

# Hayden Community Review Report

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# Hayden Community Review

## April 25-26, 2001

### **Background & Overview**

The Community Review process is a collaborative project of the Association of Idaho Cities (AIC), the Idaho Rural Partnership (IRP), and the Idaho Department of Commerce. In addition, the U.S. Department of Housing and Urban Development has been an active partner through the support of Idaho's Community Builders. Numerous federal, state, and local government agencies, as well as private businesses and non-profit organizations have generously contributed time, energy, and resources to this service to communities.

Hayden was the third community to undergo review, following Heyburn who participated in the process on September 28-29, 2000, and Jerome who held a community review on March 1-2, 2001. Hayden submitted an application and selected three areas of emphasis from a range of possibilities: 1) Land Use Planning, 2) Community Design & Infrastructure, and 3) Civic Life and Community Involvement.

Hayden's home team coordinator was Engineering Tech. Assistant Donna Phillips. Robert Wuest, Hayden's Building Official & Planner, headed the Land Use Planning home team. Charlie Gay, Hayden City Engineer, lead the Community Design & Infrastructure home team. Reid Ahlf, a forester with Stimson Lumber and little league coach, lead the Civic Life and Community Involvement home team.

The Community Review steering committee recruited a visiting team of fifteen experienced community development practitioners based on the focus areas identified by the City of Hayden. Those individuals and their organizations are summarized later in this report.

On April 25, 2001, Mayor Ron McIntyre welcomed the visiting team to Hayden, described why Hayden was excited about the opportunity to host a community review, and explained what the city hoped to gain from the visit. Mayor McIntyre challenged the visiting team to walk the town, see what residents see, feel what residents feel, ask any and all questions that might arise, and offer honest, constructive criticism and feedback. He asked the home team to open their hearts and minds, share honestly both problems and opportunities, and accept the feedback in the spirit in which it was intended.

Bob Croffoot, Hayden City Administrator, introduced the home team participants and team leaders and teamed with Mayor McIntyre to share some of the City of Hayden's colorful history. Dick Gardner, former Executive Director of IRP, described the goal of the Community Review. Dr. Gardner emphasized that while the visiting team had a wealth of knowledge and experience, their feedback to Hayden would take the form of observations and suggestions, not hard advice or prescriptions for success.

He noted that with the short amount of time spent in Hayden, the visiting team would not have nearly enough knowledge of the people, economics, and overall situation to know precisely what course of action was appropriate for Hayden. That responsibility remained with the people of Hayden and its

acknowledged leaders. What the visiting team could offer, however, was a new set of eyes, a different perspective, a spark of additional energy and hope, available resources that the City of Hayden could tap to meet its objectives, and follow up assistance subsequent to the review.

Following the introduction of the visiting team members, Donna Phillips briefed all participants on the schedule, logistics related to meals and transportation, and team assignments. The group then broke into the three focus area groups for tours and meetings throughout the morning and afternoon. Following a group dinner at the Scottish Rite catered by Rustler's Roost, the team traveled to Hayden Elementary School to gather input from community members through surveys and interviews.

On the morning of April 26, 2001, the visiting team deliberated as a group at the Shilo Inn and developed themes and resources to identify in their oral presentation. The debriefing was given to the Hayden home team after a group lunch at the Eagles in Hayden.

## Summary

The Idaho Rural Partnership, Association of Idaho Cities, Idaho Department of Commerce, U.S. Department of Housing & Urban Development, and the other members of the visiting team would like to thank the City of Hayden and its residents for hosting us for the Hayden Community Review. We appreciated your openness to the observations of a team of outsiders and your generous hospitality extended to us during our stay with you in Hayden. We learned much working with the home team over the two days of the review and interacting with so many fine Idahoans. We had a wonderful time, and appreciated the chance to explore most components of your community.

We understand that asking a group of outsiders to make observations about your community represents positive risk-taking. We commend Hayden city leadership for that effort. We hope you understand that all of the observations made in this report are given in the spirit of constructive criticism, to help Hayden understand itself more clearly and to grow stronger. We also want you to understand that our report is made after only very limited experience in your town. It is up to you to sort through our feedback and decide what to respond to and what to let go.

We hope that these summary comments, the three detailed team reports, and the community input we gathered prove useful to community leaders. We understand that that it is you, not us, who are in the best position to evaluate Hayden and plan a course of action to reach your desired future. We offer these comments based on our experiences in Hayden over the two days of the community review and in many other communities where we have worked. We do hope that you will consider our input, dialogue with us to clarify what you don't understand, and challenge our conclusions where it seems appropriate.

**Identity Confusion:** Hayden seemed to us a community suffering from identity confusion. Twenty years ago, Hayden was a quiet community with a population of 2,500. It was a rural outgrowth of Coeur d'Alene, filled with many edge-of-city land uses, the remnants of which are still seen today. As was common, land use planning was casual in this interface, where city faded into rural open space.

Hayden has since been overwhelmed by rapid growth, with an 87% increase in population in the last decade to nearly 10,000 citizens. This has strained both the physical infrastructure systems and the social fabric of the community. If you want to extrapolate your likely future condition further, you need only look to Meridian, a suburb of Boise, as an example. Meridian has grown from Hayden's current size of 10,000 to 35,000 in the last decade. Ada and Kootenai Counties are among the fastest growing in the state, and do not appear to be slowing down any time soon.



Hayden has portions of its identity borrowed from other neighboring communities:

- Dalton Gardens
- Hayden Lake
- Coeur d'Alene

Hayden has also been challenged by proximity associations with the former Aryan Nations compound, both in Idaho and on the national stage. Despite the demolition and burning of the compound and return of that place of hatred to nature and peace, the perception lives on across our nation and continues to present a unique problem in economic development. Perception, after all, creates reality.

Another example of identity confusion, the Coeur d'Alene Airport, is located in Hayden's area of city impact. Even many locals and long-time residents had a hard time describing where Hayden's city limits are located, or pinpointing where Hayden's downtown is situated within those city limits. Some residents we spoke with were not aware that Hayden is a separate entity from Hayden Lake, believing instead that the two communities were one.

In addition, Hayden is fragmented—by special districts, by fenced off subdivisions that do not appear to connect to the rest of the city, and by the lifestyle differences between retirees, the well-heeled, and those who work in the service industries of Coeur d'Alene and other neighboring communities. Some subdivisions have self-contained bike paths which are fenced off and blocked from access to neighboring developments, limiting the feeling of community.

For those community leaders who desire to retain a mental picture of Hayden as a small township of 2,500, that perspective is in dire need of an update. Hayden is a large, sprawling, diverse suburb of Coeur d'Alene, largely dependent on the automobile. There are numerous assets which demonstrate Hayden's potential, but they don't readily come together to form a cohesive community today.

Hayden as a community has a lot going for it. You have more and healthier community support systems than smaller communities. You have good schools, an excellent library, and outstanding recreation facilities at nearby Honeysuckle Beach and your numerous ball fields. You are able to attract and retain professional city management and a very competent staff. You have a great location by U.S. 95. You have a growing industrial core. By and large, the people in your community enjoy living in Hayden.

Yet there is a danger in becoming preoccupied with the new at the expense of taking care of what is already here. We heard emphasis on bringing in new developments. Some of Hayden's nearer neighborhoods are in need of rehabilitation and revitalization. There is a danger that all of the attention to what is happening on the edge of Hayden may divert and diffuse the city's focus. Ultimately, it could challenge the city's developing identity and closely held core values.

**Claim your identity:** We believe that a community does not create an identity for itself out of whole cloth, but must claim ownership of the identity that already exists within a place and its people—the physical things, the social organizations, the values, traditions, beliefs, and celebrations that currently add up to Hayden, Idaho. We suggest that you recognize the many assets that exist in the community and take positive action to claim Hayden's identity. This effort can be achieved by building both physical and social connections, asset mapping, and other means. The city of Hayden must coordinate

its actions to demonstrate the connections that bind residents together, and develop a stronger process to build community cohesion.

**Build consensus.** There is rarely a shortage of people advocating narrow self-interest. The City needs to encourage consensus-building. Hayden can do this by openly acknowledging conflicts where they exist, by facilitating positive discussions to encourage mutual understanding, and by driving toward options that address all community interests and result in a win-win. Hayden can also integrate the public interests of the City with those of the larger regional community.

**Recognize diversity.** Diversity exists in Hayden, especially income diversity. For instance, paying closer attention to multiple family housing stock, opportunities for renters, and elderly housing will help significant portions of the community. Be especially willing to address questions such as: What are the living wage needs of single and two-earner families who work in the service and tourism industries?

**Invest in the community.** We believe that Hayden needs to come to grips with the numerous levels of investment required to address its rapid growth. No community can grow as quickly as Hayden and maintain its health and balance without enormous investment in schools, roads, water, sewer, libraries, and parks. Similarly, no amount of government efficiency or effectiveness can avoid the fact that new residential growth rarely pays for itself, but instead requires investment by existing residents to address concerns about insufficient infrastructure and deferred maintenance.

While there is substantial room for creativity and sweat equity, if Hayden comes to value temporary or patchwork solutions in order to minimize government costs, then this is the identity it will claim and Hayden's public places will reflect those values. There are many places where Hayden has opted to make lasting investments in high quality infrastructure. However, we observed vast differences of opinion during our visit related to the costs of growth and numerous differing perceptions about the kind of investment required in the community. We believe this is an area that requires considerable public dialogue.

We heard repeatedly that people love the small town atmosphere and values of Hayden. Please ask yourselves of every proposed action, ***“Is this project supportive of our small town values?”*** For example, the refurbishment of your downtown core and development of a ‘Village of Hayden’ theme is clearly consistent with your values. But what about the other new developments on the outskirts of town?

While these residential, commercial, and industrial developments provide useful and convenient services, they also pull the community focus away from downtown and require residents to depend on their vehicles. And what about the way that curbs, gutters, and sidewalks are intermittent all around town, particularly in connecting residential areas? Consistent sidewalks connecting numerous small parks would add a great deal to the pedestrian, small town quality of life. What would an emphasis on housing and neighborhood rehabilitation do for the quality of life of existing Hayden residents closer to the heart of town? What is more consistent with your values?

This team is concerned that your path of development may lead away from your core community values. We are seeing the potentially devastating effects of sprawl on the spirit of community in the Treasure Valley, the Magic Valley in Southeastern Idaho, in other locations in Kootenai County, and elsewhere.

Please give careful consideration to the way your economic development decisions and projects add or detract from the sense of community.

Please pay close attention, also, to the long-term costs of growth. Hayden is growing quite rapidly right now and many costs of growth are back-loaded and won't be felt for some time. There are considerable costs of deferred maintenance in areas such as water and sewer mains, and in areas such as road and school infrastructure development and maintenance. Inattention to these factors can eventually hamper efforts at bringing in new businesses and residents. More important, such neglect over time will slowly erode the quality of life in Hayden.

Is the community of Hayden willing to tax itself to pay for the cost of needed infrastructure improvements and to do what it takes to create a better, more cohesive community? Based on what we've learned in our visit, the answer may be 'No.' We offer the comments made by citizens in our attached community interview results as evidence.

Better communication and inclusion of all of Hayden's residents in the decision-making process are the keys to making positive change. We suggest much more citizen involvement in the process before decisions are made. Excellent ideas may never be voiced by citizens if city council meetings are held earlier in the day to minimize participation and dialogue. The model of analyzing options and deciding on an alternative, then selling the decision to voters is not the most inclusive model for consensus decision-making, collaboration, or partnerships. We challenge Hayden to find ways to involve more citizens in local government, then to persuade them to confront the difficult trade-offs of cost versus service.

To the extent that you involve more people in grappling with the issues and arriving at a plan of action, you will have more community ambassadors to convince residents to move forward. For example, the Study Circles model used by the City of Kuna in passing school bond issues and examining other community concerns may be worth additional study and consideration. Study Circles and its promotion of community dialogue and inclusion may have played a factor in Kuna's recent receipt of a \$500,000 Community Development Block Grant to construct a new water well and pump house, widen streets, and install curbs, gutters, and sidewalks to support a new business park. Arnette Johnson is the project director of Kuna Study Circles, and she may be reached at 888-9572.

Along the way to increased investment, we believe you may find that people need to share a common vision of the community they would like Hayden to become. Right now, we observe that a group of community members are promoting rapid growth at any cost. To what extent is this view shared by the general population of Hayden? Is there consensus to encourage sprawling growth west onto the Rathdrum Prairie and north toward Sandpoint?

**Think as a Region.** Finally, one barrier to claiming a distinct identity for Hayden may simply be that you are part of a larger regional community. The airport, Honeysuckle Beach, and many of the retail centers are really regional assets used by many non-residents. Similarly, you look for Coeur d'Alene for health care needs, cultural opportunities, and institutions of higher education. The Rathdrum Aquifer study is an example of positive regional thinking. The visiting team believes that building connections between other communities in the region will help you address larger issues like land use, transportation, and economic development.

As you ponder your future, please make an effort to reach out to all of your partners. This includes youth, seniors, the faith community, the school district, core businesses, low-income residents, the county, and other jurisdictions of local government. To the extent your community works to better understand itself, to develop relationships, and to clarify the roles and commitment of every organization, there is enormous potential to work as a team to make your wonderful community even better.

We thank you again for inviting us to Hayden and hope the information in this report proves useful to you as feedback as you consider your long-term vision for your community. We are happy to answer any questions and to talk with you about follow-up actions in the future.

## Hayden Community Review Visiting Team Members

### *Community Review Coordinators*

**Dr. Dick Gardner** (Frmr) Executive Director Idaho Rural Partnership 389-1401  
Dick has degrees in resource economics from Colorado State, Minnesota, and Michigan State, was a policy economist with the Idaho Division of Financial Management, and was with IRP from 1992 – 2001. He currently operates a consulting business, ‘Bootstrap Solutions.’

**Bob Ford** Manager/Business Svcs. Idaho Department of Commerce 334-2470  
Bob has a B.S. from the University of Idaho, an M.S. in management from the University of Southern California, has worked in planning and regional economic development since 1979, and has headed up marketing, business development, and the Gem Community Program.

**Gary Gillespie** Sr. Community Builder ID Dept.of Housing & Urban Dev. 334-1990  
Gary has a B.A. from Eastern Washington University, a M.S. from the University of Idaho, an MBA from Seattle City University, is a retired USMC Colonel, and has been a manager, director, economist, and market analyst for HUD for the past 30 years.

**Brian Dale** Community Builder ID Dept.of Housing & Urban Dev. 334-1990  
Brian has a B.A. from Westminster College, has worked with many local and national disability councils, advisory committees, and coalitions, and has directed work of the Utah Statewide Independent Living Council and Salt Lake Impact 2002 Olympic Committee.

**Michael Shaw** Human Rights Coord. Association of Idaho Cities 344-8594  
Michael has a B.A. from Colorado College, an MBA from Northwest Nazarene University, has worked as a children’s therapist, civil rights investigator, human resource specialist and consultant, and provides leadership, conflict resolution, community building, and diversity training in the context of a statewide human rights campaign.

### *Land Use Planning Team*

**Ken Harward** Executive Director Association of Idaho Cities 344-8594  
With AIC four years, Ken holds a B.S. in Political Science/Public Administration, and a Masters in Public Administration from the University of Utah. He served as City Administrator and Finance Director for the City of Nampa for 24 years, and is credited with providing leadership for city economic development strategic plans that have resulted in the creation of several thousand new jobs and several major public structures. Ken has extensive experience working with legislators and city and county officials.

**Debbie Bloom** Deputy Director Association of Idaho Cities 344-8594  
Since 1992, Debbie has been with AIC serving as Fiscal Officer, Publishing Director, and Meeting Planner. She assists with advocacy at the State Legislature; acts as a liaison to organizations such as the Community Forestry Council, the Northwest Energy Efficiency Alliance, Local Government Energy Committee, and many state agencies; and contributes to the various training manuals published by the AIC, including manuals on elections, budgets, and fundamentals of municipal government.

**Neil Meyer**                      Extension Economist                      University of Idaho                      885-6335  
Neil, an extension economist, conducts programs on how federal, state, and local economic policies relate to the economic plight of Idaho citizens and communities. Educational programs concentrate on the present economic situation and what citizens can do to adjust to present economic realities. Neil has a Ph.D. in agricultural economics from the University of Wisconsin.

**Todd Montgomery**    Govt. Relations Spec.                      ID Dept. of Environmental Quality    373-0502  
Todd has a degree in political science from the University of Colorado at Boulder, and an American Bar Association Certified Paralegal certificate in general practice. He has worked for the Chicago Mercantile Exchange, NBC in New York City, the U.S. Dept. of Justice & Federal Bureau of Investigation in Denver. He has been with DEQ since 1991, and currently works in the Planning and Special Projects Division.

**Phil Choate**                      (Fmr) Executive Director                      Ida-Ore Planning & Development    322-7033  
Phil has a BA in government from North Texas State University and MA in political science from Ohio State University. He has 27 years of experience in community economic development, has secured millions of dollars in resources for small business growth and development financing, and has been with Ida-Ore since 1983.

### ***Community Design & Infrastructure Team***

**Jon Cecil**                      Environmental Finance                      Boise State University                      426-2460  
Jon has a bachelor's degree in political science from the University of Alaska Fairbanks and is working on his Masters of Public Administration at Boise State University. He is a project associate at BSU, providing technical assistance to rural communities in several Pacific Northwest states. He has extensive experience in local government.

**Darryl Moser**                      Business/Coop Svcs Dir.                      USDA Rural Development                      378-5615  
Daryl, an Oregon State University graduate, manages the administration of the business development and cooperative services programs. The program goal is to promote a dynamic business environment in rural Idaho, and it works in partnership with the private sector and community-based organizations to provide financial assistance and business planning. It funds projects that create or preserve quality jobs and/or promote a clean rural environment. RBS Cooperative Services technical assistance and research programs help rural residents form new cooperative businesses and improve the operations of user-owned businesses.

**Patti Raino**                      Intermodal Planning Mgr.                      Idaho Transportation Dept.                      334-8209  
Patti has been with ITD since 1980, and has worked in grant management, alcohol traffic safety, police traffic services, and planning and highway programming. She currently works closely with ITD Congestion Mitigation, Air Quality, Enhancement, Scenic Byway, Functional Road Classification, and Rail and Bicycle Planning programs. She has masters in Sociology and serves on the Board of Healthwise Inc, a national and international non-profit wellness corporation located in Boise, Idaho.

**Sabrina Bowman**                      Comm. Dev. Specialist                      City of Nampa                      465-2224

Sabrina's job duties include managing Nampa's Community Development Block Grant (CDBG) Program, working with neighborhood groups and non-profit organizations, and special citizen outreach projects. Previous work experience includes campaign manager for State Controller, J.D. Williams's re-election campaign in 1998, Research Analyst in the State Controller's Office, and Consumer Protection Specialist in the State Attorney General's Office. She holds a Bachelor's Degree in Political Science/Communications from Boise State University. She is a certified grant administrator with the State of Idaho and is a graduate of the Northwest Community Development Institute.

**Ted Runberg**                      Board of Directors                      Priest River Development Corp.                      437-2222  
Ted has a B.S. and Masters in Education in school administration and guidance from the University of Idaho, and a school administration certificate from Whitworth College. He has university and high school teaching and counseling experience, and served sixteen years as a Spokane Public School central staff administrator responsible for vocation program development, alternative education, and English as a Second Language. Ted is self-employed as a general contractor, plant nursery businessman and building materials sales and service representative. He is very active in community development organizations.

### ***Civic Life & Community Involvement Team***

**Mary Emery**                      Community Development                      Lewis & Clark State College                      792-2460  
Mary has over 20 years of rural and community development experience. She specializes in teaching grant writing workshops, technology, and the arts. She has assisted LCSC in securing over \$5 million in sponsored projects over the past ten years.

**Cleo Cheney**                      Mayor                      City of Heyburn                      678-8158  
Mayor Cheney is a retired oilman from Coastal Corporation in Houston, Texas. He has supervised a gas plant and field measurement projects in Wyoming and Utah, and became Mayor of Heyburn in 2000.

**Lynda Clark**                      City Council President                      City of Nampa                      465-9936  
Lynda is currently Nampa City Council President. She serves on the Board of Directors of Mercy Medical Center, Nampa Boys and Girls Club and the Nampa Council on Aging. She is Development Officer for Northwest Children's Home in Nampa. A local historian, she wrote a Centennial history of Nampa, "Nampa, Idaho: A Journey of Discovery," and has taught history at Boise State University and Northwest Nazarene University. She received her B.A. from Northwest Nazarene University and a M.A. in Political Science from the University of Idaho.

**Rick Cummins**                      North Region Manager                      ID Dept of Parks & Recreation                      769-1511  
Rick has fourteen years experience managing the Idaho Department of Parks and Recreation, with a background in planning and development. He has also served six years on the board of regents for the Pacific Northwest Maintenance Management School.

**Jim Lowery**                      Executive Director      WA State Rural Dev. Council                      (360) 951-3591  
Jim has owned and operated two businesses in rural communities and was the Mayor of a community of over 7,000 people. He also served as a business agent for the International Woodworkers, sold insurance, worked for a member of Congress, and served as the executive director of a rural economic development council.

**Jan Fisher**                      City Clerk                                      City of Priest River                                      448-2123  
Jan serves as the Clerk-Treasurer and Planning Administrator for the City of Priest River. She is currently involved in the formation of Scenic Waters Development; a non-profit based citizens group dedicated to planned community growth and a healthier local economy. She came to the City a year ago, bringing with her over 25 years of federal and private sector work experience related to Human Resources, Finance, and Administration.

## **Land Use Planning Team Observations and Key Points**

Effective planning is the key to securing financial resources for the community. Many federal, state and private funding sources will require a current comprehensive plan before allocating resources to the community. Just as banks like to see a business plan before making a business loan, lenders want to see that a community can plan and prioritize; an indicator that funds will be well used. The plan helps evaluate successes and documents a track record for future funding efforts and accomplishments.

The plan also promotes continuity in the face of turnover in government agencies or elected offices. Although plans are flexible, they take some of the risk out of extreme shifts in political personality and keep local government accountable.

The plan is helpful in setting priorities. The public, local government and nonprofit groups get to contribute to its development. So long as the needs assessment and planning stages reflect the needs and priorities of everyone concerned, the plan, its priorities and implementation should have broad support. Think of the plan as a detailed but flexible road map. Once Hayden has determined where it is and where it wants to go, the plan can help elected officials stay on course and target priorities.

Finally, the planning process, if approached with integrity, honesty and inclusiveness, can be a tool to bring the community together. When residents see the plan's goals and objectives being implemented, their trust in the process and their local government increases, and they feel more invested in the community and its future.

- **Hayden is extremely automobile dependent.**

This reality gives the city a suburban feeling, which detracts from a sense of community. Hayden needs to convene as a community to continue to assess the need for and work together to develop and implement a multi-modal transportation system which will be friendly to pedestrians, individuals seeking recreational opportunities on bicycles and inline skates, and other modes of transportation. The path which runs alongside U.S. 95 is a good start in this effort, but even this path can be dramatically improved in width, quality, and degree of interaction with traffic.

Congestion at several key intersections on U.S. 95 with high traffic from residential area based vehicles traveling to commercial areas might be reduced by constructing pedestrian overpasses. Such overpasses are far less expensive to build and maintain than those transporting autos and heavier traffic. Resources and agencies cited at the end of this document can assist with designing and implementing such infrastructure.

Pedestrian and bike paths have the potential to connect centrally located points of high community use, such as Honeysuckle Beach, which already has an acknowledged challenge with parking, to sites such as the library, a short distance away.

For festivals, car & motorcycle shows, or fairs in the summertime, such a route out to the beach might be showcased by the community and closed to automobile traffic. Vendors and activities can line the route in boardwalk style to one of the most beautiful recreation areas in Idaho; Honeysuckle Beach. Such events have the additional benefit of uniting the community and generating repetitious annual

income through tourist attendance and locals in the region who look forward to annual events. Remember that every tourism dollar spent in your community turns over eight to nine times.

Parks and schools can be more closely linked through such paths, reaching out to developing areas which are targeted for future development and growth. This can include future residential areas to be constructed in the vicinity of Diamond Park. Central points such as the Prairie Mall can be brought into the network and help reduce congestion in these areas through increased foot and bicycle traffic. Trails into Hayden Lake, Dalton Gardens, and Coeur d'Alene may be developed to grow the sense of partnership and cooperation with neighboring communities.

- **Hayden citizens live with varying degrees of tension between the desire for 'small town' country living and changing, dynamic economic development which marks a more urban life style. Some of these differences are based on economic disparity.**

Some neighborhoods north and west of the city are a patchwork of rural land sparsely connected by curbs, gutters, and sidewalks. Other developments in the foothills are already well connected. There are neighborhoods in Hayden which have completely fenced in subdivisions and lack even a gate granting access from one subdivision to another. Such inconsistent subdivision ordinances can be tightened to facilitate more connected neighboring communities or require developer provision of sidewalks, curbs, gutters, active and passive use parks, and greater use of impact fees for new development. Development should pay its own way.

The reality of rapid growth and a city quickly approaching a size of 10,000 is that people are seeking and will continue to search for urban services. Community tension and congestion will prevail in those areas where inhabitants are not prepared and find themselves caught between outlying residential areas and those distant urban services people desire and are willing to travel to obtain.

Hayden is currently a hodgepodge of land uses. That word is even used in your most recent comprehensive plan. Some fringe uses have been leapfrogged by new development, and there does not appear to be a cohesive sense of consistent, managed growth or regular analysis of costs and benefits for all proposed development.

One important community body clearly challenged to keep up with the frantic pace of growth is Hayden's city staff. Although there is a strong desire to maintain the intimacy and flexibility of a smaller staff, the City of Hayden appears to need additional planning and engineering staff to prevent being overwhelmed by citizens seeking amenities traditionally associated with the larger community Hayden has become.

Hayden is also potentially vulnerable to being trapped between opposing forces of citizen preferences for quality of life/high quality services and low tax rates.

- **Hayden can develop a 'Village' motif or theme, based on its neighborhoods and loosely defined downtown area.**

One way to begin this process might be to turn Government Way near City Hall into Hayden's Main Street. The formation of a Local Improvement District, Business Improvement District, and securing funds from the Community Development Block Grant Program through the Idaho Department of Commerce are all possibilities to assist this recommendation. Additional funds can also be sought for urban renewal through the creation of an urban renewal district and the use of tax increment financing.

Survey community perception thoroughly, and provide numerous opportunities for citizen input and participation in this process to obtain maximum buy-in and commitment to the vision of Hayden's future. Assess all of the alternatives and suggestions, and implement those community design suggestions which best fit the 'village' concept.

Key gateways into Hayden can be landscaped to beautify the community and give an even more positive first impression. Existing code may be rigorously enforced with the aim of beautification and elimination of slum and blight.

Light posts and sidewalks as shown in the preliminary computer model of a transformed Government Way, slowing traffic through the area by reducing the speed limit, increasing available parking, and adding pedestrian friendly landscaping such as having trees between sidewalks and in the center lanes of streets and boulevards can do much to enhance the village motif and encourage commerce in the identified area.

Engraved bricks may be sponsored or sold as a fundraiser idea for beautiful cobblestone walkways and increased resident investment and pride.

Encourage development of housing for seniors and senior services in the central district to add to the sense of a 'town center.' A senior center was frequently mentioned by community review participants and citizens as a worthwhile project needing a few groups to take the lead and champion the cause. If Hayden were to consider turning the downtown elementary school into a community center, it might better connect seniors and youth at a community hub and commit more community stakeholders.

Hayden might also be able to successfully leverage additional park development by partnering with school development and participating in siting issues, since the available recreation potential of land increases when it is near a school.

- **The 'Coeur d'Alene Airport' is in Hayden city limits and a major asset to the area, but has become a major industrial developer without benefit to the city tax base.**

Since the airport is a potential cost to the city in terms of service provision, one option is to negotiate to annex the airport into the city of Hayden but have it continue to retain its status as a county airport. Consider having Hayden's city leadership develop associated uses for the airport. One option might be to move businesses out of the hangar buildings and into available industrial property.

- **Honeysuckle Beach is an unidentified gem.**

Since the boundaries of Hayden, Dalton Gardens, and Hayden Lake are in such close proximity near the beach, there is some confusion about the designation of the beach as a Hayden city landmark. A sign

clearly identifying the boat ramp and beach as a Hayden amenity would add to Hayden's status as a destination location. Since maintenance of the area can be costly, consider developing a user impact fee structure to cover operation and maintenance costs and pay for continued development of the beach, boat dock, parking lot, restrooms, and other amenities.

- **Gain operational control of city utilities**

The City should, as a goal, proceed toward increased control, development, and operation of traditional city utilities (specifically water and sewer systems) to 'grasp the handle' of land use regulation and the ability to effectively manage growth.

- **Engage in regional planning efforts with other communities and stakeholders. This work to improve planning and collaboration on projects is time consuming and requires commitment, but shares scarce resources and builds synergy.**

Joint meetings are the first critical step in this process. Planning and Zoning and other commissions can ultimately be far more effective through such a partnership. This process involves both horizontal and vertical communication: citizens to Staff, Staff to Staff, Staff to Elected Officials, Elected Officials to Elected Officials, & Elected Officials to citizens. Citizen involvement and support is crucial for planning efforts to be effective.

Formalize a regional planning structure to facilitate the management of future development of multi-modal transportation systems, parks and recreation facilities and services, groundwater and air quality management and preservation, and land use and open space preservation (such as the Rathdrum Prairie issues identified during the study).

Hayden needs to be involved in a transportation planning committee. Land use and urban design plans, as well as future development, need to address the physical, social and economic cleavage that Highway 95 creates in Hayden. Highway 95 impedes the 'village' vision.

Pooling resources for the joint purchase of land and development of a multi-purpose regional community center with neighboring towns might be another excellent method to cultivate regional relationships with other communities.

In order to plan for orderly infrastructure growth to the areas between central Hayden and the northern and western areas of the community and to mesh inevitable growth in the County along U.S. 95, we recommend Area of City Impact (ACI) negotiations. This recommendation is made not only to expand the Area of City Impact and aid with annexation, but to allow for orderly integration of water, sewer and streets when already platted lots in the County are developed and later annexed into Hayden.

- **Rehabilitate Low to Moderate Housing & Revitalize Neighborhoods:**

Areas around Hayden have lower to moderate income housing that does not appear to be receiving its share of City emphasis in terms of upgrades to streets or assistance with housing rehabilitation. There are methods for the City to receive funds that not only assist owner occupied homeowners to rehabilitate their homes, but allow the City to upgrade the streets, sewer and water at the same time:

**A. Community Development Block Grants for Housing and Infrastructure through the Idaho Department of Commerce are available.**

- Owner Occupied rehabilitation assistance is available from the foundation up to the roof.
- Frontage improvements such as curbs and sidewalks can be included within the grants, and the City can become more involved through the loan application process.
- Loans can be forgivable, although payback of loans cannot be applied to rental property.

**B. Idaho Housing & Finance Association – HOME Program**

- Programs are available for the rehabilitation of deteriorated owner-occupied housing.
- Earl Cook is a great contact for the Home Program and can be reached at 331-4706
- Erik Kingston would also be a very good resource for additional information in this area. Contact him at 1-877-438-4472 or email him at erikk@ihfa.org
- Contacting neighborhood-housing services may also yield additional resources. The contact number for Boise City/Ada County Housing Authority, who may have additional ideas and resources, is 345-4907.

**C. USDA Rural Development**

- Seniors are eligible for a \$7500 housing rehabilitation grant under a program administered by this agency.
- USDA Rural Development's contact number is 378-5600.

**D. Additional HUD Programs are available to offer reduced interest rate loans**

- One potential downside to this program is the potential for deed restriction.
- Contact Gary Gillespie or Brian Dale with HUD at 334-1990 for additional information.

**E. Panhandle Area Council**

- This agency is a logical clearinghouse and may be aware of additional programs available for improving residential neighborhoods.
- John Austin and Jim Deffenbaugh are good contacts for PAC at 772-0584.

Housing is an end user of infrastructure. Property values are also maintained or increased on this basis. As stated, through good partnering with the city, many of the above programs may be used to make right of way improvements, such as streets, curbs and gutters, and sewer and water repairs. This type of collaboration ultimately builds stronger relationships for later projects and can help sustain the community through times of tension or crisis.

- **Re-examine what may be an excessive focus on services on the edge of or outside City Limits**
  - Has Hayden performed a lot of infrastructure work at nominal or no cost to developers or industries?
  - Building roads with city crews in outlying areas takes them away from improving those locations where citizens live. Ensure that development pays its way through Impact Fees and/or Development Agreements.

- Idaho law allows for impact fees upon completion of an Impact Fee Study. Such fees can be structured to fund streets, police and fire departments, parks, open space, or other areas of focus.
- Development agreements can be negotiated between a developer and the City. The development agreement spells out what the city and developer will do before any infrastructure work begins.
- What will happen when development becomes unmanageable along U.S. 95? The City may have a difficult time rebuilding farm to market roads for commercial and suburban traffic. This is an area to monitor carefully.
- Maintenance may be dull and hidden but it is costly. We recommend increased emphasis on existing Hayden instead of an excessive focus on new developments.
- Ensure that leapfrog development does not leave the City of Hayden as the only entity responsible for a number of needed improvements to streets and other infrastructure.
- In the community interviews, several residents expressed that they did not connect with City Hall, and feel a need for a greater sense of community. By focusing more on existing Hayden, residents may begin to feel that they are more integrated as part of the community.

## **Community Design & Infrastructure Team Observations and Key Points**

### **• Identity**

As our group listened to citizens during interviews and engaged in discussions with community leaders, we heard several re-occurring themes voiced as questions:

- Where are Hayden’s boundaries between Dalton Gardens, Hayden Lake, Coeur d’Alene, and other municipalities?
- Who are the citizens that make up this community and what are their assets and prevailing characteristics?
- What kind of community is Hayden and where is it going in the next one to ten years in the face of very challenging growth issues?

There are several action items the City of Hayden may want to consider, prioritize, act upon, and evaluate as possible focus areas in responding to these important questions asked by citizens:

- Develop a City of Hayden theme and vision which is unifying and inspiring to all members of the community, and encourage pocket villages or neighborhoods to adopt and advance the theme.
- Encourage pocket villages or neighborhoods to develop uniform and consistent characteristics throughout existing and new development.
- Encourage the business community and chamber of commerce to take a leading role in downtown development, and assist these important community stakeholders in playing the role of facilitator and host as Hayden works together as a community to achieve its objectives.
- Develop a citizen outreach and participation plan to base decision-making on the majority of contributing community members.

- Form a cadre of volunteers to aid with building community support for city initiatives and provide short-term ancillary support for current staffing concerns.
  - Seek community involvement in an inclusive and organized fashion through ‘sunset’ committees (shorter-term obligations are more palatable and likely to lead to long-term support) that assess and report on specific design, infrastructure, and other community issues and seek input from traditionally underrepresented groups such as youth and seniors.
  - Be very involved, as a city and community, in the ongoing, regional US 95 Corridor and Rathdrum Prairie Studies.
  - Evaluate all options for a Community Center and its needed components, especially through community input and public meetings. Consider public/private partnerships as possible solutions, such as Triple Play.
- **Planning/Ordinances**

“Luck is the residue of design.”

With the tremendous growth in the city over the past decade, and the anticipated growth over the next decade, it appears that an overall and extensive review of the existing planning and ordinance structure is needed. Such a review can help Hayden leaders to adopt and enforce consistent guidelines for planning and ordinances as Hayden makes its way into the future.

- Initiate a strategic/master planning process to encourage community involvement and map all community assets and resources, similar to the 2020 visioning project spearheaded by new Mayor Sandi Bloem in the city of Coeur d’Alene. To the extent possible, link the process to ongoing efforts by other cities in the region for good communication and consistency.
- Create a planning/community development position for a City of Hayden staff member, and take advantage of additional planning, development, and funding resources available with assistance through the Panhandle Area Council (PAC) and other agencies cited throughout this document.
- The City has recently established a Planning & Zoning Commission. This was seen as a positive step by those interviewed during the community review. Hayden can now further its support of P & Z commissioners through training sessions and workshops to develop skills and increase knowledge of current national planning & zoning strategies. Your attorney is also an excellent resource, and is a state-recognized expert in planning & zoning. Other communities such as Meridian, Jerome, and Chubbuck (growing on the outskirts of larger communities like Boise, Twin Falls, and Pocatello) can also provide numerous examples of Best Management Practices.
- Review all Hayden ordinances, codes, Planning & Zoning practices, and the Comprehensive Plan for continuity and regional consistency. For example, do current Planning and Zoning ordinances require minimum square footages, perhaps as a way to exclude mobile or manufactured housing from neighborhoods? Minimum square footage and lot size requirements can drive up the costs of housing and increase energy consumption and costs. There may be more creative ways to address problems without imposing rigid or impractical guidelines.
- Update the Comprehensive Plan within a reasonable timeframe and on an ongoing basis.
- Consider adding different zones to the zoning plan, such as a downtown business zone. Such a zone would include elements of design, design review, standards, and a selected theme. For a wonderful source of assistance in this area examine the National Main Street Program.

- Prioritize sewer line extensions to several 1970's era subdivisions who are still on septic tanks – consider developing a precedent of compulsory hookup to city services upon sale of the property, tank failure, or excessive incidents of environmental harm. Allow no new development employing a septic and drain field system, based on results from the Rathdrum Prairie Study related to environmental impact.
- Conduct an affordable housing survey and develop a housing master plan as part of the Comprehensive Plan. The U.S. Department of Housing & Urban Development and other regional housing resources such as Idaho Housing and Finance Association can provide assistance in this area.
- Consider zoning access points between mixed-use zones.
- Develop a master plan for the community trail/bike path network. Focus initially on children and elderly needs, particularly in high traffic areas, to reduce dangerous crossings.

- **Community Development, Assessment, and Priorities**

The City has considerable assets and potential for positive and planned development, and can seize this reflective opportunity by considering the following activities:

- Review the current tax levy and determine whether it is adequate for short and long term needs and plans.
- Improve striping and delineation of streets, and prioritize areas with high foot traffic for sidewalk, curbs, & gutters.
- Consider consolidation, where possible, of traffic access in business areas.
- Review, develop as necessary, and enforce codes related to intersection triangles, slum & blight, and mobile home properties. These measures do not have to be draconian. In the city of Smelterville, as an example, the Mayor and City Council have instituted 'house beautiful' certificates to recognize homeowners whose properties are well kept and who improve their residential properties. The monthly recipients receive certificates from the city, local businesses, and are celebrated in the media. Such proactive appreciation can sustain the effort with good citizens, work wonders in challenged areas, and transform communities.
- Encourage needed private property improvements, and provide economic incentives through a Local Improvement District/Business Improvement District.
- Prioritize urban renewal. Consider tax increment financing for infrastructure, and review State Urban Renewal Law.
- Re-evaluate adequacy of impact and user fee structures, and implement where appropriate.
- Move ahead on the Government Way Project: Place utilities underground, closely follow Idaho Transportation Department project timelines and have the responsible parties tracking the project, and form a Local Improvement Department if needed. This is an excellent opportunity to set the tone for the future of Hayden and local leadership's desire to be involved in future revitalization projects, particularly in the downtown area.
- Park development has been a real benefit to Hayden, and the entire region profits as a result of the community focus on recreation. Continue to set aside substantial portions of land for parks and promote expanded park uses (both active and passive and incorporating multiple sports-related activities) where possible.

- Inventory all businesses on Hayden and Government Way and assess business/chamber involvement in a regional marketing plan.
- Complete asset mapping of potential resources (recreation, social, structural, human, and capital).
- **Asset Mapping**

The Community Design and Infrastructure Focus Team observed some outstanding natural, historic and community resources in Hayden. Does anyone have a list of these assets? Asset mapping is the process of identifying and tracking a community's assets by type and location. The resulting "map" can be used for several purposes: as a way to instill and focus community pride, as a marketing tool for business and economic development, and as a way to attract visitors.

*Suggestion:* Sponsor an "I Love Hayden Because..." Project. Buy a few dozen disposable cameras and distribute them to students, seniors, business people and any other groups that show interest. Then ask them to spend a week in and around Hayden photographing and documenting their favorite aspects of the area. Remind them that assets can be people, places, things or events. At the end of a week or two, collect all the cameras and develop the film.

Pick a public place with large wall space, like the school. Put up some butcher paper, and have students and other volunteers arrange the photos by topic or location. Create an oversized map of town and use that to organize the photos). A brief note listing the photographer and describing the reason for the picture should accompany each photo. At the end of the process, have a community unveiling so the public in and around Hayden can spend some time learning what's special about the area while they mingle with their neighbors. Let people vote on their favorite photo, and give out prizes for different categories. Hand out information on upcoming projects or the strategic planning process. Encourage people to visit these assets.

Think about using the results in a permanent physical display or on the city website, and incorporate them into the comprehensive plan. Focus on the most popular assets while planning Hayden's marketing strategy for tourism or business recruitment.

## **Civic Life & Community Involvement Team Summary of Key Points**

Hayden has many tremendous assets. Just a few of these assets include an exceptional beach facility, an impressive, centrally located library, well-organized sports facilities, and great parental support for youth.

As previously mentioned, engage in long range planning to address growth and other concerns. Use an inclusive planning and asset mapping process to assess the situation and define measurable and attainable goals and objectives. Address the tax base, personnel issues, old ordinances, increase passive park recreation and active use in addition to baseball/softball fields, revise and update the comprehensive plan, consider the formation of a recreation district, increase community input and involvement, and develop a solid and recognizable community identity to instill pride in all Hayden

residents. Broadcast that identity at all entryways and landmarks. The identity can incorporate community history, a sense of the community culture, and citizen attitudes, values, and beliefs.

As also stated, evaluate partnerships & collaboration opportunities with other public entities, private organizations, and other groups in the region. As examples, include faith based organizations, nonprofits, service clubs, business community members and the chamber of commerce, schools and youth, law enforcement, seniors, neighboring cities, and the county.

Develop a plan for community involvement and communication, and a structure for inclusiveness. Youth, the school district, the Commission on Aging, and the Park Board can bring issues and concerns to the city & city council. Some cities, such as Boise, have youth participating on commissions such as public works and planning & zoning. Contact Angie Newell at [Anewell@cityofboise.org](mailto:Anewell@cityofboise.org) and 384-3829 or Luke Brown at 343-8117 for information about how to begin this process to more fully engage youth in civic matters. The Association of Idaho Cities can also assist in youth involvement through its program, Idaho Values Youth (IVY), and has successfully placed Americorps and Promise Fellow asset builders in almost 40 communities throughout the state.

- Create a norm of collaboration and a healthy community - healthy youth atmosphere where young people experience good boundaries and expectations set by adults, constructive use of their time, a well-formed commitment to learning, positive values, social competencies, and a strong sense of their own power, purpose, worth, and promise.
- Consider a program of developmental asset building ([www.search-institute.org](http://www.search-institute.org)) to build a healthy community through healthy youth.
- Include all community stakeholders in dialogues and develop additional strategies to promote community buy-in.
- Constantly and consistently seek community input through public meetings and surveys.
- Assess the need/desire for a community center, swimming pool, skateboard park, and how such projects might be funded.
- Increase community exposure to visual and performing arts, and arts and crafts through local venues.

Create a leadership model in the community with training and resources to address leadership, conflict resolution, and community building needs. The Association of Idaho Cities can aid in the development of this model.

Document the heritage, history, and culture of the community and maintain those archives in a public place, such as the library. Utilize that heritage in the formation of the community identity to instill community pride and teach newly arrived citizens about Hayden's colorful past.

If possible, expand the beach corridor through partnerships with other municipalities and increase usable space in that area to capitalize on its popularity.

Explore mixed, compatible property uses downtown, such as a blending residential, commercial and retail space. Take steps to get cars off the street and make downtown more walkable. Create a public gathering space with a plaza or pocket park. Cities such as Idaho Falls, Twin Falls, and Boise hold regular, organized events in these areas such as 'Alive After Five,' with live music, dancing, food, and

refreshments. Following these types of events, people walk throughout the downtown area to shop and search for coffee houses, cafes or restaurants to linger and continue social activities. Thus, the entire downtown area benefits economically from such an event.

Revitalizing downtown buildings and public areas may draw on Historic Tax Credits, Low-Income Housing Tax Credits, HOME funds, USDA Rural Housing funds and Community Development Block Grants, among other sources. Creative incentives for developers willing to renovate historic structures, perhaps for affordable senior housing, in accordance with historic guidelines.

Another solid community foundation is a centrally located recreation, civic, or cultural center. Public sponsorship of engraved bricks for such a center, plaza, or park could help defray construction costs and create a strong sense of investment and ownership. The cities of Nampa and Idaho Falls are currently working on such projects and could be great strategic resources.

Increase community emphasis on the arts by sponsoring additional works of public art. The cities of Kooskia and Kamiah have numerous public murals and works of art, which add to the sense of community beautification and connect the city to multiple local resources of artistic and creative talent. Sandpoint resident and nationally renowned sculptor David Kraisler has expressed an interest in creating artwork with a human rights theme for communities around Idaho. The Idaho Commission on the Arts is also an excellent resource.

- **Making All Feel Welcome & Combating Perceptions**

Are residents welcoming towards visitors and tourists? If not, why not? Is tourism important to Hayden? What community assets are important to residents? To tourists? To both residents and tourists? Where is the common ground?

*Observation:* Some reports indicate that in certain cases, people passing through Hayden on their way to and from other communities and area attractions had not felt particularly welcome. These encounters, occurring while purchasing gas, eating out, or asking for directions, fall into the category of first impressions, and can hurt the community through a loss of repeat business and referrals. They also perpetuate the perception of northern Idaho as a haven for racists and intolerant of minorities. For example, one 60 question survey returned to the visiting team in the ‘acceptance of minorities’ category stated: ‘Just right. Keep out.’ Another said, ‘Stop shoving diversity down our throats and stop all the growth and building.’ In the ‘friendly & neighborly people’ category, several respondents indicated that Hayden used to be friendly until people moved there from California. Thus, the seeds of discontent exist in Hayden and must be faced directly and with care if they are to be resolved productively.

*Suggestion.* Work to educate every resident with regular visitor contact about community diplomacy, ambassadorship, and outstanding customer service principles. Diversity training is also available at no cost through the Association of Idaho Cities. If Hayden is known for its friendly, honest, and helpful people, travelers will return again and again, and the town and its residents will benefit economically.

- High traffic speed limits and inadequate signage may also be limiting tourism and visitors who ‘fly-by’ Hayden without knowing much about its many amenities or having time to look.

- Develop a walking or bicycling tour of the area which incorporates history and culture, and identifying public places and local merchants along the route who have something special to offer.
- Create a solid identity to market to the traveling/recreating/touring public. Does Hayden have a presence in major, highly distributed guides including the *Guide to North Idaho* and the *Idaho Travel Guide*? Exposure in these publications is inexpensive, sometimes no cost, and forms the basis for any effective tourism marketing effort. The town might be well served to develop travel packages for marketing on [www.visitid.org](http://www.visitid.org). Cultural activities and tours co-marketed with regional groups and signs directing visitors to services would be helpful.
- Can open space be utilized to create additional traveler accommodations, such as R.V. Parks and bed & breakfasts, which will keep people and dollars in town overnight?
- Hayden needs to create an overall tourism development strategy and plan that includes marketing, development, promotion and coordination. To get started there is a need to educate the community to understand the importance of tourism and to get people involved and committed. Tourists must feel welcome in the community if tourism is to become a viable and sustaining portion of Hayden's economy.
- Resources to assist with the effort include: the Idaho Department of Commerce Tourism Division, the ITC Grant Program, and the National Main Street Program.
- Find numerous ways to get visitors' attention: Many persons with disabilities travel and seek out accessible, disability friendly communities. These people are grateful to find lodging and businesses where they feel welcome. Establishments that make an effort to eliminate architectural barriers, train staff to be sensitive to disability issues, and institute policies that are helpful to persons with disabilities, can reap the rewards available from happy, repeat customers.

*Suggestion:* If Hayden lodging and businesses are friendly to persons with disabilities, let visitors know. Have local persons with disabilities and agencies that serve them help devise good, scattered accessible parking, accessible routes to businesses, and accessible paths through the businesses. In places where architectural barriers hinder access, devise reasonable alternatives. The Idaho State Independent Living Council (SILC) would be a great resource with efforts to improve accessibility. The rewards for such attention to accessibility will be many, including customer loyalty and increased business. This concept is similar to family-friendly practices that welcome children or pet-friendly policies that welcome pet owners.

*Observation:* Some residents feel local government is dysfunctional, rife with conflict, and overly concerned with enforcing rules and regulations. They question the city's ability to grapple with major issues. Of course, it is easy to criticize without making an effort to contribute.

*Suggestion:* The city needs to prove the critics wrong, one day and one project at a time. Obviously, not all people can be pleased all of the time. The strategic planning process may be a great vehicle for soliciting broader public involvement. As long as the process remains inclusive and accountable, it's a great way to satisfy critics down the road. It also shows that the city has vision, commitment, planning capability and the capacity to tackle long-term projects.

Remember, every community has CAVE people (Citizens Against Virtually Everything) who can spot the cloud behind a silver lining and will never embrace change. Hayden is no different than any other community in that regard. However, such pessimists do not have the option of deflating optimism in

structured public brainstorming sessions because there is no such thing as a bad idea when all ideas have the ability to trigger a viable solution. Such individuals often attempt to portray negativity as the prevailing sentiment, when in fact they are usually in the minority. Their volume and vocal nature do not have to keep the community prisoner. Paulo Freire, a Brazilian linguistics teacher, said it is immoral to tear down a paradigm without offering an alternative. Do our outspoken community critics have these alternatives? Criticism is also frequently a manifested fear of participation, and ultimately, of failure. We must make and learn from our mistakes.

Keep in mind that a prior project's failure is no reason not to try again. However, it is a good reason to evaluate all variables and take calculated action. Remember that in some cases, such as passing school bond initiatives, a prior failure builds awareness, pinpoints correctable weaknesses, and underscores the need for a second (and sometimes third) effort resulting in success. Hayden can and should have the confidence to forge ahead by taking little steps and realizing small successes on the way to major achievements.

The Civic Life and Community Involvement Focus Team met many creative, knowledgeable and committed citizens of Hayden during our visit; their vision, energy, pragmatism and enthusiasm will make the difference in Hayden's future.

*Observation:* Some members of the local business community do not perceive city government as receptive or welcoming to new businesses coming into the community.

*Suggestion:* City government could look for ways to encourage new businesses to come to Hayden. As the new businesses are opening their operations, the city should have a process in place to make sure those businesses know they are welcome and are an important part of the community. This could be a partnership project (welcome wagon) with the Chamber of Commerce and the City of Hayden.

- A community cleanup could improve local attitudes and improve overall appeal. Think of neighborhood cleanup projects like Paint the Town and get local youth involved in cleaning up public spaces and the entryways to town.

Cleaning up the community can improve local attitudes and demonstrate the city's capacity to tackle projects successfully. Communities only get one chance to make a first impression. Instead of worrying excessively about signage, think about encouraging citizens to clean up blighted storefronts, yards and lots. Finally, as events happen and successes are realized, don't forget to celebrate the accomplishments!

- **Engage Youth**

The youth of the community have some after school activities at the elementary, junior high and high school levels. However, youth who spoke with members of the visiting team were quick to point out a lack of jobs and things to do in Hayden, particularly after school for those who do not play baseball or softball. We heard desire expressed for a swimming pool in town. Is this a want by more than a few? We were not in Hayden long enough to discover the answer. Are there dreams about a recreation center, boys & girls club, skateboard park, or other realizable ideas waiting for the right young person to step forward and take a leadership role? Youth can have a magical effect on communities because they do

not necessarily know all the ways something CANNOT be done, and think instead about how to get it done. Youth can also be more persuasive with adults than other adults. The City of Garden City built an awe-inspiring boys & girls club and could be a great resource to Hayden. The Nampa recreation center is also a marvelous community hub.

Peer mediation, conflict resolution, and welcoming committees formed in schools around Idaho have been very successful at curtailing negatively reinforced behaviors by focusing on the positive aspects of relationship building. Are these kinds of programs sufficiently utilized in Hayden public schools?

Are there sufficient low-cost after school athletic opportunities available, such as a soccer, softball, ultimate frisbee, and cycling programs? Perhaps teachers, seniors, youth leaders, and parents can be motivated to increase their level of investment in such programs in a non-monetary fashion through a community building program or some community events sponsored by the City and other partners. Can these types of programs be linked to the park infrastructure and a future recreation center?

When young people in Hayden were asked if they planned to stay in town to raise a family, most were of the opinion that there were few available jobs and that they would not be able to stay in the community if they wanted anything other than temporary work. Civic leaders need to build a communication bridge and establish partnerships with youth, who have a lot of energy and ideas to offer the community. Growing those roots will leave strong residual memories, even if youth depart and return subsequent to obtaining college degrees and work experience outside Hayden. What will bring these youth back to stay, if not now, then someday?

- **Education/Workforce Development/Volunteers**

Quality education and a trained workforce may become the most critical factors for developing and attracting business in the 21<sup>st</sup> century.

How comprehensive is the community adult education program? Do most individuals needing vocational training and technical assistance have to go to Coeur d'Alene? Can those agencies in Coeur d'Alene be persuaded to come to Hayden on occasion to focus upon its unique needs? This is a cross-cutting issue that impacts all residents. The community might explore an Adult Education Program using computers available at the library, area schools, or distance learning technology with other communities in addition to Coeur d'Alene.

Hayden might target quality education as one of its highest priorities and start a community-wide campaign to support the school district in its efforts to improve the education system. This program has to start at home and significantly involve the parents in the process.

A sub-committee of the Chamber and/or another local business development group should be formed to focus on workforce development. This work would include assessing the current labor force as well as learning all the available tools to upgrade worker skills as needed to support both existing businesses and new businesses. Key support agencies include: Idaho Department of Labor (IDOL) and its job service offices, Idaho Department of Commerce, and North Idaho College.

*Notes on Volunteer Coordination:* Remember that people can be community assets too. Keep track of citizens with special skills, hobbies and interests. Let them know they are valued and invite them to participate. Don't wait, however, until their help is needed. Stay in contact with them and give them lots of notice when projects are being discussed; get their input during the planning phase, and above all, show them that their time is valuable! Coordinating volunteers is frequently an overlooked art, one that can make or break a project. Treat them like hired professionals, respect their time, celebrate their contributions, and they will come back.

- **Pick the Low-Hanging Fruit**

Select achievable goals that can turn into success stories. It can encompass community projects like Paint the Town or just be a public area beautification. Visit communities who have successfully completed a project and ask how they went about it. It isn't necessary to reinvent the wheel, other community builders can suggest ideas for funding and construction needs; they can describe how they deal with maintenance, supervision and liability issues.

Consider forming a recreation department with a plan and an inclusive advisory committee or council. With projects from which youth will benefit and be primary users, this is a great opportunity for youth involvement. Find ways to allow youth to genuinely participate in all phases of the project, from design and financing through to construction and maintenance. Work with youth to establish rules everyone can live with. Youth that help set the rules are more likely to help enforce them. Celebrate and build on successes!

- **Communication**

Some citizens interviewed by the visiting team felt that there was a lack of consistent communication from the City of Hayden to all of its citizens. Some were upset that the time of city council meetings had been changed, and it was perceived and verbalized that the change was made to limit, not solicit, input from the community. Regardless of the reason, perceptions create our reality and must be addressed directly and with compassion in healthy communities.

In addition, some interviewees suggested that perhaps the communication was occurring, but the channel of communication was not dependable or strong enough to reach a majority of people in the community. Others believed that community leaders aired personality conflicts inappropriately in local media or articulated an opinion without sufficient factual information. To that end, address such conflicts immediately and air disagreements with dignity and respect for all parties involved. Foster better relationships between the *Coeur d'Alene Press*, *Idaho Spokesman-Review*, and other local newspapers so they are more inclined to seek newsworthy items to print. Request that media consistently print community information such as calendar events and important local news, and meet their publishing deadlines well in advance with submitted material. Public relations and media require one or more staff positions in many communities. Also, consider expanding the City of Hayden website to include your own calendar of events and postings of city council meeting minutes and other matters of public record online.

Some citizens suggested that the City made decisions and then tried to ‘sell’ the decision to the community afterward, which backfired; especially with unpopular or difficult decisions. To what extent are youth, seniors, and other groups represented in the decision-making process and how much input is sought from them?

It is critical that Hayden promote its accomplishments to its own community and celebrate the accomplishments of its dedicated citizens. Several interviewees expressed disappointment with the degree of recognition they received and minimal sense of appreciation they felt in comparison with their contributions to the community. To lose such citizens to burnout would be a devastating blow. Such burnout can frequently be reversed with accolades and formal recognition from community leaders. Form an annual Hayden Appreciation Awards Banquet, sit in fellowship and share a meal, and recognize the community high fliers. Morale will see an immediate improvement.

Some Hayden citizens who were interviewed indicated that they did not feel that their input was valuable or solicited by the City, and had taken a less active interest in civic life because they were not sought for opinion or feedback.

The Study Circles model may be very helpful with communication concerns, because the very essence of study circles involves large numbers of people in community problem solving. Issues successfully addressed have included racism and race relations, education, criminal justice, youth, police protection, the formation of recreation and auditorium districts, and many other challenges. Study circles are small, democratic, peer-lead discussion groups of 8 to 12 individuals who meet regularly over a period of weeks or months with an impartial facilitator to address an issue in a collaborative way. Sessions proceed from personal experience of an issue to multiple viewpoints to searching for action strategies. Consider employing study circles as a community input and meeting model ([www.studycircles.org](http://www.studycircles.org)).

## **Hayden Community Survey Results:**

Hayden residents completed 61 of the “what’s good about your city” surveys. The majority of the surveys were mailed out by the city and returned by citizens at or subsequent to the time of the community review. Some surveys were completed concurrently with citizen interviews for the separate community input questionnaire.

Questions on the survey cover a wide variety of topics, from infrastructure, schooling, and safety concerns to quality of life, housing, and employment. On the survey they are grouped into major interest categories, starting with public works and ending with employment opportunities.

The 61 respondents gave a fairly balanced account of opinions on the various topics. Each of the 60 survey questions allowed for a response of “good”, “fair”, “poor”, or “do not know.” The total number of “good” responses was 1227, or 33.52% of the total. The total number of “fair” responses was 1104, or 30.16% of the total. The total number of “poor” responses was 617, or 16.86% of the total. The total number of “do not know” responses was 644, or 17.60% of the total. There were also 68 unanswered questions, or questions marked invalidly (multiple answers were a common reason for invalidating responses).

Review of the results shows a fair number of discernable trends. By the following shows of “good” responses, residents strongly preferred Hayden’s: Library (51 “good” responses), Fire Protection (49), Garbage Collection and Disposal (45), Access to Hospital (44), Availability of Doctors (43), Availability of Dentists (43), Quality of Elementary Education (43), Banking & Financial Services (42), Availability of Homes to Purchase (40), Water Supply (39), and Churches Active in Community (37).

Results demonstrate a few areas of community concern as well. By the following shows of “poor” responses, residents are concerned about Hayden’s: Quality of Available Jobs (33 “poor” responses), Night Life (32), Recreation for Teenagers (31), Recreation for Adults (31), Arts & Cultural Opportunities (28) and Appearance of Downtown (27).

Numerous “do not know” responses to several questions indicate an opportunity to educate citizens about: Condition of Rental Housing (37 “do not know” responses), Availability of Drug & Alcohol Abuse Treatment Programs (36), Availability of Senior Housing Options (35), Availability of Senior Services (34), Flood Control Measures (33), Availability of Rental Housing Options (31), Accessibility of Community for Persons with Disabilities (31), and Vocational Education – Job Training Opportunities (31).

Several respondents answered both “Good” and “Poor” to the question about “Condition of School Buildings,” possibly indicating some great inequities among local school buildings.

Through the survey, Hayden residents identified a number of things they feel good about, other things that concern them, and some items about which they would like additional information.

<b>Hayden's Survey: "What's Good About Your City?"</b>					
	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Unknown</b>	<b>N/A</b>
1. Streets & Roads	14	33	13	0	1
2. Traffic Conditions	14	26	21	0	0
3. Parking Downtown	9	28	20	3	1
4. Police Protection	31	27	1	2	0
5. Crime Prevention Programs	13	18	8	21	1
6. Fire Protection	49	6	1	4	1
7. Garbage Collection & Disposal	45	7	3	5	1
8. Water Supply	39	12	7	3	0
9. Sewage Collection & Disposal	33	10	2	14	2
10. Flood Control Measures	20	7	1	33	0
11. Community Parks & Playgrounds	24	28	9	0	0
12. Long-Range Planning	5	16	16	24	0
13. Planning & Zoning	3	14	22	20	2
14. Night Life	5	12	32	11	1
15. Recreation for Adults	11	18	31	0	1
16. Recreation for Teenagers	9	16	31	3	2
17. Recreation for Children 12 & Under	24	22	13	1	1
18. Library	51	6	1	1	2
19. Arts & Cultural Opportunities	10	15	28	7	1
20. Ambulance Service	30	12	2	16	1
21. Availability of Emergency Care	33	16	3	9	0
22. Access to Hospital	44	16	1	0	0
23. Availability of Doctors	43	14	2	2	0
24. Availability of Dentists	43	13	3	2	0
25. Availability of Drug/Alcohol Abuse Treatment Pgms	7	11	6	36	1
26. Availability of Senior Services	6	5	15	34	1
27. Availability of Senior Housing Options	8	12	6	35	0
28. Availability of Rental Housing Options	5	17	6	31	2
29. Condition of Rental Housing	3	15	4	37	2
30. Availability of Homes to Purchase	40	14	1	5	1

	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Unknown</b>	<b>N/A</b>
31. Condition of Owner-Occupied Housing	18	34	1	8	0
32. Condition of School Buildings	32	15	6	1	7
33. Quality of Elementary Education	43	13	2	2	1
34. Quality of Junior High & High School Education	25	14	4	17	1
35. Vocational Education-Job Training Opportunities	9	11	8	31	2
36. Adult Education Opportunities	18	17	3	20	3
37. Appearance of Neighborhoods	20	30	5	1	5
38. Appearance of Downtown	15	18	27	1	0
39. Appearance of Public Buildings	28	25	5	1	2
40. Accessibility of Community for People With Disabilities	9	11	7	31	3
41. Appearance of Gateways Into Community	7	25	21	7	1
42. Welcome Given to Newcomers	10	18	12	20	1
43. Friendly & Neighborly People	29	25	5	0	2
44. Acceptance of Minorities	15	21	11	13	1
45. Progressive Community Spirit	12	31	16	2	0
46. Responsiveness of Local Government	11	30	10	10	0
47. Community Civic Organizations	14	18	7	21	1
48. Cooperation Between Community & Civic Groups	10	21	4	26	0
49. Community Involvement in Decision Making	7	19	21	13	1
50. Diversity in Community Leadership	10	23	7	19	2
51. Churches Active in Community	37	16	5	2	1
52. Availability of Day Care for Children	15	23	5	17	1
53. Number & Quality of Eating Places	20	26	13	1	1
54. Variety & Quality of Goods in Stores	23	32	6	0	0
55. Banking & Financial Services	42	18	0	0	1
56. Local Newspaper Service	25	26	7	2	1
57. Hotel & Motel Accomodations	17	16	22	4	2
58. Variety of Local Industry	10	22	24	3	2
59. Business Involvement With Community	20	21	11	8	1
60. Quality of Available Jobs	5	19	33	4	0

## **Community Responses to Interview Questions**

### **Strengths and assets that make Hayden a special place to work, live, play, and raise a family:**

- Our residents are very friendly, helpful, and have positive interactions
- Incredible geography
- Higher quality of life here than elsewhere
- Low tax base
- The lake
- Great golf courses nearby
- Proximity to outdoor activity
- Good cross country skiing
- Year round recreation
- Size of Hayden is such that it is easy to visit with people, be informal, and the community is very accessible
- Mild winters and four seasons: white snow, blue sky, & green trees
- Small town mentality with big town access nearby in Spokane
- Quality of life
- Small Community
- Easy to fish, hunt, and camp close by.
- Good schools and quality teachers
- Ballparks and baseball everywhere for kids
- Great beach for families
- Hayden is a great retirement community because of less expensive living, low property taxes, and it is easy to get around town and find places.
- Great school system, four seasons, clean air, a good place to retire to, and a place to live for good recreation such as golf and fishing.
- Knowing people on a first name basis and being recognized while traveling in town
- Family and church relationships
- Four seasons and greenery
- Wonderful neighbors
- A strong feeling of community
- Country atmosphere
- Friendly people
- Nearby recreational activities
- A good sewer treatment plant
- Hayden has controllable growth potential from a business perspective
- Honeysuckle Beach and incredible recreation potential
- Small town atmosphere is very comfortable
- Council & Staff are doing a good job
- Opportunities to participate in city government and become more involved.
- Not so large that you constantly have to adjust to new neighbors, but we have some of the amenities of a larger community.
- Hayden is small enough to facilitate input regarding growth and development.
- Small size is great for raising a family
- Better police protection than in Kootenai County
- More athletic facilities available
- I grew up here and wanted to come back here to work (became a loner) and Hayden has nice amenities. I own an entertainment center called Triple Play.
- Hayden has meeting rooms available
- Strong neighborhoods
- Development potential
- Still a small feeling to the area, yet it has urban amenities

- Outdoors are a major attraction
- Strong home market
- Strength in the people
- People do a lot with their children
- Well funded PTO
- Wonderful Mayor and good people in high places
- Lake is clean and nice
- Size
- Low crime rate
- Relatively affordable
- Happy with the school system
- Better than the normal library system
- Relocated here for employment reasons
- Rural community, small town atmosphere
- Close to Coeur d'Alene
- Good schools
- Knowing the people in the neighborhoods
- Good place to raise family
- Fun activities like playing basketball with son
- Lake is two minutes from home
- City supportive of local activities
- Fast food and entertainment
- Triple Play
- City council and staff doing a great job with what they have
- This opportunity to share my concerns and participate in city government
- Neighborhood activities
- Good schools
- Friendly, nice neighbors
- Proximity to recreation
- Away from big city
- Close to major airport
- City council is improving
- Progressive city staff
- Willing to look at themselves, such as participating in this process
- Good people if they can be encouraged to participate
- Natural beauty of the area
- Good quantity of natural resources
- Recreation within reasonable driving distances
- A great staff of dedicated employees who are really good people and have the city's best interests at heart
- A country feeling – I love the trees and the clean, fresh air.
- This is an amazing place to raise children
- Our Mayor and city attorney have started to make progress
- Honeysuckle Beach
- Low crime, safe
- Progressive city government
- Rural atmosphere
- Wonderful water, trees, mountains, and the Rathdrum Prairie

## **Problems and challenges facing the City of Hayden in the short run & long run:**

- Overcrowded schools
- Inevitable growth – we annexed 300 – 350 new houses and only developers wanted it.
- capacity for traffic on our roads
- Not enough recreation for children who don't play baseball.
- No infrastructure for water
- Community is not user friendly for seniors. We need an age wave!
- Transportation
- Inconsistent zoning and interpretation of regulations
- Special interest groups work separately, not in concert together.
- Impact fees have been detrimental to growth.
- Incompatible zoning uses – masonry, 18-wheelers, and no truck route off Government Way
- No place to park at the park.
- Integrating old-timers and newcomers
- Poor opportunities for work or to earn living wages
- Lacks a downtown identity
- High crime rate
- Streets are too narrow, not maintained well
- Overpopulation, and we continue to build
- Developers get a free ride on infrastructure
- Higher crime rate lately, attracting undesirable elements
- Access to housing is too easy for some, who default on their loans and leave them vacant.
- Need something for the kids besides sports
- Businesses are dying downtown
- Active people are burned out
- Not all businesses are able to stay in business, getting more businesses will build that identity
- Do not have a hotel, but may not have the business to support it
- Need a business district
- Hayden residents may be spending outside this area
- Community may not have a real good idea of what it wants to be
- Transportation pedestrian and vehicle needs improvement, but natural routes have limited capacity and we have limited funding.
- Growth can only go north
- Not enough parks for youth and family activities not baseball related.
- We are not balancing needs of the community with profitability of private investors and developers
- We lack right of way for utilities and streets
- Too much growth too fast, and traffic
- Too many densely settled areas.
- Not enough living wages
- Getting people involved is a major challenge. There is too much apathy.
- We don't have enough city staff to address our needs and focus on all city issues.
- Downtown? What downtown?
- Not enough citizen involvement in local government.
- Outdated comprehensive plan, planning & zoning, & ordinances.
- No community identity
- Not enough activities in town for youth and adults
- No restaurants open after 9pm
- Organizing our growth and planning is not happening well.
- Deciding if we are going to be a downtown or a residential community.
- Our overall appearance is poor. I'm not proud to bring relatives and friends.
- Negative working relationships between staff and city council. We could get a lot more done than we do without the fighting.

- Traffic and growth
- Identity crisis: Hayden vs. Hayden Lake
- Horrible downtown aesthetics
- We expect the city to do and be all for everyone and everything when that is just not realistic.
- Huge tourism opportunities are passing us by.
- Rathdrum Prairie has begun to disappear under new development
- Field burning is causing land to be sold for other uses
- We're not protecting our agricultural areas
- There is a power war happening in city hall right now
- Money – we have no tax base and our funds don't keep up with infrastructure needs.
- Impact fees don't keep up with costs.
- The beach is too small
- Power struggle on the city council
- People want everything to stay the same. Get real, deal with it.
- Get on with it, get it done, and stop waiting around arguing
- Challenges on the city council
- Training for Planning & Zoning Commissioners
- Need more staff to keep up with Hayden's growth. We're just barely able to keep up with it all.
- Roads are done by impact fees 'latecomer ordinance'
- Can't ride horses around town any more.

### **What should the City of Hayden accomplish in the next five (5) years?**

- A community center with ice skating rink
- Expansion of Honeysuckle Beach
- The Village of Hayden – integrated roads, land use, recreation, schools, and a rural identity
- Systems for senior transportation – foot paths and a good bus system
- Roads – purchase right of way
- Remodel and expand city hall
- City council should meet at a time that is more convenient to public input, not avoid the public
- A bypass that does not split our community
- It takes a village
- Work more closely with ITD
- Consider a moratorium on septic systems where the city plans to grow
- Revitalize downtown
- Become more family oriented in our parks, such as in playgrounds and picnic areas
- Improve recruiting for long-term businesses
- A community center
- Initiate a business licensing fee to generate more revenue
- Strive for more in-house cooperation among city staff and elected leadership: This unity will promote more citizen involvement and present the city as a more unified structure.
- Update ordinances
- Eliminate the perception that building anywhere and anyhow is not okay.
- Develop a theme for the downtown buildings.
- Bring in more money for downtown businesses
- Overcome the discouraging nay-sayers
- More parks with a joint use approach
- More boat ramps at Honeysuckle Beach
- Work up a good comprehensive plan for organized growth
- Sewage treatment plan part of the city
- Community Center

- Grow with purpose
- Increase community input and involvement in decision –making
- Hire a planner
- Recognizable planning department
- Recognizable main street
- Make medical services easily accessible
- More mixed use so people can live near where they work.
- Own engineer, rather than on contract
- Pedestrian overpass or underpass on highway 95
- Relocate highway 95
- Downtown revitalization
- Build a senior center
- Make Government Way a three-lane road and bury the utilities
- Create walking access around Hayden
- Complete a highway 95 bypass
- Annex open space for public access
- More decision-making input from citizens
- More comprehensive zoning
- More careful evaluations of the variances prior to “rubber stamping”
- Implement storm water/drainage site
- Enhance gateways to Hayden, like Hayden and Government Way intersection
- Create more bike paths
- Housing for seniors
- Be proactive in a transportation planning solution with Idaho Transportation Department
- Update our comprehensive plan to reflect most recent growth and include a downtown district with an action plan.
- More leadership in sub-committees under the city council.
- Form a civics committee.
- Accept newcomers into the decision-making process.
- Enlarge the city council to have seven members.
- Develop long term growth plan wisely
- Retain neighborhood friendliness
- Reach out to more individuals in the community
- Community center for seniors
- Sports fields for children
- Options for kids like a playhouse
- Consolidate comprehensive plan
- Downtown revitalization
- Create community pride
- Build an ice rink
- Form bike and nature trails
- Clean up downtown
- A safety overpass for U.S. 95
- Get rid of power lines
- A better downtown
- Get a good school site developed on the west side of town to replace Hayden elementary.
- Pedestrian friendly transportation routes
- Downtown improvements from the old and ugly with a major face lift
- Improvements for pedestrian traffic such as sidewalks and wider streets
- Separate truck routes into and out of town
- Senior Center
- More city staff – they are doing a good job but wearing too many hats. Other communities like Hayden have bigger staff
- Rebuild the tennis courts that were torn out

- Build a youth facility and public pool in a community center

**Short term:**

- There are no jobs in town
- More projects than the budget allows
- Low tax levy
- The fire district, water district, and sewer treatment plant are separate
- The three entities of the sewer board should be under the city
- Political leadership varied under spectrum
- Growth problems impact fees, parks, and sewers
- Lax on requirements, lack of standards enforced in subdivision development
- Growth and development
- Crowded schools
- Sewer overloaded
- Different sewage systems
- More problems crossing Federal Way and highway 95
- Growth will bring crime
- Speeding
- Steady 3% incremental increases in property taxes during the budgeting process
- Parking at Honey Suckle
- Change mentality about the role of the city in law, taxes, and now deal with the growth
- Planned growth for parks, key farmlands, prairies for aquifer protection
- Lack of central care

**Long term:**

- Fractured Services
- Implementation of services are compounded by the increasing growth rate
- Challenge of providing services with low revenue and low tax rate
- Services are being provided without adequate fees
- Need impact fees to prevent overcrowding
- Citizen support to cover costs of needed improvements
- A good flow of traffic on Government Way, better striping
- Eliminate traffic headaches
- Clean up main business areas
- More activities for youth
- Balanced representation
- Improve our overall appearance

**PowerPoint Presentation Photographs**



At Hayden City hall, Mayor McIntyre welcomed the review team, who previewed the schedule for the next two days and prepared to go to work..



The Civic Life and Land Use review teams toured around the community using City-provided transportation.





Meals provided numerous opportunities for informal discussion, networking, and one-on-one conversations addressing specific areas of Hayden.



Evening activities included data collection, compilation, and interviews with citizens.



Following a morning work session for the visiting team to prepare its observations and recommendations, the community received specific feedback during the afternoon luncheon, a facilitated town hall meeting.



Visiting team recommendations included annexing the airport, utilizing Hayden's exceptional resources such as Honeysuckle Beach and the Library, and developing a 'Village of Hayden' motif to give Hayden a central core and stronger sense of identity.



## News Articles

Received March 26, 2001

By Andrew Biscoe; News Correspondent

Coeur d'Alene Press

Association of Idaho Cities team to visit Hayden in April

**HAYDEN** An Association of Idaho Cities group will visit with Hayden city leaders April 25 and 26 to assist with the community's steady growth.

The group will help officials work amid the pressure of providing services for the community's swelling population, said city Councilmember Chris Beck.

"We're going through some growing pains," he said.

Beck and the other councilmembers will get input from other communities in Idaho that have experienced growth similar to Hayden.

City Administrator Bob Croffoot arranged AIC's visit, the first to Hayden. Croffoot said AIC members will key on three areas: land-use planning, civic life and community involvement, and community design and infrastructure.

"You get a lot of good consulting advice and that was the impetus behind it," Croffoot said. "It's a diversified group of people."

A public forum is scheduled for the evening of April 25, but a time had not been set, Croffoot said. The city's population is expected to soon pass 10,000. Just 11 years ago, Hayden residents numbered under 5,000.

AIC human rights coordinator Michael Shaw will be among the 18 people visiting. The primary objective of the group will be to give the city a perspective by helping explain how the community is seen from the outside, Shaw said.

A 60-question survey will be handed out to residents and will ask a variety of questions from what people think of the community to handicapped access in city facilities to acceptance of minorities.

## **News Articles**

## **News Articles**

## **Advice, Assistance, and Available Community Funding:**

The following resources can be supplemented by referring to the Idaho Department of Commerce's (IDOC) Advantage Handbook available online at

<http://www.idoc.state.id.us/pubs/pblock.html>

or in the 2001-2002 Small Business & Community Development Resource Directory available through the Association of Idaho Cities and the Idaho Rural Partnership.

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

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

## **Infrastructure:**

- Small Business Development Council (SBDC)
- Idaho Department of Commerce (IDOC)
- Association of Idaho Recyclers
- Idaho Transportation Department (ITD)
- Idaho Department of Environmental Quality (DEQ)
- Idaho Department of Water Resources (IDWR)
- Idaho Department of Health & Welfare (IDHW)
- Department of Parks
- Environmental Finance Center
- Consulting Engineers of Idaho
- Environmental Protection Agency (EPA)
- United States Department of Commerce Economic Development Administration (EDA)
- United States Department of Agriculture Rural Development
- Division of Rural & Community Development (IDC)
- ITC Grant Program
- National Main Street Program
- Idaho Rural Water Association (IRWA)
- Idaho Rural Partnership (IRP)
- U.S. Department of Housing and Urban Development (HUD)
- University of Idaho Cooperative Extension
- University of Idaho Department of Agricultural Economics
- Association of Idaho Cities (AIC)
- Local Chamber of Commerce
- International Conference of Building Officials
- Idaho National Guard

- Small Business Development Loans

### **Land Use & Community Design:**

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

### **Civic Life & Community Involvement:**

- Idaho Council on Aging
- Idaho Department of Commerce (IDOC)
- Association of Idaho Cities (AIC)
- National Civilian Community Corps (NCCC)
- Serve Idaho
- Search Institute's Healthy Youth Initiative
- America's Promise: the Alliance of Youth
- Youth Action Councils
- Governors Council on Aging

- YMCA - YWCA
- Gem Community Improvement Grants
- Service Club - Youth Activities
- Rural Community Assistance Corporation (RCAC)
- U.S. Army Corps of Engineers
- Natural Resources Conservation Service (NRCS)
- University of Idaho Forestry Lab
- University of Idaho Department of Art & Architecture
- University of Idaho Cooperative Extension
- Idaho Council on the Arts (ICA)
- Advantage Club in North Idaho
- Idaho Transportation Department (ITD)
- Community Action Agency
- Idaho Health and Welfare
- Senior Housing
- Economic Development Administration (EDA)
- Local School Districts - Computer Labs
- Annenberg Foundation
- Idaho Council on the Arts (ICA)
- Qwest Education Fund
- Micron Foundation
- Albertson's Foundation
- Planning - Health Districts
- Economic Development Administration (EDA)
- Association of Idaho Cities (AIC)
- Idaho Parks and Recreation

## **Hayden Community Review Schedule**

Taking a Good Look at Our Community

### **Wednesday, April 25, 2001**

9:00 – 10:00 AM      Introductory Meeting

The introductory meeting will be held at the Hayden City Council Chambers located at 8930 N. Government Way. The City of Hayden will be providing refreshments.

9:00 – 9:05 AM      Welcome and Greetings – Mayor Ron McIntire

- Why Hayden is excited about this opportunity
- What the City of Hayden hopes to gain from this visit

9:05 – 9:10 AM      Introduction of Home Team Members – Bob Croffoot, City Admin.

9:10 – 9:20 AM      History of the City of Hayden –

9:20 – 9:30 AM      Preparing the path for Future Generations – Mayor Ron McIntire

9:35 – 9:40 AM      What is a community review? – Dick Gardner

- Concept, History, Purpose, Potential Outcomes

9:40 – 9:50 AM                      Introduction of Visiting Team Groups/Leaders – Dick Gardner

9:50 – 10:00 AM      Overview of Schedule, Logistics & Assignments

- Meals
- Transportation/Parking
- Press
- Hayden Community Package
- Schedule
- Assignments, Responsibilities of Visiting Team – Focus Group Members, “Executive Team”

10:00 AM – 3:00 PM Community Tours and Meeting Community Leaders

Community Design & Infrastructure –

- Tour Area in Attached Map with stops at designated locations
- Go to Idaho Transportation Department for a US 95 Corridor Info Session
- Meet with the Hayden/Hayden Lake Chamber of Commerce
- Walking Tour for meeting Businesses along Government Way/Hayden Avenue
- Meet with City Staff
- Lunch at City Hall or City Park weather permitting
- Meet with Students at Hayden Elementary

Land Use Planning –

- Tour Area in Attached Map with stops at designated locations
- Go to Coeur d’Alene Airport for tour and discussion of five year plan
- Meet with the Hayden Rotary
- Meet with City Staff
- Lunch at City Hall or at Finucane Park weather permitting

- Meet with students in Schools Plus Program

Civic Life & Community Involvement –

- Tour Area in Attached Map with stops at designated locations
- Go to Hayden Lake Library for tour
- Meet with Hayden Little League/Swimmers/Seniors
- Meet with City Staff
- Lunch at City Hall, Diamond Park, or Honeysuckle Beach weather permitting

3:00 – 4:30 PM	Round Table Discussions within groups
4:30 – 5:15 PM	“Down Time”
5:15 – 5:30	Transport Visiting Team to Dinner
5:30 – 6:50 PM	Dinner <ul style="list-style-type: none"> <li>• Scottish Rite on Strahorn</li> <li>• Rustlers Roost to Cater</li> </ul>
6:50 to 7:00 PM	Transport Visiting Team to Hayden Elementary School
7:00 to 9:00 PM	Community Input Session at Hayden Elementary School

Entry: Home Team Members

- Welcome and Thank Community Members
- Give them a copy of the questionnaire, describe the three groups, and explain the concept of the community design.
- Explain the interviews and the importance of candid answers
- Introduce them to an available set of Visiting Members
- Answer any questions
- Table for Sign-in sheet (for more information – how to get involved)
- Refreshments/Displays

Visiting Team Members

- Greet community leaders, reiterate the confidentiality of the interview and the importance of their candid input;
- Ask each of the four questions and record responses on the Listening Form. Each interview should last 10-15 minutes. Be sure to give appreciation to each one of the community members for their participation; and
- Submit forms to the computer.

Interview Questions:

- What are our strengths and assets that make Hayden a special place to work, live, play, and raise a family?
- What are the problems and challenges facing the City of Hayden in the short-run? Long-run?
- What would you like to see the City of Hayden accomplish in the next five (5) years?

## **Thursday, April 26, 2001**

**6:30-8:00 AM          Breakfast**

Continental Breakfast will be made available at the Shilo Inn.

**8:00 – 11:30 AM      Visiting Team Work Session**

The members of the visiting team will have between three and three one-half hours to compile the information obtained on April 25, 2001 during the community tours, meeting with community leaders, and the public input session. Some of the information should include: observations, formulated recommendations, and a list of potential resources/fiscal options available to the City of Hayden. (This report will become final and sent with the compilation of the surveys at a later date.)

**11:45 – Noon            Transportation from Shilo Inn to Eagles in Hayden**

**Noon – 2:00 PM        Lunch and Community Debriefing**

Dick Gardner and the visiting team leaders will lead the debriefing and give a general report on the visiting team observations and community input. Group leaders will deliver team recommendations, aided by their group members. The visiting team will furnish its preliminary report and field questions.

## **Community Potential Matrix**

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

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

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

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

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

## Diversification Strategy Detail

### 1. Value-Added Agriculture

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

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

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

### 2. Value-added Forest Products

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

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

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

### 3. Value-Added Mining

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

Criteria To Measure Potential: Presence of existing mining industry.

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

### 4. Business Retention and Expansion

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

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

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

### 5. Plugging Retail Leakage/Import Substitution

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

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

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

### 6. Business Recruitment

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

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

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

## 7. Entrepreneurship Development

Definition: Entrepreneurs are the creative spark that brings labor, capital, technology, and market information together for a new business venture. Most entrepreneurs have particular strengths, e.g. engineering or sales, but not all the skills needed for a successful business. Entrepreneurship programs may both increase business startup rates and decrease failure rates.

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

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

## 8. Local/Regional Tourism

Definition: All communities have some potential to help visitors linger longer in their town, and thus make local purchases. Tourism is called the 3<sup>rd</sup> largest industry in the US.

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

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

## 9. Pass-Through Visitor Services

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

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

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

## 10. Destination Tourism

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

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

## 11. Transportation Hub/Warehousing

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

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

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

## 12. Attracting Retirees

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

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

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

## 13. Attracting Lone Eagles

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

Criteria To Measure Potential: 1) Accepts newcomers and is open to change, 2) demonstrates community pride and optimism, 3) Access to open space and recreation amenities, 4) Access to cultural amenities, 5) Interesting personality or standing, 6) Good housing at reasonable rates, 7) Sense of personal security, 8) Good K-12 schools, 9) Access to post-secondary ed and training, 10) primary health care and access to higher levels of care, 11) Small business friendly, 12) Minimizes tax and regulatory burdens, 13) work-ready labor force, 14) Advanced telecomm, 15) wireless telephony, 16) Cable TV, 17) Access to Internet, 18) Overnight express mail, 19) Access to commercial airlines, 20) Same-day delivery of major national newspapers (Source: Center for the New West)  
Implied Implementation Actions: Community telecommunications assessment. Targeted marketing to individuals familiar with community, e.g. alumni, military service, repeat tourism visitors. Response kit development. Targeted advertising. Development of ancillary services Lone Eagles require. “Smart” building or business incubator development

#### **14. Telecommunications Business**

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

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

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

#### **15. Environmental Restoration**

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

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

Implied Implementation Actions: Marketing restoration contract opportunities locally. Retraining workers.

Organizing workers and businesses into networks to meet contract opportunities. Grant applications. Partnering with higher education or agencies.

#### **16. Health Care**

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

Criteria To Measure Potential:

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

#### **17. Bedroom Community**

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

Criteria To Measure Potential: Distance to larger city, transportation links, size of neighboring community

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

#### **18. Attracting/Retaining Government Offices**

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

Implied Implementation Actions: Work with political decision-makers

#### **19. Culture/Arts/Historic Center**

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

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