and improving upon industrial facilities. The lower cost is realized because the bonds issued under this program are tax-free. This incentive might entice investors to accept a lower rate of return. Go to <http://commerce.idaho.gov/assets/content/docs/IRB GUIDE 2010.doc>. Randy Shroll, 208-334-2650 ext. 2124, randy.shroll@commerce.idaho.gov.

TechHelp provides technical and professional assistance, training, and information to Idaho manufacturers, processors and inventors to help them strengthen their global competitiveness through product and process improvements. Go to <http://www.techhelp.org/index.cfm>.

University of Idaho Extension's "Open for Business" program is designed to bring business training to remote rural communities. Lorie Higgins, 208-885-9717, higgins@uidaho.edu.

The Center for Rural Entrepreneurship uses webinars, publications, and other tools to share timely information and best practices on a variety of topics related to economic development in rural communities. Go to www.energizingentrepreneurs.org/site. *Innovative Approaches to Entrepreneurial Development: Cases from the Northwest Region* is one publication of interest. To read or download, go to <http://www.energizingentrepreneurs.org/site/images/research/cp/cs/cs4.pdf>.

Entrepreneurs and Their Communities. These archived hour-long webinars available through University of Idaho Extension are focused on research-based best practices for supporting small businesses. Free webinars are ongoing. Go to <http://www.extension.org/entrepreneurship>.

The Idaho Department of Commerce's Idaho Gem Grant program provides funding for public infrastructure projects that support economic development. Examples of eligible activities include: construction materials, new and rehabilitative construction, architectural and engineering services, and property acquisition. Grant amounts are up to \$50,000. Go to <http://commerce.idaho.gov/communities/community-assistance/idaho-gem-grants/>. Jerry Miller, jerry.miller@commerce.idaho.gov, 208-334-2470.

In 2013 the Idaho Department of Commerce awarded a Gem Grant to Bannock, Bear Lake, Caribou, Franklin, Oneida, and Power Counties in S.E. Idaho to purchase "Executive Pulse," a successful Business Retention and Expansion resource for economic development

specialists in the region. Go to <http://www.executivepulse.com/>. Contact Randy Shroll, Idaho Department of Commerce, 208-334-2650 ext. 2124, randy.shroll@commerce.idaho.gov.

An entire curriculum focused on building an entrepreneur friendly community is available through Ohio State University. Go to <http://sustentrep.osu.edu/building-an-entrepreneur-friendly-community>.

A PowerPoint presentation titled *Creating an Entrepreneurial Culture/ Community* by Deborah Markley. Go to www.agecon.purdue.edu/aicc/valueaddconf/PPT/5MARKLEY2.ppt.

Gem State Prospector, Idaho Department of Commerce. <http://gemstateprospector.com>. Jerry Miller, 208-334-2470, jerry.miller@commerce.idaho.gov.

Based at North Idaho College in Coeur d'Alene, the Idaho Small Business Development Center provides business coaching, business training, and resources to entrepreneurs and individuals. Businesses that receive coaching and training assistance from the ISBDC grow on the average 700% faster than a typical Idaho business. Go to <http://www.nic.edu/Websites/default.aspx?dpt=120&pageId=1492>.

Rural Development Initiatives (RDI) is a Eugene, Oregon-based nonprofit organization that helps towns and rural partnerships develop and diversify their economies by creating inclusive, long-term strategies and managing crucial projects. They conduct community trainings on leadership and effective organizations. RDI's work is focused in Oregon but also reaches six western states (including Idaho) and British Columbia. Go to <http://www.rdiinc.org>. Noelle Colby-Rotell, 208-954-9564, nrotell@rdiinc.org.

Idaho Housing and Finance Association's Idaho Collateral Support Program establishes pledged cash collateral accounts with a lending institution to enhance loan collateral for businesses in order to obtain financing on acceptable terms. Go to <http://ihfa.org/ihfa/small-business-loan-programs.aspx>. Cory Phelps, coryp@ihfa.org, 208-331-4725.

West is Best: How Public Lands in the West Create a Competitive Economic Advantage is a research paper published by Headwaters Economics in November 2012. Go to <http://headwaterseconomics.org/land/west-is-best-value-of-public-lands>.

The Rural Growth Trifecta: Outdoor Amenities, Creative Class, and Entrepreneurial Context, an article in the Journal of Economic Geography, May 17, 2010. Go to <http://joeg.oxfordjournals.org/content/early/2010/05/12/jeg.lbq007.full.pdf+html>.

Advancing Vermont's Creative Economy, published by the Vermont Council on Culture and Innovation, September 2004. Go to http://www.ksefocus.com/vcci_report.pdf.

Seattle-based Destination Development International offers consultation, educational webinars, and newsletter all focused on helping communities achieve goals related to branding, wayfinding, and tourism marketing. Go to
<http://www.rogerbrooksinternational.com/>.

USDA Rural Development has loan and grant programs to finance a wide variety of business, infrastructure, housing, and community projects. Go to
<http://www.rurdev.usda.gov>ID>. Jeff Beeman, USDA Area Director (Jeff.Beeman@id.usda.gov, 208-762-4939 ext. 118) was a member of the Sandpoint Community Review visiting team.

Among other things, the nonprofit Kansas Sampler Foundation provides communities in that state with information and assistance related to tourism. Go to
<http://www.kansassampler.org/rce/>.

For an example of an event in Michigan that builds on local food, art, and heritage, go to
<http://www.artands eats.org/index.html>.

Idaho Travel Council Grant Program. Chambers of Commerce are a target audience for this program. Funded through the hotel/motel tax, these grants can be used to build websites and promote community events. Go to <http://commerce.idaho.gov/tourism-grants-and-resources/itc-grant-application-process/>. ReNea Nelson, 208-334-2650, ext 2161, Renea.Nelson@tourism.idaho.gov.

The Idaho Division of Tourism Development offers assistance and information to tourism-related businesses. Go to <http://commerce.idaho.gov/tourism-grants-and-resources/web-resources/>, 208-334-2470.

Regional travel councils around the state provide good examples of coordinated efforts to promote place-based or cultural tourism. Specific examples in relatively rural areas of the state include the Lava Hot Springs-based Pioneer Country Travel Council in southeast Idaho (go to <http://www.seidaho.org/>) and North Central Idaho Travel Association based in Lewiston (go to <http://www.visitnorthcentralidaho.org/>).

The Sierra Nevada Geotourism Project contributes to the economic health of the region by promoting sustainable tourism and is a partnership between Sierra Business Council, Sierra

Nevada Conservancy and the National Geographic Society. Go to <http://sierrabusiness.org/what-we-do/projects/356-sierra-nevada-geotourism>.

Host a luncheon or meeting for business owners that features a showing of the “Maps, Apps, and Mobile Media Marketing” webinar available through University of Idaho Extension, then work together to help each other learn about and access the many resources provided in the presentation. Go to <http://www.extension.org/pages/16076/etc-webinar-archive>.

The Business Alliance for Local Living Economies (BALLE) is a non-profit organization providing assistance and support to communities working to increase their resiliency and self-sufficiency by strengthening their locally owned businesses. Go to <http://bealocalist.org/>. Contact 360-746-0840 or info@livingeconomies.org.

Created in 2011 by Boise Young Professionals (a program of the Boise Metro Chamber of Commerce), Blaunched is a one of a kind, “soup to nuts” business pitch competition designed to connect Boise’s young professional talent with experienced entrepreneurs to encourage idea development and create company startups. Go to <http://www.boiseyp.org/byp-programs/blaunched/> and <http://www.blaunched.com/>.

Downtown Revitalization

Community Comments and Concerns

Appreciation for Downtown

It is clear to the visiting team: Sandpoint residents love their downtown. When asked what they appreciate most about downtown, locals used the following words most frequently:

- safe
- clean
- kid-, pedestrian-, and bike-friendly
- sense of community
- friendliness
- restaurants
- farmers market
- Panida Theater
- access to lake, City Beach

Optimism Despite Recent Differences

Overall, the visiting team heard residents and civic leaders express relief that the community is past certain controversies or important decision points (or is on the way to getting past them). Examples include the recently completed US-95 by-pass along the lakefront, the decision to route Highway 2 traffic out of the downtown area, reversion of key streets going back to the

City's jurisdiction, mixed results from downtown revitalization efforts of the last 5-10 years, and the decision to have the role and function of the Business Improvement District managed by the Chamber of Commerce.

Perhaps inspired by the North Idaho College's move to downtown, recent groundbreaking for the new hospital annex, growth of the farmers market, plan to revert one-way streets back to two-way streets, and other recent and planned improvements, there is a strong belief in the community that downtown is on the verge of turning a corner in a positive direction.

A Downtown for Whom?

Through the pre-review survey and conversations held during the community review, the visiting team noted many opinions about the relationship between residents and visitors in the context of downtown. A large number of people added handwritten comments of this nature on the pre-review survey. Many residents feel that attracting and meeting the needs and expectations of visitors is the primary purpose of downtown. Some residents told the visiting team they can't afford to buy what's available downtown or that goods and services they are looking for are not available downtown.



Most residents would like to see more retail businesses in the downtown area—especially ones oriented toward residents. They are also concerned about the number of vacant storefronts. Several people also talked about wanting to see a modestly-sized hotel with flexible banquet and meeting spaces to host conferences, weddings, corporate and other retreats, and similar events. A few business leaders shared their opinion that there is unmet demand for such a hotel and that it would be financially successful. Potentially, the Best Western Edgewater Resort/Hotel could be renovated to address this demand.

Some Frustration with Administration and Enforcement of City's Standards

A couple business owners we met with shared some frustration about the City's administration of building code and other standards. We did not talk to enough business and building owners to gauge the prevalence of this frustration. People who did bring it up expressed their desire for greater flexibility and less red tape on the City's part. There was a belief that other communities in the area are inclined to have a more laissez-faire attitude toward business and that this difference could, in part, cause business owners to relocate their businesses out of the downtown area or out of Sandpoint altogether. This concern was also voiced by residents participating in community listening sessions.

The Challenge of Absentee Building Owners and Managers

The difficulty of maintaining and improving downtown buildings with absentee owners and/or managers was one of the most often expressed challenges associated with downtown revitalization. The perception is that absentee owners and managers are less willing or able to finance building rehabilitation projects. Improving energy efficiency, façade renovation, and addressing the challenge of snow loads and snow melt on flat roofs are three specific examples mentioned by business and building owners. It might also be challenging to engage absentee building owners and managers in downtown revitalization planning and policy development.

More Housing and Employment Opportunities Desired

The visiting team heard several people express support for more housing in the downtown area. There seemed to be recognition that such housing would help support new retail businesses. Likewise, many people would like to see more employment opportunities based downtown.

Perceptions and Attitudes About Parking Mixed

Community residents appear to be divided in two camps on the subject of downtown parking. The first camp says there is a shortage of parking and that this is one reason they don't spend more time downtown. Business owners are more likely to be in this camp. The other camp says parking is a non-issue, especially if people are willing and able to walk two to three blocks. There's a perception that, relative to visitors, local people have little free time to walk or linger downtown during the day. Due to time constraints, many want to park in front of their destination, complete their appointment or purchase as quickly as possible, then leave. On a final note, several people expressed frustration with the City's stepped up enforcement of the 2-hour parking limit in the downtown area.

Concern about Downtown Businesses Coming and Going

Many people — many of them current or former business owners — expressed concern about the high number of businesses that have come and gone in the downtown area over the years. Restaurants are perhaps most susceptible to this turnover. One downtown building owner told us 300 restaurants have come and gone since 1984. The general perception is this high turn over happens because businesses are not able to survive the lean shoulder seasons in fall and spring. This phenomenon is also seen at City Beach, which we heard is little used from Labor Day to Memorial Day. A desire to lessen the effect of the community's shoulder season was expressed by the home team members, city leaders, and business owners. Representatives of the business community also told us that few established businesses have business plans. The visiting team wonders if this might also be a contributing factor to the high turn over.

We heard from the residents and business community representatives that the downtown first needs to be made "vital" and to be maintained as such — as opposed to being "revitalized". This opinion led the team to coin the phrase "vitalization focus area".

Schweitzer Mountain Resort and Downtown

Representatives of Schweitzer Mountain Resort see untapped potential to attract more Schweitzer visitors to the downtown area for shopping, eating, and lodging. Specific lodging opportunities at the resort, in particular, cannot accommodate the existing demand.

Downtown Revitalization Opportunity Areas

In its community review application, the City of Sandpoint asked the visiting team to offer observations, recommendations, and resources to help the community develop a vibrant downtown that's full of people and a good mix of retail and service businesses that attract both visitors and residents.

Looking at the existing downtown through the lens of the National Trust for Historic Preservation's Main Street Four-point Approach to downtown revitalization, the visiting team observes there has been good progress AND there is room for improvement in all four areas: organization, promotion, design, and economic restructuring. More information about the National Trust's Four-Point Approach is found in Appendix K.



"To keep every cog and wheel is the first precaution of intelligent tinkering." We encourage Sandpoint's community and business leaders to take conservationist Aldo Leopold's famous quote to heart. While you are thinking about how to draw more businesses into the downtown, be sure you are appreciating and understanding the needs, challenges, and ideas of the downtown businesses you have. If you don't, you may lose as many businesses as you gain.

Acting on the opportunities and recommendations found throughout this report—especially as they relate to economic development—will support downtown revitalization by facilitating business creation, expansion, and recruitment. In other words, new and growing businesses will create a stronger downtown by occupying currently vacant space.

Opportunity Area 1: Create a dynamic year round downtown for both residents and visitors.

In this opportunity area, the visiting team offers some ideas and resources to help downtown Sandpoint become more stable and vibrant year round. It includes taking care of the gems you have and creating new ones.

Visiting Team Recommendations

Recommendation: Communicate with downtown, development, and real estate stakeholders to ascertain the factors preventing more housing from being developed downtown. City policy allows residential uses, but additional incentives should be considered.

Recommendation: Residents want to see a greater variety of retail stores in the downtown area. Conduct research to identify the types of goods and services residents desire in the downtown area. The visiting team wonders if a corner/variety store that would serve both residents and visitors would be successful.

Recommendation: Upgrade lodging and conference space. The Sandpoint Urban Renewal Agency and other stakeholders should investigate opportunities to develop a modest-sized hotel or resort with conference and banquet facilities. Such an asset must be economically viable in the market. The visiting team sees potential for a hotel or resort with about 150 rooms that can accommodate small conferences, board/corporate retreats, weddings, and similar events. A renovated Edgewater Resort and Hotel could fill this niche.

Recommendation: Establish an ongoing forum for communication between downtown businesses and Schweitzer Resort and other recreation and tourism-businesses to identify mutually beneficial strategies related to downtown. For example, would Schweitzer visitors spend more time in the downtown if retail stores and restaurants were open later into the evening (at least one day per week)? This communication and resulting agreements would create a stronger connection between Schweitzer and downtown services and activities and increase the community's ability to draw more destination visitors from Canada and other metropolitan areas in the region.

Recommendation: Increase events at the Panida Theater, especially during mid-week.

Recommendation: Continue investing in the improvement of the Panida Theater. In the near term, remain focused on installing the needed fire suppression system and associated roof replacement.

Recommendation: Increase use of The Hive as a community gathering and event space. Clarify the niche or need this asset fills and work with the owner to identify improvements that would help it better serve this purpose.

Recommendation: Consider closing one or more street rights-of-way to vehicles on a periodic basis—possibly during large community events, but also at other times.

Recommendation: Expand events currently held downtown and explore interest in creating at least one new major event. A fall harvest event is one idea offered by the visiting team.

Recommendation: Owners of vacant storefronts should be encouraged to allow community volunteer and art organizations to fill in those windows with art displays featuring the work of local artists or perhaps student art from local schools, historical photographs, information about the town's history and current community development efforts, or other cultural or locally significant exhibits. This would give the town's central retail district a more "lived in" and inviting appearance. A contest could be held to honor the best looking, most unique, or most viewed windows. Such displays should be changed more than once per year.

Recommendation: Rather than directly competing with Ponderay and other neighboring communities, the community and businesses should recognize and celebrate the unique retail, recreation, and social experience provided by downtown Sandpoint.

Recommendation: Identify opportunities for import substitution by researching leakage of services and retail to the Coeur d'Alene and Spokane metro areas.

Recommendation: During the community review, we heard many community leaders talk about their desire to fill empty commercial space downtown by recruiting new businesses. The visiting team recommends that at least as much attention should be paid to communicating with existing businesses to learn how to retain all existing businesses and support their growth.

Recommendation: Continue collecting and publicizing information about the kind of businesses and services people want in the downtown area (that are currently not available).

Opportunity Area 2: Rehabilitating the commercial building stock and celebrating your architectural heritage

The visiting team offers the recommendations below to respond, in part, to the challenge of maintaining and improving downtown buildings that have absentee owners and/or managers.

Visiting Team Recommendations

Recommendation: As you move forward, remained focused on building on and accentuating your actual history, culture, and architectural heritage. It is your best downtown asset. Do not create a contrived "theme" that isn't based in reality. To thine own self be true!

Recommendation: Work with building owners and managers to better understand the condition of downtown buildings and the barriers to completing structural, safety, and façade rehabilitation projects.

Recommendation: Likewise, create opportunities for people who have completed historic façade renovation projects to share their experience and advice with other downtown building and business owners and identify ways to encourage more renovation projects. Such projects often remove façade treatments completed in the 1960's-1980's that detract

from downtown's traditional architectural character. Keep in mind that façade renovation does not have to result in an exact recreation of the historic façade, but it should incorporate elements reflecting your architectural heritage.

Recommendation: Find and widely publish historic photos of downtown buildings that convey the downtown's true architectural heritage. If used in a "then" and "now" fashion, such photos can inspire façade projects such as has been completed by the 219 Lounge and other buildings.

Recommendation: Give an annual, or periodic, award for the best downtown renovation projects. Try to publicize these successes in the local paper and periodicals. Create a display board that highlights the project and recognizes people involved (might be able to use one of the vacant storefront windows for the award display). The award program could be widened to also recognize other things i.e. significant volunteer efforts, etc.

Recommendation: Explore opportunities to use incentives or public-private partnerships to complete rehabilitation projects.

Recommendation: Focus downtown revitalization efforts around the National Trust for Historic Preservation's Four-Point Approach. See Appendix K for additional information.

Recommendation: Apply for support through the Idaho Main Street program administered by the Idaho Department of Commerce.

Recommendation: Building owners with 1st Ave. properties that have their backs to Sand Creek should be encouraged to spruce up the back side of their buildings to provide a welcoming, attractive appearance to motorists, pedestrians, and bicyclists passing on the Sand Creek Byway and associated path. This is in the area known locally as "Gunnings Alley". This area should continue to be developed as a unique asset.

Recommendation: See Opportunity Area 4 below for additional recommendations about communication and organizational development.

Opportunity Area 3: Continuing to develop a downtown that is easy to navigate and attractive and safe for pedestrians and cyclists

To the visiting team's collective eye, directional signage as you approach Sandpoint and once you are in the downtown area is cluttered and not distinctive. Making it easy for visitors to navigate to and around downtown, and throughout the entire community — whether by foot, bike, or car — is an important part of making Sandpoint attractive to visitors. Visitors should be able to find what you have to offer on purpose, not by accident. This opportunity area also includes recommendations about parking and making the downtown more pedestrian and bicyclist friendly.

Visiting Team Recommendations

Recommendation: Prioritize and implement street and streetscape recommendations found in the December 2012 *Downtown Streets Plan and Design Guide*. This plan focuses on removing US-2 traffic and designation from Pine, 1st, and Cedar Streets. A partial list of specific plan elements includes:

- Revert streets to two-way
- Revise/remove traffic signals on 5th Ave.
- Remove signal at Cedar/2nd
- Revise signal at Pine/1st

Recommendation: Identify signage and other improvements that would make it easier for residents and especially visitors to easily find routes and destinations in the downtown area. In particular, the visiting team encourages the community to look closely at gateway/arrival and directional signage.

Acting on this recommendation will help the downtown thrive. The City's wayfinding system must be supportive of the community's brand. We suggest reviewing the *Downtown Streets Plan and Design Guide* would be a good first step. Will implementing the strategies in this document achieve wayfinding goals and objectives? If not, develop a separate wayfinding plan. If planned and designed well, a wayfinding system can be as attractive as it is functional. Wayfinding helps people find:

- Parking
- Retail
- Restaurants
- Lodging
- Visitor information
- Historical landmarks
- Entertainment opportunities
- Cultural attractions
- Events and activities
- Trails, parks, and outdoor recreation areas
- Public transportation
- Government services

Recommendation: Increase opportunities for RV parking. The city has no dedicated parking for recreational vehicles. With the increased size of today's motorhomes and travel trailers, the City should consider including at least one site where RV's can easily park and exit. Signage from the entryways should direct RV's to where that parking exists.

Recommendation: Work with employers to develop strategies and incentives that encourage downtown employees to get to work by carpool, transit, and bike and discourage employees who do drive from parking in areas where customers prefer to park.

Recommendation: In light of the pending street reversion process, review and evaluate recommendations found in the 2004 *Downtown Sandpoint Parking Handbook* and prioritize implementation. In particular, the visiting team encourages the community to focus on improving the management, safety, appearance, accessibility, and connectivity of existing parking rather than using additional high value real estate to increase the number of parking stalls.

Recommendation: Develop strategies to encourage shared parking (i.e. parking used at different times by different uses). Business owners should be encouraged to revise their “no parking” signs to allow non-business use of private parking lots after business hours.

Recommendation: Consider undergrounding overhead power lines and related infrastructure.

Recommendation: Continue to invest in maintaining and improving the SPOT bus system. Specifically, explore the possibility of creating a partnership with Schweitzer to extend SPOT transit service to Schweitzer Mountain Resort during ski season and during Schweitzer events.

Recommendation: Extend the waterfront boardwalk trail from behind the Panida Theater toward the Visitor Center/Chamber of Commerce offices.

Opportunity Area 4: Consensus building, communications, and organizational development in the context of downtown

Acting on many of the visiting team’s recommendations regarding downtown revitalization will require a greater degree of coordination, cooperation, and social capital between downtown stakeholders. This opportunity area offers several recommendations about organizational development, relationship building, and communication.

Visiting Team Recommendations

Recommendation: Taking many of the recommendations in this focus area into consideration, develop a new vision and strategies for the Business Improvement District (now managed by the Sandpoint Area Chamber of Commerce). Develop this strategic plan in an open, inclusive manner.

Recommendation: Create a business advisory committee or other forum for regular communication between the downtown business community and the City of Sandpoint so business and building owners keep apprised of City initiatives and so the City learns how it can more effectively support the downtown. The use of a neutral third party facilitator with no particular interest in Sandpoint might help bring out identify potential high priority topics.

Recommendation: Bring one or more trainings about various aspects of organizational development to downtown stakeholder organizations (e.g. business, arts, farmers market, and tourism organizations).

Downtown Revitalization Resources

The Idaho Department of Commerce's Main Street Program. Go to <http://commerce.idaho.gov/communities/main-street>. Contact Jerry Miller, 208-334-2470, jerry.miller@commerce.idaho.gov.

National Trust for Historic Preservation's Main Street Program, 202-588-6219, <http://www.nationaltrust.org/community/resources.html> and <http://www.mainstreet.org/>, mainstreet@nths.org.

Western Office National Trust for Historic Preservation. Go to www.PreservationNation.org. Contact Sheri Freemuth, Program Officer, 208-891-4121, sheri.freemuth@nths.org.

Organizing a Successful Downtown Revitalization Program Using the Main Street Approach is a book available through the Washington Department of Trade and Economic Development. Go to

http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf.

Main Street: When a Highway Runs Through It is an excellent book published in 1999 by the Oregon Department of Transportation to educate communities about pedestrian safety and community design associated with highways within city limits. It has many ideas Sandpoint might consider even though Highway 2 traffic is being re-routed out of the downtown. <http://www.contextsensitivesolutions.org/content/reading/main-street/resources/main-street-when-a-highway/>.

“Smart Towns: A Guide to Downtown Revitalization”, Idaho Department of Commerce, 208-334-2470, www.idoc.state.id.us.

‘Operation Facelift’ is a successful multi-community façade renovation project initiated by the Southern Idaho Economic Development Organization. Go to www.southernidaho.org, 208-324-7408. Here is a news article on the project: <http://tinyurl.com/3btu23h>.

For an article and resources on successful efforts to fill vacant downtown storefront windows with local art, go to <http://ruraltourismmarketing.com/2011/03/using-art-in-vacant-storefronts-to-rebuild-a-small-town's-future/>.

Wayfinding: The Value of Knowing How to Get There is an article on wayfinding published by the American Society of Landscape Architects in 2011. Go to <http://www.asla.org/ppn/Article.aspx?id=33861>.

For an overview of wayfinding design principles, go to <http://www.ai.mit.edu/projects/infoarch/publications/mfoltz-thesis/node8.html>.

The International Downtown Association offers webinars and other tools related to wayfinding. Go to

<https://www.idadowntown.org/eweb/dynamicpage.aspx?webcode=ISAWayfinding>.

Excerpts from the Urban Wayfinding Planning and Implementation Manual is available here: <http://www.signs.org/LinkClick.aspx?fileticket=OgUOP7EmZxU%3d&tabid=1446>.

RampUpIdaho is a new effort being developed by a group of folks representing transportation, business, housing, government, economic development and accessibility. The group is planning to compile a list of resources and outline a simple rationale for businesses, chambers of commerce, and other groups to begin thinking more strategically and collaboratively about access. Contact info@rampupidaho.org for more information.

Some communities have used New Markets Tax Credits to rehabilitate historic buildings, which then become the cornerstones of their downtowns. Christine Jarski from the Idaho Department of Commerce is a resource for NMTC. Her contact information is:

Christine.jarski@commerce.idaho.gov or (208) 334-2470. The National Park Service has a historic tax credit that can be paired with New Market Tax Credit. Go to:

<http://www.nps.gov/tps/tax-incentives.htm>.

The HUD Hope VI Main Street grant program provides grants to small communities to assist in the renovation of a historic or traditional central business district or “Main Street” area by replacing unused commercial space in buildings with affordable housing units. The objectives of the program are to redevelop Main Street areas, preserve historic or traditional architecture or design features in Main Street areas, enhance economic development efforts in Main Street areas, and provide affordable housing in Main Street areas. Go to <http://www.grants.gov/web/grants/view-opportunity.html?oppId=235258> or contact Jerry Royster from HUD at: jerry.royster@hud.gov.

Idaho Heritage Trust. Go to <http://www.idahoheritage.org/>. Katherine Kirk, Executive Director, 208-549-1778, IHT@idahoheritage.org.

The Yellowstone Business Partnership uses training, research, and other forms of support to help businesses and communities in the Greater Yellowstone Area achieve the following goals: (1) promote green building and development, (2) encourage responsible business practices, (3) advance new options for regional mobility, and (4) support four-season

economies for gateway communities. Go to <http://www.yellowstonebusiness.org/>. Contact Jan Brown, jbrown@yellowstonebusiness.org, 208-406-522-7809. YBP's Turning on the Off-Season report is available here: <http://www.yellowstonebusiness.org/wp-content/uploads/2013/05/turning-on-the-off-season.pdf?bff6a5>.

Idaho State Historical Society's Community Enhancement grants can fund interpretive signage, brochures, and history-related audio and video projects. Go to <http://history.idaho.gov/community-enhancement-grants>. Keith Peterson, keith.peterson@history.idaho.gov, 208-882-1540.

The City of Hailey has created a temporary “pop up” town square within street rights-of-way. Go to <http://thebluereview.org/pop-up-town-square-hailey-idaho/> to read an article describing the project.

USDA Rural Development has loan and grant programs to finance a wide variety of business, infrastructure (including downtown revitalization), housing, and community projects. Go to <http://www.rurdev.usda.gov/ID>. Jeff Beeman, USDA Area Director (Jeff.Beeman@id.usda.gov, 208-762-4939 ext. 118) was a member of the Sandpoint Community Review visiting team.

The Northwest Community Development Institute is designed to train community development professionals and volunteers in the techniques of modern leadership and management of community development efforts. Since the program's inception, hundreds of community leaders from throughout the country have participated in the program. The Institute is offered in Boise on annual basis. The dates for 2014 are July 21-25. Go to <https://secure.meetingsystems.com/nwcdi/>. Contact Jerry Miller, Idaho Department of Commerce, 208-334-2650, jerry.miller@commerce.idaho.gov.

Sustainability

The visiting team encourages the community to reflect on the conditions that can continue indefinitely in the context of all aspects of community and economic development. In other words, we suggest that—over time—the principles and strategies of sustainability will be considered as part of all community and economic development activities (as opposed to being implemented as separate and distinct “sustainability” projects).

Community Comments and Concerns

Residents' attitudes about sustainability

The visiting team heard several attitudes related to sustainability voiced by residents and community leaders. We hope this summary of the most frequently heard comments will be helpful as the community works to achieve progress in this area going forward.

Some residents feel not enough is being done to make progress on sustainability (e.g. reducing waste and conserving energy). They feel the community should more fully “walk its talk”.

These folks tend to be relatively younger and are more likely to have moved to the Sandpoint area in the last 20 years. At the other end of the spectrum, others feel sustainability is being given too much attention

Several people we spoke with during the community review shared a concern that continuing to pursue sustainability goals could result in higher costs to businesses and property owners in the form of regulatory requirements and property taxes. These folks also said certain types of businesses could be discouraged from relocating to or being created within the community for this reason.

The visiting team also noted many comments and concerns about the cost to live in Sandpoint (relative to available wages) and the cost to lease or buy commercial real estate, especially in the downtown area.

As with any type of civic discourse, language and communication make a big difference. We heard from many people skepticism and distrust surrounding the word “green” to describe sustainability. We also come away from conversations about sustainability with an understanding that incentives, positive reinforcement (e.g., incentives), and education might be more effective than focusing on regulatory approaches.

City leadership's primary focus is on *fiscal* sustainability

Before and during the community review, the City of Sandpoint clearly expressed its interest in developing a framework and process elected officials and department heads could use to make budgeting decisions with the long-term in mind. The City seeks to become more thoughtful and informed when comparing and prioritizing capital projects being brought forward by various departments during the annual budgeting process. We also heard that long-term operating costs must also be part of this process. The City hopes to translate the community’s vision and goals (as articulated by the 2009 Comprehensive Plan) into annual and month-to-month decision making by adopting “levels of service” for infrastructure and services and/or the use of other tools. This will ensure the community moves toward realizing its vision in a way that can be sustained indefinitely; that is, in a way that does not exceed the City’s fiscal capacity now or in the future.

High priority on protecting water quality

Primarily through the written survey conducted before the community review, the visiting team gained an awareness of the high priority residents place on protecting the water quality of Lake Pend Oreille and Pend Oreille River, Pack River, Clark Fork River, and other surface and ground waters. Some people expressed concern about actual, perceived, or potential water pollution resulting from mining and other development or resource extraction activities.

Improving the operating and energy efficiency of buildings

Community interest in improving the operating and energy efficiency of residential, commercial, and public buildings is high. Many people we spoke with recognized the potential for significant progress in this area. We also heard a belief that the community's many older homes and buildings present a challenge. In such cases, the costs of retrofitting can be extensive. Similar concerns were raised within the Downtown Revitalization focus area.

Representatives of the City of Sandpoint told us they believe reducing energy use is the City's biggest sustainability challenge of the next 10 years. The new water treatment system, for example, is requiring more energy than originally projected.

Interest in local food production is high

Statements made by local food and agriculture stakeholders we met with during the community review affirmed what residents told us via the pre-review survey: interest in eating locally grown and processed food is significant. This interest includes home gardening and related activities (e.g., food preservation). At least one local grocery store manager told us locally grown produce is sold at his store, but that the process of acquiring local food is informal and unstructured. We were also informed that use of locally produced food by area restaurants is limited, possibly because there is no structure for communication and relationship building.

Some food producers told us support for locally grown food is not limited to upper middle and upper income groups. Some expressed surprise that, during the recession, their higher income customers cut back while their lower income customers kept purchasing local food directly from producers. In one case a producer worked out a payment installation plan so that lower income people could keep buying.



Residents value transportation choices

Many Sandpoint residents appreciate trail and street right-of-way projects that have made the community more safe and convenient for walking and biking. Walking and biking is part of Sandpoint's identity. As is the case with local food, this appreciation was expressed by residents who completed the pre-review community survey. During the review, numerous residents, leaders, and business owners told us about the success and popularity of the recently established SPOT bus system. Clearly, most residents want to see the current transit level of service maintained if not improved.

Use of Existing Residential Recycling Programs is Strong

Home team members and Sandpoint leaders informed the visiting team that use of the existing recycling program offered by the City's solid waste contractor is significant. It is well known, well organized, and appreciated. At the same time, we also learned that comparable opportunities are not available to businesses. Any existing commercial recycling is being done on an individual business-by-business basis. Due to the cost of shipping materials outside the community, several people spoke about the need to find local uses for such materials, with glass being the most obvious example. A once promising business that repurposed recycled glass ran into difficulty when it couldn't scale up to meet demand. Finally, some residents told us they believe there is strong interest in recycling yard waste and the resulting compost, if such an opportunity was developed.

Sustainability Opportunity Areas

The five opportunity areas for the Sustainability focus area respond to the community comments and concerns above. The visiting team encourages the community to keep the following underlying themes in mind as it moves forward on the various recommendations found under each opportunity area:

1. Build on your existing assets and enthusiasm.
2. Don't base decisions on intuition or the opinions of a few. Do your research.
3. Document existing conditions, establish measurable goals, and evaluate your success.
4. Engage the community's young people.

Opportunity Area 1: Incorporate sustainability goals and principles into the City's planning and budgeting processes

The recommendations under this opportunity area will help the City of Sandpoint operate in a more fiscally sustainable way that keeps the long view in mind. The visiting team recommendations address the need to consider both capital and operating costs going forward. The current situation —in which revenues are falling short of the cost of services—is not sustainable.

Visiting Team Recommendations

Recommendation: Develop a strategic plan for the City of Sandpoint. This is, in essence, an internal business plan for the City. This process requires the participation of all department heads and the city council. It will also include public involvement to help determine core services that are most important to residents. The process includes the following activities:

- Prioritizing core services using input from department heads and residents. Sustainability criteria and benchmarks should also be developed and used to assist in this process.
- Establishing levels of service for all City services. Levels of service are benchmarks used to monitor performance quality of service over time. Goals and objectives in the

City's comprehensive plan can help identify levels of service. They help ensure infrastructure and service levels are maintained as growth occurs. As such, levels of service can help identify where cost savings can be realized or where additional investments are needed.

- Development of a financially sustainable budget.

Any cost savings that have environmental or equity benefits (i.e. areas in which actual expenses are under budget) can be used to fund sustainability initiatives and/or used to create an economic stabilization fund.

Recommendation: Encourage City employees to offer their ideas regarding a variety of sustainability-related objectives, including reduction of waste and fuel use, energy efficiency, pollution prevention, and cost sharing with other governmental entities.

Recommendation: Encourage a greater degree of coordination and cost sharing between City departments. As a simple example, maybe two departments can share a photocopier rather than each having their own.

Recommendation: In general, do not allow one-time revenues to be used for ongoing expenses unless certain criteria (to be established by the City) are met.

Opportunity Area 2: Improve the energy and operating efficiency of buildings.

This opportunity area focuses on making commercial, public, and residential, and industrial buildings more energy efficient. In many aspects of sustainability—including this one—experience and research shows that simply inserting printed information about energy conservation into utility bills is not enough to appreciably change behavior. In addition to being informed, residents and businesses also need to be supported, encouraged, and rewarded.

Visiting Team Recommendations

Recommendation: The City should lead by example by working with Avista to complete an inventory and assessment of buildings and facilities owned by the City to identify opportunities to reduce energy use. Cost to complete energy efficiency improvements must be compared to cost savings from reduced energy use.

Recommendation: Incorporate principles and strategies of community-based social marketing in energy efficiency efforts (and in other sustainability initiatives). Community-based social marketing draws heavily on research in social psychology which indicates that initiatives to promote behavior change are often most effective when they are carried out at the community level and involve direct contact with people. See Appendix I for more information.

Recommendation: The City should designate a staff person as Energy Efficiency Coordinator.

Recommendation: Offer incentives for energy efficiency and green building construction to builders and developers. Possible incentives include lowering permit fees for projects using green materials and methods and moving applicants with green projects to the front of the scheduling calendar.

Recommendation: Seek a block grant for the purpose of supporting energy efficiency projects that primarily benefit low and moderate-income households.

Recommendation: Identify building and energy efficiency program target audiences and partners.

Recommendation: Increase awareness and use of existing building and energy efficiency programs and services by commercial building owners, business owners, and homeowners. Examples include Avista, North Idaho CAP, and Northern Lights.

Recommendation: Increase awareness of the total cost of building ownership and operation for both public and private buildings.

Recommendation: Incorporate education regarding building and energy efficiency into the City's permitting, licensing, and citizen outreach processes. The City could combine incentives with this recommendation.

Opportunity Area 3: Reducing waste

This opportunity area begins with an assessment to determine the contents of the community's waste as a first step in identifying opportunities for reduction. As with other recommendations, there is an opportunity to take advantage of the fact that community interest and awareness is already high (relative to many Idaho communities).

Visiting Team Recommendations

Recommendation: The Sustainability Task Force should complete a waste stream assessment. This assessment would:

- Prioritize strategies to reduce and recycle
- Identify business development opportunities
- Determine feasibility of composting or other uses of organics
- Identify and prioritize outreach strategies

Recommendation: Restructure your solid waste fees to incentivize waste reduction. People who reduce their waste should see a reduction in their solid waste fees. For residential customers this is often as simple as having low cost options for smaller containers. As customers reduce their garbage by recycling more, they can use a smaller garbage can for a lesser charge. For the City and commercial customers, the key is usually to make sure that garbage is billed on a weight-based system (pay per ton picked up) vs. a volume-based system (pay the same regardless of how empty or full the dumpster). Participants suggested

there is some ability for the City to affect the fee structure so it should be possible to develop a progressive fee structure in Sandpoint.

Recommendation: Work with the waste management provider to create opportunities for commercial and public facility (e.g., schools) recycling, with single stream recycling being the goal.

Recommendation: As with energy efficiency, incorporate principles and strategies of community-based social marketing in waste reduction efforts (and in other sustainability initiatives). See Appendix I for more information.



Recommendation: Support and encourage entrepreneurs wanting to create businesses that recycle or reuse materials from the waste stream. While in Sandpoint, the visiting team learned about some past success reusing recycled glass for other local purposes. We encourage the community to take another look at these opportunities, since shipping recycled glass is prohibitively expensive. Re-using glass could become something for which Sandpoint is known.

Recommendation: Research opportunities and resources to create a community composting program. Composting can be cost effective, but the operation needs to be sized to the actual amount of available organics in the area. You will likely create a system that is not sustainable unless you size your equipment and operation to the amount you will process.

Recommendation: Explore opportunities to use waste oil from restaurants to run SPOT transit vehicles or other City vehicles.

Recommendation: Possibly in partnership with the Chamber of Commerce, the City should develop an awards program to annually recognize the sustainability efforts of businesses.

Recommendation: Encourage an existing nonprofit organization or establish a new nonprofit that would create a recycled building materials store. There are numerous models of such stores in Idaho. Proceeds from sales are put back into the mission of the organization.

Recommendation: Take advantage of every opportunity to collaborate with Waste Management and Pacific Steel Recycling. They are important partners making important contributions.

Opportunity Area 4: Develop the local food system

Conversations about food held during the community review were passionate and energized. The visiting team came away from them seeing opportunities to improve leadership and collaboration around a variety of food-related opportunities.

In the visiting team's view, substantially growing the local food system will require that people passionate about this goal—who are NOT food producers themselves—need to become more engaged. The food producers cannot do it by themselves; they have labor intensive businesses to run and many of them have other (non-food related) employment.

Visiting Team Recommendations

Recommendation: Form a local food coalition or council that includes representation from all key stakeholders, including growers/farmers, home gardeners, processors, distributors, restaurants, other retail, consumers, educators, and government. Once established, this coalition could act on many of the recommendations below. Alternatively, a subcommittee of the City's Sustainability Task Force could serve this role.

Recommendation: Completing a community food assessment is an important first step for the recommended food coalition. Such an assessment would document what is produced locally and in what quantity, and identify possible value added product and processing opportunities, existing and potential markets, and opportunities to diversify the types of food produced locally. In other words, the assessment would help answer many of the questions below. From discussion held during the community review, it appears there is an unmet demand for processing facilities (meat processing, dehydrating, freezing, etc.).

Below are a few questions we think the food coalition should address. The assessment described above will no doubt provide helpful information:

- Should efforts to strengthen the local food system focus on Sandpoint, the larger region, or both?
- If you choose to focus regionally to make a bigger economic impact, what are the limits of the region?
- How much energy and resources should be focused on the hothouse industry?
- What is the importance and viability of small-scale animal production in Bonner County and the region?

Other important information and education activities of the food coalition could include, for example:

- Build and maintain a printed and on-line directory of agricultural producers and products in the region.
- Represent the local food system in an effort to communicate regulatory concerns and ideas related to food processing to the Panhandle Health District.
- Organize events and educational opportunities related to local food (e.g. films, discussion groups, lectures, workshops, tours)
- Publish a cookbook featuring recipes from the region's farmers and ranchers.
- Create and sell a planting and harvesting calendar to area residents.
- Create a radio program or newspaper column devoted to gardening and food.
- Sponsor cooking classes or a competition featuring local chefs.
- Create a new annual celebration or festival focused on food and harvesting.

Recommendation: As separate efforts or as part of the community food assessment described above, convene or survey: (1) restaurant chefs and/or managers, (2) officials for schools and similar institutions, and (3) grocery store managers to clearly identify the conditions under which they would buy more food from local food producers (i.e. identify the barriers to sourcing more food locally). Once identified, the food coalition could work to remove the barriers. Discussion held during the community review suggests there is a need for a better developed distribution system or broker to serve as the point of contact between the growers, restaurants, and grocery stores. Six Rivers Market is a valuable asset and could expand to more fully address this need. We also learned that meat processing needs to be available.

Recommendation: The City and County should consider the feasibility of permitting small-scale direct sale agricultural products in areas within their jurisdiction. Based on input gathered during the community review, the visiting team's perception is that Bonner County, in particular, should look at zoning and other policy changes that would better support small scale agriculture.

Recommendation: Create a nonprofit organization that trains young adults for jobs in the food service industry.

Recommendation: Continue to investigate the potential hothouse project, possibly located at the University of Idaho Extension property on the north side of town.

Recommendation: We recommend the Farmers Market board conduct a market assessment. They've never done an assessment of the market or a count of customers. This would be a first step to determine the capacity of the current market and identify next steps.

Recommendation: Conduct a study to determine the feasibility of an indoor farmers market in the downtown area. The fairgrounds site is too far from the center of activity. Such a market could potentially extend the regular outdoor market deep into the winter or possibly

year round. The Hive, Cedar Street Bridge, City Beach Pavilion were all identified as potential locations.

Recommendation: Consider the feasibility of creating a mobile farmers market (i.e. a truck loaded with local produce and other food) that follows a route through Sandpoint and other outlying communities.

Recommendation: Expand opportunities for residents (including youth!) to learn about food preservation, home gardening, and cooking with locally grown foods.

Recommendation: Identify properties within the City that are potential sites for additional community gardens.

Recommendation: Explore opportunities to develop agri-tourism enterprises. Agri-tourism is broadly defined as any agriculturally-based operation or activity that brings visitors to a farm or ranch. It can include a variety of activities, including buying produce direct from a farm stand, navigating a corn maze, picking fruit, feeding animals, or staying at a B&B on a farm.

Recommendation: Increase the awareness and use of existing business development assistance services among food-related businesses.

Opportunity Area 5: Inform, educate, and involve the public in sustainability initiatives

The visiting team frequently heard about the willingness of Sandpoint residents to volunteer for a variety of projects and organizations. The visiting team offers the recommendations below to encourage their involvement in and support for the sustainability-related recommendations described by the four opportunity areas above. A perception that working toward sustainability equates to high costs to businesses and taxpayers must be addressed by focusing on education and incentives and by communicating the potential costs and consequences of creating a community that is *not* sustainable.

Visiting Team Recommendations

Recommendation: Convene the Sustainability Task Force previously enabled by city council resolution. Make sure no one is missing from the table. For example, stakeholders in the following areas should be included: high school youth, food, building and energy efficiency, transportation, waste and pollution reduction, development and real estate, economic development, health, education, social services, and environmental resources.

Recommendation: The Sustainability Task Force should develop goals, assess existing conditions, and establish performance measures. We also encourage the Task Force to start small and scale up from there.

Recommendation: Engage school students in a variety of sustainability efforts (e.g. energy efficiency projects, public outreach and education, etc.). Waste stream assessment and outreach and education activities are also very suitable for K-12 and college student involvement. This age group is generally more highly motivated than their parents or older age residents and can have considerable influence on household behaviors.

Recommendation: Use Facebook and other social media to communicate with residents.

Recommendation: Explore the use of the Compass model or other sustainability framework around which communication, public involvement, and decision-making can be organized. See Appendix C for more information.

Resources for Sustainability

The Association of Idaho Cities can assist in the development of policies and procedures related to fiscal sustainability. Go to www.idahocities.org.

Municipal Research and Services Association in Washington State provides a wealth of information and resources related to municipal budgeting, finance, strategic planning, and developing levels of service. For their financial resources, go to

<http://www.mrsc.org/subjects/finance/finance.aspx> and also

<http://www.mrsc.org/subjects/governance/participation/comdollar.aspx#Budget2> for useful information and models for engaging citizens in the budgeting process. To download MRSC's publication *Levels of Service: Measures for Maintaining the Quality of Community Life*, go to <http://www.mrsc.org/publications/levelservstandard.pdf>.

Boise City Strategic Plan provides an example of one Idaho city's strategic plan. Go to <http://strategicplan.cityofboise.org/>. This plan represents an outline of Boise's effort to align strategy with action. For further information contact Jade Riley, Administrative Assistant to the Mayor, 208-384-4405, jriley@cityofboise.org.

Strategic Planning: A Guide for Public Managers by John F. Luthy, International City/County Management Association, 2002. This report examines what tends to go wrong, clarifies the differences between and relationship among mission and vision statements and goals and objectives, offers concrete examples of each, and describes a practical new approach to strategic planning that provides a framework for success.

Dimensional Strategy- A Leader's Guide to Building a Strategic Plan. Dimensional Strategy™ is a fresh way at looking at the subject of strategic planning. Go to <http://www.leadershipadvisors.com/index.php/dimensional-strategy-a-leaders-guide-to-building-a-strategic-plan-electronic-version/-s-thash.0oALUIIG.dpuF>.

Based at Boise State University, the Environmental Finance Center offers training assistance to help assess sustainability of utility rates and establishment of reserve funds. Go to

<http://efc.boisestate.edu/>. Dave Eberle, Executive Director, 208-426-4110, weberle@boisestate.edu.

Latah Sanitation/Moscow Recycling in Moscow, ID does an excellent job with communication, education, and program development. Go to <http://www.moscowrecycling.com/index.php>. Contact Andy Boyd, 208-882-5724, moscowrecycling@turbonet.com.

The City of Moscow has a green building program that offers local contractors and owner/builders the option of certifying their residential projects as "Green". Projects are assessed and certified using National Association of Home Builders and Leadership in Energy and Environmental Design (LEED) criteria. Go to <http://www.ci.moscow.id.us/building/Pages/green-building.aspx>.

The City of Cheney, Washington has a closed loop solid waste/recycling system in which all waste is either recycled or biodegraded in a non-polluting manner. Such a system may be a model for Sandpoint. Go to <http://www.cityofcheney.org/index.php?section=solid-waste-department>.

"Fostering Sustainable Behavior: An Introduction to Community –Based Social Marketing" by Doug McKenzie-Mohr and William Smith, 1999, New Society Publishers. www.cbsm.com is a related website with a large amount of information, best practices, and networking opportunities related to reducing waste. Consulting and training services are available through the book's authors.

Second Chance Building Materials Center is a store in Boise that reclaims and sells excess building materials. It is operated by Supportive Housing and Innovative Partnerships, a non-profit organization providing support to people in long-term recovery.

<http://www.shipinc.org/store/index.html>. Melanie Curtis, Director, 208-331-0900.

Habitat for Humanity of North Idaho's ReStore is similar to the Second Chance Building Materials Center above, generating funds for North Idaho Habitat for Humanity. Go to <http://northidahohabitat.org/restore>. Contact Renee' Taylor, ReStore Manager, 208-762-4352, ReStore@northidahohabitat.org.

The Building Material Thrift Store in Hailey is run by the Wood River Land Trust. <http://www.buildingmaterialthriftstore.org/Site/Welcome.html>, 208-788-0014.

The Idaho Department of Environmental Quality publishes (at least) two publications that might be helpful: *"Recycling in Idaho: Profiles of Community Recycling Programs"* (http://www.deq.idaho.gov/waste/recycling/community_recycling_study_0903.pdf) and the

Idaho Recycling and Waste Management Directory,
[\(http://www.deq.idaho.gov/waste/recycling/recycle_directory_2004.pdf\).](http://www.deq.idaho.gov/waste/recycling/recycle_directory_2004.pdf)

The USDA Rural Development Solid Waste Management Program provides technical assistance and/or training to help communities reduce the solid waste stream. Go to: <http://www.usda.gov/rus/water/SWMG.htm>. Contact LaVonda Pernell, Loan Specialist, 202-720-9635, lavonda.pernell@wdc.usda.gov.

The Idaho Department of Environmental Quality has a point person who can address community questions regarding recycling and other waste prevention measures. Go to <http://www.deq.idaho.gov/waste/recycling/recycling.cfm>. Contact Joanna Pierce, Pollution Prevention Coordinator, 208-373-0146, joanna.pierce@deq.idaho.gov.

Based in Lewiston, the North Idaho Community Action Partnership offers weatherization assistance and low-income energy assistance programs. Go to <http://www.idahocommunityaction.org/partnerships/partnershipscap/>. Contact Hans Berg, Energy Programs Coordinator, 208-375-7382, hberg@capai.org.

The City of Boise's Sustainable Boise program offers information and resources on a variety of issues and opportunities related to sustainability. Go to <http://publicworks.cityofboise.org/environmental-resource-center/sustainable-boise/>. The City also has its Enviroguard Sustainability Awards program that recognizes Boise businesses, organizations, and individuals who are reducing their environmental footprint through sustainable practices. <http://publicworks.cityofboise.org/environmental-resource-center/enviroguard-sustainability-awards/>. Contact Megan Durrell or Angela Deckers, 208-384-3901, SustainabilityAwards@cityofboise.org.

The Yellowstone Business Partnership uses training, research, and other forms of support to help businesses and communities in the Greater Yellowstone Area achieve the following goals: (1) promote green building and development, (2) encourage responsible business practices, (3) advance new options for regional mobility, and (4) support four-season economies for gateway communities. Go to <http://www.yellowstonebusiness.org/>. Contact Jan Brown, jbrown@yellowstonebusiness.org, 208-406-522-7809.

The U.S. Green Building Council Idaho Chapter promotes the principles of sustainable design, construction and operation in buildings to create a better quality of life in Idaho. The organization fulfills its mission by offering resources, events, and networking opportunities to builders, architects, and communities. Go to <http://www.usgbcidaho.org/>. Contact Executive Director Charlie Woodruff (208-871-4601, charlie@usgbcidaho.org).

Published by the Idaho Chapter of the U.S. Green Building Council, the *2013 Idaho Green Building Report* summarizes LEED green building trends and policies in Idaho and maps out

where LEED certified green building is happening across the state. To download the report, go to <http://www.usgbcidaho.org/resources/2013report/>.

The nonprofit American Council for an Energy Efficient Economy (ACEEE) acts as a catalyst to advance energy efficiency policies, programs, technologies, investments, and behaviors. ACEEE's thorough and peer-reviewed technical work is widely relied on by policymakers, business and industry decision makers, consumers, media, and other energy professionals. Go to <http://aceee.org/>. A new report by ACEEE ranking 34 of America's largest cities on their efforts to cut energy use and costs puts Portland #2 and Seattle #5. Best practices are highlighted throughout the report, including Portland's climate action plan, commitment to increase transportation choices, and support for transit-oriented development. Best practices by Seattle include its community-based energy retrofit program, Community Power Works, and its innovative building energy benchmarking program. Download the report here: <http://aceee.org/local-policy/city-scorecard>.

The Northwest Energy Efficiency Alliance (NEEA) is an alliance of more than 100 Northwest utilities and energy efficiency organizations working on behalf of more than 12 million energy consumers. NEEA leverages its strong regional partnerships to effect market transformation by accelerating the adoption of energy efficient products, services and practices. Go to <http://neea.org/home> to gain a complete understanding of the organization's programs and resources.

Locavesting: The Revolution in Local Investing is a book and associated website written by author and journalist Amy Cortese. The book explores the extraordinary experiment in citizen finance taking place across in cities and towns across the country as they take back control of their financial destinies while revitalizing the communities they call home. Go to http://locavesting.com/Locavesting_homepage.html.

Idaho Smart Growth is a statewide nonprofit organization that helps planners, elected officials, developers, engineers, bike/pedestrian advocates, health care professionals, teachers, and parents to use planning tools to create safe, healthy, and more sustainable communities. Go to www.idahosmartgrowth.org. Contact Scot Oliver, Elaine Clegg, or Deanna Smith, 208-333-8066.

Avista offers a variety of energy efficiency programs available to the City of Sandpoint, its businesses, and its residents. Go to <http://www.avistautilities.com/savings/Pages/default.aspx>. Contact Bruce Folsom, Director of Energy Efficiency, 509-495-8706, Bruce.folsom@avista.corp.

EnergySmart is a good example of a countywide energy efficiency program (Boulder County, Colorado). Go to <http://www.energysmartyes.com>.

Frederick, Maryland has a lot of County-level programs that may be of interest to Sandpoint's local food stakeholders. To learn about the Frederick County, Maryland Virtual Farmers Market, go to <http://www.discoverfrederickmd.com/farmersmarket/>. Colby Ferguson is the Business Development Specialist for local agriculture; go to: <http://frederickcountymd.gov/index.aspx?NID=3900>. Frederick County land preservation programs; go to: <http://frederickcountymd.gov/index.aspx?NID=103>. The County has an innovative program to match older farmers wanting to retire with young farmers looking for land.

Treasure Valley Food Coalition is a nonprofit organization in support of a vibrant local food economy in the Treasure Valley Food Shed of Southwestern Idaho and Eastern Oregon. TVFC operates as a small group of volunteers collaborating with other organizations to increase the amount of food grown and consumed locally. Go to <http://treasurevalleyfoodcoalition.org/>.

Santa Fe, New Mexico Food Policy Council is an example of a city-sponsored food policy council that Sandpoint may want to replicate. This council and the umbrella non-profit, Farm to Table, are good contacts. They can offer Sandpoint some good examples of structure as well as ways to develop programs to expand their local food market to include institutions like schools, etc. Go to <http://www.farmtotablenm.org/programs/policy-civic-engagement/santa-fe-food-policy-council/> and <http://www.farmtotablenm.org/programs/>.

Ken Meter of Crossroads Resource Center in Minneapolis, MN has completed community and regional food assessments around the county (including in Southwest Idaho and Eastern Oregon). Go to www.crcworks.org. Contact Ken Meter, 612-869-8664, kmeter@crcworks.org.

The University of Idaho Sustainability Center and Office of Community Partnerships both provide resources for students and interns to work on the type of projects discussed in this report. The University of Idaho also has resources for organics assessments, designing composting operations, and assessment of biofuels options. Senior engineering student group projects can design and optimize waste stream operations as part of yearlong student projects. UI Environmental Science senior projects are a resource for assessment activities. Contacts include: Debbie Gray (208-885-4017), Community Engagement Coordinator at Office of Community Partnerships for intern and student engagement; Chris Dixon or Jan Boll at the UI Environmental Sciences Program (208-885-5145) for Environmental Science senior project recruitment; Darin Saul (208-885-0124), Office of Community Partnerships will direct to other available resource for other needs related to waste.

Cinda Williams, Sustainable Agriculture Coordinator at the University of Idaho's Office of Community Partnerships can help organize and assist with funding and completing a community food assessment (among other things). Go to <http://www.cals.uidaho.edu/sustag/meetcinda.htm>. Contact Cinda Williams, 208-883-2267, cindaw@uidaho.edu.

The Office of Community Partnerships is engaged in assessment, planning, and research on a variety of food systems strategies around the state, a number of which are relevant to Sandpoint. OCP is also currently organizing a number of large grant proposals, which could include Sandpoint groups and efforts. If interested, the Sandpoint Farmers Market should contact visiting team member Darin Saul, who can bring up a couple other people to meet with the board to work through possible collaborations. Contact Darin Saul, dsaul@uidaho.edu, 208-885-0124.

For information about completing "rapid market assessments", go to:
<http://tinyurl.com/khq26dx> and <http://tinyurl.com/lakshso>.

Direct Local Food is a Boise-based start-up that provides an online wholesale marketplace for local food. Their customers are local farmers and wholesale buyers – specifically grocers and restaurant managers. Plans are in the works to expand to other cities. Go to <http://www.directlocalfood.com/>.

The Freshest Cargo is a mobile farmers market in the San Francisco Bay Area. Go to <http://freshapproach.org/mobile-farmers-market/>.

Idaho Tech Help has a team devoted exclusively to food processing and food marketing. Go to <http://www.techhelp.org/index.cfm?fuseaction=services.food>. Jeff Kronenberg, Food Processing Specialist, jkron@uidaho.edu, 208-364-4937.

USDA Rural Development's Rural Business Enterprise Grants can be used for feasibility studies and other projects that result in job creation, including those associated with food production and processing. Go to <http://www.rurdev.usda.gov>ID>. Jeff Beeman, USDA Area Director (Jeff.Beeman@id.usda.gov, 208-762-4939 ext. 118) was a member of the Sandpoint Community Review visiting team.

College of Southern Idaho's Culinary Arts Program. Go to <https://www.csi.edu/ge/Culinaryarts>.

Wood River High School Culinary Arts Professional Technical Education Program. Go to http://blaineschools.org/Schools/WRHS/Academy/Culinary_Arts.aspx.

Life's Kitchen is a Boise-based nonprofit organization dedicated to transforming the lives of at-risk young adults by building self-sufficiency and independence through comprehensive food service and life skills training, and placement in the food service industry. Go to <http://www.lifeskitchen.org/>.

The Legal Guide for Direct Farm Marketing covers everything from licenses and inspections to zoning and buying clubs. It can be downloaded at <http://directmarketersforum.org/idaho/>.

Harvest Hosts is a network of farmers, winemakers, and attractions that invites self-contained RVers to visit their vineyards and farms and stay overnight for free. Food producers in the Sandpoint area can join this network. Go to www.HarvestHosts.com.

PART V A FOURTH FOCUS AREA

The community selected the three focus areas for the Sandpoint Community Review. This community-driven approach is one of the Idaho Community Review program's greatest strengths.

In this section of the report, the visiting team identifies a fourth focus area. It is typically an area of concern discussed frequently by numerous residents and leaders participating in listening sessions and other meetings during the review, but *not* selected by the community in its application. It is often a subject that is applicable to all three focus areas.

The visiting team has selected *Community Involvement and Collaboration* as the fourth focus area.

Comments and Concerns related to Community Involvement

While it was expressed different ways by different people, the visiting team heard it frequently during the community review: there is a communication gap between residents, business owners, and the City of Sandpoint. This gap can also be described as people who support the current leadership's vision for the community on one side and people who do not support or are ambivalent about that vision on the other. People who are unhappy with their relationship with the City of Sandpoint tend to be long-term residents whose families have been in the community for generations and who are more conservative politically. The visiting team does not assume to know the extent or depth of this gap; we only know that it exists to some degree.

The visiting team attributes some of the communication gap described above as a natural result of sequential political cycles. If a majority of a city council does not reflect a particular person's point of view, that person will predictably have differences of opinion with the city council. This "us vs. them" mentality has come up in many, if not most, community reviews.

Many business owners and residents we spoke with during the review talked about (without being prompted) wanting to know their values and ideas are heard, respected, and taken seriously by community leaders. Clearly, many are sensitive about how they are treated by the City. At least one business owner told us they were considering moving their business to a nearby community because they don't feel respected by the City of Sandpoint. As noted under the downtown revitalization focus area, other businesses voiced some frustration about the City's administration of zoning, design, and building code-related policies.

The visiting team perceives that residents and business owners might be reluctant to voice their frustrations and disappointments because they understand the importance of maintaining positive working relationships with decision makers and administrators.

The sense of isolation and frustration is not limited to adults. Youth we met with during the community review want to be more engaged in community development activities, but they do not believe or trust their participation and ideas would be valued. The lack of a youth council or other opportunity for youth to participate in community decision-making was by far the greatest concern for the young people we spoke with. In particular, young people want to participate in efforts to increase tolerance and celebration of the community's diversity in terms of culture, age, employment opportunities, economic class, household types, and lifestyles. They also shared with us the shortcomings (in their view) of the community's anti-drug efforts.



Several folks expressed appreciation for the opportunity for authentic communication offered by the community review. The listening sessions, specifically, were a positive experience for many participants. The implication is that many people in Sandpoint would welcome similar opportunities for two-way, trust-building dialogue in the future.

Opportunity Area 1: Increase the quantity and quality of communication between residents, business owners, and community leaders.

Many Idaho communities would like to have the level of citizen participation in Sandpoint. We applaud the residents for the way they show up and get involved. We also appreciate the City's past efforts to create opportunities for community involvement. Our recommendations below challenge the community to go beyond turning out a large number of people for community meetings. Acting on them will increase both the quantity *and* quality of community involvement —while building civic trust and social capital in the process.

Social capital refers to the informal and formal social networks and the norms of trustworthiness and reciprocity that arise from them. The depth and quality of social capital in a community is a powerful predictor of many social goods, including people's health and happiness, level of economic development, well-managed schools, public safety, and responsive government. Community members putting aside differences to help an individual, family, or organization in crisis is an example of social capital at work. The attitudes and relationships produced by social capital facilitates durable agreements and cooperative, mutually beneficial action.

There are two main types of social capital. “Bonding” capital occurs when you are building relationships with people who are alike with respect to age, race, religion, income, and so on. It results in tight, close-knit communities, but with strong distinctions between various stakeholder groups. “Bridging” occurs when relationships are strengthened across such groups or communities. It increases understanding of diverse points of view, opens the community up to alternative solutions, and helps build consensus. Both types of social capital play an important role in reducing the social and cultural divisions within a community.

Visiting Team Recommendations

Recommendation: City leadership should seek ways to welcome and acknowledge all views and voices. In your public participation activities, include strategies that involve reflecting back the ideas and concerns being expressed residents. Such strategies will help meet residents’ (and business owners’) need to be heard. Often a severe critic can be turned into a solid supporter if you take the time to listen to their objections – and not reject them out of hand.

Recommendation: Be more explicit about communicating current community goals, objectives, and accomplishments to residents and businesses. Also, use all opportunities to remind residents and businesses of the processes used to develop various community goals and objectives.

Recommendation: The City should consider creating a public involvement advisory committee that would assist in an assessment of public involvement and communication processes; they would also provide recommendations for improvement.

Recommendation: Create a mayor’s youth advisory council to encourage greater youth involvement and provide a forum for communication with the community’s young people. They help train future leaders by giving youth a close up look at the workings of municipal government. Some communities in the state have developed youth summits to engage more youth as volunteers.

Recommendation: The City should follow the example of many Idaho communities and set up a Facebook page. The page could be used to promote upcoming events and could be used as a channel for distributing an electronic newsletter. The Idaho Department of Commerce and other partners can easily share Facebook material to increase publicity for community events that may be appealing to visitors.

Recommendation: Create a database of skills in the community. When a project is looking for a particular skill, people with that skill can be contacted.

Recommendation: If one does not currently exist, create an interdenominational or ecumenical council. This group of faith leaders would meet regularly and sponsor or otherwise support efforts to heal social divisions and bring the community together.

Recommendation: Be more explicit and public about appreciating community volunteers for their efforts. Publish their names in the newspaper. Create an awards program and/or event around volunteer appreciation. Ask businesses to offer discount coupons to volunteers once or twice a year.

Recommendation: Create opportunities for people in different social groups to learn or exchange skills and knowledge with each other. Examples might include home gardening, canning, cooking, animal husbandry, art, hunting and fishing, land stewardship, storytelling, playing musical instruments. Survey residents to see what skills they would like to learn and share.

Comments and Concerns related to Collaboration

Sandpoint home team leaders consistently expressed their desire that the community review focus solely on Sandpoint. This expectation was also made clear in the community's community review application.

In contrast, many residents and leaders of community organizations we talked with during the community review were troubled by what they perceived as a culture of 'turf wars' among municipalities in the region and/or unintentional and self-inflicted damage resulting from competition among local arts, civic and other groups. Some residents went as far as recommending 'peacemaking training for community leaders.'

Some community residents and leaders see this perceived lack of interest in partnering with other communities in the region on community and economic development efforts as a big reason why more progress has not been made developing viable, non-tourism, economic sectors.

Especially during the community meetings and listening sessions, we heard that the singular focus on Sandpoint not only harms outlying communities, but Sandpoint itself. People from inside and outside of Sandpoint feel these blinders represent a delusion that Sandpoint can achieve its goals without helping or being helped by other communities in the region. This perception is marginalizing some population groups and creating hard feelings. The visiting team was not made aware of a regionally developed, coherent vision or statement of goals concerning economic development.

Interestingly, the youth with which we visited do not share the adult perceptions of divisions between communities. They think of Sandpoint, Dover, Ponderay, and Kootenai as one big community.

The visiting team heard a similar call for increased coordination and collaboration between community organizations in Sandpoint. For example, first responders, social and human service providers, and members of Sandpoint's faith community all agreed that much could be gained

through increased coordination and collaboration. We heard similar sentiments in regards to the arts community. These observations are described in more detail in *Part III: Community Listening Sessions*.

Opportunity Area 2: Encourage a greater degree of collaboration with communities in the region and between Sandpoint-based community organizations

This opportunity area and related recommendations are intended to encourage consensus building and collective and mutually beneficial action between communities and organizations with shared interests. In our view, collaboration is not simply a tactic or strategy for achieving an end. It is something more encompassing, powerful, and long-term. It is another way of doing business, one in which citizens and community leaders develop a different kind of civic culture that makes the community and the region stronger and more resilient over time. When collaboration succeeds, new networks and norms for civic engagement are established and the primary focus shifts from parochial interests to the broader concerns of the community and region.

Visiting Team Recommendations

Recommendation: Sandpoint should plan its economic development strategies using a regional approach. The community's future and prosperity is tightly linked to the future and prosperity of Ponderay, Kootenay, Priest River, and Dover. They should work together to expand and support a variety of businesses if they want to reduce the backwash effect produced by the rapid growth of Coeur d'Alene and Spokane. The cities in Bonner County need to work collaboratively to plan, pool resources, and craft solutions if they want to achieve sustainable development

Recommendation: One way to encourage a greater degree of coordination and collaboration is to look at what it has enabled in the past. The SPOT transit system is just one example. Rather than focus on missed opportunities and deficiencies, step back and discover or remember what has worked in the past by asking a sizable number of people the following questions:

- What community events and physical improvements, and services are you most proud of?
- What were the factors, skills, relationships, and agreements that made these successes possible?
- Are there certain key ingredients the region's most successful accomplishments have in common?

If 100 people in the greater Sandpoint area answered these questions, consensus about the most successful accomplishments and the keys to their success would become clear. Establishing this consensus could be done via individual interviews or by conducting a large group forum.

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

This approach to organizational development is known as *appreciative inquiry*. It is based on the premise that people and communities tend to move in the direction of the stories they tell themselves about who they are and who they can be. A large number of interviews about the qualities that contributed to past and current successes will lead a community in a much more positive direction than interviews about past poor participation and projects that failed to achieve their potential.

Recommendation: Form a small group that creates opportunities to heal social divisions, build social capital, and promote civil discourse in Bonner County. The group need not be large. In fact a small group of 8-12 is recommended. While it won't include a lot of people (at least initially), it is important that it include the right people. All participants must be sincere in their interest in changing the tone of civic discourse in the County. The group must include people from the major stakeholders or social groups. The group would brainstorm, discuss, and agree on the most effective tools or forums to achieve the stated purpose over time. The tools or forums could include, for example, community study circles, a day or weekend long conference, a lecture series, experiential learning opportunities, a training that could be offered to interested community groups, cross cultural celebrations, field trips, etc.

Recommendation: As noted within the economic development focus area, the aerospace industry in Sandpoint has enormous potential. However, it is the opinion of the visiting team that the airport does not have the capacity to realize this potential by itself. If partnerships with other small cities with airports in the region are not developed, aerospace-related opportunities could be lost to Coeur d'Alene or Spokane.

Sandpoint should promote industry-academic partnerships, especially with its aerospace businesses. They need to work together with the aerospace industry to ensure its industries have the skilled labor they need. This strategy also may help to reduce out migration of youth since they will be able to find well-pay jobs in the region. See the Economic Development focus area within Part IV for more information and resources related to the aerospace industry and the airport.

Recommendation: Other opportunities and recommendations described in this report that could benefit from (and in some cases might require) coordination and collaboration across

communities and organizations include:

- Reducing waste and energy use
- Preventing and reducing water and air pollution
- Increasing the capacity of the local food system
- Developing educational opportunities
- Developing a regional brand to attract visitors, businesses, and skilled workers
- Increasing broadband capacity

Recommendation: Create a community foundation to help raise funds for community organizations, coordinate and focus community and economic development activities, and facilitate cooperation between various stakeholders.

Recommendation: Additional recommendations and resources that directly or indirectly relate to collaboration are found in *Part III: Community Listening Sessions*.

Resources Related to Community Involvement and Collaboration

Social Capital Building Toolkit by Thomas Sander and Kathleen Lowney is an October 2006 publication of the John F. Kennedy School of Government at Harvard University. Go to <http://www.hks.harvard.edu/saguaro/pdfs/skbuildingtoolkitversion1.2.pdf>.

Governments are From Saturn.... Citizens are From Jupiter: Strategies for Reconnecting Citizens and Government is a publication by the Municipal Research and Services Center in Washington State. Go to <http://www.mrcsc.org/publications/textsrcg.aspx>.

Reframing Public Participation: Strategies for the 21st Century published in *Planning Theory and Practice*, Vol. 5, No. 4, December 2004, makes the case that legally required public participation methods in the U.S. do not meet most basic goals for citizen involvement and are counterproductive, causing anger and mistrust. Go to http://www.csus.edu/ccp/publications/reframing_public_participation_final.pdf.

A Positive Revolution in Change: Appreciative Inquiry, by David Cooperrider and Diana Whitney, Case Western Reserve University, 1999. This document and many other resources related to Appreciative Inquiry are found at the Appreciative Inquiry Commons website. Go to <http://appreciativeinquiry.case.edu/>.

Collaborative Approaches: A Handbook for Public Policy Decision-Making and Conflict Resolution, Oregon Public Policy Dispute Resolution Center, March 2006. Go to <http://www.orconsensus.pdx.edu/documents/CollaborativeApproachesHandbook-March2006.pdf>.

Northwest Institute for Dispute Resolution, University of Idaho School of Law, <http://www.law.uidaho.edu/default.aspx?pid=66197>, 208-885-4977, uilaw@uidaho.edu.

The Consensus Building Institute (CBI) is a Cambridge, MA- and Missoula, MT-based organization that has worked with hundreds of organizations to build consensus, resolve conflict, and produce mutually beneficial agreements. They offer training and direct consensus-building services. Go to www.cbuilding.org/.

Everyday Democracy (formerly Study Circles Resource Center). Go to <http://www.everyday-democracy.org/en/index.aspx>. Their publication *Changing Faces, Changing Communities* is a multi-session discussion guide designed to help communities face the challenges and meet the opportunities raised by the arrival of newcomers; includes pointers on how to involve public officials. For a copy, go to <http://www.everyday-democracy.org/en/Resource.23.aspx>.

“*The World Café: Shaping Our Futures Through Conversations That Matter*”, by Juanita Brown with David Issacs, Berrett-Koehler Publishers, 2005. This book outlines an innovative approach to discovering collective wisdom through open civic dialogue. Go to <http://www.theworldcafe.com>.

“*Fostering Dialogue Across Divides: A Nuts and Bolts Guide from the Public Conversations Project.*” This is an excellent 2006 publication available to download or purchase at <http://www.publicconversations.org/node/99>.

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

“*Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference*” by David CHrislip and Carl Larsen. Published by the American Leadership Forum, 1994. Go to <http://ctb.ku.edu/en/table-of-contents/leadership/leadership-ideas/collaborative-leadership/main>.

The on-line Community Toolbox is a service of the Work Group for Community Health and Development at the University of Kansas. This resource offers an extensive variety of educational materials regarding community and organizational development. Go to <http://ctb.ku.edu/en>.

Mail Chimp is a free E-Newsletter tool that could be used to create and distribute a monthly community newsletter. Printed copies of the newsletter could be made available at locations where people gather. Go to <http://mailchimp.com/>.

The Cities of Kimberly <http://www.cityofkimberly.org/index.aspx?NID=886> and Meridian <http://www.meridiancity.org/myac/> have active youth groups that could serve as a model for Sandpoint.

The Association of Idaho Cities maintains a list of resources related to youth engagement. Go to <http://www.idahocities.org/index.aspx?nid=142>.

As noted in the economic development section of this report, the RUPRI Center for Rural Entrepreneurship offers publications and webinars on a variety of subjects related to youth development and attracting high school alumni back to the community as young adults. Go to <http://tinyurl.com/7wwbf8t> for their youth-related resources.

Many Idaho communities are actively using Facebook to communicate information to residents and visitors. Examples include New Meadows, Glenns Ferry, and Driggs. Coincidentally, community reviews have been conducted in these communities in the last three years.

Many Idaho communities have established community foundations. Examples include Teton Valley (Driggs, Victor), Kamiah, Ashton, and Soda Springs. New Meadows recently went through the process of establishing a community foundation. Go to <http://www.newmeadowsidaho.us/> or call 208-347-2171 for information.

Love Caldwell is a faith-based project to develop opportunities for civic engagement, bridge building, and community service in Caldwell. Go to www.lovecaldwell.org or call 208-459-1821.

Idaho National Laboratory's Community Giving Program funds philanthropic projects that focus on arts and culture, civic and community, and health and human services. Go to <http://tinyurl.com/c3xrqpw> for complete guidelines.

Web-based visioning and community engagement tools are available to brainstorm ideas, discuss issues, and build consensus. They allow citizens to participate in a confidential, simple on-line forum. Examples include vBulletin, MindMixer, BangTheTable, and FreeForum.org.

Additional applicable resources are found in *Part III: Community Listening Sessions*.

PART VI FINAL THOUGHTS & NEXT STEPS

The visiting team ends its report to the community with the following thoughts. We hope they help you think about what might come next. We encourage you to take advantage of opportunities for continued assistance while at the same time keeping in mind that the future of Sandpoint will be determined by what you, the residents and leaders, do. No one can do it for you.

Becoming an Entrepreneurial Community

The forces of “slow to no wake” and harnessing the intellectual and entrepreneurial capacities of the community are somewhat at odds. People don’t want the community to change, especially in the direction of more second homes, excessive growth, and resort town development. At the same time, there is a need for increasing the tax base and strengthening the community’s capacity to invest in people and education, infrastructure and business development, and recreational/physical activities, while reducing the environmental footprint of the community. Recognizing and honoring this desired balance is key to moving forward in an entrepreneurial manner.

Entrepreneurial communities engage all ages and sectors of the community in community improvement efforts. Recognizing that harnessing the range of skills, abilities, and perspectives from old, young, people who grew up in Sandpoint as well as newcomers, business-oriented, creative class/knowledge workers, and so on is the first step. Creating an effective set of programmatic strategies for doing so is the second. This will hinge on involving a diverse and representative group of community members to take stock of local assets, gain an understanding of *what is* driving and *what can* drive the area’s economy, create a shared community vision, and develop teams to focus on various aspects of that vision.

Many of the opportunities and recommendations described in this report will help Sandpoint and surrounding area become a more entrepreneurial community. For overall guidance and assistance with process, the visiting team urges the community to give special consideration to the recommendations and resources identified in *Part III: Community Listening Sessions* beginning on page 20, the economic development focus area beginning on page 37, and *Part V: A Fourth Focus Area* beginning on page 82.

We also encourage community leaders and residents to “Like” the Idaho Community Review program on Facebook at www.facebook.com/IdahoCommunityReview.

Community Coaching for Grassroots Action

University of Idaho Extension faculty Lorie Higgins, Kathee Tifft, and Paul Lewin, are available to work with Sandpoint residents to get organized to implement community review recommendations by bringing a cross-section of the community together to identify assets, learn about the economy and what's possible/feasible, create a vision, develop teams, and take action. The program, Community Coaching for Grassroots Action, is designed to build leadership capacity while establishing and moving toward shared goals for the community. The brochure for this program is included as Appendix H. More information may be found at <http://cd.extension.uidaho.edu/leadership/index.php>. Contact Lorie Higgins, 208-669-1480 or higgins@uidaho.edu.

Why it Matters

Funding from government agencies and non-government organizations from outside the community is often needed to accomplish larger-scale community and economic development goals. As all Idaho communities know firsthand, the amount of funding for public facilities and infrastructure is limited while the needs (and competition for funds) are ever increasing. Funding applications that result from the use of the positive, inclusive, agreement-seeking tools and principles identified in this report are more likely to be approved than applications from other communities that do not benefit from the same level of broad support. In other words, using inspiring planning and project development processes will mobilize resources within the community and generate greater support from outside the community.

A Final Recommendation

In the visiting team's experience, the use of certain principles seem to increase success and build capacity regarding a variety of community and economic development issues and opportunities. We encourage the community leaders and residents of the Sandpoint and surrounding area to revisit these principles often and apply them when appropriate:

- Start small
- Start with what you have and who you are (i.e. assets) and build from there
- Emphasize volunteerism
- Celebrate each success and honor participants
- Build local capacity to take on larger projects over time
- Embrace teamwork
- Give credit and thanks
- Make it clear that volunteers are local heroes
- Engage youth and young adults in a way that allows them to take responsibility and develop leadership skills



A Last Word.... for Now

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

Top Ten Attributes of Successful Communities

1. Evidence of an inclusive culture

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

2. Invest in the future – built to last!

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

3. Participatory approach to decision making

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

4. Creatively build new economic opportunities

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

5. Support local businesses

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

6. Deliberate transition of power to new leaders

People under 40 regularly hold key positions in civic and business affairs. Women (and people from minority groups) often hold positions as elected officials, managers, and entrepreneurial developers.

7. Strong belief in and support for education

Good schools are the norm and centers of community activity.

8. Strong presence of traditional institutions that are integral to community life.

Churches, schools, and service clubs are strong influences on community development and social activities.

9. Willingness to seek help from the outside

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

10. Communities and regions are self-reliant

There is a wide-held conviction that, in the long run, ‘You have to do it yourself’. Thriving communities believe their destiny is in their own hands. Making their region a good place to live is a pro-active assignment, and they willingly accept it.

APPENDICES

Appendix A The City of Sandpoint application to Idaho Community Review Program

Appendix B Contact and biographical information for Sandpoint visiting team members

Appendix C *Sustainability in Sandpoint: A Primer in Policy Development and Community Involvement* by Stacey Stovall, TransEco Services and Lee Hatcher, Optimal Niche

Appendix D Sandpoint Community Review survey form and survey results

Appendix E Sandpoint Community Review master schedule and focus area itineraries

Appendix F *Council Preps for State Review, Sandpoint Bee, September 15, 2013*

Appendix G List of Sandpoint residents who completed “sign-me up” cards during the community review

Appendix H Community Coaching for Grassroots Action program brochure

Appendix I Additional information about community-based social marketing

Appendix J Additional information about developing a community brand

Appendix K The Main Street Four-Point Approach (National Trust for Historic Preservation)

Appendix A**The City of Sandpoint's application to Idaho Community Review Program**

Please complete this application and return to:
Idaho Rural Partnership
PO Box 83720, Boise, Idaho 83720 – (208) 780-5149

Idaho Community Review Application

A Community Visitation Program

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

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

The community review program is an excellent in-kind value for its cost. Idaho cities such as Bonners Ferry, New Meadows, Glenns Ferry, Nez Perce Tribe/City of Lapwai, and Driggs have recently conducted successful community reviews for under \$2,500. Estimated costs for a community review through a private consulting firm, including salary, travel, lodging, site visit, data collection, and report fees, is approximately \$50,000 for equivalent expertise from 15-18 community development professionals.

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

- Provide mailing labels for the selected households for the purpose of mailing the pre-review community survey.
- Arrange for large and small group meeting sites throughout the review with community leaders and citizens.
- Appoint a home team leader for each of the community review focus areas (economic development + two other areas selected by the community) who will work with the visiting team leaders to plan and coordinate the community review.
- Arrange community tours and meeting agendas in the three focus areas you identify
- Pay for postage for the pre-review community survey, group transportation during the community tours, and all team meals. Many communities have partnered with businesses, school districts, and civic groups to share postage, transportation, and meal costs).
- Suggest lodging locations for the visiting team and supply related information.
- Publicize the community review to maximize community participation
- Assist with collection of background information and data prior to the community review
- Designate at least two community members to facilitate the follow-up process

Community: City of Sandpoint, Idaho

Main Contact Person: Jeremy Grimm, Planning & Community Development Director

Address/City/State/Zip: 1123 Lake Street, Sandpoint, Idaho 83864

Phone, Fax, Email: 208-255-1738 jgrimm@ci.sandpoint.id.us

Economic development is a required focus area for all community reviews. Circle or write in the two other focus areas your community would like to emphasize. Focus areas might include some combination of the following:

Infrastructure	Housing
Land Use Planning	Community Design & Identity
Education	Health Care
Seniors and Youth	Arts, Historic, & Recreation Resources
Civic Life & Community Involvement	Transportation

- Other Focus Area(s): 2. Downtown Revitalization
3. Sustainability Policy To Govern- Municipal Administration,
Legislative Actions, City Policies and Budgeting

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

1. Economic Development: Jeremy Grimm, 208-255-1738 jgrimm@ci.sandpoint.id.us
2. Downtown Revitalization: Jeremy Grimm, 208-255-1738 jgrimm@ci.sandpoint.id.us
3. Sustainability Policy: Jamie Brunner 208-946-0174 jbrunner@ci.sandpoint.id.us

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

1.) Economic Development: Assist with the identification of strategies and resources that could help support and expand existing businesses associated with the emerging aerospace industry at the Sandpoint Airport. The Sandpoint airport is ranked #2 in economic activity in the state for general aviation airports. With the success of Quest (airplane manufacturer) Tamarack Aerospace (fabricator of revolutionary proprietary winglet technology) and the forecast for total aerospace manufacturing related employment to exceed 250 at the Sandpoint Airport within 12 months (40% growth in the past 36 months), now is the time for the community to explore how the inertia surrounding our local aerospace manufactures could be harnessed and leveraged to further expand on the robust aerospace niche that we see taking hold in the community. The development of a clearly identified growth and attraction strategy may enable the community to attract ancillary and complementary industry players to our community. If successful this may result in the branding of Sandpoint as a leader in innovative aerospace design, fabrication and engineering.

2.) Downtown Revitalization: *The historic downtown core currently has 11 totally vacant buildings and a slightly over 100,000 Sq Ft. of available space for lease. With the recent completion of the Sand Creek Byway and the resulting rerouting of US 95 out of the downtown core, the town is experiencing a historic transformation. The Idaho Department of Transportation is anticipated to begin construction of the "Curve" project in 2014, resulting in the removal of the final highway from the downtown and complete reversion of the downtown streets back to city control. In anticipation of these historic events, the city in partnership with the Sandpoint Urban Renewal Agency (SURA), has just completed a Downtown Street Design Plan, detailing the physical layout associated with almost \$7 million dollars of anticipated hardscape improvements which will begin in 2013.*

As a result of these dramatic changes, Sandpoint is embarking on a revitalization campaign that seeks to embrace the directives of the 2009 Comprehensive Plan, and eventually the realization of a vibrant, year-round active downtown that recognizes and supports the wide variety of users who consider downtown to be the economic, social and entertainment heart of our community.

Specific issues that we hope to address include strategies to stimulate infill development, reduce vacancy rates and leverage assets and facilities to enhance economic, entertainment, cultural / artistic capacity throughout the downtown. Sandpoint hopes to identify and develop the roadmap that will lead us through this new and exciting chapter in our growth.

3.) Sustainability Policy: *In light of declining revenue and recent budgetary challenges, the City Council has renewed their interest in developing a plan to ensure that the actions and decisions of the City (be it fiscal, environmental or social) are performed after careful consideration of the sustainability of such actions. In concert with the directives of the 2009 Comprehensive Plan to create a sustainability policy, the council is acutely aware that the viability of our current quality of life and the levels of service provided to our residents are dependent on weighing decisions and taking actions based on a matrix that considers the long-view perspective. Therefore, as part of the requested review, the City would like to develop awareness of areas where sustainability criteria can be implemented into decision making, budgeting and legislative actions.*

Rather than recreating the wheel, the city could learn from experts or similar implementation examples in an effort to initiate the adoption of a sustainability policy in Sandpoint. We hope the exercise will result in action items and immediate steps that could be implemented to glean low-hanging-fruit as modeled by other communities or organizations.

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

The best possible outcome of a community review would be the observation of a tangible grass root effort to address the above areas of concern, with businesses, nonprofits, local government, economic development agencies and the broader community in general being catalyzed through the stimulative efforts and products of the review.

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

2012: *Downtown Streets Plan and Design Guide*: An 8-month process including robust public participation resulting in a master plan for the future street layout and design for the downtown core (post reversion from ITD).
http://www.cityofsandpoint.com/PDFs/NewsEvents/sandpoint%20downtown%20streets%20design%20guide_final_december%202012.pdf

2012: *New Sandpoint Water Treatment Plant*: Voter approved \$17 million expansion to the water treatment plant.

2011-2012: *Sandpoint Forward Revitalization Effort*: Facilitated by the Downtown Sandpoint Business Association and funded (Approximately \$200K) by the Sandpoint Urban Renewal Agency (SURA), the project consisted of the hiring of a consultant (Mark Rivers, Boise ID) who for 18 months, attempted to initiate creative, high-profile marketing efforts to address increasing vacancy rates in the downtown core. One noteworthy outcome of the effort was the relocation of North Idaho College from the adjacent mall in Ponderay to a renovated former high school in the downtown core. Other efforts included the development of a "Pop Up Retail" effort to fill vacant storefronts, a "Taste Trail" to highlight distinct restaurant and dining locations, the attempt to create a downtown "Discount Card" and the attempt to court developers for vacant downtown properties.

2012: *The "US -2 Curve Design " outreach*: A collaborative effort funded by SURA (approximately \$200K) whereby the City hired an engineering design firm to accelerate the construction of the remaining link required to remove US-2 from the downtown alignment. The project resulted in a preferred design which was delivered to ITD in an attempt to fast track the construction by having the local municipality fund the design cost.

2012: *Whitewater Creek / Milltown Redevelopment*: Utilizing Tax Increment Financing through SURA, the former L.P. Wood Mill site was redeveloped through a public/private collaboration resulting in the 27 acre site, which sits at the edge of the downtown core, being developed with 52 townhome units, a supermarket, new streets, bike paths and 8 additional shovel-ready lots.

2011: *Initiation of SPOT bus service*: A collaborative effort between the cities of Sandpoint, Ponderay and Dover resulting in daily fixed-route interurban bus service between the communities. The system has been unbelievably successful, shattering ridership projections and setting the foundation for continued collaboration between the adjacent communities.

2010-*Rezoning & Impact Fee Revision*: Resulting from the adoption of the 2009 Comprehensive Plan, the entire city has been rezoned to bring land uses and design standards into compliance with the vision and directives of the plan. Subsequently, the entire Development Impact Fee Program was revamped to ensure consistency with both zoning and comp plan directives.

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

The city would like the visiting team to examine the City 2013 Downtown Revitalization effort which is being administered by Jeremy Grimm, Sandpoint Planning & Community Development Director. The effort includes a variety of stakeholders representing retail, food service, professional users, real-estate agents, the Chamber of Commerce, Bonner County Economic Development and the DSBA. The four principle elements being considered are:

1st, leveraging the historic Panida Theater and associated programming (concerts, plays, musicals and films) as a driver of downtown activity.

2nd, putting heartbeats downtown through the subsidy /attraction of new or expanding "office and professional businesses".

3rd, reaching out to the captive audience of +/- 40,000 in greater Bonner County in an attempt to understand what would be required to stimulate their more frequent travel and visitation to the downtown (offerings, events, services, price point, parking, entertainment).

4th securing the services of IRP to perform a Community Review in an effort to gain consensus direct our continued work toward downtown revitalization.

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

2013 Ongoing efforts to assist Tamarack Aerospace in their expansion at the Sandpoint Airport.

2013 Ongoing efforts to secure a portion of the recent \$3 million Aerospace Workforce Training Grant awarded to North Idaho College to be deployed for the local aerospace industry.

2013 Attempt to collaborate with the City of Sandpoint, The Forest Bird Charter School, North Idaho College and local aerospace industry representatives to secure a portion of the recently announced \$5 million grant from the Albertsons Foundation to develop a Professional Aerospace Technical School in Sandpoint.

2010-2012 ARRA Stimulus- Sandpoint Wastewater Biogas Renewable Energy Project

2012-Idaho GEM Grant – 4,000 Sq Ft expansion of the City Business Incubator in support of Lead Lok Biomedical Inc.

2012- SURA/ University of Idaho Hothouse Garden Study

We ask that communities participating in the review process provide brief updates on an annual basis. These updates will share progress the community has made as either a direct or indirect result of a community review. IRP will use the information to help future visiting team members adjust their discussions and presentations to better meet the needs of participating communities. This information also helps the partnering agencies and organizations measure the impact of reviews and demonstrate how resources and investments are leveraged through the process. This is critical to maintain support for our work with rural Idaho.

What possible dates do you propose for a community review? June 2013

Mayor's Signature: Marsha Ogilvie Date: March 1, 2013

Please complete this application and return to:
Idaho Rural Partnership
PO Box 83720, Boise, Idaho 83720 -- (208) 780-5149

Appendix B

Contact and biographical information for Sandpoint Visiting Team Members

Sustainability Focus Area

Elaine Clegg

Idaho Smart Growth

910 Main Street, Ste. 314

Boise, ID 83702

Office: 208-333-8066

Email: elaine@idahosmartgrowth.org

Elaine Clegg began working on transportation/land use issues as a citizen advocate. She was Co-Director at ISG, becoming project coordinator in 2004 after her election to the Boise City Council where she still serves. As city council member she has been active in updating the City of Boise land use plans and ordinances and its sustainability efforts. In her continuing role with Idaho Smart Growth, Elaine has completed research on best practices and worked across the state assisting communities in developing policy and infrastructure assessments and recommendations. Her experience as an advocate and as a nonprofit and elected leader bridges diverse stakeholders. Elaine serves on the following boards: MPO and Transit Boards regionally, Association of Idaho Cities statewide, and the Association of MPO's and National League of Cities Transportation policy steering committee nationally.



Maureen H. Gresham AICP

Freight and Special Projects

Idaho Transportation Department

PO Box 7129

Boise, ID 83707

Office: 208.334.8272

Email: maureen.gresham@itd.idaho.gov

Maureen Gresham moved from Atlanta, Georgia bringing 19 years of experience in planning, policy and public involvement to the Idaho Transportation Department. Maureen spent her first 2 years at ITD improving bicycle and pedestrian mobility by creating the first statewide Bicycle and Pedestrian Advisory Committee, working with local communities, and developing tools to effectively improve bicycle and pedestrian mobility. Maureen now concentrates on freight movement and is conducting the first ever statewide freight analysis. Maureen specializes in connecting people and ideas, working with diverse stakeholders, and advocating for informed decision-making. Maureen received a BS from Appalachian State University and a Masters in City Planning from the



Georgia Institute of Technology. On a personal note, Maureen and her husband Walt, enjoy the many recreational benefits of living in this community including hiking, camping, rafting, and bicycling.

Lori Porreca, PhD (Focus Area Leader)
Community Planner
Federal Highway Administration, Idaho Division
3050 Lakeharbor Lane, Suite 126
Boise, ID 83703
Office: 208-334-9180, ext. 132
Cell: 856-630-1635
Email: lori.porreca@dot.gov

Lori has over nine years of experience working in the public, non-profit and private sectors assisting communities in a variety of planning and development efforts including policy analysis for agricultural land management, recreation and master plan development, zoning, land use and food policy analysis, grant writing and fundraising, volunteer coordination, and outreach/collaboration with the general public, elected officials, professionals and stakeholders. She has designed curriculum and outreach education for traditional classrooms and community settings. She has six years of experience designing and implementing socioeconomic, land use, policy and community planning studies in local food system assessment, community perception studies, agricultural land use change assessment, natural resource assessment. She has worked with focus groups, individual and group interviews, community and landscape surveys, and has experience writing and presenting reports, factsheets, articles, and plans for public and professional audiences. Lori has a Masters in Landscape Architecture and Environmental Planning and a Ph.D. in Sociology from Utah State University. Currently, Lori works as a community planner for the Federal Highway Administration and has responsibility for the livability program.



Darin Saul
Associate Director
Office of Community Partnerships
University of Idaho
PO Box 442007
Moscow Idaho 83844
Phone: 208-885-0124
Email: dsaul@uidaho.edu

Darin Saul is the Associate Director of the Office of Community Partnerships. Previously he was the Sustainability Director and Director of the Sustainability Center at University of Idaho. Before coming to Idaho, he worked at Washington State University in positions related to sustainability and environmental education, and was the owner and director of Ecovista, an ecological research and planning company. He has a Ph.D. in English Literature from Washington State University.



Economic Development Focus Area

Greg Cook
Executive Director
Panhandle Area Council, Inc. (PAC)
11100 N. Airport Dr.
Hayden, ID 83835-9798
Office: 208-772-0584, ext 3018
Cell: 208-651-6319

Greg is the Executive Director of the Panhandle Area Council, a non-profit organization whose mission is to promote and assist economic development and foster a stable and diversified economy within the five northern counties of Idaho. He served in the U.S. Air Force as a pilot, staff officer and commander for 22 years, retiring as a colonel in 2005. Since then, he has been engaged as an independent business owner and management consultant specializing in business development, public relations and marketing, with emphasis on the analysis of defense industry policy, requirements and issues. Cook is a graduate of Coeur d'Alene High School, and earned a B.S in Political Science from the University of Idaho, an M.A. in International Relations from Webster University, and a M.S. in National Security Strategy from National Defense University. He is currently pursuing a PhD in Leadership Studies from Gonzaga University. For more information about the Panhandle Area Council, visit www.pacni.org.



Stephanie Cook (Focus Area Co-Leader)
Technology Based Economic Development
Idaho National Laboratory- Technology Deployment
Office: 208.526.1644
Cell: 810.338.9772
Email: stephanie.cook@inl.gov

In October 2011, Stephanie Cook joined INL in October 2011 to manage the Laboratory's Technology Based Economic Development and Technical Assistance Programs that develops partnerships with local, regional, state and national groups to establish a favorable climate to stimulate economic developments within the technology business sector. Stephanie has national business background in industrial supply, healthcare and technology manufacturing, working with federal agencies in the U.S. She was instrumental in a \$20M healthcare company start-up in the reusable surgical gowns and instrumentation business. Her enterprise building experiences have supported companies ranging from \$10 million to those with more than \$8 billion in sales within the private, public and government sectors.



Paul Lewin, Ph. D.
Extension Specialist, Assistant Professor
Department of Agricultural Economics and Rural Sociology
University of Idaho
P.O. Box 442334
Moscow, ID 83844-2334
Office: 208-885-6048
Email: pglewin@uidaho.edu

Dr. Lewin is an extension and research assistant professor in the Department of Agricultural Economics and Rural Sociology. He has a Ph.D. in Applied Economics from Oregon State University and 14 years of applied experience conducting quantitative and qualitative analysis in development issues in Latin America, Europe and the USA. He possesses a quantitative background in input-output analysis, benefit-cost analysis, and econometrics. He has worked with the Food and Agricultural Organization (FAO) and Moody's Analytics. His research field is rural community development. Currently, his research program includes entrepreneurship, rural infrastructure, and dynamic changes of community and small regional economies. He is fluent in English and Spanish.



John Lynn
USDA Rural Development
7830 Meadowlark Way, Ste. C3
Coeur d'Alene, Idaho 83815
Office: 208-762-4939, ext. 122
Email: john.lynn@id.usda.gov

John grew up in Wallace, Idaho and graduated from High School in 1973. He attended the University of Idaho and graduated in 1977 with a BS Degree in Geological Engineering. He worked in the mining industry holding several engineering and management positions until the industry collapsed in the mid 1980's. John returned to the University of Idaho and received his Masters Degree in Business Administration in 1987. He worked for two startup companies in the late 80's and early 90's and landed at North Idaho College as the Regional Director for the Small Business Development Center. John spent 12 years at NIC before taking a position as Vice President of Small Business Lending at Mountain West Bank. He currently is an Area Specialist for USDA-Rural Development working in their Water and Environmental Program and Community Facilities. John and his wife Mary have been married 28 years and have two daughters.



Alivia Metts
Idaho Department of Labor
600 N. Thornton Street
Post Falls, ID 83854
Office: 208-475-8789, ext. 3486
Email: alivia.metts@labor.idaho.gov

Alivia is the Department of Labor's Regional Labor Economist for the five most northern counties in Idaho. She was previously employed by HDR Engineering, Inc.—a nationwide consulting firm—where she worked mostly out of the Washington and Alaska offices. Her work there included economic and environmental planning. Her responsibilities included researching and analyzing the social and economic impacts projects have on communities. Alivia also served as economic development coordinator for the Eight Mile Boulevard Association while working at Fox Sports in Detroit, Michigan. Alivia graduated with a degree in economics from the University of Michigan and also holds an associate's degree in business administration.



Randy Shroll (Focus Area Co-Leader)
Business Development Manager
Idaho Department of Commerce
P.O. Box 83720
Boise, ID 83720
Office: 208-334-2470
Email: Randy.Shroll@commerce.idaho.gov

Randy's responsibilities at the Department of Commerce include Business Retention and Expansion and the Idaho Economic Development Rural Professionals Program (a program of state funding for 20 ED Professionals in rural communities statewide). He manages a statewide team of Professional Economic Development Specialists working out of the Boise office.

He supervises the state Procurement Technical Assistance Center (PTAC), responsible for working with Idaho businesses to land government contracts. He also manages the procedure for the state allocation of tax-exempt bonds to finance qualified projects and programs as allowed by the Internal Revenue Service. Randy is an Idaho native from Nampa and has been with the Department of Commerce 26 years.

He is a graduate of The Economic Development Institute and a Certified Economic Developer (CED), certified by the International Economic Development Council.

Prior to joining the state Randy was an Assistant Vice President, Southwest Division Marketing Manager with First Security Bank of Idaho (now Wells Fargo).



Downtown Revitalization Focus Area

Jeff Beeman, Area Director

Rural Development

U.S. Department of Agriculture

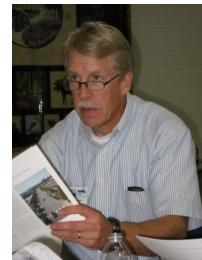
7830 Meadowlark Way, Suite C3

Coeur d'Alene, ID 83815

Office: 208-762-4939 ext 118

Email: jeff.beeman@id.usda.gov

Jeff is the Area Director for USDA Rural Development. He oversees the delivery of USDA's infrastructure and housing programs in the northern 10 counties of Idaho. He has a B.S. in Business Finance from Oregon State University. He has worked in the area of community development in North Idaho for the past 23 years. Jeff and his wife Sharon have one daughter. He has lived in the Sandpoint Area for more than 20 years.



Sandi Bloem

City of Coeur d'Alene

710 E. Mullan Avenue

Coeur d'Alene, ID 83814

Phone: 208-666-5754

Email: mayor@cdaid.org

Before becoming Coeur d'Alene's first female mayor and then the city's first third-term mayor, Sandi Bloem was an active community member. She co-chaired the city's Downtown Revitalization Committee, chaired the city's strategic planning committee (CdA 2020), and served on the Planning Commission for 4 years. She also served on the Chamber of Commerce Board of Directors, the EXCEL Foundation Board of Directors, and on the North Idaho College Foundation Board.



Currently, Mayor Bloem chairs the North Idaho Mayors' Coalition and serves as 3rd Vice President for the Association of Idaho Cities Board. She also serves on the University of Idaho/Northern Idaho Advisory Board and the Salvation Army Advisory Board. Bloem recently received the Salvation Army's "William Booth Award" (named for the organization's founder) for her outstanding service, and in 2008, their Trailblazer Award for her leadership in bringing the Ray and Joan Kroc Corps Community Center to Coeur d'Alene. The University of Idaho awarded Bloem the President's Medallion in 2011 for her exceptional service. Bloem received the 2011 Idaho Chapter of the American Planning Association's Planning Leadership Award for promoting planning in the public arena. While working to complete an advanced degree in Educational Counseling, she was called upon to help lead the family's business, Dingle's Hardware. After moving the hardware store out of the downtown area, Sandi became involved in the jewelry business and has owned and operated Johannes & Company Jewelry since 1985.

Don Davis

Idaho Transportation Department, District 1

600 W. Prairie Ave.

Coeur d'Alene, ID 83815

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Email: don.davis@itd.idaho.gov

Don Davis, P.E., is presently employed as the Senior Transportation Planner for District 1, Idaho Transportation Department, in Coeur d'Alene. Prior to his seven year stint as the transportation planner he was in the District's Project Development Section overseeing projects such as US-95, Garwood to Sagle and US-95, Copeland North. He has been in transportation related civil engineering for thirty-three years in Idaho and Washington and has lived in the Sandpoint area since 1994.



Stephen R. Drown, ASLA

Professor and Chair

Faculty of Landscape Architecture

Extension Specialist, Bioregional Planning & Landscape Architecture

University of Idaho

875 Perimeter Drive MS# 2481

Moscow, ID 83844

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Stephen R. Drown, ASLA, is Professor and Chair of the Department of Landscape Architecture, College of Art and Architecture at the University of Idaho. A university level teacher for 39 years, Steve taught in the Department of Landscape Architecture at The Ohio State University for 19 years prior to coming to the University of Idaho in 1994. His undergraduate degree is from the Philadelphia University of the Arts, College of Art, and his graduate degrees from Syracuse SUNY College of Environmental Science and Forestry and Syracuse University. Originally from Endicott, New York in the Susquehanna River Valley, Steve is married to Maggie Spence Drown.

Throughout his teaching career, Professor Drown has been very active in public outreach and service learning and has taught a number of landscape architecture workshops nationwide. He served as a founding board member and Vice-President of Colour Columbus, a not-for-profit urban enhancement foundation, is a licensed landscape architect in Ohio and has received national awards for his professional work as a partner in the Columbus, Ohio-based firm of First Avenue Design. Steve is Director of the University of Idaho Department of Landscape



Architecture Summer Study Abroad program in Italy and China and currently the Interim Director of Bioregional Planning and Community Design at the University of Idaho. Professor Drown also has a position as College of Agriculture and Life Science Extension Educational Specialist in Bioregional Planning and Landscape Architecture to promote regionally based planning and community design throughout Idaho. The University of Idaho recognized Steve in Spring 2009 for Excellence in Outreach and Engagement.

John Meyers

Boise Field Office Director

US Department of Housing and Urban Development

800 Park Blvd., Ste. 220

Boise, ID 83712

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John Meyers has been with HUD for eleven years. Before becoming the Field Office Director in Boise (October 23, 2011) he served as Field Office Director for the Springfield, Illinois, HUD Office. Prior to that, for eight years he directed the Seattle Regional Office. Before joining HUD, Meyers owned and operated a management consulting firm in Seattle, Washington.

During his career, Meyers worked at various levels in both state and federal government. He served terms as: a Regional Public Affairs Officer for (HHS), on state legislative and caucus staffs, and as the chief of staff to a member of Congress.

In 2008 Meyers was appointed as one of only 20 members to the Secretary of HUD's Field Advisory Committee. Earlier he chaired both the Workforce Planning Task Force for his division (Field Policy and Management) and the committee that designed the HUD small office *Peer Consultation Review Process*. Meyers is a veteran of the USAF. He is married with two grown children.



ReNea Nelson (Focus Area Leader)

Tourism Grant Analyst

Idaho Department of Commerce-Tourism Development

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Email: reneanelson@tourism.idaho.gov

ReNea, a native Idahoan, joined the Idaho Department of Commerce, Division of Tourism Development, in 1990 where she manages the Idaho Travel Council Grant Program. She actively works with 35-40 non-profit tourism organizations throughout Idaho conducting grant training and assisting in the implementation of approximately \$2.9 million dollars in advertising

and marketing projects annually. She is also the program lead for the Voluntourism Initiative program, cooperating with Serve Idaho, Idaho Fish and Game, Idaho Parks and Recreation, U.S. Forest Service, City of Boise Parks and Recreation and Take Pride America to advance community service programs and activities throughout the state.

Note: Ms. Nelson retired from the Idaho Department of Commerce in late 2013.



Community Listening Session Facilitators

Lorie Higgins

Associate Professor and Extension Specialist

Department of Agricultural Economics and Rural Sociology

University of Idaho

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Moscow, ID 83844-2334

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Email: higgins@uidaho.org

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



**Erik Kingston, PCED
Housing Resources Coordinator
Idaho Housing and Finance Association
PO Box 7899
Boise, ID 83707-1899
Office: 208-331-4706
Toll-free 1-877-438-4472
Email: Erik@ihfa.org**

Erik has managed IHFA's Housing Information and Resource Center since 1998, after serving three years as IHFA's Senior Communications Coordinator. Responsibilities include program development, contract management, community outreach, fair housing education initiatives and strategic planning for a range of housing and community development efforts. He is project coordinator for www.housingidaho.com, co-author of IHFA's *Workforce Housing Toolkit: Simple Steps for Stronger Communities* and author of the *2011 Housing Assistance Guide* for Idaho. Erik is a long-time planning member with the Idaho Community Review Team, board member of the Idaho Rural Partnership, and a graduate and faculty member of the Northwest Community Development Institute. He currently serves as a member and web moderator for the Idaho Fair Housing Forum (www.fairhousingforum.org) the East End Neighborhood Association's Armory Committee (www.reservestreetarmory.com), and the Boise/Eagle Tour de Coop (www.boisechickens.com). He has over 30 years of professional experience in the areas of nonprofit management, grant administration, disability rights, refugee and immigrant empowerment, the performing arts and grassroots community activism. In addition to professional activities, Erik has spent time driving thirsty cattle through dry country and working underground in a Central Idaho hard rock mine. He really likes his current job.



Coordination and Report Writing

Jon Barrett

Clearstory Studios

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Email: jon@clearstorystudios.com

Jon created Clearstory Studios in 2007 to provide community and economic development, strategic planning, and consensus building services to local and state agencies, tribes, and non-government organizations. He has worked as a community planner, consultant, and nonprofit co-executive director. His has extensive experience in community design, strategic planning, policy development, grant proposal writing, and consensus building. He brings to this work his skills and passionate belief in the transformative power of clear communication.



Mike Field

Executive Director

Idaho Rural Partnership

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Boise, ID 83720

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Cell: 208-867-2004

Email: Mike.field@irp.idaho.gov

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



Appendix C

***Sustainability in Sandpoint: A Primer in Policy Development and Community Involvement* by Stacey Stovall, TransEco Services and Lee Hatcher, Optimal Niche**

Sustainability in Sandpoint: A Primer in Policy Development and Community Involvement

Prepared for
The City of Sandpoint
and
The Idaho Rural Partnership

Stacey H. Stovall



R. Lee Hatcher



What does “sustainability” mean, and why should we care? What is a “sustainability framework,” and why do we need one? Food, clothes and shelter once made up the bulk of our needs. Today, individually and collectively, we consume enormous quantities of metals, chemicals, pesticides, fertilizer and energy. So what’s the problem? In nature, there is no waste. But our expanding consumption stretches the Earth’s ability to absorb all the waste that we now produce.

This expansion of demand, brought about by an increasing population and technological advancements, has brought about a fundamental change in how many people view business as usual. Well-being was once assumed to be the product of material expansion. But this assumption is no longer valid. *“In affluent societies, growth generates a complex set of social and environmental costs, explaining why surveys of life satisfaction have remained largely unchanged in industrial societies despite the large increase in production and consumption that has occurred since World War II”*¹. This fundamental change in world view is occurring at all levels. From individuals and small businesses, to small towns and federal governments, we are beginning to see how incremental steps toward sustainability can be taken to achieve dramatic gains in returns on investment, community well-being, and environmental benefits.

By 2050, the human population is expected to reach nine billion. We can see many trends that illustrate limits in natural systems. Since people began to fish, we could always catch more fish by applying more effort, more boats and more nets to the task. This is no longer true. Fish catch is no longer limited by how much we invest; it is limited by the number of fish in the sea. Once so abundant that they could be caught with buckets, the east coast Cod, for example, is now an endangered species. Similar limits are looming with forests, fresh water, soil fertility and energy.

So, what does “sustainability” mean? It is a set of conditions and trends in a given system that can continue indefinitely.

The “system” might be a company, an organization, a community, or a natural ecosystem. To better understand sustainability from a systems perspective, we might ask, *what conditions in Sandpoint can continue indefinitely?* We might also ask this another way: *If current conditions continue, what are the ramifications to the environment, to people, to the economy, and to well-being?* We can look for important issues and trends in our city (i.e., the “system”), and evaluate

¹ Howarth, R.W. 2012. Sustainability, Well-Being, and Economic Growth. *Minding Nature: a Journal of the Center for Humans and Nature*, 5(2), 32-39.

<http://www.humansandnature.org/sustainability--well-being--and-economic-growth-article-116.php>

them as improving, worsening, or staying the same. Think about things like poverty, population, healthy forests, water quality, local economies, health and wellness, and energy use. Can we link issues, or find cause-and-effect relationships? Can we identify patterns among issues? By identifying these linkages and understanding these relationships, we can begin to define what sustainability means for the City of Sandpoint.

There may be points of general agreement already in play. For example, activities are not considered to be sustainable when they:

- Require continual inputs of non-renewable resources.
- Use renewable resources faster than their rate of renewal.
- Cause cumulative degradation of the environment.
- Require resources in quantities that undermine other people's well-being.
- Lead to the extinction of other life forms.

How might we view the future of Sandpoint through the lens of these and other activities? At a minimum, the City of Sandpoint may choose to pursue what are commonly referred to as "low hanging fruit," by conserving three main resources within the city (as a system):

1. Energy (energy input - comprehensive use of energy - output amount of air pollution)
2. Water (water input - reused and recycled water - output amount of wastewater)
3. Material and solid waste (materials input - reused and recycled material - output amount of solid waste)

Whether conservation of these resources is pursued by the municipality in its operating procedures and policies, or whether it is pursued by businesses and residents within Sandpoint is a decision that would likely be made openly and with appropriate stakeholder input.

At this point in our understanding, it might be helpful if we could agree on a shared language set and a common model, or a framework, for organizing our collective thoughts on sustainability. A sustainability framework is a set of definitions, principles, and methods on which a group can stand together to talk about sustainability so that everyone can be reasonably sure that they are talking about the same thing. A framework provides these benefits:

- Provides shared language and a mental model
- Provides a basis for organizing thinking
- Ensures full consideration
- Helps identify what to work on
- Provides a standard (are we there yet?)

Some examples of sustainability frameworks include:

- The "Brundtland Definition"² - The default in a UN / Internationalist context

² <http://www.un-documents.net/ocf-02.htm>

- Triple Bottom Line³ - Often used by businesses
- Compass of Sustainability⁴ - Especially strong for multi-stakeholder / inter-disciplinary work
- The Natural Step⁵ - Excellent for technical-managerial cultures; strongly focused on environmental management
- The Earth Charter⁶ - Often embraced by groups with an ethics and human rights orientation (e.g., educators, NGOs, religious organizations)

Municipal and State Examples of Sustainability Plans and Policies

If we all have a similar frame of reference for what sustainability means, we can begin to approach the creation of sustainability policies and processes that are implemented at the municipal level. How are other cities and towns incorporating sustainability into policy-making and municipal governance? There are numerous examples in the United States of cities and states that have embraced sustainability.

West Linn, Oregon⁷ (pop. 25,392)

The City of West Linn, Oregon formed a citizen task force whose purpose was to “make recommendations to the Council on what would be necessary to make serious progress toward a sustainable community, including:

- *A specific council goal to “protect and enhance the integrity, stability, and beauty of the natural environment, and*
- *A community desire to reduce the negative impacts of growth and development on the City, and*
- *A need to provide a healthy, productive, and meaningful life for all community residents, present and future, for the economic, social, and environmental systems that make up our community of West Linn.”*

Example of West Linn’s Sustainability Statement:

“West Linn will have achieved a sustainable future when...

- *Greenhouse gases generated by its population are equal to or less than the amount removed by plants and other natural processes.*
- *It produces zero emissions of toxic materials to air, soil and water.*

³ http://en.wikipedia.org/wiki/Triple_bottom_line

⁴ <http://compassu.wordpress.com/introduction/>

⁵ <http://www.naturalstep.org/usa>

⁶ <http://www.earthcharterinaction.org/content/pages/What-is-the-Earth-Charter%3F.html>

⁷ Source: Sustainable West Linn Task Force. 2006. Sustainable West Linn Strategic Plan.

http://westlinnoregon.gov/sites/default/files/fileattachments/Strategic_Plan.pdf

- *It has preserved all remaining important natural habitats.*
- *All citizens understand and contribute to a sustainable future.*
- *Multiple alternative transportation, housing and employment options are available to all.*
- *City government has a sustainable revenue stream to ensure the delivery of urban services and maintain public infrastructure.*
- *Locally grown food is readily available for residents.*
- *Strong local business meets the majority of resident needs.*
- *Strong local health care meets the majority of resident needs.”*

Corvalis, Oregon (pop. 54,674)

The City of Corvalis has the best available online example of a sustainability policy that identifies a framework and establishes an implementation process for sustainability.

Policy:

“The City uses a triple-bottom-line framework to enhance sustainability in all aspects of the organization’s activities. City departments, through changes in daily operations, ongoing programs and long-range planning are able to simultaneously have a significant positive impact on the environment, the economic efficiency of municipal government and the social character of the workplace. Departments promote actions which are environmentally and socially beneficial while also being economically intelligent.”

Mission Statement:

“The City recognizes its responsibility to:

- *protect the quality of the air, water, land and other natural resources, and to conserve these resources in its daily operations;*
- *minimize organizational impacts on local and worldwide ecosystems;*
- *use financial resources efficiently and purchase products that are durable, reusable, non-toxic and/or made of recycled materials; and*
- *treat employees in a fair and respectful manner, providing an inclusive work environment and helping staff develop their full potential.”*

Hillsboro, Oregon (pop. 93,455)

The City of Hillsboro has a well-developed sustainability plan⁸ that identifies a sustainability framework, and thoughtful process for a steering group and task force to work through sustainability issues⁹ Hillsboro also has an excellent website that includes goals, principles, documents, and measured progress toward achieving its sustainability objectives.

Madison, Wisconsin¹⁰ (Pop. 236,901)

The City of Madison recently developed a sustainability plan containing a sustainability definition that includes nature, economy, society and well-being.

“Madison defines sustainability as meeting the current environmental, social and economic needs of our community without compromising the ability of future generations to meet their needs. Sustainability represents a desire to pass on to our children and grandchildren a world that is as good as, if not better than, the one we found.

The new Sustainability Plan acts as an adjunct to the City’s Comprehensive Plan and will cover three broad areas: Environment, Economic Prosperity and Social/Community initiatives. It tries to balance the environment, economy and social good, recognizing that a healthy environment underpins economic and social well-being.”

The Madison Sustainability Plan: Fostering Environmental, Economic and Social Resilience also includes an excellent systems approach to sustainability:

“...the plan attempts to show the strong linkage and overlap between environment, people and economic well-being by providing a list of related sustainability categories” (p. 4).

Portland, Oregon¹¹ (pop. 593,820)

“The Portland Plan focuses on a core set of priorities: prosperity, education, health and equity. The plan emphasizes actions that achieve multiple objectives, it sets numerical targets and suggests

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http://www.ci.hillsboro.or.us/sustainability/SustainabilityWeb_Upload/download/SustainabilityPlan_CompleteReport.pdf

⁹ <http://www.ci.hillsboro.or.us/sustainability/goals.aspx>

¹⁰ <http://www.cityofmadison.com/sustainability/sustainPlan.cfm>

¹¹ <http://www.portlandonline.com/index.cfm?c=43046>

ways of measuring progress toward them, and it includes both 25-year policies and 5-year action plans.”¹²

City of Portland’s policy examples for:

- procurement (<http://www.portlandoregon.gov/shared/cfm/image.cfm?id=24521>) and
- paper use (<http://www.portlandoregon.gov/shared/cfm/image.cfm?id=24521>)

City of Seattle¹³ (pop. 620,778)

“The City has developed policies, plans and reports for a broad range of environmental priorities that guide our work. This compilation is intended to pull together as many of the major pieces that are currently in use.”

Maryland¹⁴ and New Jersey¹⁵

The states of Maryland and New Jersey have implemented a statewide certification system for achieving Sustainable City status. Although no policies could be found online, the idea of implementing a statewide program is intriguing.

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¹² <http://www.portlandonline.com/portlandplan/index.cfm?c=47906>

¹³ <http://www.seattle.gov/environment/plans.htm>

¹⁴ <http://www.sustainablemaryland.com/about.php>

¹⁵ <http://www.sustainablejersey.com/>

Appendix D Sandpoint Community Review survey form and survey results

Sandpoint Community Survey

This survey is being conducted as part of the Sandpoint Community Review happening September 17-19, 2013. Please complete one survey per household. All responses will remain anonymous.

Part 1a: Downtown Sandpoint: Please rate your satisfaction with each of the following aspects of Sandpoint's downtown.

Downtown Questions:	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied
1. Availability of local jobs	1	2	3	4	5
2. Quality of local jobs	1	2	3	4	5
3. Availability of parking	1	2	3	4	5
4. Quality of SPOT bus system	1	2	3	4	5
5. Variety of retail businesses	1	2	3	4	5
6. Number of entertainment opportunities	1	2	3	4	5
7. Availability of stores for locals	1	2	3	4	5
8. Availability of public gathering places	1	2	3	4	5
9. Availability of government offices	1	2	3	4	5
10. Availability of housing	1	2	3	4	5
11. Number of real estate firms	1	2	3	4	5
12. Number of vacant store spaces	1	2	3	4	5
13. Number of "things to do"	1	2	3	4	5

Part 1b: Please tell us how strongly you agree or disagree with the following statements about downtown Sandpoint.

Downtown Questions:	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
14. The downtown is functioning satisfactorily.	1	2	3	4	5
15. The City should consider using public funds to encourage the development of downtown.	1	2	3	4	5
16. City Hall should relocate downtown.	1	2	3	4	5
17. Downtown is a good location for a community/recreational facility.	1	2	3	4	5
18. The City should promote/encourage large events (more than 2,000 people) downtown.	1	2	3	4	5
19. If I could, I would like to work downtown.	1	2	3	4	5

Part 1c: Please complete the following three downtown-related multiple choice questions.

20. Downtown improvements and business development efforts should place greater priority on the needs and preferences of which group? (Please choose only one.)

local residents visitors Equal priority on residents and visitors

21. Why do you go downtown? (Please select up to two answers.)

Dine at restaurants Shop Obtain professional services Entertainment
 Weekend events & activities Other _____ I rarely go downtown

22. What discourages you from coming downtown more often? (Please select up to two answers.)

Not interested in available products & services Cost of products & services
 Business hours too limited Lack of parking Other _____

Part 2: The following questions concern the long-term health and vitality of Sandpoint. Your answers will provide a starting point from which the community can explore and define future progress and success.

	Not Important	Slightly Important	Neutral	Somewhat Important	Very Important
1. More and better public open space	1	2	3	4	5
2. Supporting locally produced foods	1	2	3	4	5
3. Offering a variety of choices to promote healthy living (e.g., health fairs, fun runs, etc.)	1	2	3	4	5
4. Increasing livable wages and good employment opportunities	1	2	3	4	5
5. Developing higher education and workforce training	1	2	3	4	5
6. Encouraging recycling and reducing waste (e.g., composting organic matter)	1	2	3	4	5
7. Increasing the City's use of fuel efficient or alternative fuel vehicles	1	2	3	4	5
8. Protecting the water quality of the lake and river	1	2	3	4	5
9. Increasing the use of renewable energy	1	2	3	4	5
10. Development of a community/recreation center	1	2	3	4	5
11. Implementing building practices and operating policies that conserve energy, reduce waste, and use environmentally friendly materials	1	2	3	4	5
12. Increasing alternative transportation options (e.g., improve transit, increase quality & quantity of sidewalks, improve conditions for biking)	1	2	3	4	5
13. Consider environmentally friendly alternatives for city purchases (e.g., office equipment, materials, services)	1	2	3	4	5
14. Better preparedness for disasters	1	2	3	4	5
15. Other priorities or comments regarding community self-sufficiency and resiliency now and in the future:					

Part 3: Sandpoint Airport: Please tell us how strongly you agree or disagree with each of the following statements about the Sandpoint Airport.

Airport Questions	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
1. The airport plays a very important part in the Sandpoint economy.	1	2	3	4	5
2. The airport is operating satisfactorily.	1	2	3	4	5
3. I believe the airport only benefits pilots and plane owners.	1	2	3	4	5
4. Aerospace is a clean industry with good paying jobs.	1	2	3	4	5
5. The City should consider using public funds to improve and encourage the growth of aerospace jobs at the airport.	1	2	3	4	5
6. I support the use of public funds to bring passenger air service to the airport.	1	2	3	4	5

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

- Do you live in Sandpoint? _____ All year _____ Seasonally _____ Own property, but don't live in Sandpoint
- Where do you work? _____ Downtown _____ in Sandpoint, but not downtown
_____ Outside of Sandpoint _____ Don't work/NA
- How many years have you lived in Sandpoint? _____ Number of years
- What age category best describes you? _____ Under 25 _____ 25-35 _____ 36-45
_____ 46-55 _____ 56-65 _____ Over 65

Summary Report - Sep 3, 2013

Survey: Sandpoint Community Review Vickie Tabulator

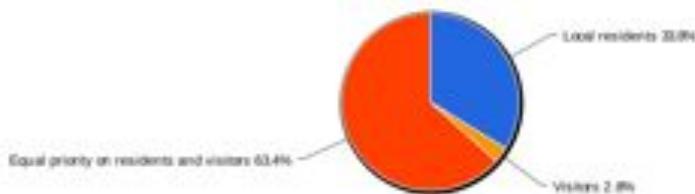
Please rate your satisfaction with each of the following aspects of Sandpoint's downtown.

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	Responses
1. Availability of local jobs	17.9% 36	34.4% 73	34.0% 72	11.8% 26	1.9% 4	212
2. Quality of local jobs	20.8% 44	33.5% 71	33.5% 71	10.4% 22	1.9% 4	212
3. Availability of parking	19.8% 43	21.7% 47	19.8% 43	29.0% 63	9.7% 21	217
4. Quality of SPOT bus system	2.8% 6	2.8% 6	30.2% 64	25.9% 55	38.2% 81	212
5. Variety of retail businesses	9.2% 20	30.3% 66	21.6% 47	32.1% 70	6.9% 15	218
6. Number of entertainment opportunities	4.6% 10	14.3% 31	26.3% 57	35.0% 76	19.8% 43	217
7. Availability of stores for locals	9.9% 21	29.6% 63	23.0% 49	27.2% 58	10.3% 22	213
8. Availability of public gathering places	4.2% 9	13.6% 29	24.9% 53	36.6% 78	20.7% 46	213
9. Availability of government offices	3.3% 7	10.3% 22	42.5% 91	27.1% 58	16.8% 36	214
10. Availability of housing	7.1% 15	15.1% 32	42.5% 90	26.4% 56	9.0% 19	212
11. Number of real estate firms	17.1% 37	17.1% 37	37.0% 80	9.3% 20	19.4% 42	218
12. Number of vacant store spaces	27.0% 57	32.2% 68	32.7% 69	4.7% 10	3.3% 7	213
13. Number of "things to do"	3.7% 8	14.4% 31	21.4% 46	34.4% 74	26.0% 56	215

Please tell us how strongly you agree or disagree with the following statements about downtown Sandpoint.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Responses
14. The downtown is functioning satisfactorily.	7.9% 17	30.1% 65	25.9% 56	29.2% 63	6.9% 13	218
15. The City should consider using public funds to encourage the development of downtown.	16.0% 34	19.2% 41	23.5% 50	29.1% 62	12.2% 26	213
16. City Hall should relocate downtown.	28.5% 61	19.2% 41	33.2% 71	8.4% 18	10.7% 23	214
17. Downtown is a good location for a community/recreational facility.	15.7% 34	21.3% 46	25.0% 54	20.8% 46	17.1% 37	218
18. The City should promote/encourage large events (more than 2,000 people) downtown.	16.7% 36	21.9% 47	29.8% 64	16.3% 35	15.3% 33	215
19. If I could, I would like to work downtown.	11.3% 24	8.9% 19	47.4% 101	18.3% 39	14.1% 30	213

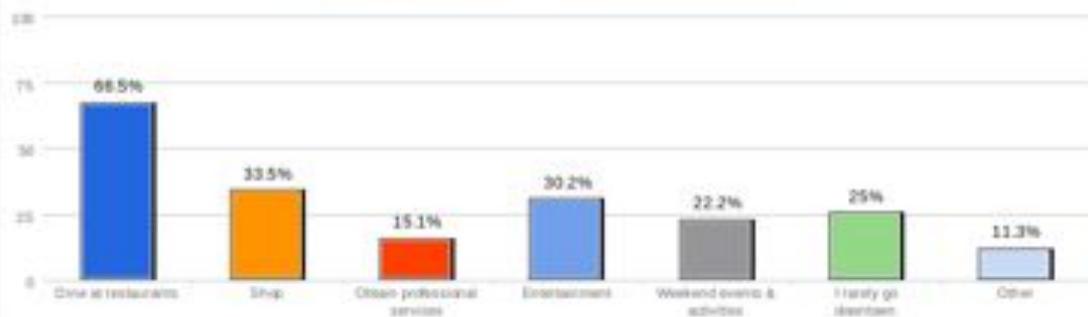
20. Downtown improvements and business development efforts should place greater priority on the needs and preferences of which group? (Please choose only one.)



Value	Count	Percent %
Local residents	72	33.8%
Visitors	6	2.8%
Equal priority on residents and visitors	135	63.4%

Statistics
Total Responses 213

21. Why do you go downtown? (Please select up to two answers.)



Value	Count	Percent %
Dine at restaurants	141	66.5%
Shop	71	33.5%
Obtain professional services	32	15.1%
Entertainment	64	30.2%
Weekend events & activities	47	22.2%
I rarely go downtown	53	25.0%
Other	24	11.3%

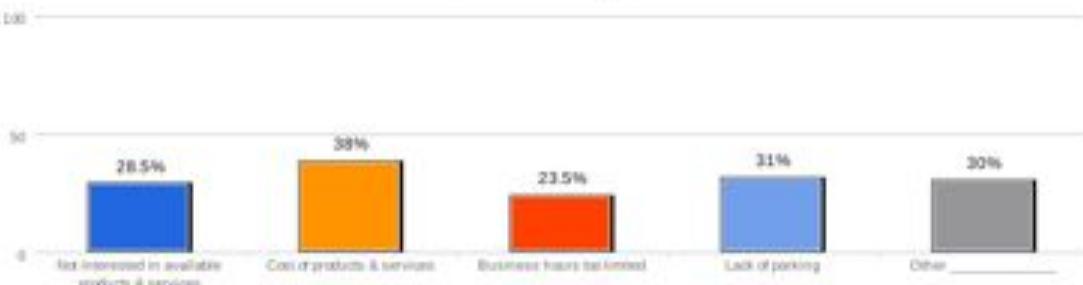
Statistics
Total Responses 212

If you selected "Other" as one of your responses please tell us your purpose for visiting downtown Sandpoint?

Count	Response
1	Art
1	Bank

- 1 Business
 1 Farmers market
 1 I sometimes like to act like a vacationer.
 2 I work downtown.
 1 Live
 1 Mick and Duff's
 1 Swim at city beach
 1 Yoga studio
 1 city beach
 1 entertain visitors/windowshopping eating and events
 1 farmers market
 1 library and art galleries
 1 most of these and I work downtown
 1 walk
 4 work

22. What discourages you from coming downtown more often? (Please select up to two answers.)



Value	Count	Percent %
Not interested in available products & services	57	28.5%
Cost of products & services	76	38.0%
Business hours too limited	47	23.5%
Lack of parking	62	31.0%
Other	60	30.0%

Statistics
Total Responses 200

If you answered "Other" please tell us your reason?

Count	Response
1	Afraid of getting pulled over by police after dark.
1	Bicycle access is challenging and unsafe.
1	Defeatist attitude of merchants. Always complaining about something about the city.
1	Empty stores, empty restaurants, lack of vitality
2	I visit downtown whenever I want.

- 1 I'm 88 years old.
- 5 I'm not discouraged going downtown.
- 1 I'm not discouraged to go downtown.
- 1 I'm not much of a shopper.
- 1 Lack of emphasis on shopping local for tourist
- 1 Lack of urban condo living
- 1 Lack of variety in retail
- 1 Limited variety of products I'm waiting to purchase. Can't find what I need.
- 1 Many goods and services are located outside the downtown area.
- 1 My personal budget.
- 1 Need more products and services
- 1 No restaurants opened past 8pm.
- 1 No variety of shops
- 1 None
- 1 Not enough bus stops on the bus service.
- 1 Not enough variety in our local businesses.
- 1 Not my thing.
- 5 Nothing discourages me from coming downtown.
- 1 One way streets.
- 1 Parking fines
- 1 Parking tickets
- 1 Sandpoint is not for the locals
- 1 Sandpoint residents reserve better choices for theater, shopping and restaurants.
- 1 Some local shop owners and/or their help are not friendly.
- 1 Street flow - one way streets
- 1 Tired of back orders or can't get items.
- 2 Tourists keep me away from downtown.
- 1 Traffic
- 1 Traffic pattern zone way Contracting out parking enforcement city pointed on Hwy 2 curve
- 1 Transportation
- 1 Variety of entertainment
- 1 We're not discouraged. But we do have jobs that require us to spend a lot of time not downtown.
- 1 at home person
- 1 get downtown back to 2 way traffic and let the free market determine what business exist downtown
- 1 hard to get around (age)
- 1 lack of diverse dining and restaurants
- 1 lack of events
- 1 lack of need
- 1 Traffic control at 5th and Cedar. Remove the "no turn on red". Reduce wait time for traffic on Cedar Street.
- 1 I do not find a modest size 6-8 misses dresses etc. A good Christopher Banks, Macys or Fred Meyer would be nice. Or a good fabric shop that is not for arts and crafts but fabric for making good quality clothes.
- 1 I would like to keep my shopping local. However, the stores close too early and most are geared to the high end shopper. It would be great to have affordable fun stores.
- 1 We can't afford to go downtown and shop for groceries even though my husband works for the government. Living here has its beauty small town charm. We love that yet don't like living in poverty, which this city causes a huge part of it. Encourage growth before all the good young families leave the area.
- 1 I'm on low income budget and can't afford to eat out. I'm disabled and can't walk as many blocks to enjoy downtown.
- 1 Parking authority does not accommodate a pleasant downtown experience. Can't even get my hair done without worrying about a parking ticket.

The following questions concern the long-term health and vitality of Sandpoint. Your answers will provide a starting point from which the community can explore and define future progress and success.

	Not Important	Slightly Important	Neutral	Somewhat Important	Very Important	Responses
1. More and better public open space	11.0% 23	9.6% 20	27.3% 57	30.6% 64	21.5% 45	209
2. Supporting locally produced foods	2.9% 6	4.8% 10	8.7% 18	37.0% 77	46.6% 97	208
3. Offering a variety of choices to promote healthy living (e.g., health fairs, fun runs, etc.)	4.3% 9	5.8% 12	28.4% 59	40.9% 85	20.7% 43	208
4. Increasing livable wages and good employment opportunities	1.9% 4	2.4% 5	6.6% 14	17.1% 36	72.0% 152	211
5. Developing higher education and workforce training	3.3% 7	1.4% 3	5.7% 12	31.0% 63	58.6% 123	210
6. Encouraging recycling and reducing waste (e.g., composting organic matter)	3.3% 7	3.3% 7	12.0% 25	23.4% 49	57.9% 121	209
7. Increasing the City's use of fuel efficient or alternative fuel vehicles	12.4% 26	4.8% 10	21.5% 45	29.2% 61	32.1% 67	209
8. Protecting the water quality of the lake and river	1.0% 2	1.9% 4	3.8% 8	14.3% 30	79.0% 166	210
9. Increasing the use of renewable energy	6.2% 13	4.8% 10	14.4% 30	30.1% 63	44.5% 93	209
10. Development of a community/recreation center	9.2% 19	5.3% 11	23.8% 49	32.0% 66	29.6% 61	209
11. Implementing building practices and operating policies that conserve energy, reduce waste, and use environmentally friendly materials	9.8% 20	6.4% 13	14.2% 29	30.9% 63	38.7% 79	208
12. Increasing alternative transportation options (e.g., improve transit, increase quality & quantity of sidewalks, improve conditions for biking)	6.2% 13	5.7% 12	14.7% 33	26.1% 55	47.4% 100	211
13. Consider environmentally friendly alternatives for city purchases (e.g., office equipment, materials, services)	11.6% 24	4.8% 10	27.1% 56	33.3% 69	23.2% 48	207
14. Better preparedness for disasters	6.3% 13	7.8% 16	30.1% 62	30.1% 62	25.7% 53	206

15. Other priorities or comments regarding community self-sufficiency and resiliency now and in the future:

Count	Response
1	Become bus friendly: to many restrictions and coding requirements
1	Build a public 18 hole golf course.
1	City and County taxes makes owning a home in the city very difficult along with my water bill.
1	Conservation is great. But not if it increases our city's costs.
1	Educate people what is available here at Sandpoint. Bikers need better manners on the road.
1	Education of our local workforce is the highest priority.
1	Enforce bicycle rules. More lighting at crosswalks. Eliminate one way streets.
1	Enforcement of animal ordinances and pedestrian protection.
1	Get a turn over of new government officials for both city and county
1	I can not pay for sidewalks on my property.
1	I would like to see a beautiful big dog park. Sandpoint is not a dog friendly city.
1	If I had to work away from home, I would want to work where I could walk or ride my bike.
1	Let private enterprise not government do the work of figuring out Sandpoint's future.

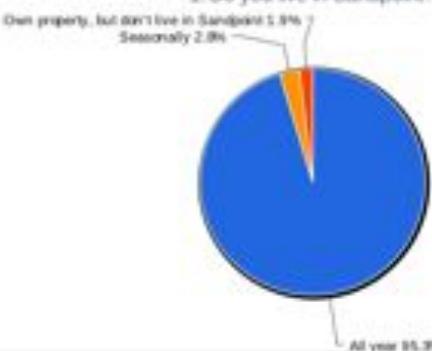
- 1 Local small contractors should receive a small preference when bidding a job.
- 1 Look at education as a viable industry to create good jobs and train youth for a future.
- 1 More community gardens with lower water fees.
- 1 More total community input in proposed commissions etc. much more transparency by government.
- 1 Parking, bike lanes, walking paths, recycle, light pollution
- 1 SPOT needs a stop at memorial field. There are too many real estate firms on Main Street.
- 1 Sewer prices need to be lower. They are out of sight for fixed incomes.
- 1 Stop building and fill the empty buildings
- 1 Stop putting waste water into our river.
- 1 Too many Grand planning ideas, all take tax money our taxes and utilys cost are already to high.
- 1 Training school for children not interested in college.
- 1 We need to create more job options as well as more events that will draw tourism to our town.
- 1 We need to focus on Real needs not stupid tourism and color of bricks
- 1 Would rather put yard waste somewhere other than the dumpster.
- 1 Getting around on a bike is a safety problem. This town is not for locals its for the tourist.
- 1 Reduce trains for goods increase for passengers to Spokane.
- 1 Cut back on wasteful spending ie unnecessary updating of office furniture and other things like that. Focus on jobs and locals, bring in big business, stop making dumb streets that only let one way traffic.
- 1 More roundabouts at intersections to save gas. Downtown should be allowed to build buildings taller than 3 stories. We need parking or RV park for visitors with RVs. Thanks for the byway.
- 1 Slow down the traffic on residential streets. Enforce laws for bicycles. Fix city streets damaged by maintenance. Eliminate dangerous drive thru's.
- 1 Expending or increasing parking at the city beach should be the city's first priority. It is the city's biggest asset and for the locals who pay high city taxes not to be able to swim in the summer is totally unacceptable. Happy that local business love the tourist but I am handicapped and city beach is the only place I can get in and out of the water to swim.
- 1 Pick up blue recycle bin every week and trash every other week to encourage recycling and reduce waste.
- 1 I would like recycling bins made available downtown. I do believe our residents would use them and would reduce the overflowing garbage cans during the summer.
- 1 Build a bridge or bike tunnel to cross 5th. Use incentives and not punishments to implement building practices and operating policies that conserve energy, reduce waste, and use environmentally friendly materials. I'm highly dissatisfied with business turnover. Have things to do around town year round. There are too many real estate firms.
- 1 We need better job opportunities so people can afford to live here, not just survive. If people made decent wages, places like Walmart wouldn't be necessary.
- 1 Absolutely need a rec center for baby - adult- all ages to use. Not enough to do with small children. Sidewalks are unacceptable in most busy areas. Could benefit from a Target, Cosco, etc. A few more stores that could give variety and offer employment opportunities. A rec center could offer classes and maybe a children's museum.
- 1 What Sandpoint needs is a decent internet connection for businesses and residential needs. The most I can get is only 1 megabit up and I live in town. Because of this, I have to run servers from other states. I'd love to bring it local but there isn't enough bandwidth. Sandpoint has dark fiber right under the railroad tracks. Lets tap into it and put it to use.
- 1 Let the private sector handle question #11. Less laws will help development. More restrictions not helping.
- 1 Helping locals work and live, especially ability to bring products downtown for non-tourist prices.
- 1 Have you considered heated sidewalks or heated pavers downtown? The snow downtown looks so dirty when it is pushed by plows. And the ice is unsafe.
- 1 It all starts with jobs. When there are jobs, the rest will happen. A city's job is to create an environment that brings business here and encourages business. All the above ideas require higher taxes which hurts business.
- 1 Would like SPOT bus to come to Schweitzer Ranch Senior Apartments. Can you put a bench by walmart and library? A lot of us seniors do not have internet and need to go to the library.
- 1 I'm for it and energy saving, city improvement, etc. But not at the expense of the homeowners. We pay enough in city taxes and utilities.
- 1 Make two way streets on 5th and Cedar. Put 4-way stop at Division and Pine. Should have put in curve on 5th and Hwy 93.
- 1 Consistency of sidewalks would be great. If built, make the community center affordable. Skiing is not affordable here.

- 1 Be very careful protecting the water quality of the lake and river. You have an agency thinking they know how to keep our lake clean and they have no idea what to do plus they promise a plan that they couldn't deliver.
- 1 It would be nice to have a downtown pedestrian area. I encourage and appreciate any and all efforts towards more sustainability.
- 1 Our family doesn't want to see Sandpoint become like Coeur d'Alene which is not bike/pedestrian friendly. Keep street limited to two lanes with slow speed limits and develop bike paths.
- 1 Would like to see a dog park. The city is very dog unfriendly. A park in or close to the city would be great.
- 1 This survey is intentionally designed and highly skewed to provide results tipped toward regressive rather than progressive development.
- 1 City sustainability can be interpreted many different ways. The PC version is expensive, results are marginal at best. Stay away from alternative fuel, renewable energy and over regulation of buildings. Use herbicides in the lakes.
- 1 How about making our water rates more affordable? We have family over the UD and on average they pay \$40 a month for water, sewer, and gas. We have a family of four and can't afford to water our dead dry lawn.
- 1 needs sidewalks in areas rather than clearing the streets every other day relocate the funds to the sidewalks, ar rec center and ice rink. Lets make it happen
- 1 Stop the coal trains. They degrade our air, water, and peace and provide no benefit to Sandpoint. We need affordable fun for kids and teens and families, not SWAC. We have too many real estate firms. Housing is overpriced. We have a great farmers market and street parties. We have a big problem in town of heroin, meth, and other drugs that the very rich and powerful make profit from. Can we adopt a dark sky ordinance, retrofit street lamps and protect us from light pollution? I like star gazing and its declined since the 1980s.
- 1 Its Always best to consider environment/Wast Especially in a tourist town. Where the Outdoor Atmosphere is part of the towns charm along with the small town charm
- 1 Not sure if the city is listening anymore. It seems that the city seeks simply to justify what they already planned on the works. This constant reaching tourist traffic and entertaining things for "Them" to do only to degrade the quality of life for the current residents is really starting to bug me. I am starting to feel like I live in a theme park.
- 1 Sandpoint needs to enforce property codes and force a cleanup of numerous "junk yards" in the Sandpoint downtown housing area. This will increase our property values.
- 1 The planes create pollution. The planes are too loud. Only people with money benefit. Rich tourists and rich locals can afford these loud planes.

Please tell us how strongly you agree or disagree with each of the following statements about the Sandpoint Airport.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Responses
1. The airport plays a very important part in the Sandpoint economy.	7.3% 15	10.2% 21	29.3% 60	24.9% 51	28.3% 59	206
2. The airport is operating satisfactorily.	2.5% 5	11.6% 23	63.1% 125	17.7% 35	5.1% 10	198
3. I believe the airport only benefits pilots and plane owners.	22.0% 45	15.1% 31	20.5% 42	22.4% 46	20.0% 41	205
4. Aerospace is a clean industry with good paying jobs.	1.4% 3	8.2% 17	33.8% 70	28.5% 59	28.0% 58	207
5. The City should consider using public funds to improve and encourage the growth of aerospace jobs at the airport.	20.4% 42	14.1% 29	27.2% 56	23.3% 48	15.0% 31	206
6. I support the use of public funds to bring passenger air service to the airport.	22.1% 46	15.9% 33	26.9% 56	18.3% 34	18.8% 39	208

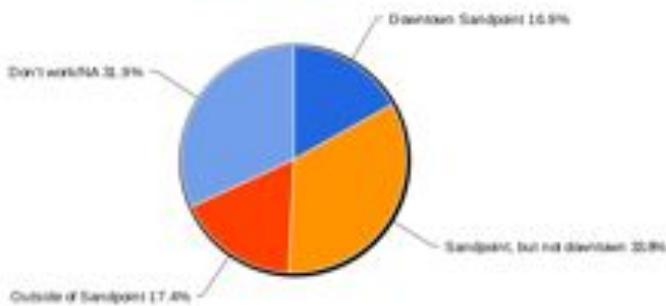
1. Do you live in Sandpoint?



Value	Count	Percent %
All year	201	95.3%
Seasonally	6	2.8%
Own property, but don't live in Sandpoint	4	1.9%

Statistics
Total Responses 211

2. Where do you work?



Value	Count	Percent %
Downtown Sandpoint	35	16.9%
Sandpoint, but not downtown	70	33.8%
Outside of Sandpoint	76	33.4%
Don't work/NA	66	31.9%

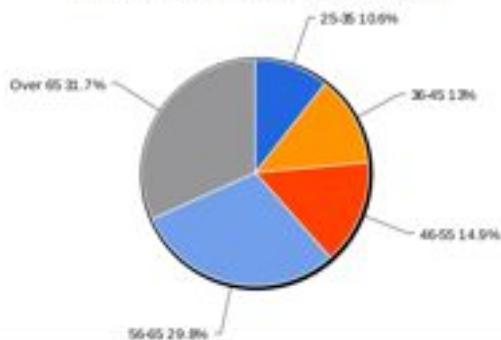
Statistics
Total Responses 207

3. How many years have you lived in Sandpoint?

Count	Response
11	1
9	10
4	11
7	12
7	13
3	14

7	15
5	16
4	17
3	18
1	19
8	2
6	20
2	21
5	22
7	23
1	24
8	25
2	26
1	27
3	28
5	3
8	30
1	31
5	32
2	33
1	34
4	35
1	36
1	37
3	38
4	4
6	40
1	41
1	42
1	43
2	44
1	45
2	47
6	5
2	50
2	57
1	59
3	6
1	60
1	67
15	7
1	70
1	72
1	73
1	78
3	8
1	84
4	9

4. What age category best describes you?



Value	Count	Percent %
Under 25	0	0.0%
25-35	22	10.6%
36-45	27	13.0%
46-55	31	14.9%
56-65	62	29.8%
Over 65	66	31.7%

Statistics	
Total Responses	208
Sum	6,420.0
Avg.	45.2
StdDev	11.4
Max.	56.0

Appendix E

Sandpoint Community Review master schedule and focus area itineraries

Coordination:

Home Team – Jeremy Grimm (208-946-9944)
Visiting Team – Jon Barrett (208-383-9687)

Tuesday, September 17

3:30-4:30 pm	Bus tour
4:45-5:45 pm	Home Team Listening Session @ Community Hall (210 S. First St.)
6:00-6:45 pm	Home and Visiting Team Dinner @ Community Hall (food by Ivanos Italian Restaurant)
7:00-9:00 pm	Community meeting @ Community Hall

Wednesday, September 18

7:00-8:30 am	Breakfast @ Community Hall (food by Trinity at City Beach) Presentations: (1) Context and Summary of Focus Areas (Jeremy Grimm, City of Sandpoint) and (2) Community Infrastructure (Kody Van Dyk, City of Sandpoint)
8:45 am-12:30 pm	Meetings and site visits by focus area (@ various locations)
8:45 am-12:30 pm	Listening Sessions @ Community Hall
12:30-1:30 pm	Lunch @ Pine Street Park (next to city hall, 1123 Lake Street; presentation on community history; box lunches by Millers Country Store
1:30-5:45 pm	Meetings and site visits by focus area (@various locations)
1:30-5:45 pm	Listening Sessions @ Community Hall
6:00-6:45 pm	Dinner @ Community Hall (food by Trinity at City Beach)
7:00-7:45 pm	Visiting Team meeting @ Community Hall

Thursday, September 19

7:30-8:30 am Breakfast @ La Quinta Hotel (415 Cedar Street)

8:45 am-12:00 pm Visiting Team meetings, by focus area @ City Hall

12:00-12:45 pm Lunch @ City Hall (pizza from a local eatery)

1:00-4:45 pm Visiting Team recap meetings/presentation dry run @ City Hall

4:45-5:45 pm Downtime

5:45-6:45 pm Dinner @ Eichardt's (upstairs, 212 Cedar Street)

7:00-9:00 pm Community meeting featuring Visiting Team presentations @ Panhandle State Bank, 2nd Floor (414 Church Street)

Economic Development Itinerary

Wednesday, September 18

LEADERSHIP

Home Team

Karl Dye - 208-290-6713

Visiting Team

Stephanie Cook – 810-338-9772

Randy Shroll - 208-830-1863

- | | |
|---------|--|
| 8:00am | Quest Aircraft @ Quest Aircraft (transportation leaving from Community Hall) |
| 9:30am | Tamarack Aerospace Group @ Tamarack Aerospace Group |
| 11:30am | Broadband @ City Council Chambers (joint meeting with downtown revitalization) |
| 1:30pm | Education @ City Council Chambers (joint meeting with downtown revitalization) |
| 3:00pm | Airport Stakeholders @ City Council Chambers |
| 4:30pm | Economic Development Stakeholders @ PSB Community Plaza |

Sustainability Focus Team Agenda

Wednesday September 18, 2013

Leadership:

Home Team

Aaron Qualls - 208-946-3209

Visiting Team

Lori Porreca - 856-630-1635

- | | |
|-----------------|--|
| 7:00 – 8:30 am | Breakfast @ Community Hall |
| 8:45 – 10:30 | Waste Reduction/Local Energy Production – Bonner Business Center <ul style="list-style-type: none">1. Terra Cressey, Manages Festival Green Team, Started glass recycling/reuse business - Composting / Materials reuse.
208.597.6018 glassroots.terra@gmail.com2. Kody Van Dyk, Public Work Director3. Waste Management Recycling –Tami Yates 509.944.31214. Whitewater – geothermal and solar powered housing development, Schweitzer – Todd Prescott (Aaron)5. Pacific Steel – Larry O’Connor - larry_oconnor@pacific-steel.com - 208-263-25846. Bonner County - Leslie Marshall – (Aaron waiting)7. Lighthouse Foods – Tony Saulino - tsaulino@lighthouseinc.com- 263 2569 ex 457 |
| 10:45 – 12:30 | Operating Efficiency of City Facilities and Commercial Buildings – Bonner Business Center <ul style="list-style-type: none">1. Avista Utilities – Bruce Folsom, et al. 509-495-8706
bruce.folsom@avistacorp.com2. Selle Valley Construction – Scott Schreiber (home team member)3. Jon Sayler, DMV remodel Architect (Aaron)4. Parks and Recreation Dept. (Aaron – having limited success here)5. Bob and Jill Wilson – Cedar Mountain Perennials Nursery, board member, native plant society, Sandpoint Tree Committee, Farmers Market Vender – xeroscaping, native plants –
botanybob@fontier.com - 208.683.2387 |
| 12:30 – 1:30 pm | Lunch @ Pine Street Park |
| 1:45 – 2:45pm | Local Food – Old PSB Bank Conference Room (upstairs) / Brief Farmers Market Visit <ul style="list-style-type: none">1. Director of Farmers market, Brenda Woodward (home team member) - What are the available venues for local food currently?2. Winter Ridge3. Bobbie Coleman - Director of Child Nutrition - Pend Oreille School District 208-265-2569 x11204. Mimi Feulling - Cascade Creek Farm,
mimi@cascadecreekfarm.com, 267-1325 |

5. Alice Wallace - Bonner Community Food Bank,
alice@foodbank83864.com
6. Elder Care Facilities – (Nancy)
7. Super 1 (Nancy)
8. Eichardt's Pub – Jeff Nizzoli
9. Six Rivers Market, Diluna's Restaurant – Karen
10. Hot House Project – Sandpoint Urban Renewal Agency, Jeremy Grimm, Dr. Charles Buck (home team member)

3:15 – 4:15 pm Sustainable Business Climate

1. Lighthouse Foods – Doug Hawkins, former City Council member (Aaron waiting)
2. Sandpoint Super Drug – Scott Bower (Nancy)
3. Coldwater Creek (Aaron waiting)
4. Quest Aircraft
5. Thorn Research – supplements
6. Super One – supermarket
7. Mark Gloy - President of MooseTrail Property Maintenance

4:30 – 5:45 Sustainability Process – City Hall

1. Comp Plan and City Policy Overview (Aaron 15min)
2. What is Sustainability – public dialogue 30min (overview from Lee)
3. Fiscal Sustainability – Shannon Syth, City Treasurer (other city dept heads? – Aaron Waiting)
4. Policy Directives – City Council

6:00 – 6:45pm Dinner @ Community Hall

Downtown Revitalization Itinerary

Wednesday, September 18, 2013

LEADERSHIP

Home Team

Kate McAlister - 208-691-7247

Visiting Team

ReNea Nelson - 208-921-3730

8:45a – 9:15a Short walking tour around downtown before groups begin. For any group who would like to accompany. Leaving from Community Hall

9:15a – 10:15

Vacancies and other Building Issues

Location: Meeting room at Trinity

Look at:

- Vacant Buildings
- Business Mix
- Under Utilized properties – both ground and upper floors
- Panida Theater and adjoining properties

Guests:

Ned Brandenberger – Sandpoint Property Management

Tom Curtis – Panhandle Property Management

Mel Dick – Building owner

Eric Skinner – C21 and downtown Building owner

Phil Albanese – building owner

10:15a – 11:30a

Niche Tourism

Location: We will stay at Trinity in the meeting room to discuss this topic. We will have already seen some of the issues pertaining to this challenge in the walking tour.

Look at:

- Possible Business opportunities:
- Executive Retreat Center
- Resort at City Beach – small boutique hotel
- Schweitzer/downtown community ongoing collaboration
- Sister City opportunities
- Balancing the needs and expectations of tourists vs. attracting residents

Guests:

Troy Hancock – GM Best Western Edgewater

Tom Chasse – GM Schweitzer Mtn Resort
Tourism Sandpoint – Sean Mirus
Owner Holiday Inn Express

11:30a – 12:30p

Broadband in downtown

Location: City Council Chambers (Joint meeting with Karl Dye and Economic Development Group)

Discuss:

- Issues around not having Broadband and how it affects technology and recruiting new businesses to Sandpoint

Guests:

Charles Manning – owner Playexpert and Kochava
Brent Stevens – City of Sandpoint IT director/ co-owner of C21
Bob Hess - Bonner General Hospital
TBD - Panhandle State Bank
Kassie Silvas - North Idaho College –
Kelly Cary – Bonner County Commissioner

12:30 – 1:30

LUNCH - Picnic at park near City Council Chambers

1:30p – 2:45p

Education

Location: City Council Chambers (joint meeting with Karl Dye and Economic Development Group)

Discuss:

- Issues around Education and creating a bigger presence here
- Possible future schools – i.e. culinary

Guests:

Joe Dunlop – President NIC
Jeralyn Mire - HS counselor
Shawn Woodward – Superintendent of Lake Pend Oreille School District
Alan Millar – Principal of Forrest Bird Charter School

2:45 – 3:00p

BIO BREAK

3:00p – 4:00p

Parking and Wayfinding

Location: Panida Theater Board Room

Look at:

- Parking issues or perception of parking issues and lack of signage.

Guests:

Melody Circo – Visitor Center staff

4:15p – 5:30p

Creating a Year-Round Downtown

Location: Eichardts, upstairs room

- Brainstorm ideas about creating vibrancy

Guests:

Sandpoint Shopping District

Other Downtown business owners

Sandpoint Listening Session Schedule

Facilitators: Lorie Higgins, 208-669-1480, higgins@uidaho.edu; Erik Kingston, 208-866-5677, ErikK@IHFA.ORG

Listening Session Group	Day	Time	Location	Contact + email & phone
Home Team	Tues	4:45 p	Community Hall	Jeremy Grimm jgrimm@ci.sandpoint.i.d.us
Social services, faith leaders, law enforcement, first responders	Wed	9:15 a	Community Hall	Fire Chief Tyler
Sandpoint High School + Sandpoint Charter School students	Wed	10:30 a	Sandpoint High School	Jeralyn Meyer
Seniors	Wed	1:45 p	Senior Center	Paul Graves
Arts stakeholders	Wed	3:15 p	Community Hall	
Community Volunteers	Wed	4:30 p	Community Hall	Aaron Qualls
Lake Pend Oreille Alternative School students	Thurs	9:15 a	Lake Pend Oreille Alternative School	Jeralyn Meyer

Council preps for state review

By CAMERON RASMUSSEN
Staff writer

SANDBPOINT — With the Idaho Community Review scheduled to begin shortly, city officials are preparing to get the most out of the experience.

Bolstered by a baseline of data collected through mailed and online surveys, the primary phase of the Idaho Community Review process is drawing near. Council members are devoting a section of their Wednesday meeting to welcoming review team members and answering any questions about the community.

A state-sponsored panel of community and economic development experts, the Idaho Community Review team is scheduled to visit Sandpoint from Tuesday through Thursday. During their stay, members will meet local residents and officials and visit the town's key locations. After the three-day stay, the review panel will draft a guiding document for the

See REVIEW, Page 3

Sandpoint
Review
9/15/13

REVIEW

Continued from Page 1

town, offering suggestions for improving the economy, revitalizing the downtown and maintaining sustainable policies.

According to City Planner Jeremy Grimm, this review document will be a valuable tool to use alongside the Sandpoint Comprehensive Plan for determining priorities. Grimm hopes residents will get involved in the review process and attend events to build as thorough a data set as possible.

The city will also be holding a public hearing for fees scheduled to increase more than 5 percent. Sewer rate increases will likely impact the greatest number of residents, with monthly base charges increasing from \$26.04 to \$28.64 for single family residences. Multi-family residence base charges increase from \$20.83 to \$22.90. As for commercial fees, class

one users will see rates increase from \$24.80 to \$27.28, while class two users jump from \$26.04 to \$28.64.

A range of new user facility fees are proposed for prospective water users, with prices increasing based on the size of the hook-up. At the bottom end of the scale, fees for a new user with a 3/4-inch meter will increase from \$5,835 to \$6,530, while 8-inch meter fees increase from \$672,315 to \$750,950 at the top end.

As for other city business, representatives of Eichardt's will be in attendance to request a permit for a Panhandle Animal Shelter fundraising event. Afterward, council members plan to examine city employee health insurance information and review income levels for a program reducing senior citizens' utility bills. Funding for Bonner Business Center maintenance and agreements over reciprocal fee waivers with the county will also be under the microscope.

Appendix G**List of Sandpoint residents who completed “sign-me up” cards during the community review**

The majority of people identified below participating in a community listening session during the community review. Participants were invited to complete ‘sign-me up’ note cards to indicate their interest in being involved in follow up activities related to the Sandpoint Community Review and in other community and economic development efforts.

Last Name	First Name
Logan	Carrie
Lutrick	Tracy
Aurit	Anita
Payton	Gary
Sayler	Jon
Smith	Pierce
Lutrick	Robert
Klueuder, CPA	Kevin
Crengaman	Dave
Boren	Nelson
Kovalchuk	Carol J.
Schuppel	Diana
Earle	Dan
Henrion	Jackie
	Richard
Millard	Bruce
Huisman	Cate
Compton	Sandy
Fragoso	Deb
Drumheller	Susan
Meyer	Julie

Victorson	Gwen
Webber	Robert
Martling	John
Hopkins	Dale
Chilcott	Jessica
Zandhuisen	Mark
Lancaster	Lee
Nelson	Tony
Martinsen	Tamie
Wheeler	Sheriff Daryl
Wallace	Alice
Lewis	Carol
Vroman	Alice
Cant	Geoffrey
Wells	Sarah
Robertson	Aislynn
Klupman	Beca
Russell	Sammy
South	Shawn
Schifferdecker	Sarah
Jones	Bree
Rawuka	Jamie
Armstrong	Jackie
Millard	Cody
Nitay??	Sadie
Kiebert	Nan
Jurenka	Collin
Mares	Katie

Bird	Tyson
Suppiger	Caroline
Robinson	Lindsey
Seley	Scout
Cooper	Nan
Clayton	Nora
Payne	Demos
Pesce	Jason
Ford	Wolfgang
Diamond	Rhianna
Turley	Dalten E
Mason	Cody B

Appendix H

Community Coaching for Grassroots Action program brochure

COSTS AND COMMUNITY RESPONSIBILITIES

Community costs for the training and facilitation services will vary depending on location and availability of Extension personnel and funding. For CCGA, communities are generally expected to pay most travel costs, but not the salaries of Extension faculty and staff. If a local Extension person is not available for long term coaching, the community may choose to hire a coach or recruit a volunteer. Additionally, communities are expected to recruit participants, as well as advertise workshops and meetings and coordinate venues and refreshments as needed. The Leadership to Make a Difference Institute (LMDI) has some additional staffing and materials costs, but in general, both CCGA and LMDI costs are kept as low as possible in order to make them available to very small communities with very small budgets.

Contact and Information

Lorie Higgins, Lorie.Higgins@uidaho.edu
208-885-9717
Kathree Tift, kiftt@uidaho.edu
208-759-3054
<http://cd.extension.uidaho.edu/leadership/>



PARTNERS

The University of Idaho Extension Community Development Team, with faculty located in all regions of the state, focuses on leadership, business and economic development and community design. Co-chairs are Harriet Shaklee (hshaklee@uidaho.edu) and Kathree Tift (kiftt@uidaho.edu). For more information about Extension programs in Community and Economic Development: <http://cd.extension.uidaho.edu/>.

The Idaho Rural Partnership (IRP) joins diverse public and private resources in innovative collaborations to strengthen communities and improve life in rural Idaho. IRP's Idaho Community Review brings experts from across the state to small communities for three days to provide objective observations, recommendations and resources to help communities build capacity, engagement and the local economy. For more information: <http://irp.idaho.gov>.

Leadership to Make a Difference Institute: A collaborative partnership between University of Idaho Extension and the Spont Center at the Monastery of St. Gertrude, LMDI is designed to assist people in developing confidence in their own leadership abilities and the courage to take action to address community issues. For more information, contact Kathree Tift (kiftt@uidaho.edu).



COMMUNITY COACHING FOR GRASSROOTS ACTION

LEADERSHIP IN ACTION



I suppose leadership at one time meant muscle, but today it means getting along with people. Mahatma Gandhi

Community Coaching for Grassroots Action (CCGA) is designed to help communities build leadership capacity while developing and implementing a community vision. The program takes a "guide on the side" approach, with Extension faculty supporting community members as they identify their assets, create a vision, build agreed-upon strategies and develop the networks and good working relationships needed for progress toward prosperity for everyone.

University of Idaho Extension builds partnerships to Ignite, Coach and Sustain positive change in Idaho's rural communities

CCGA can be implemented in conjunction with the Idaho Community Review process (www.ipr.idaho.gov/Home/Community_Review). The review creates a comprehensive inventory of community assets, focus areas for action and menu of strategies and resources for implementing recommendations. The review ignites change and engages a broad spectrum of the community in the process. CCGA captures that energy and builds on its momentum through a community coaching process.

UI Extension faculty provide neutral facilitation and coach community leaders and action committees as they implement plans in the months following the Review.

LAUNCHING THE PROGRAM

The CCGA process begins with an initial meeting to introduce the program and develop an outreach plan followed by a series of intensive workshops over the course of 2 - 3 months. Typical workshop sequence:

1. Creating a Community Vision

Futures Game - Learn to think beyond immediate gains and identify investments in community that will reap long-term benefits.

and team skills and sustain positive change.

COACHING & MOVING FORWARD

In addition to continued facilitation/coaching, capacity-building workshops will be provided as needed/requested by the teams. Topics may include (but are not limited to):>Effective goal setting;>Entrepreneurial communities;>Creating a vibrant downtown business district; >Using social media to support community activities.

LEADERSHIP TO MAKE A DIFFERENCE INSTITUTE

This program is for communities wishing to focus on building local leadership capacity and so is designed to assist people in developing confidence in their own

leadership abilities and the courage to take action to address community issues through:

- Strengthened skills for leading meetings, working with others, and dealing with conflict,
- Strategies for communicating, partnering, and fundraising within communities, and
- Development of a personal leadership plan and strategies for implementing new ideas in current community work.

Appendix I

Additional information about community-based social marketing

The following information is excerpted from *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing* by Doug McKenzie-Mohr and William Smith, New Society Publishers, 1999. Additional information: www.newsociety.com and <http://www.cbsm.com/public/world.lasso>.

Acting on many of this report's recommendations within the Sustainability focus area involves behavior changes among residents. Community-based social marketing deeply explores the question: why do some people adopt sustainable activities and others do not? It is also a response to numerous studies documenting that increasing knowledge and information among a group of people does not correlate with behavior change.

There are generally three explanations for people not engaging in an activity:

- First, people do not know about the activity (e.g. composting) or its benefits (e.g. significant reductions to the community's waste stream).
- Second, people who know about the activity may perceive that there are significant difficulties or barriers associated with engaging in it. For example, individuals who know about composting may believe that it is too expensive to purchase a composter, or too inconvenient to compost, or they may be concerned about odor or flies.
- Third, while people may feel that there are no significant barriers associated with an activity, so as composting, they may perceive that they benefit most from continuing to engage in their present behavior, such as putting organic waste in the garbage, because it is simply easier to do.

To influence what people do, we must understand what they perceive to be the barriers and benefits of an action. Implied in this view of behavior change are three key ideas:

- People will naturally gravitate to actions that have high benefits and for which there are few barriers.
- Perceived barriers and benefits vary dramatically among individuals. A benefit to one person may be a barrier to another.
- Behavior competes with behavior. This is, people make choices between behaviors. Adopting one behavior (composting) frequently means rejecting another (putting organics in the garbage).

Community-based social marketing, then, focuses on reducing the barriers and increasing the benefits of desirable sustainable behavior so that it become more attractive. The principles of community-based social marketing can and are also being successfully used to, for example, encourage residents to support locally owned businesses in a community.

Community-based social marketing project includes for steps. These include:

1. **Barriers and benefits** are identified using a variety of community-based research methods.

2. **Behavior change tools** are selected based on the analysis of barriers and benefits. These tools are typically carried out at the community level and frequently involve direct personal contact and other forms of social support.
3. The selected behavior change tools are **piloted** on a small segment of the community or target population. Conducting a pilot allows alternatives to be compared and a program to be refined until it is effective.
4. **Evaluation** focuses on direct measurement of behavior change, as opposed less direct measures such as self-reporting or increases in awareness.

Appendix J

Additional information about community or place branding

Branding (a.k.a. community branding, place branding, destination branding) is a process a community or other identifiable place goes through to change, refine, or improve what people are saying about it. The community's brand is a story encapsulated into one or two words.

The Sandpoint area's brand is not something that's created; it is discovered within the spirit of this place and its people. It is a focused snapshot of your values, assets, and priorities. Brands uncovered in this manner are endorsed and absorbed by the community due to its fundamental truth, giving cohesiveness to marketing efforts.

For maximum impact, all efforts, thoughts, communications, and actions should literally and symbolically support the core messages of the brand. A community brand represents the distillation of an information gathering process into a succinct statement with four parts:

Target audience

The target audience refers to the category or type of people most drawn to the Sandpoint area.

Frame of reference

Frame of references is about placing the community into a geographical context that has meaning for the brand.

Point of difference

Point of difference refers to a unique, distinctive feature or quality of the community. It might be as big as a river, as small as a flower, as intangible as an attitude or as solid as a skyscraper. It might be a passion or a process, an idea or an inspiration. It might be the cumulative meaning of a number of assets or something singular that stands out.

Benefit

Benefit is the way in which the community's point of difference positively impacts consumers.

Discovering your brand is not just about marketing to tourists. It can also play a major role in implementing many recommendations found in this report related to, for example, creating new economic opportunities and inspiring cooperation and coordination between businesses and organizations.

The brand is not necessarily about connecting with people emotionally. It is more a factual statement of what makes the Sandpoint community and Bonner County special, why it matters, and to whom. Emotional connections are made later through the creative use of graphic design, media, etc.

Appendix K

The Main Street Four-Point Approach (National Trust for Historic Preservation)

As a unique economic development tool, the Main Street Four-Point Approach® is the foundation for local initiatives to revitalize their districts by leveraging local assets—from cultural or architectural heritage to local enterprises and community pride.

The four points of the Main Street approach work together to build a sustainable and complete community revitalization effort.

Organization

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. By getting everyone working toward the same goal, your Main Street program can provide effective, ongoing management and advocacy for the your downtown or neighborhood business district. Through volunteer recruitment and collaboration with partners representing a broad cross section of the community, your program can incorporate a wide range of perspectives into its efforts. A governing board of directors and standing committees make up the fundamental organizational structure of volunteer-driven revitalization programs. Volunteers are coordinated and supported by a paid program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Promotion

Promotion takes many forms, but the goal is to create a positive image that will rekindle community pride and improve consumer and investor confidence in your commercial district. Advertising, retail promotions, special events, and marketing campaigns help sell the image and promise of Main Street to the community and surrounding region. Promotions communicate your commercial district's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners, and visitors.

Design

Design means getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors. It takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the district's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

Economic Restructuring

Economic restructuring strengthens your community's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's consumers.

Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

Source: This summary (and much more information) is found at:

<http://www.preservationnation.org/main-street/about-main-street/the-approach/#.UT5WqI7UAII>.