



# Kootenai Community Review

*September 29–October 1, 2015*

Economic Development  
Transportation and Infrastructure  
Community Design and Identity

*Report printing courtesy of Idaho Transportation Department*

# Kootenai

## Community Review Report

*September 29–October 1, 2015*

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

It is coordinated by the Idaho Rural Partnership.



For more information call 208-332-1730 or visit [www.irp.idaho.gov](http://www.irp.idaho.gov).



# SPONSORING AGENCIES AND ORGANIZATIONS



University of Idaho



## Local Funding Partners

Litehouse Foods  
Arnie's Conoco  
Sandpoint Storage  
All Season's Garden and Floral  
Anonymous Kootenai Residents

## Other Participating Organizations

Idaho Smart Growth  
Panhandle Area Council  
Boundary County Economic Development Council  
Bonner County Economic Development Corporation  
Local Highway Technical Assistance Council



# ACKNOWLEDGEMENTS

The success of the Kootenai Community Review is due to the many individuals who generously shared their time, opinions, and knowledge by serving on the home team, completing a survey, or participating conversations with the visiting team.

The visiting team extends special thanks to Lisa Ailport with Ruen-Yeager and Associates. She served as home team coordinator and focus area leader for Economic Development. At the time of the community review, Lisa was the planner for the City of Kootenai. She was assisted by Lisa Adair, also of Ruen-Yeager. We also thank Kootenai City Clerk Ronda Whittaker, who played a critical communication and logistical coordination role. We also appreciate the time and efforts of home team focus area leaders Mayor Nancy Lewis (Community Design and Identity), Susan Kiebert (Transportation and Infrastructure),

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

Ponderay Community Development Corporation

SPOT Bus

Bonner County Daily Bee

Sandpoint Technology Center/L3M

Kootenai Elementary School

Bonner Mall

# Home and Visiting Teams for the Kootenai Community Review

## Home Team

### ***Leadership and Coordination***

Lisa Ailport  
Ronda Whittaker  
Lisa Adair

### ***Economic Development***

Lisa Ailport\*  
Paul Kusche  
Arnie Rains  
Lew Patrick

### ***Transportation and Infrastructure***

Susan Kiebert\*  
Ryan Luttmann  
Tim Closson  
Terry McGhee

### ***Community Design and Identity***

Nancy Lewis\*  
Crystal Closson  
Lisa Adair

*\*focus area leaders*



## **Visiting Team**

### ***Leadership, Coordination, and Support***

Jon Barrett, Idaho Rural Partnership  
Vickie Winkel, Idaho Rural Partnership

### ***Economic Development***

Nancy Mabile, The Mabile Group\*  
Michelle Noordam, USDA Rural Development  
Bridgette Bradshaw-Fleer, Idaho Department of Labor

### ***Transportation and Infrastructure***

David Sims, Boundary County Economic Development Council\*  
Jamie Miller, Idaho Transportation Department

### ***Community Design and Identity***

Deanna Smith, Idaho Smart Growth\*  
Wally Jacobson, Panhandle Area Council  
Jon Barrett, Idaho Rural Partnership

### ***Listening Sessions***

Jon Barrett, Idaho Rural Partnership

*\*focus area leaders*



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# PART I EXECUTIVE SUMMARY

The Idaho Rural Partnership received a community review application from the City of Kootenai in the spring 2014. This application is found in Appendix A. Planning for the community review formally began in summer 2015 and the review itself was conducted September 29-October 1, 2015.

The Kootenai Community Review concentrated on the following three focus areas selected by the community: (1) Economic Development, (2) Transportation and Infrastructure, and (3) Community Design and Identity. As described in this report, the community requested that specific topics be included within each focus area. In addition to a series of meetings and site visits related to these focus areas, the community review also included a survey mailed to households in Kootenai and surrounding area as well as a series of community listening sessions with selected stakeholder groups. Summaries of community comments and concerns and opportunities for each focus area identified by the visiting team are found below.

## Reflecting the Community's Vision

A community's vision is a description of how a community describes its future success in social, physical, and economic terms. It's an aspirational statement. If the visiting were to create a vision statement for Kootenai based on what we heard from residents and leaders during the community review, it would include the following key words and phrases.

- No big growth. Keep small, rural, quiet, safe, bedroom community
- Walking and biking is easy and safe
- Access to the lake
- Well maintained and used parks and other recreation features
- Blue collar, working class community
- Pride in ownership resulting in well-maintained properties



## Summary of Community Comments and Concerns

Notable community comments and concerns recorded by the visiting team are summarized as follows:

- Several Kootenai residents expressed their frustration that Kootenai is not recognized by people and organizations in the greater Bonner County as an incorporated municipality with a long history.
- There's general awareness of the former Coldwater Creek campus (now Sandpoint Technology Center), but relatively little recognition that it is located within the Kootenai city limits or what it might mean for the community in terms of providing employment opportunities or reducing the tax burden on residential property owners.
- There is strong, but qualified, community support for new businesses. There is a preference for new businesses that provide goods and services desired by Kootenai residents. We did not hear strong support for businesses and other new amenities intended to draw large numbers of visitors.
- We heard mixed comments about Highway 200. Some residents described a desire to see improvements that make the Highway safer and more accommodating for all modes of transportation. There is also a sense that the Highway and railroad, combined, cut the community off from the lake.
- Apart from the expense, there is general satisfaction with public services and infrastructure such as sewer, water, public transportation, the school, and park.
- We heard residents express their belief that the City is being run more professionally, responsibly, and proactively than in past years. More than one resident described city hall as more inviting than it has been previously.
- As in many rural Idaho communities, Kootenai leaders were at a loss about how to finance needed improvements, given the community's small tax base.

## Summary of Opportunity Areas Identified by the Visiting Team

The visiting team identified the following opportunity areas within each of the three selected focus areas. Specific recommendations under each opportunity area are found in Part IV of this report.

### Economic Development

ED Opportunity Area 1: Work to attract the kind of businesses desired by Kootenai residents.

ED Opportunity Area 2: Support the re-use and improvement of the Sandpoint Technology Center (STC)

ED Opportunity Area 3: Become an entrepreneur-friendly community

### Transportation and Infrastructure

TI Opportunity Area 1: Improving the Highway 200 Corridor (to include Railroad Avenue)

TI Opportunity Area 2: Improve street connectivity

TI Opportunity Area 3: Address stormwater drainage concerns

TI Opportunity Area 4: Maintain and improve water and wastewater treatment systems

### **Community Design and Identity**

CDI Opportunity Area 1: Stake your claim as a complete community

CDI Opportunity Area 2: Develop businesses, public places, and events that bring the community together

CDI Opportunity Area 3: Pursue community goals by tapping into one of your most significant assets: the school

CDI Opportunity Area 4: Keep residents and businesses informed and engaged

CDI Opportunity Area 5: Encouraging pride in property ownership.

### **After the Community Review**

Many Idaho communities are successfully using the momentum and ideas generated by community reviews to make considerable progress in the areas of organizational development, multi-stakeholder collaboration, public policy reform, and grant funding for programs and capital improvements. In the area of fundraising, in particular, they are finding it beneficial to refer to the identification of community concerns and third-party validation found in the pages of this report in requests for funding. They have also found that community reviews inspire residents to become more involved as volunteers for nonprofit organizations and appointed or elected officials.

As described by the Community Coaching for Grassroots Action brochure found in Appendix F, low cost post-review follow-up assistance is typically available through the University of Idaho Extension and/or other partner organizations.

## PART II BACKGROUND & OVERVIEW

### Description of the Idaho Community Review Program

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

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

Community leaders initiate a review by assembling a “home team” and selecting three subject areas they would like to be the focus of the review. These “focus areas” become the basis for the creation of the “visiting team”, a group of 10-16 community and economic development professionals employed by public agencies, nonprofit organizations, consulting firms, and private businesses across Idaho. Appendix B contains biographies and contact information for the Kootenai Community Review visiting team. The process also includes community listening sessions, which are open-ended, focus group-like discussions with key stakeholder groups.

The visiting team spent 2.5 days in Kootenai to learn about issues and opportunities through tours, meetings, listening sessions, and interviews. The Kootenai Community Review concluded on the evening of the second day with a public presentation of preliminary opportunities, recommendations, and resources identified by the visiting Team.



The program cannot instantly resolve all issues, but the 36 communities that have benefited from the program since 2000 have evaluated it as an invigorating, validating, and unifying experience. Many communities have used community review recommendations to help obtain funding for infrastructure, downtown revitalization, and other projects. Community Reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow-up prioritizing and project development.

The Idaho Rural Partnership is designated by the Idaho Legislature as the state’s rural development council. We are housed within the Idaho Department of Labor. The Kootenai Community Review was a collaborative project of IRP member organizations and agencies, the City of Kootenai, Region IV Development Association, Inc., and USDA–Rural Development.

Additional local funding partners and other supporting agencies and organizations are identified in the front of this report.

## **Purpose, Use, and Format of this Report**

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

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

### **Community Comments and Concerns**

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

### **Opportunity Areas**

Opportunity areas are the three or four areas identified for special attention by the visiting team. These opportunities are developed for each focus area using all community input gathered before and during the Review.

### **Recommendations**

Each opportunity area includes multiple recommendations or strategies offered by the visiting team. Some recommendations involve supporting, improving, or redirecting existing efforts by the community. Other recommendations suggest completely new initiatives.

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

### **Resources**

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



## **Pre-Review Planning and Training**

The City of Kootenai submitted a Community Review application to the Idaho Rural Partnership in March 2015. This application is found in Appendix A. The IRP Community Review Ad-hoc Planning Committee and Kootenai home team leaders began weekly conference calls in July 2015 to prepare for the Community Review. Clarifying the Review's focus areas and developing a pre-review community survey of Kootenai households were at the top of the group's list of priorities.

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

- Economic Development
- Transportation and Infrastructure
- Community Design and Identity

Visiting team members also conducted interviews with the home team and two additional stakeholder groups. These "Community Listening Sessions" are described beginning on page XXX.

## **Home Team Training**

On Tuesday, September 8, 2015, available visiting and home team members met at the Kootenai City Hall for a 90-minute training and orientation session. Approximately eight people attended the meeting. This meeting allowed participating home team members to become more familiar with the purpose of the Community Review, discuss the three focus areas, talk about the proposed schedule, and identify remaining tasks.

## **Monetary Value of Community Review**

The in-kind value of the Kootenai Community Review calculated by the Idaho Rural Partnership is \$38,248. Documentation of this value is found in Appendix C. Imagine the cost of hiring 10 professionals in land use planning, transportation, housing, civil engineering, economic development, tourism, cultural resources, arts, communication, grant funding, and other fields of expertise for two 14-hour workdays. Now add in the cost of preparation, travel, follow-up, and report production. These costs are generously covered through donations by participating agencies, organizations, and businesses and are supplemented with private sector donations. Collectively, this funding allowed the community review to happen at minimal direct cost to the City of Kootenai. We encourage the community to take advantage of opportunities to use the dollar value of the community review as in-kind match when submitting grant applications in the future.

## **Recent Community and Economic Development Efforts**

Kootenai community leaders and residents have many reasons to be proud of recent and ongoing community and economic development efforts. Some of these projects are regional in scope, but are in or adjacent to Kootenai. Whether local or regional, they consist of capital improvement projects,

organizational development efforts, and initiatives related to planning or policy. These accomplishments are described in Kootenai’s community review applications and were discussed during the review itself. The following summary is not intended to be all-inclusive.

### **Recent and Ongoing Capital Projects**

- Development of SPOT transit program (2009-2011)
- New playground equipment funded by Kiwanis Club (2008)
- “Safe Routes to School” paved bike and pedestrian pathway through school district property located north of the existing elementary school. (2013)
- Community garden at elementary school (2012)
- New landscaping improvements near elementary school and ‘Safe Routes’ path.

### **Planning, Policy, Design, and Organizational Development Initiatives**

- City of Kootenai Comprehensive Plan (2011)
- Unified Zoning/Subdivision Code (2013)
- Transportation planning, with a focus on Kootenai Bay Road, State Highway 200, stormwater management, safe routes to school/bike and pedestrian facilities. This effort benefitted from technical assistance provided by the Idaho Transportation Department’s Community Choice Award.
- Bike and Pedestrian Plan (2015)
- Pend d’Oreille Bay (Concept Plan, 2010; Master Plan, ongoing)

## **Community Expectations and Identification of Focus Areas**

As described previously, community reviews concentrate on three subjects or “focus” areas – economic development and two other areas chosen by the community. In Kootenai’s case, these two focus areas included: (1) Transportation and Infrastructure and, (2) Community Design and Identity. The inter-relatedness of the focus areas was perhaps more evident in Kootenai, compared to other towns where community reviews have been conducted. The three focus areas are identified and described on the community review application submitted by the City of Kootenai (Appendix A). They were also discussed in-depth between visiting and home team leaders in the months and weeks leading up to the review.

The following summary of community desires and needs by focus area were used to create the community review’s detailed agenda. See the “Community Comments and Concerns” section for each focus area in Part IV of this report for a summary of what we heard from leaders and residents during the community review.

## **Economic Development**

Broadly defined as the development of new jobs through the creation, expansion, and recruitment of businesses, economic development is a required focus area for all community reviews.

Kootenai has historically been a bedroom community, with residents working and obtaining goods and services in other Bonner County communities. The community asked for assistance from the visiting team as it endeavors to change this identity by improving its infrastructure and encouraging the development of businesses and other services and amenities within its borders. The two most significant economic development-related topics described in Kootenai's community review application and discussed during pre-review planning sessions are summarized below.

### **Creation of a Commercial Core Center**

In its application for the community review, the City asked the visiting team to provide recommendations related to the development of a pedestrian-oriented downtown commercial area or center. Establishing such an area is a goal identified in the recently adopted City of Kootenai Comprehensive Plan. Creating a commercial center, it is felt by the community, would provide a needed central gathering area and encourage businesses that provide goods and services to Kootenai residents. Currently, most commercial uses are clustered in two areas: (1) along State Highway 200 and, (2) on Maghee Road, near the former Coldwater Creek Campus. This subject also came up in the context of the Community Design and Identity focus area. Specific questions the community wanted the community review to explore included:

- What factors should the community keep in mind as it identifies a preferred location for a commercial center, given the location of existing businesses, possible real estate development projects currently being discussed, and other properties potentially suitable for development or re-development? The potential locations should include, but not be limited to, the State Highway 200 corridor.
- What vision do Kootenai residents have for a commercial center and how should this vision be clarified?
- What specific types of businesses should Kootenai target in its business development and recruitment efforts?
- What funding options are available to help realize the vision of a commercial center?
- What public improvements would help connect the Kootenai's residential neighborhoods to the future commercial center area?

### **Former Coldwater Creek Campus**

Kootenai leaders expressed hope that the community review would help identify things the City could do to best support business development and re-use at the former Coldwater Creek campus (including the "High-Bay Building") on the west side of town. Kootenai's community review application also asked

the visiting team to help the community understand the economic consequences of Coldwater Creek's departure.

## **Transportation and Infrastructure**

Kootenai leaders asked the visiting team to offer recommendations related to roads and other types of infrastructure. Transportation-related topics are summarized as follows:

- What types of improvements to Highway 200 would best serve Kootenai's economic and community development? Discussions with the Idaho Transportation Department about potential safety-related improvements have begun. How can these improvements be funded?
- How and where should the Pend d'Oreille Trail connect to Kootenai in order to maximize its economic and recreational benefit to the community? The City wants to understand how the Trail can support and be supported by the desired commercial center. How should the trail in Kootenai relate to (or contend with) the existing railroad right-of-way? To date, trail planning and design have been at a conceptual level. It's now time to figure out the details, including the type and design of trailhead facilities in Kootenai.
- What should the community do to implement the new bicycle and pedestrian plan? What resources are available to help?
- Residential areas are currently disconnected from commercial businesses. How can they be better connected?
- What other types of infrastructure improvements should the City pursue in support of community and economic development?

## **Community Design and Identity**

Clearly, Kootenai wants to be known as a community with its own identity, separate from Ponderay, Sandpoint, and Dover. Historically, Northwest media outlets have overlooked or been unaware that Kootenai exists as an autonomous community. For example, news coverage of Coldwater Creek's bankruptcy did not even mention Kootenai. The community expressed hope that the community review would help answer the following questions:

- What should Kootenai's identity be and how should this identity be created over time?
- As the largest community with greater capacity, Sandpoint tends to receive most of the attention. Other communities, including Kootenai, feel like they don't have a voice when it comes to regional planning efforts.
- What types and intensities of development are occurring in the area of city impact? The question is particularly relevant to the area just north of Kootenai. What are the land use,

infrastructure, and identity implications of this development? What does it mean for Kootenai's identity? Should it be encouraged? Should annexation be considered?

- What is the relationship between the desired commercial center, creating a Pend d'Oreille Bay Trail trailhead in Kootenai, and community design and identity?
- How can the community ensure its desired identity is incorporated into or reinforced by future improvements and amenities (e.g. future commercial center, Pend d'Oreille Bay Trail facilities, Highway 200 improvements, bike and pedestrian projects, etc.)

## **Pre-Review Community Survey**

The Community Review process includes conducting a community survey in the weeks leading up to the review. This survey allowed residents of Kootenai to share their opinions and ideas regardless of whether or not they had direct contact with the visiting team during the community review. The information provided by survey gave the visiting team information to compare with comments gathered through public meetings and face-to-face conversations conducted during the community review.

Survey questions were developed in late July and early August 2015. Survey topics included the following:

- Infrastructure and services -
- Employment and economic development
- Available housing, goods, and services
- Community events and facilities
- Community involvement and information

The survey format recognized that some questions applied to Kootenai, while other questions applied to services and other issues that extend beyond the Kootenai city limits. The survey was anonymous, but did include some demographic questions for statistical purposes.

A total of 347 surveys were mailed using name and address labels provided by Bonner County for Kootenai, Whiskey Jack, Ponder Point, and Ponderay households. A total of 51 people completed the survey, resulting in a response rate of 14.6%. Survey results were entered and tabulated using Survey Monkey.

Demographically, 88% of survey respondents were City of Kootenai residents. The gender split was 67% female/33% male. Most survey respondents were older, with 65% being age 56 or greater. More than 60% of respondents have lived in Bonner County for more than 20 years. With such a limited sample, the survey results should not be considered representative of the community overall.

## Summary of Survey Results

A summary of survey responses on a variety of topics related to public services, economic development, and community involvement (among other topics) is provided below.

### Infrastructure and Public Services

Survey respondents expressed the highest degree of satisfaction with the following types of infrastructure and public services available in the region (in no particular order):

#### *Highest Satisfaction*

- Fire department
- Emergency health care/EMS
- K-12 education
- Library

Respondents expressed a noticeably low level of satisfaction with the availability of drug and alcohol treatment programs.

Looking at services, facilities, and economic opportunities within the City of Kootenai, survey respondents indicated highest and lowest level of satisfaction with the following:

#### *Highest Satisfaction*

- Condition of city streets
- Water services
- Appearance of Kootenai
- Housing availability

#### *Lowest Satisfaction*

- Availability of sidewalks
- Availability and quality of local jobs
- Variety of local business

### Economic Development and Local Businesses

The survey asked residents of Kootenai and surrounding area to indicate their views on the importance of increasing or improving specific type of businesses, amenities, and services in and near the community. Survey respondents expressed strong support for increasing or improving the following:

- Youth services and facilities
- Entertainment and recreation
- Availability of fresh fruits and vegetables
- Farmer's market
- Pend d'Oreille Bay Trail

Opinions about the importance of developing a downtown-like commercial center in Kootenai and the importance of increasing visitor information and related services were mixed, with most people taking a "neutral" or "somewhat important" view on these questions.

Another survey question asked residents to identify factors that prevent them from supporting locally owned businesses more often. By a large margin, the two most frequently identified factors were: (1) “Services and products I need are not available in Kootenai” and, and (2) “Nothing. Supporting Kootenai’s businesses is a high priority to me”.

The facilities on McGhee Road formerly owned by Coldwater Creek (now the Sandpoint Technology Center) was not brought up by survey respondents.

### **Relationship Between Home and Workplace**

Nearly one-half of survey respondents (48%) confirmed that they commute to jobs outside of Kootenai. Just seven people said they work in Kootenai. Thirty-four percent of respondents indicated they are retired.

U.S. Census data collected by the Department of Commerce and the Idaho Rural Partnership in advance of the community review revealed that most people who have jobs in Kootenai actually live in Sandpoint. A somewhat lower number of people working in Kootenai live in Ponderay. Conversely, most Kootenai residents in the workforce commute to jobs in (in descending order): Sandpoint, Coeur d’Alene, and Ponderay. These statistics underscore that the proximity of communities in Bonner County make living in one community and working in another a viable option for many people.

### **Community Involvement, Information, and Leadership**

The survey asked residents to indicate how strongly they agreed or disagreed with a series of statements related to community involvement, information, and leadership. Respondents generally expressed strong agreement with the statement, “I am satisfied with the quantity and quality of information provided by the City of Kootenai.” Conversely, respondents expressed slightly stronger agreement with the statement, “I would like to be better informed about community issues and projects.” Nearly 63% of residents completing the survey indicated they “somewhat agree” or “strongly agree” with the statement, “I generally trust the city council to make decisions for the community.”

A large percentage of respondents (over 52%) indicated a lack of time prevents them from being more involved in the community. A lower percentage (38%) said they are happy with their current level of involvement. Perhaps reflecting the fact that most survey respondents were older than 55 years old, several people specifically noted health issues as being a barrier to increasing their community involvement.

### **Residents’ Vision for Kootenai**

Thirty-six survey respondents gave written responses to the question. “What is your vision for Kootenai? Their responses confirm indicate many survey respondents are generally happy with Kootenai. They choose to live in the community because it is a small, safe, quiet community and they want it to stay that way. There is some support for growth and continued improvement, provided these qualities are not sacrificed. Other responses to this question indicate support for the following:

- Improving the cleanliness of the community
- Increasing access to the lake
- Making the community more walking and biking friendly

### **Best Reasons to live in and visit Kootenai**

The survey ended with the following two questions:

#### ***What are the 2-3 best reasons someone would want to move to Kootenai?***

The most frequently given responses for this question were:

- Great elementary school
- Small, quiet, laid back town that is also close to the arts, cultural, and shopping opportunities in Sandpoint and Ponderay
- Affordable cost of living/reasonable property taxes
- For above reasons, it's a good place to raise a family

#### ***What are the 2-3 best reasons someone would want to visit Kootenai?***

Here are the most answers given most often for this question:

- Friendly people
- It's quiet and "out of the rat race"
- To see friends and family
- Buy gas at Arnie's

Also in response to this question, several people appreciated that Kootenai generally does not have attractions and services intended to draw visitors. One survey respondent said they liked that Kootenai "belongs to the residents."

## **Key Participating Individuals**

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

### **Home Team Leadership**

Several people did an outstanding job leading the home team. Lisa Ailport (then with Ruen-Yeager and Associates) did an excellent job of coordinating the home team and leading the economic development focus area. In this role she was supported by Lisa Adair (with Ruen-Yeager). Mayor Nancy Lewis, City



Clerk Ronda Wittaker, Arnie Rains, Lew Patrick, Paul Kushe, Susan Kiebert, Tim Closson, and Terry McGhee, and Crystal Closson participated in at least some of the pre-review conference calls, provided leadership to the home team and invited key individuals to participate in the review. Other individuals, businesses, and organizations who played significant supporting roles are identified in the front of this report.

**Visiting Team Leadership**

The visiting team was comprised of eight community and economic development professionals who were recruited based on their experience and expertise in the three selected focus areas. They came from a variety of local, state, regional, and federal agencies and organizations and consulting firms. Contact and biographical information for all visiting team members are included in this report as Appendix B. The following people served as visiting team focus area and listening session leaders:

***Visiting Team Focus Area Leaders***

Nancy Mabile, The Mabile Group	Economic Development
David Sims, Boundary Economic Development Council	Transportation and Infrastructure
Deanna Smith, Idaho Smart Growth	Community Design & Identity
Jon Barrett, Idaho Rural Partnership	Community Listening Sessions

IRP Acting Executive Director Jon Barrett served as visiting team coordinator and report writer. Key support was provided by Idaho Rural Partnership administrative assistance Vickie Winkel.

Known as the Ad-Hoc Committee, the following individuals began meeting with home team leaders in April 2015 to coordinate review planning and recruit people to the visiting team. The committee is grateful to the Association of Idaho Cities for providing meeting space and teleconference services.

***Visiting Team Ad-Hoc Planning Committee***

Jon Barrett	Idaho Rural Partnership
Vickie Winkel	Idaho Rural Partnership
Erik Kingston	Idaho Housing and Finance Association
Lori Porreca	Federal Highway Administration
Hank Ebert	Idaho Department of Commerce
John Meyers	U.S. Department of Housing and Urban Development
Deanna Smith	Idaho Smart Growth
Lorie Higgins	University of Idaho
Kathee Tift	University of Idaho



*Economic development team, l to r: Bridgette Bradshaw-Fleer, Nancy Mabile, Michelle Noordam*



*Transportation and Infrastructure team, l to r: Jamie Miller, David Sims*



*Community Design and Identity team, l to r: Deanna Smith, Wally Jacobson*

## Review Itinerary

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

The review officially began at 3:00 pm, Tuesday, September 29 with a combination bus and walking tour of Kootenai. This gave the home and visiting team members a first opportunity to see some of the assets and issues that will be explored during the community review. It included a visit to the Whiskey Jack and Ponder Point areas. Following the tour, a listening session with the home team was conducted at Kootenai City Hall. The Tuesday schedule concluded with an open house at the Kootenai Elementary School. While the open house was lightly attended by Kootenai residents, the discussion was productive and increased the visiting team's knowledge of the community.

Wednesday, September 30 began with a tour and discussion of opportunities at the Sandpoint Technology Center (former Coldwater Creek Campus). Next, the Economic Development and Infrastructure & Infrastructure focus areas meet at the Bonner Mall to receive a briefing on existing conditions and needs related to wastewater treatment, the water system, and stormwater management. At the same time, the Community Design & Identity focus area visiting different areas of Kootenai to talk about opportunities to develop a commercial center.

On Wednesday afternoon the three focus areas followed a separate itinerary developed in advance of the community review. Highlights of focus area-specific tours and meetings held on Wednesday afternoon are summarized below.

### Economic Development

- McGhee Road corridor and opportunities for future development
- Existing conditions and opportunities for development in the Highway 200 corridor, including Railroad Ave., Seven Sisters, and Pend d'Oreille Bay Trail improvements.
- Debrief and informal discussion about all economic development issues and opportunities that came up throughout the day

### Transportation and Infrastructure

- Street connectivity, potential McGhee Road and Highway 200 improvements
- Street and infrastructure improvements: Main Street, Ponder Point, Whiskey Jack areas
- Debrief and informal discussion about all road and infrastructure issues and opportunities that came up throughout the day

### Community Design & Identity

- Parks, public spaces, and open space (including the new pathway north of the school)
- "Where to hold a community parade?"
- Debrief and informal discussion about all community design and identity issues and opportunities that came up throughout the day

All focus areas reconvened for dinner at the Bonner Mall. Following dinner, the visiting team met to begin the process of sharing and developing their observations and recommendations for each focus area.

On the morning of Thursday, October 1, the visiting team met back at the Bonner Mall to develop a presentation for each focus area. Presentations about the results of the pre-community review survey and the three community listening sessions were also prepared. These four presentations were given at a community meeting held from 7:00-9:00 pm at the Sandpoint Technology Center auditorium.

## Publicity and Public Participation

The home team made some effort to encourage Kootenai residents to participating in the community review. The cover letter included with the survey conducted in May 2015 announced the community review and encouraged participation. A flyer about the community review was posted at businesses, the post office, and other highly visible locations in the community. The Review was also publicized in September 10, 2016 article in the Bonner County Daily Bee.

Participation in the listening sessions and the community meetings held on Tuesday, September 29 and Thursday, October 1 was lower than has been experienced in other community reviews, although attendance at the Thursday night meeting was higher relative to the Tuesday night open house. Residents and leaders offered two schools or reflections with respect to community involvement in the review. One school of thought said that residents have previously not thought of City of Kootenai and the Kootenai City Hall as particularly



welcoming. The other point of view is that residents generally do not get engaged in community affairs because they by and large support community decision-making and trust the City Council. With respect to the community listening sessions, it was difficult to coordinate sessions with senior citizens and high school students (as originally envisioned) because Kootenai does not have its own senior center or high school.

## PART III COMMUNITY LISTENING SESSIONS

Community listening sessions are open-ended, focus group-like discussions with key stakeholder groups identified by the home and visiting team. The purpose is simple: we ask residents open-ended questions, listen to their answers, and reflect back what we hear. The Kootenai Community Review included listening sessions with: (1) the home team, a small group of residents at Hearthstone Village, and (3) group that included a local business owner, a community volunteer, and a first responder professional.

The three Kootenai Community Review listening sessions lasted approximately 60 minutes each. Participants were not prompted to talk about any specific subjects, nor were the sessions directly associated with any of the three focus areas selected for the review. Visiting team representatives simply ensured participants understood the four questions, recorded comments, and encouraged everyone in attendance to participate.

The form distributed to all participants at the beginning of each listening session described the process this way:

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

The listening session questions were as follows:

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

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

Many of the listening session participants were unanimous in *not* wanting to see uncontrolled, sprawling residential and/or commercial development in and near Kootenai. When asked for examples, participants mentioned big box stores, sprawling or high density low-income housing, empty buildings, and one-way streets. Several participants spoke about not wanting Kootenai to lose its ability, as a municipality, to plan for growth and determine its own future.

Other themes that came up in response to the “don’t want” question include:

- Junk cars and trash
- Change in leadership
- Lack of community involvement
- Deterioration of city parks (e.g. vandalism was noted as a particular concern)
- Poor street lighting and address signage, street signs, and access to property

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

Better connectivity is a desire of nearly all community residents and leaders who participated in a listening session. In this context, connectivity is broadly to include:

- Bike and pedestrian connectivity within the community and to the larger bike and pedestrian network in Bonner County (to include Pend d’Oreille Bay Trail)
- Street connectivity for all modes of travel (to include construction of Kootenai Meadows and 2<sup>nd</sup> Avenues and connectivity between the north and south sides of Highway 200)
- Improved connectivity and access between Kootenai, Ponderay, Ponder Point, and Seven Sisters
- Broadband/high speed internet connectivity

Other responses to the above question are summarized as follows:

- New businesses that pay a livable wage and a more business-friendly environment, with a focus on increasing the City’s tax base and providing goods and services desired by residents. More dining/food choices was specifically mentioned as an example.
- Recruit businesses to re-use the former Coldwater Creek campus.
- Resolution about the appropriate improvement of Highway 200 and Railroad Avenue and development or re-development of adjoining properties
- Improved park and recreation facilities, including new restrooms at the city park, construction of Pend d’Oreille Bay Trail trailhead, skatepark, and teen/senior center or other recreation center
- A general clean-up of blighted homes and properties and street rights of way
- Improvement of McGhee Road to handle year round weight limits.
- New city hall and off-site storage of public records
- Improved, more visible entrances or gateways to community
- Better coordination between the City and Bonner County, especially in the context of planning and zoning policies within the area of city impact
- Continued SPOT bus service; construct shelters at bus stop locations

## **What challenges exist that could cause the future you DON'T want?**

According to listening session participants, Kootenai's biggest challenges include a lack of funding for infrastructure and other improvement, limited community involvement, disconnection or separation between Highway 200 and the community, and the difficulty of differentiating or identifying Kootenai as a distinct community separate from Ponderay and unincorporated Bonner County.

Other challenges mentioned by listening session participants included:

- An element of the community that is resistant to change
- Consistent enforcement of city ordinances
- Sewer, water system, and stormwater drainage limitations

## **What assets exist that support the future you DO want?**

The affordability of commercial and residential property, relative to the rest of Bonner County, was mentioned as a significant asset by a number of listening session participants. This asset includes the community's relatively lower property taxes. The elementary school was the second most frequently mentioned asset. The community is clearly proud of the school and recognizes its importance. Other assets brought up by listening session participants include:

- Confidence in city leadership
- Quiet, safe place to live and raise a family
- Sense of community
- Easy access to outdoor recreation opportunities
- Residents and businesses pitch in and help when needed
- Kiwanis Club

## PART IV FOCUS AREA REPORTS

Part IV of this report includes the predominant community comments and concerns recorded by the visiting team within each of the three selected focus areas. It also includes the opportunities, recommendations, and resources identified by the visiting team.

### Economic Development

#### Community Comments and Concerns

The economic development-related comments and concerns frequently voiced by community residents and leaders fell into the following themes or categories:

##### Apprehension about growth and economic development

The visiting team noted that home team members and other Kootenai residents frequently shared their views on the topic of growth, the small town character of Kootenai, and the relationship between the two. A large number of residents spoke appreciatively about Kootenai's rural, laid back, quiet, and friendly character. Future growth and development that might jeopardize these qualities are generally opposed by most people. There's a concern that population increases, annexations, new residential subdivisions, and commercial development will negatively affect Kootenai's character and bring unintended problems the community currently does not have (e.g. crime, noise, traffic congestion, etc.). This concern was also revealed by the survey of Kootenai residents (see Appendix E).



At the same time, there is appreciation for the goods, services, and other opportunities available in nearby Ponderay and Sandpoint. In other words, people in Kootenai want to go to the hustle and bustle when they choose; they do not want it coming to Kootenai in any significant way.

##### Community awareness of Sandpoint Technology Center (former home of Coldwater Creek)

The pre-review survey, combined with conversations that took place during the community review, left the visiting team with the impression a large number of Kootenai residents have little to no understanding of the Sandpoint Technology Center or what it might mean for the future of Kootenai and Bonner County. Knowledge about the Technology Center among residents seems to be minimal. We heard from one or more residents a belief that the Sandpoint Technology Center was within the Ponderay city limits. Other people have awareness of the Coldwater Creek campus, but were unfamiliar with the name *Sandpoint Technology Center*. While the visiting team picked up on this sense of



indifference; it should not be interpreted as aversion or opposition. In contrast, local and regional community and economic development leaders recognize the Technology Center as an asset with significant potential for reuse by employers expanding or relocating to the area. These leaders are trying to determine how the community can best support this reinvestment. It was also expressed by some that certain facilities on the property might lend themselves to public uses.

### **Desire for businesses that serve residents**

It would be a mistake to assume the wariness and apprehension about growth described above means that Kootenai residents do not want to see new businesses created and existing businesses succeed. Strong support for businesses focused on providing goods and services to local residents was frequently voiced during the community review. Interest in a restaurant, coffee shop, and small retail businesses, in particular was high. Support for opportunities to buy fresh fruits and vegetables, youth services and facilities, and entertainment and recreation opportunities was also expressed.

### **Community interest in creating a central commercial area or village appears mixed**

While it's identified as a goal in the City's comprehensive plan (adopted in 2011), the visiting team did not hear significant, consistent support for creating a "downtown" commercial area that would serve residents and encourage people to stop in Kootenai. There was a concern among some that establishing a commercial center would or could cause Kootenai's identity to become more oriented toward visitors and tourism. On a related note, most residents who completed the pre-review survey gave a "neutral" or "somewhat important" response when asked about the importance of creating a downtown-like commercial core and increasing visitor information and related services.

### **Business owners express desire for greater flexibility**

Some owners of businesses and commercial buildings we met with during the community review expressed a concern about overly burdensome development standards related to, for example, height limits and property line setbacks.

## **Economic Development Opportunity Areas**

The visiting team's opportunity areas and recommendations for economic development are based on the above comments and concerns identified before and during the community review. Collectively, they will help the community create new jobs by supporting entrepreneurs and the growth of existing businesses.

Economic development is abbreviated as "ED" throughout this section of the report.

### **ED Opportunity Area 1: Work to attract the kind of businesses desired by Kootenai residents.**

#### *Recommendations*

ED 1.1 Place emphasis on the types of businesses identified as desirable by Kootenai residents. These businesses include, for example:

- Restaurant

- Coffee shop/deli
- Small retail shops
- Service businesses to support local community
- Recreation-oriented businesses

Other types of businesses the visiting team perceives as being a potentially good fit for Kootenai include high-tech and other businesses that would benefit from being located near businesses based at the Sandpoint Technology Center.

- ED 1.2 Provide information about desired businesses and available properties to economic development and real estate professionals in the region.
- ED 1.3 Explore developing a community-owned or nonprofit business. General stores, grocery stores, coffee shops, and restaurants have all been created in this fashion. In some cases, high school students have become involved in creating and running these businesses as an education experience.
- ED 1.4 Create an opportunity for local residents to invest in a business they would like to see in the community. This concept is often referred to as “locavesting”. It should not be confused with simply donating to an aspiring business.
- ED 1.5 Pursue opportunities to communicate with desirable businesses in other Bonner County communities who might be interested in expanding in or relocating to Kootenai.
- ED 1.6 Maintain and increase participation in the Greater Sandpoint Chamber of Commerce and Bonner County Economic Development to maintain awareness of Kootenai’s opportunities to keep abreast of regional economic development initiatives and opportunities that might benefit Kootenai. These organizations are also a forum for Kootenai to express its goals regarding community and economic development.
- ED 1.7 See the Community Design and Identity focus area for ideas about the possible location of future businesses.

**ED Opportunity Area 2: Support the re-use and improvement of the Sandpoint Technology Center (STC)**

*Recommendations*

- ED 2.1 In order to increase economic diversification, aim for a number of uses or tenants, rather than one or two major employers. Potential uses identified by the visiting team include: tech-focused business incubator, call center, workforce training center, other tech-based businesses, meeting/event venue available for private rental and community use.
- ED 2.2 Develop a more direct, mutually-supportive relationship between Sandpoint Technology Center and Kootenai community by, for example:

- Sandpoint Technology Center should use social media, e-newsletter, or other forums communication forums to increase and encourage communication with Kootenai residents and community leaders
- STC should actively solicit ideas from residents re: types of businesses and public uses they would like to see at STC.
- Pursue the extension of 2<sup>nd</sup> Ave west to McGhee Road. (See RI 2.1, Transportation and Infrastructure and focus area).
- Encourage businesses at the Sandpoint Technology Center to develop partnerships with the Kootenai Elementary School and area high schools in order to contribute to the expansion of STEM (Science, Technology, Education, Math) education opportunities. Such partnerships would help students understand the education and career path needed to work at employers based at the Technology Center.
- The STC should be a visible supporter of community improvement projects in Kootenai.
- Representatives of the Kootenai community should meet with each new tenant that locates in the STC. This friendly, ‘welcome-to-our-community’ gesture makes it clear that the community supports the success of the business and of the STC in general. It also provides an opportunity to provide community information, answer any questions the new tenant might have, and lay the foundation for subsequent communication.

### **ED Opportunity Area 3: Become an entrepreneur-friendly community**

#### *Recommendations*

- ED 3.1 Continue to develop a City of Kootenai website. Like websites developed by many rural communities, the Kootenai website could include information about the City of Kootenai administration, but also information about existing businesses, community events, history, etc. One or more high school students could take the lead on this project, under the direction of the City.
- ED 3.2 Make sure a directory of existing businesses, planning and zoning standards, and permitting processes are available on the recommended City website. Also include links to agencies and organizations in the area that support entrepreneurs.
- ED 3.3 Develop forum for regular communication between the City and Kootenai businesses. This communication could take many forms. For example, businesses could be sent a survey every 6-12 months or the mayor or other city representative could meet with one Kootenai business owner per month. The point is to promote communication that builds trust and understanding of challenges and opportunities between the business community and the City. It could also help identify unnecessary barriers faced by businesses. Encouraging this communication is a selling point for businesses that might want to locate in Kootenai in the future.
- ED 3.5 Actively participate in regional efforts to increase access to high-speed broadband. This is particularly important for the success of the Sandpoint Technology Center.

- ED 3.6 Connect local businesses to financing programs. Institutions like the Idaho Housing and Finance Association, Montana Community Development Corporation, the U.S. Small Business Administration and U.S. Department of Agriculture Rural Development have programs to help businesses that might not otherwise qualify for a standard bank loan for start-ups and expansions.
- ED 3.7 Explore funding and technical assistance resources that could help owners of existing building address maintenance and capital improvement needs. For example, commercial and industrial building owners could be encouraged to investigate programs and incentives offered by Avista to help lower energy costs. In some cases, building owners may qualify for tax credits and low interest loans, thereby offsetting the cost of improvements and adding value to the buildings.
- ED 3.8 See the Transportation & Infrastructure and Community Design & Identify focus areas for additional opportunity areas and recommendations directly or indirectly related to economic development.

## Economic Development Resources

USDA Rural Business Development Grant Program can fund many projects that support business development and job creation. Go to [http://www.rurdev.usda.gov/BCP\\_rbeg.html](http://www.rurdev.usda.gov/BCP_rbeg.html). Contact Michelle Noordam, Business Program Specialist, 208-762-4939, X117, [michelle.noordam@id.usda.gov](mailto:michelle.noordam@id.usda.gov).

Localize Service Corps of Retired Executives (SCORE) is a program offering workshops and mentoring to small businesses. Some of SCORE's services are available online. Go to <https://easternidaho.score.org/>.

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

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

The Western Rural Development Center at Utah State University strengthens rural communities by sharing scientific discovery and application of sustainable practices with rural citizens via conferences, trainings, Web 2.0, and publications. The Center aims to help rural communities prosper, thrive economically, and become self-sustaining. They can also connect you to other opportunities for partnerships at USU. Go to <http://wrdc.usu.edu>. Contact Don Albrecht, Executive Director, 435-797-

2798, [don.albrecht@usu.edu](mailto:don.albrecht@usu.edu).

State of Idaho Industrial Revenue Bonds. Industrial revenue bonds provide businesses with a potentially lower cost alternative source of funding for purchasing and improving upon industrial facilities. The lower cost is realized because the bonds issued under this program are tax-free. This incentive might entice investors to accept a lower rate of return. Go to [http://commerce.idaho.gov/assets/content/docs/IRB\\_GUIDE\\_2010.doc](http://commerce.idaho.gov/assets/content/docs/IRB_GUIDE_2010.doc). Randy Shroll, 208-334-2650, ext. 3168, [randy.shroll@commerce.idaho.gov](mailto:randy.shroll@commerce.idaho.gov).

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

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

Bonner County Economic Development Corporation. Contact Paul Kusche, 208-265-6402, [prkusche@bcedc.com](mailto:prkusche@bcedc.com). Go to [www.bonnercountyedc.com](http://www.bonnercountyedc.com)

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

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

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

Idaho National Laboratory Regional Mini-Grants: The grant will support classroom instructional resources, materials, and laboratory equipment which is used to integrated the concepts of STEM across all disciplines. The grant will be awarded to a school rather than to an individual teacher, and the equipment will become and remain school property. Go to <https://www.inl.gov/inl-initiatives/education/k-12-stem-grants/>.

Battelle Energy Alliance corporate awards grants for projects aimed at spurring technology-based economic development, entrepreneurship and innovation in the region. Priority is given to projects that focus on connecting industry partners, universities, start-ups and economic development organizations that drive job growth. Go to <https://www.inl.gov/inl-initiatives/economic-and-workforce-development/>.

Local people investing in local businesses is a trend taking hold in many communities. Here's an article on the new Community-Supported Brewery in Boise being funded in this way:

<http://www.boiseweekly.com/boise/doors-open-at-boise-brewing/Content?oid=3129538>.

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

Many communities are using principles of community-based social marketing to increase support for locally owned, independent businesses, increase recycling, and promote property maintenance. See *"Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing"* by Doug McKenzie-Mohr and William Smith, 1999, New Society Publishers. [www.cbsm.com](http://www.cbsm.com) is a related website with a large amount of information, best practices, and networking opportunities related to reducing waste.

Idaho Biz Help is a website with resources and wizards to help businesses identify funding and address regulatory needs. <http://idahobizhelp.idaho.gov/>.

The *Successful Communities On-line Toolkit* is a searchable database of community design and planning best practices from across the west. It is a project of the Sonoran Institute. Go to <http://scotie.sonoraninstitute.org/>. 602-393-4310.

Based in Hayden, the Panhandle Area Council serves to promote and assist economic development and to foster a stable and diversified economy with the five northern counties of Idaho. Contact Wally Jacobson or Nancy Mabile, 208-772-0584. Go to <http://www.pacni.org/>.

Idaho Department of Labor, Sandpoint office. Contact Bridgette Bradshaw-Fleer, Manager, 208-263-7544, X3923, [bridgette.bradshaw-fleer@labor.idaho.gov](mailto:bridgette.bradshaw-fleer@labor.idaho.gov).

USDA's Farmer's Market Promotion Program (FMPP) offers grants to help improve and expand domestic farmers' markets, roadside stands, community supported agriculture programs, agri-tourism activities, and other producer-to-consumer market opportunities. Go to <http://www.ams.usda.gov/AMSV1.0/FMPP>.

Idaho Department of Commerce – Community Development Block Grant Program can fund lighting, street trees, sidewalk, and other community development projects. Go to <http://commerce.idaho.gov/communities/community-grants/community-development-block-grant-cdbg>. Contact Sharon Deal, [sharon.deal@commerce.idaho.gov](mailto:sharon.deal@commerce.idaho.gov), 208-287-0774.

The Idaho Department of Commerce's Idaho Gem Grant program provides funding for public infrastructure projects that support economic development. Examples of eligible activities include: construction materials, new and rehabilitative construction, architectural and engineering services, and

property acquisition. Grant amounts are up to \$50,000. Go to <http://commerce.idaho.gov/communities/community-assistance/idaho-gem-grants/>. Jerry Miller, [jerry.miller@commerce.idaho.gov](mailto:jerry.miller@commerce.idaho.gov), 208-287-0780.

Idaho Department of Commerce's *Show Me the Money* funding newsletter has information about funding for a wide variety of community projects. To subscribe, go to <http://idaho.us2.list-manage2.com/subscribe?u=74de75b2fc7e24670e05b0def&id=a1f3c8c6b9>. Contact Jerry Miller at [jerry.miller@commerce.idaho.gov](mailto:jerry.miller@commerce.idaho.gov) or 208-287-0780.

Created and maintained by the Idaho Department of Commerce, Gem State Prospector is an on-line inventory of available buildings and properties in the state. Businesses and the real estate agents looking to expand or relocate in Idaho use this website to identify potential sites. Go to <http://www.gemstateprospector.com/>. The Idaho Department of Commerce offers periodic trainings for people interested in using Gem State Prospector. Contact Jenny Hemly, 208-287-3169, [Jenny.hemly@commerce.idaho.gov](mailto:Jenny.hemly@commerce.idaho.gov).

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

The Idaho Office of Energy Resources offers low interest loans for energy efficiency improvements for commercial buildings. Contact: Tammy Japhet, [tammy.japhet@oer.idaho.gov](mailto:tammy.japhet@oer.idaho.gov), 208 332-1663.

The Database of State Incentives for Renewable Energy offers a comprehensive list of state, utility company and federal incentives for energy efficiency. Go to <http://programs.dsireusa.org/system/program?state=ID>.

Operation Facelift is a project of the Southern Idaho Economic Development Organization that's inspired many Idaho communities to spruce up their commercial areas. Go to this article: [http://www.expansionsolutionsmagazine.com/091011\\_siedo](http://www.expansionsolutionsmagazine.com/091011_siedo) or call 208-731-9996.

Tourism Cares is a non-profit offering grants and technical assistance for the preservation, conservation and restoration of cultural and historic sites and visitor education. Go to <http://www.tourismcares.org/>.

Idaho Regional Travel Grant Program funds projects related to developing tourism-related amenities and marketing. Go to <http://commerce.idaho.gov/tourism-resources/itc-grant-program>. Contact Jill Eden, [jill.eden@commerce.idaho.gov](mailto:jill.eden@commerce.idaho.gov), 208-334-2650 ext. 2161.

## Transportation and Infrastructure

### Community Comments and Concerns

Kootenai residents and city leaders shared with the visiting team the following comments and concerns related to transportation and infrastructure.

#### Highway 200 Corridor Safety and Development Concerns

The visiting team made note of numerous comments and concerns about the Highway 200 corridor before and during the community review. Several people in Kootenai told us the current situation is unsafe for vehicles turning onto and exit the highway. Walking or biking alongside the highway is likewise not safe. The situation is exacerbated by the speed at which through traffic is traveling. It was also frequently noted that the highway divides the area on the south side of highway and lake from the rest of the community on the north side. Preliminary discussions with the Idaho Transportation Department about addressing mobility safety and mobility within the highway corridor have been initiated before the community review.



Views about seeing development occur in the area between Highway 200 and the IP rail line were mixed, with some people expressing concern that such development would adversely affect the rural character of Kootenai and others indicating an openness to seeing commercial, warehouse, or light industrial uses in this area in the future.

#### Comments about Union Pacific Railroad and Pend Oreille Bay Trail

Home team members and other Kootenai residents expressed a few concerns specific to the Union Pacific rail line and proposed extension of the Pend Oreille Trail. Like Highway 200, the rail line is viewed as something that limits community access to the lake. It also limits emergency vehicle access to the Ponder Point and Whiskey Jack residential areas.

Awareness of and support for the Pend Oreille Bay Trail during the community review was significant. While it was not possible to talk with all Kootenai residents, the visiting team did not hear any opposition to the trail. It was felt the trail would provide residents an important recreational amenity while also helping to bring people from surrounding communities in a way that does not negatively impact community character. It was hoped the community, Friends of the Pend Oreille Bay Trail, and other stakeholders would work together to not just bring the trail to Kootenai, but to integrate the



project with other efforts so trail users can safely bike or walk from the center of Kootenai, across Highway 200, and to the Pend Oreille Trail access point.

### **Desire to improve connectivity and amenities for vehicle, bike, and pedestrian circulation**

Making it easier and more efficient to travel around the community – whether in a car, on a bike, or on foot -- was a topic that came up several times during the community reviews. Overall, support for making the community more safe and enjoyable for walking and biking was strong. Likewise, we heard positive comments about improving connectivity by developing currently unimproved street rights of way. Second Avenue between Humbird Street and McGhee Road was singled out as a street right of way many residents would like to see improved.

To its credit, Kootenai completed its Bicycle and Pedestrian Master Plan in May 2015 and expressed interest in knowing about resources available to help implement this plan. An impressive ‘safe routes to school’ pathway project was also completed in an unimproved street right of way just north of the elementary school. Residents and community leaders also recognized the potential to connect to the larger regional trail system.

### **Residents and city leaders wish to see better coordination with Bonner County**

Kootenai community leaders, in particular, talked with the visiting team about the potential for future development in the area of city impact. The area immediately north of the existing city limits was identified as the most likely place for such “greenfield” development to occur, although there appears to be developable land east of the city as well. Regardless of location, City representatives recognize development immediately adjacent to Kootenai has implications for community character, transportation, other services, and infrastructure such as schools.

Kootenai officials would like to encourage more communication and coordination with the Bonner County with regard to development and related planning and zoning standards. As is, the City perceives the County is going to do whatever it thinks is best in the area of city impact, without soliciting input from the City. There’s a concern on the part of the City that the permitted density of residential development allowed by the County in the area of city impact is too high and not compatible with the small town character of Kootenai.

### **Interest in collaborating with Ponderay regarding park and recreation facilities and programs**

Support for collaborating with other Bonner County communities was expressed when recreation facilities and activities came up as a topic of conversation during the community review. Due to its proximity to Kootenai, Ponderay was the community most frequently mentioned. It was suggested such coordinated effort would reduce duplication and take a least cost approach to development of recreation facilities and programs that do not currently exist in either community.

### **Overall satisfaction with water service, wastewater treatment, and SPOT transit system**

Kootenai does not have its own water and wastewater treatment system. These services are provided by the City of Sandpoint and Kootenai-Ponderay Sewer District, respectively. That said, overall

satisfaction with these services seems to be high. The visiting team did not hear any significant unhappiness among residents regarding water or sewer service.

Kootenai residents and leaders expressed their appreciation for the SPOT bus service on numerous occasions during the community review. They would definitely like to see it maintained, if not improved.

### **Seasonal stormwater drainage identified as a concern**

Community leaders expressed their concern about storm and spring melt water collecting in low lying areas in the community. Many of these areas are within street right-of-ways. This concern tended to be mentioned less frequently by residents, relative to city officials.

### **Recognition of funding challenges**

As is common in many Idaho communities, Kootenai leaders and residents made it clear that a lack of funding and small tax base makes it a challenge to complete infrastructure and other needed community development projects.

## **Transportation and Infrastructure Opportunity Areas**

### **TI Opportunity Area 1: Improving the Highway 200 Corridor (to include Railroad Avenue)**

The visiting team believes the community has an opportunity to work with transportation stakeholders including but not limited to the Idaho Transportation Department so it balances the need to serve as a highway *with* the need to safely accommodate current and future turning movements, pedestrians, and bicycle use. There are many state highways across Idaho that serve the dual function of serving as a highway and pedestrian-accommodating commercial street.

The Transportation and Infrastructure focus area is abbreviated as “TI” throughout this section.

### *Recommendations*

TI 1.1 Engage residents and business owners in an effort to prioritize the completion of Highway 200 improvements identified through the New Mobility West planning project and the City of Kootenai Bicycle and Pedestrian Master Plan. The focus of these efforts should be on improving vehicle, pedestrian, and bicycle safety. Specific ideas for Highway 200 corridor improvements identified by the visiting team include:

- Improvements should increase safety by maintaining if not reducing the design speed of the highway and separating vehicle traffic from bike users and pedestrians.
- Continuing to keep Railroad Avenue, with walking and biking being its primary use.
- Consider reducing the speed limit on the highway within city limits.
- Identify improvements (e.g. signalization) that could be needed if and when commercial development occurs within the Highway 200 corridor. Depending on the commercial uses being developed, such improvements could include, for example, additional signalization, on-street parking, medians in some sections, street trees, and one or more marked

pedestrian crosswalks. Be sure and see 'When a Highway Runs Through It' publication in the Resources section.

- Consider using signage that indicates walking and biking is a primary use of Railroad Avenue. Also, extend an 8-10' wide bike/pedestrian path on either end of Railroad Ave.
- Consider additional signalization to increase safety at the Seven Sisters Drive,/Kootenai Bay Road/Highway 200 intersection.
- The visiting team suggests that converting Highway 200 to a four-lane highway is not compatible with Kootenai's stated goal of maintaining its small town character.
- To help achieve at least some of the objectives above, be open to a reduction in the number of road approaches that currently provide access off and on the highway.

TI 1.2 Consider the creation of an urban renewal district along the Highway 200 Corridor as a way to help fund road and infrastructure improvements associated with future commercial development.

TI 1.3 Improve conditions for walking and biking to and within Kootenai. Many of the recommendations below are described in the City of Kootenai Bicycle and Pedestrian Master Plan. As such, the visiting team encourages implementation of this Plan.

TI 1.4 Clarify the community preferences with respect to extension of the Pend d'Oreille Bay Trail to Kootenai and associated design and location of the Trail's eastern trailhead/staging area. Additional visiting team ideas regarding the POB Trail include:

- Encourage an open, collaborative relationship with Friends of the Pend Oreille Bay Trail
- Whether the nearest POB trailhead ends up being in Kootenai or closer to Ponderay, identify walking and biking improvements that effectively extend the POB Trail into the community so as to connect to popular destinations such as the park, school, and Sandpoint Technology Center, and other Bonner County trail connections.
- Plan for eventually connecting trail to possible future development along Highway 200 corridor.
- Consider railroad underpass to connect community to lake and POB Trail.



*Example of an older railroad underpass for pedestrians in Rathdrum, ID. A modern underpass would be wider.*

- TI 1.5 Partner with Operation Lifesaver to increase education efforts related to safety around active railroad tracks (See Resources section for contact information).
- TI 1.6 Support efforts by SPOT transit to install bus shelter/benches at existing stops in Kootenai. Take advantage of opportunities to provide input to SPOT about how to improve service to Kootenai residents and employees who work on Kootenai.

**TI Opportunity Area 2: Improve street connectivity**

*Recommendations*

- TI 2.1 Complete the extension of Second Avenue at both ends of the street, with the segment from Humbird Street to McGhee Road being the higher priority. This one improvement will help increase emergency vehicle access and reduce the need to use Highway 200 to travel from one side of the community to the other. This project is also recommended in the City’s Bike and Pedestrian Master Plan. In the near term, develop a gravel walking/bike path in the Second Ave. right-of-way until such time that the street can be constructed.



- TI 2.2 Identify improvements likely to be needed for McGhee Road (including the McGhee Road/Highway 200 intersection) as re-use of the Sandpoint Technology Center proceeds. These improvements could include, for example, curb, gutter and sidewalk to increase safety by more clearly delineating access points and travel modes.

**TI Opportunity Area 3: Address stormwater drainage concerns**

*Recommendations*

- TI 3.1 Resurrect and update previously developed stormwater plan.
- TI 3.2 Include existing Highway 200 drainage system.
- TI 3.3 Consider incorporating linear green bio-swales and French drains that could function as a stormwater catchment/drainage facilities. Trails could possibly be included in these areas.

**TI Opportunity Area 4: Maintain and improve water and wastewater treatment systems**

*Recommendations*

- TI 4.1 There appears to be adequate capacity in the water and wastewater systems to accommodate reasonable growth.

- TI 4.2 Work with Kootenai-Ponderay Sewer District on efforts to document and reduce inflow and infiltration issues. This effort typically involves the replacement of aging sewer pipe and identification of illicit connections.
- TI 4.3 Pursue greater coordination with Bonner County to evaluate and possibly modify infrastructure and development policies that apply in the Kootenai area of city impact.
- TI 4.4 Complete a cost-benefit analysis of annexation to the north and/or east of the existing city limits.

## Transportation and Infrastructure Resources

The USDA Rural Development Community Facilities (CF) Program has a limited amount of grant funds available to assist in the development of essential community facilities (including infrastructure, streets, roads, and bridges) in rural areas and towns of up to 20,000 in population. Grants are authorized on a graduated scale. Applicants located in small communities with low populations and low incomes will receive a higher percentage of grants. Grants are available to public entities such as municipalities, counties, parishes, boroughs, and special-purpose districts, as well as non-profit corporations and tribal governments. Contact Howard Lunderstadt, Community Program Specialist, 208-209-4367, [howard.lunderstadt@id.usda.gov](mailto:howard.lunderstadt@id.usda.gov).

For additional Rural Funding Resources see <http://ric.nal.usda.gov/Rural-Federal-Funding-Database>. Also see A Guide to Funding Resources is available here: <http://www.nal.usda.gov/ric/ricpubs/fundguide.html>.

The Blue Cross Foundation Grant program funds, among other things, community walking and biking trails. Go to <http://www.bcidahofoundation.org/>.

Idaho Health & Welfare Community Activity Connection Grants. Go to [http://www.healthandwelfare.idaho.gov/Health/IdahoPhysicalActivityandNutrition\(IPAN\)/PhysicalActivity/tabid/1970/Default.aspx](http://www.healthandwelfare.idaho.gov/Health/IdahoPhysicalActivityandNutrition(IPAN)/PhysicalActivity/tabid/1970/Default.aspx) and <http://www.cdc.gov/obesity/downloads/UrbanDesignPolicies.pdf>.

The Idaho Department of Transportation has a website with information and links to ITD initiatives related to bicycling and walking, tips and resources for bicycling and walking in Idaho, information on how bicycle and pedestrian projects are implemented, as well as useful links to other organizations that are committed to bicycle and pedestrian mobility. Go to [http://itd.idaho.gov/bike\\_ped/proposals.htm](http://itd.idaho.gov/bike_ped/proposals.htm) and [http://itd.idaho.gov/bike\\_ped/FundingGuide2013.pdf](http://itd.idaho.gov/bike_ped/FundingGuide2013.pdf).

Operation Lifesaver's mission is to end collisions, deaths and injuries at highway-rail grade crossings and on railroad property through a nationwide network of volunteers who work to educate people about rail safety. State website: <http://www.olidah.org/>. Contact State Coordinator Travis Campbell at 208-465-

8226, or at [oli.idaho@gmail.com](mailto:oli.idaho@gmail.com) North Idaho contacts: For Kootenai County – Jonelle Greear, Idaho State Police, 208 209-8624, [jonelle.greear@isp.idaho.gov](mailto:jonelle.greear@isp.idaho.gov) for Bonner and Boundary County – Kurt Lehman, Bonner County Sheriff's Office, 208-263-8417, ext. 3022, [klehman@bonnercountyid.gov](mailto:klehman@bonnercountyid.gov).

*Main Street: When a Highway Runs Through It* is an excellent book published by the Oregon Department of Transportation to educate communities about pedestrian safety and community design associated with highways within city limits. Go to <http://contextsensitivesolutions.org/content/reading/main-street/resources/main-street-when-a-highway/>.

The Local Highway Technical Assistance Council provides a variety of educational opportunities and other assistance to local jurisdictions and transportation agencies in rural Idaho. Go to <http://lhtac.org/>. Contact Susan Kiebert, 208-597-4219, [skiebert@lhtac.org](mailto:skiebert@lhtac.org).

Idaho Walk Bike Alliance. Go to <http://idahowalkbike.org/>. Contact Cynthia Gibson at 208-286-1628, [Cynthia@idahowalkbike.org](mailto:Cynthia@idahowalkbike.org).

Idaho Smart Growth (ISG) offers a number of resources that can help the City act on many of the planning, zoning, and transportation-related recommendations in this report. They have a variety of publications, including “*Area of City Impact: A Toolkit of Guidelines and Resources*” and also offer a training on the same topic. Go to [www.idahosmartgrowth.org](http://www.idahosmartgrowth.org). Contact: Deanna Smith ([deanna@idahosmartgrowth.org](mailto:deanna@idahosmartgrowth.org)) or Elaine Clegg, ([elaine@idahosmartgrowth.org](mailto:elaine@idahosmartgrowth.org)) at 208-333-8066.

“Area of City Impact Agreements in Idaho” is a publication of the Economic Development Clinic in the College of Law at the University of Idaho. Go to <http://www.uidaho.edu/law/academics/practical-skills/clinics/econ-dev/city-impact-agreement>.

Givens-Pursley Law Firm in Boise has published the *Land Use Handbook: The Law of Planning, Zoning, and Property Rights in Idaho* (as well as other handbooks of interest to Idaho communities). The handbook provides a complete and readable explanation of comprehensive plans and related requirements found in the Local Land Use Planning Act. To download for free, go to <http://www.givenspursley.com/Publications.aspx>.

Idaho Chapter of American Planning Association. Daren Fluke, President, 208-869-3903, [darenfluke@gmail.com](mailto:darenfluke@gmail.com).

American Planning Association’s “Community Planning Assistance Teams” program. Go to <http://www.planning.org/communityassistance/teams/>.

This link from the Ketchum Urban Renewal Agency offers a comprehensive list of Idaho projects completed through the use of Urban Renewal <http://ketchumura.org/wp-content/uploads/2012/01/Microsoft-Word-Final-Spurring-Private-Investment-and-Creating-Jobs-in-Idaho-2-15-12FINALDRAFT.pdf>.

The Blue Cross/Blue Shield Foundation provides grant money for planning and construction projects that encourage active living (e.g. biking and walking). Contact Kendra Witt-Doyle, [kwitt-doyle@bcidaho.com](mailto:kwitt-doyle@bcidaho.com).

Neighborhood Housing Services sponsors programs to help the elderly and disabled with raking and painting using volunteers. Go to <http://www.nhsid.org/what-we-do/paint-the-town-boise/apply-for-paint-the-town-services> and <http://nwboise.org/rake-up-boise/>.

The Idaho Office of Energy Resources offers low interest loans to help home owners with energy efficiency improvements. Contact Tammy Japhet, [tammy.japhet@oer.idaho.gov](mailto:tammy.japhet@oer.idaho.gov), 208 332-1663. Go to <http://energy.idaho.gov/financialassistance/energyloans.htm>.

USDA Rural Development's Section 504 Home Repair program offers grants and low interest loans to help low income persons to improve, repair, modernize and remedy health and safety hazards. Go to <http://www.rd.usda.gov/programs-services/single-family-housing-repair-loans-grants>. Contact 208-733-5380, Ext. 4.

## **Community Design and Identity**

### **Community Comments and Concerns**

Home team members and other residents of Kootenai shared numerous comments, concerns, and opinions that fall under the community design and identity focus area. The statements that came up most frequently are summarized below.

#### **Kootenai exists!**

Before and during the community review, home team members and residents expressed some frustration that people in the area (and the media) don't acknowledge or realize Kootenai exists as an autonomous community. In contrast, Kootenai wants to be recognized for being an actual community that has the ability to celebrate, make decisions, complete improvements, and plan its future. As an example, local and regional media have consistently reported Coldwater Creek was based in Sandpoint (when in fact it was based in Kootenai). Also, the Kootenai-Ponderay Sewer District is located in the Whiskey Jack area just south of the Kootenai city limits, but describes itself as having a Sandpoint address.

#### **Appreciation for Kootenai's identity**

In terms of community character and identity, there's a lot of happiness with Kootenai the way it is. It can be improved and cleaned-up, but residents generally like Kootenai's laid-back, small, quiet, friendly, and safe small town character that does not have the hustle and bustle commercial activity of Sandpoint and Ponderay. There's a concern population growth, annexations, new subdivisions, commercial development would change the traditional cultural values (e.g. people looking out for each other) and character of Kootenai and bring problems Kootenai currently does not have (e.g. crime, noise, etc.).

#### **Desire for places where the community can gather**

Kootenai residents and leaders expressed a desire for a gathering place for the community. There is the park, which works well for outdoor events. But there's no comparable multi-purpose space for indoor events. There is the school, but its usability is limited. An event space, recreation center, and new city hall were all mentioned as needed and/or desirable during the community review. The latter (new city hall) is identified as a goal in the Kootenai Comprehensive Plan.

Due to a lack of a venue in Kootenai, the visiting team was forced to conduct meetings and have meals at the shopping mall in Ponderay throughout the community review.

#### **Mixed opinions about creating a "downtown" Kootenai**

As expected, the visiting team heard both residents and community leaders share their thoughts about developing a central commercial or downtown area in Kootenai. Developing such an area is described in the City's Comprehensive Plan. Responses to this idea were mixed. We did *not* hear consistent, enthusiastic, or unqualified support for developing a downtown area that would draw people to Kootenai. Some residents expressed concern this would undesirably change Kootenai's identity to become more visitor-oriented. The visiting team *did* hear support for some new local businesses that



would provide goods or services desired by Kootenai residents. A new restaurant is one example that came up several times.

### **Appreciate for the Elementary School**

We heard it clearly and often: the people of Kootenai place a high value on the elementary school as one of the community's most important anchoring institutions.

### **A Community Connection to Pend Oreille Lake**

Several Kootenai residents talked about their desire for better access to the lake from Kootenai. People spoke fondly about a time when the lake was a more prominent, identifiable part of the community's identity.

### **Unhappiness about property maintenance and vandalism**

The visiting team regularly heard comments and concerns about the number of unmaintained properties in town. In some cases, frustration was directed at yards that have been allowed to become overgrowth with weeds and/or full of inoperable cars and other "junk". In other instances, we heard unhappiness with unmaintained buildings that are sitting empty due to neglect and disrepair.

We also heard several people express disappointment and frustration about vandalism attributed to youth. Such vandalism has occurred at the city park, for example. Some people felt vandalism was a symptom or result of kids with nothing to do.

The Community Design and Identity focus area as abbreviated as "CDI" throughout this section.

## **Community Design and Identity Opportunity Areas**

### **CDI Opportunity Area 1: Stake your claim as a complete community**

#### *Recommendations*

- CDI 1.1 Develop display panels that tell the story of Kootenai's past and present. The park, city hall, and/or the eventual Kootenai trailhead for the Pend Oreille Bay Trail are all good locations for such displays.
- CDI 1.2 Involve Kootenai's kids in a project to develop a community mural.
- CDI 1.3 Develop new, larger, more visible community entrance signs. Such signs might incorporate a railroad theme. They also might include reader boards to provide information about community events. The existing stone marker near the intersection of Highway 200 and McGhee Road is extremely small and easy to miss.
- CDI 1.4 Make sure there is information about Kootenai's past and present on the recommended website (See ED 3.1)

## **CDI Opportunity Area 2: Develop businesses, public places, and events that bring the community together**

### *Recommendations*

- CDI 2.1 Develop a vision for using the auditorium at Sandpoint Technology Center as a venue for community events and other public purposes.
- CDI 2.2 Increase the use of the school for community events.
- CDI 2.3 Remodel and repurpose existing barn behind city hall as a community event space.
- CDI 2.4 The park is clearly a significant community asset. Increase its use for community events and activities. For example, many Idaho communities are showing outdoor movies at parks during the summer months.
- CDI 2.5 Install dog clean up station at the park and/or consider using fencing to create an off-leash area for dogs.
- CDI 2.6 Create a new annual signature community event. One idea is to look into your past to see if there is interest in reviving a formerly significant annual event (e.g. “Kootenai Days”).
- CDI 2.7 Encourage a small café or coffee shop near the McGhee Road and 2<sup>nd</sup> Ave. intersection to serve both employees and residents in the immediate area.
- CDI 2.8 Consider developing a farmer’s market at the park or within the Highway 200 corridor.
- CDI 2.9 See if there is anything the community can do to support the development of a new Bonner County Museum in Kootenai on the south side of Highway 200. Note: at the time of the community review, the historical society did not have the funding nor were they raising funds for this project.
- CDI 2.10 Consider adopting basic design standards for commercial development to make sure any future commercial uses are architecturally compatible with the small town character the people of Kootenai want to protect.
- CDI 2.11 Communicate with existing property owners to explore opportunities to develop a small scale retail commercial or mixed-use project that will be supported by Kootenai residents, future Pend Oreille Bay Trail users, and people driving through on Highway 200. A small amount of commercial development will help achieve the goal of being recognized as a complete community, independent from Ponderay and Sandpoint. It will also provide tax revenue to help maintain and improve the community’s infrastructure and services.

Provided improvements to make the area safer for pedestrian and vehicle traffic could be completed, the development of a new city hall, library, and/or post office on the south side of

Highway 200 would help make it clear that Kootenai is an incorporated municipality with its own identity and history.

**CDI Opportunity Area 3: Pursue community goals by tapping into one of your most significant assets: the school**

*Recommendations*

- CDI 3.1 Look for ways the community and school can help each other achieve goals. How can the community better support the school? How can the school better support the community?
- CDI 3.2 Consider forming a youth advisory council (as a way to engage young people in high school).
- CDI 3.3 Consider encouraging a small scale retail business near school (e.g. coffee shop) or invite mobile vendors to locate there.

**CDI Opportunity Area 4: Keep residents and businesses informed and engaged**

*Recommendations*

- CDI 4.1 Increase use of the City of Kootenai Facebook page to communicate information about events, community projects, and volunteer opportunities.
- CDI 4.2 Increase outreach to Ponder Point and Whiskey Jack. Include these County residents in projects and events happening in Kootenai. Actively seek their ideas and participation.
- CDI 4.3• To increase volunteerism, the visiting team encourages the City of Kootenai and community organizations to consider these general principles related to volunteer recruitment and development:
  - ASK people to volunteer.
  - Ask volunteers to contribute for a specific project for a finite period of time. When this time period ends, ask them if they would like to continue volunteering.
  - Make the role of volunteers clear.
  - Celebrate accomplishments.
  - Encourage volunteers to contribute their ideas.
  - Thank people for their efforts.
  - Never underestimate the power of food to bring people together.
- CDI 4.4 If it does not have one, the City should consider creating a quarterly or bi-monthly newsletter to help keep residents informed about City and community initiatives.
- CDI 4.5 Create an annual volunteer appreciation potluck dinner or other event.
- CDI 4.6 See ED 3.1 regarding the creation of a City (or community) website.

**CDI Opportunity Area 5: Encouraging pride in property ownership.** In general, our recommendations on this topic focus on promoting community norms and providing support (carrots) as opposed to a focus on regulation and enforcement (sticks).

### *Recommendations*

- CDI 5.1 Seek to understand the barriers that prevent better property maintenance, then work to reduce the barriers.
- CDI 5.2 The community should work with the property owners to determine if there's anything that can be done to encourage either rehabilitation or demolition of the boarded-up, apparently vacant, homes on the north side of Railroad Avenue.
- CDI 5.3 Develop strategies that reinforce the message that taking care of our properties and public areas is the norm in Kootenai. In other words, encourage the behavior you want rather than focusing on what you don't want. One way to do this is to invite residents to publicly pledge to take care of their properties.
- CDI 5.4 Publicize existing government and nonprofit programs and financing opportunities related to home renovation and energy conservation.
- CDI 5.5 If such a program does not exist, engage community organizations and businesses to create an annual "Clean-up Kootenai" program that would use donated trucks to haul debris to the landfill once or twice a year (e.g., spring and fall).
- CDI 5.6 An innovative approach to promoting community beautification might be the creation of a Pay to Play Booster Club. Instead of giving contributions directly to youth groups and service clubs, individuals and businesses would divert those donations to a pooled fund. Donors to the pooled fund would then create a list of clean up and beautification projects in the community with a dollar amount tied to the successful completion of each project. Instead of asking for handouts, groups seeking funds would work for their donation. This effort not only leverages community resources but instills a sense of community service and pride.
- CDI 5.7 Create an annual community yard sale.
- CDI 5.8 Create a 'paint the town' project that provides volunteer labor to help seniors and others on limited incomes paint their homes or complete minor improvement projects. Typically, a company, church, or club adopts a specific house. Even if the program completed only one house per year, it would make a big difference over time.
- CDI 5.9 Use a website or a Facebook page to facilitate buying and selling of unneeded items between residents.
- CDI 5.10 Create a community thrift store. Such an enterprise can raise funds for a nonprofit organization.

- CDI 5.11 Review existing code requirements related to long-term outdoor storage of cars and other items and modify if needed. Pursue enforcement where warranted to reduce public health concerns and fire hazards.
- CDI 5.12 Improved maintenance of public, quasi-public, and commercial buildings will inspire homeowners to improve their properties.
- CDI 5.13 Create an award program to recognize the “most improved” residential and commercial properties in the community.
- CDI 5.14 Review city ordinances and enforcement procedures related to property maintenance and outdoor storage. Amend if appropriate.

## Community Design and Identity Resources

Idaho Commission on the Arts (ICA) provides assistance and grants for a variety of arts-related projects. They also support the development of arts organizations. Go to <http://www.arts.idaho.gov/>. Michelle Coleman, Community Development Director, 208-334-2119, [michelle.coleman@arts.idaho.gov](mailto:michelle.coleman@arts.idaho.gov).

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

The Idaho Humanities Council provides grant funding for projects and events related to history, culture, and identity. The Council can also provide information regarding funding from the National Endowment for the Humanities. Go to [www.idahohumanities.org](http://www.idahohumanities.org). 208-345-5346.

Idaho State Historical Society’s Community Enhancement grants can fund interpretive signage, brochures, and history-related audio and video projects. Go to <http://history.idaho.gov/community-enhancement-grants>. Keith Peterson, [keith.peterson@history.idaho.gov](mailto:keith.peterson@history.idaho.gov), 208.882.1540.

Tourism Cares is a non-profit offering grants and technical assistance for the preservation, conservation and restoration of cultural and historic sites and visitor education. Go to <http://www.tourismcares.org/>.

Some communities have used New Markets Tax Credits to rehabilitate historic buildings, which then become the cornerstones of their downtowns. In Idaho, New Market Tax Credits are administered by the Montana Community Development Corporation. Go to <http://mtcdc.org/loans/new-markets-tax-credits/>. Contact Dave Glaser, 406-728-9234 ext. 211, [daveg@mtcdc.org](mailto:daveg@mtcdc.org).

Idaho State Parks and Recreation offers grants for recreation projects, particularly if they are multipurpose and attract multiple audiences. Go to <http://parksandrecreation.idaho.gov.aspx>. They also offer grants to communities looking to develop RV facilities. Go to <http://parksandrecreation.idaho.gov/idaho-recreational-vehicle-rv-program>. Contact Jennifer Park, [jennifer.park@idpr.idaho.gov](mailto:jennifer.park@idpr.idaho.gov), 208-525-7121.

KaBOOM is a non-profit dedicated to the construction of parks and playgrounds. Go to <http://kaboom.org/>.

Several Idaho communities are showing family-friendly movies in city parks and downtowns. The City of Lapwai ([www.cityoflapwai.com](http://www.cityoflapwai.com)) and Meridian are ([www.meridiancity.org](http://www.meridiancity.org)) are two examples.

Major League Baseball's Baseball Tomorrow Fund assists communities developing playing fields and provides uniform and equipment to schools and youth baseball organizations. Go to [http://web.mlbcommunity.org/index.jsp?content=programs&program=baseball\\_tomorrow\\_fund](http://web.mlbcommunity.org/index.jsp?content=programs&program=baseball_tomorrow_fund).

The Saucony Run For Good Foundation supports programs promoting activity and healthy lifestyles for youth. Go to <http://www.sauconyrunforgood.com/>.

The American Medical Association's Healthy Living Grant Program supports grassroots health education programs to develop school and community-based solutions to behavioral health challenges. Go to <http://www.ama-assn.org/ama/pub/about-ama/ama-foundation/our-programs/public-health/healthy-living-grants.page>.

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

Meadows Valley Exchange is a free on-line resource created by the people of New Meadows, ID and surrounding area devoted to connecting people with those who can fulfill their needs. It's used to communicate information about employment, housing, things to trade/buy/sell, volunteer opportunities, and community events. Go to <http://mvexchange.org/>.

The National Coalition for Dialogue & Deliberation (NCDD) promotes the use of dialogue, deliberation, and other innovative group processes to help people come together across differences to tackle challenging problems. An impressive variety of resources are available for download at their website. <http://ncdd.org/>, 717-243-5144, [info@ncdd.org](mailto:info@ncdd.org).

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

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

publications related to community leadership and development). Go to <http://www.heartlandcenter.info/publications.htm>, 800-927-1115.

HomeTown Competitiveness is a joint project of the Nebraska Community Foundation, the Heartland Center for Leadership Development and the RUPRI Center for Rural Entrepreneurship. Started in 2002, HTC's community development strategy focuses on four pillars: (1) Developing Local Leadership, (2) Increasing Community Philanthropy, (3) Energizing Entrepreneurs, and (4) Engaging Youth. Go to <http://htccommunity.whhive.com> for additional resources and contact information.

The Orton Family Foundation shares information, best practices, and tools on citizen-driven planning and public participation in rural communities. Stewarding the Future of Our Communities: Case Studies in Sustaining Community Engagement and Planning in America's Small Cities and Towns is one recent publication. Go to [http://www.orton.org/resources/stewardship\\_study](http://www.orton.org/resources/stewardship_study).

True West: Authentic Development Patterns for Small Towns and Rural Areas by Christopher Duerksen and James Van Hemert. Published by the American Planning Association ([www.planning.org](http://www.planning.org))

Idaho Nonprofit Center provides education and networking opportunities to nonprofit organizations on a variety of issues, including organizational development, fundraising, and collaboration. Go to [www.idahononprofits.org](http://www.idahononprofits.org).

Idaho National Laboratory's Community Donations. Idaho National Laboratory (INL), on behalf of corporate funds provided by Battelle Energy Alliance, funds philanthropic projects from nonprofit agencies that focus on health and human services, disadvantaged youth, environmental projects, civic affairs, or culture and the arts. Go to <https://www.inl.gov/inl-initiatives/community-outreach/>.

Karma for Cara Foundation has a microgrant program that encourages kids 18 and under to apply for funds between \$250 and \$1,000 to complete service projects in their communities. Whether it is turning a vacant lot into a community garden, rebuilding a school playground or helping senior citizens get their homes ready for winter, we want to hear what project you're passionate about. Go to <http://karmaforcara.org/get-involved/apply-for-a-microgrant/>.

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

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

[www.wix.com](http://www.wix.com) is an easy to use on-line website builder. There are free and paid subscription options.

## **PART V                      FINAL THOUGHTS & NEXT STEPS**

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

### **Becoming an Entrepreneurial Community**

Entrepreneurial communities engage all ages and social groups in community improvement efforts. Likewise, your success will likely hinge on involving a diverse and representative group of community members to take stock of local assets, gain an understanding of *what is* driving and *what can* drive the area's economy, create a shared community vision, and develop teams to focus on various aspects of that vision.

Many of the opportunities and recommendations described in this report will help Kootenai become more entrepreneurial. For overall guidance and assistance with this process, the visiting team encourages the communities to give special consideration to the recommendations and resources identified in the Economic Development focus area.

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

### **Community Coaching for Grassroots Action**

University of Idaho Extension faculty are available to work with Kootenai residents and leaders to get organized to implement community review recommendations by bringing a cross-section of the community together to identify assets, deepen understanding of economic drivers, conditions, and possibilities, create a vision, develop teams, and take action. The program, Community Coaching for Grassroots Action, is designed to build leadership capacity while establishing and moving toward shared goals for the community. The brochure for this program is included as Appendix F. More information may be found at: <http://cd.extension.uidaho.edu/leadership/index.php>. Contact Lorie Higgins, 208-669-1480 or [higgins@uidaho.edu](mailto:higgins@uidaho.edu).



## Why it Matters

Funding from government agencies and non-government organizations from outside the community is often needed to accomplish larger-scale community and economic development goals. As all Idaho communities know firsthand, the amount of funding for public facilities and infrastructure is limited while the needs (and competition for funds) are ever increasing. Funding applications that result from the use of the positive, inclusive, agreement-seeking tools and principles identified



in this report are more likely to be approved than applications from other communities that do not benefit from the same level of broad support. In other words, using inspiring planning and project development processes will mobilize resources within the community and generate greater support from outside the community.

## A Final Recommendation

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

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

## **A Last Word.... for Now**

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

### **Top Ten Attributes of Successful Communities**

#### **1. Evidence of an inclusive culture**

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

#### **2. Invest in the future – built to last!**

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

#### **3. Participatory approach to decision making**

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

#### **4. Creatively build new economic opportunities**

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

#### **5. Support local businesses**

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

#### **6. Deliberate transition of power to new leaders**

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

#### **7. Strong belief in and support for education**

Good schools are the norm and centers of community activity.

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

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

**9. Willingness to seek help from the outside**

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

**10. Communities and regions are self-reliant**

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

## **APPENDICES**

**Appendix A: City of Kootenai Community Review Application**

**Appendix B: Biographical and Contact Information for the Kootenai Community Review Visiting Team Members**

**Appendix C: Documentation of In-Kind Value**

**Appendix D: Master Schedule and Detailed Itinerary for Each Focus Area**

**Appendix E: Community Survey Form and Results**

**Appendix F: Community Coaching for Grassroots Action brochure**

## Appendix A: City of Kootenai Community Review Application

# Idaho Community Review Application

## A Community Visitation Program

Offered in Partnership by the

Association of Idaho Cities, Idaho Department of Commerce, Idaho Transportation Department, Idaho Housing & Finance Association, U.S. Department of Housing & Urban Development, Idaho National Laboratory, University of Idaho, U.S. Department of Agriculture – Rural Development, and Idaho Rural Partnership

Please submit answers to the following questions. Cities with populations under 10,000 are eligible to apply. Complete applications must be postmarked or received via email by 5:00 pm, April 17, 2015. Our mailing address is 1090 E. Watertower Street Ste. 100, Meridian, ID 83642. Send applications electronically to [jon@clearstorystudios.com](mailto:jon@clearstorystudios.com) and [mike.field@irp.idaho.gov](mailto:mike.field@irp.idaho.gov). Call 208-332-1730 with questions.

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

- Provide mailing labels for the selected households for the purpose of mailing the pre-review community survey.
- Arrange for large and small group meeting sites throughout the Review with community leaders and citizens.
- Appoint a home team leader for each of the Community Review focus areas (economic development + two other areas selected by the community) who will work with the visiting team leaders to plan and coordinate the Community Review.
- Appoint a home team leader to coordinate the Listening Sessions. This is a critically important role; the ideal leader is someone known to and respected by everyone, a natural connector and networker comfortable in a wide range of social settings. We encourage the home team Listening Session leader to reach out to individuals in the various stakeholder groups early in the planning process; this helps increase participation in listening sessions, which in turn adds value to session results. **Please Note:** Listening Session stakeholders must reflect a broad cross-section of all residents to make best use of this investment. The value of information gained depends on the diversity of opinions and perspectives we sample.
- Participate in weekly planning meetings starting two and a half months prior to the Review.
- Arrange community tours and meeting agendas in the three focus areas you identify.
- Pay for postage for the pre-review community survey, group transportation during the community tours, and all team meals. Many communities have partnered with businesses, school districts, and civic groups to share postage, transportation, and meal costs)
- Assign a community member to work with the Executive Director of the Idaho Rural Partnership to help identify businesses within the community that can be approached by the Executive Director to help pay for the IRP costs associated with conducting a Community Review. Additional information about funding is provided in the “Funding” section on page three of this document.

- Suggest lodging locations for the visiting team and supply related information. Ideally, visiting team members will have the option to stay in the community so as to be close to the action and spend our money at local businesses.
- Publicize the Community Review to maximize community participation; we cannot stress this enough...the value of this process to your community is directly proportional to local stakeholder participation. Greater participation in this process often translates into broader support for follow-up efforts to move recommendations into reality.
- Assist with collection of background information and data prior to the Community Review.
- Designate at least two community members to facilitate the follow-up process.

Community: City of Kootenai  
 Main Contact Person: Mayor Mike Keough;  
 Secondary Contact: Lisa Ailport, AICP City Planner; 208-265-4629  
 lailport@ruenyeager.com  
 Address/City/State/Zip: P.O Box 566, Kootenai, Idaho 83840  
 Phone, Fax, Email: 208-265-2431, mayormike@nctv.com

**Economic development** is a required focus area for all Community Reviews. Circle or write-in two other focus areas your community has tentatively selected for emphasis. Focus areas might include some combination of the following:

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

Other Focus Area(s): \_\_\_\_\_

**Please briefly describe the process used to select your focus areas:** In essence the City of Kootenai is in flux, we have in the past been a bedroom community to our neighboring cities. However, we are now jumping into a mix of economic development, planning for future uses and improving our existing infrastructure, including transportation systems to handle the growth that is inevitable in the coming years. For example, the former Coldwater Creek facility is in transition from its original ±300,000 square foot campus that supported the Coldwater Creek administrative offices, into a new campus comprising other anchor business that support the local



economy. In addition, the largest of the four buildings, known as the “High-Bay Building” holds some of the most promising opportunities to accommodate a number of businesses, but with little understanding of the economic situation in Kootenai, the City is unsure how to assist any new developers with the site.

Another example of flux the city is experiencing, is the development of a citywide bicycle and pedestrian plan that will look to provide amenities to support a very active group of residents and visitors alike. We know that once this plan is adopted, the impacts of opportunities will happen almost immediately, but understanding the all of the opportunities will help prepare the City for addressing problems or hot spots and/or where to change land uses to support a new community of uses.

The City desperately needs assistance to help accommodate the changing and fluctuating pressures that are currently and enviably will happen. Focusing on transportation, infrastructure, community design and Economic Development will help give the focus that the City needs to move forward into the future with a collective resolve that we are giving the citizens and visitors alike the best experience when coming to Kootenai.

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

1. Lisa Ailport, AICP City Planner; 208-265-4629 [lailport@ruenyeager.com](mailto:lailport@ruenyeager.com) 219 Pine Street, Sandpoint Idaho 83864
2. Mike Keough, Mayor of Kootenai P.O. Box 566 Kootenai, Idaho 83840
2. Susan Kiebert, Bonner County Area Transportation Team 231 N. 3<sup>rd</sup> Ave, Suite 108 Sandpoint, Idaho 83864

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

**1.) Economic Development: Community vision for build-out of the Downtown Commercial District.**

The City has identified within their Comprehensive Plan and current zoning regulations the need to “create” a downtown commercial district. The City lacks a true downtown area where civic and commercial areas coexist. Currently the City provides for the majority of its commercial core along the west city boundary, and the majority of the existing and future residential areas are located east and north of the Highway 200. There are limited sidewalks within the city and nearly none in the commercial areas, thus, fragmenting the residential community from the commercial businesses. Likely because of this, the typical business that comes to Kootenai serves clientele from outside the city or those customers who have access to a vehicle to drive to conduct business within city limits (Figure II-E4 Kootenai Comprehensive Plan).

Within the comprehensive plan, the City has identified the need for more business opportunities that provide services to the local community (III-J Economic Development, Goal 1 Policy 1). As a means to implement the goals and policies within the comprehensive plan the City adopted in November of 2013 a location and zoning district for a downtown commercial district. The area can be generally described property located north and south of Highway 200. *“The downtown commercial District provides land use and development standards suitable for a pedestrian-oriented mix of commercial uses, including small scale retail, restaurants and professional services in support of the “downtown” commercial center... (§17-1 purpose, KZC).*

The properties north of Highway 200 within the commercial zoning area include some existing retail businesses, such as a gas station, vehicle repair business, heating and cooling business, two storage facilities and limited food service businesses. Opportunities for new business and “infill” in this area are high, but would likely occur within existing buildings. It’s not probable to consider new buildings or redevelopment in this area unless economic pressures are lucrative enough to attract investors.

However, commercially zoned properties south of the highway provide for some of the greatest opportunity since they are large undeveloped commercial properties. The commercial properties total approximately 13-acres and have some of the greatest focus for the City of Kootenai because the undeveloped tracts of land provide the best opportunity for creating the feel of a downtown and a sense of “place,” in Kootenai.

With the Community Review process, the City of Kootenai would like to engage in a public visioning process that looks at the economic benefits to a downtown corridor build-out along Highway 200. In a perfect world an end result of this process would be to understand which “target” businesses the City would encourage to develop in the area or funding opportunities to encourage business to these properties. In addition, the city would like to learn the type of public improvements would be necessary to help connect the residences of Kootenai to the commercial area.

## **2.) Economic benefit analysis of the Pend d’Oreille Bay Trail in Kootenai and Economic Recovery of the former Coldwater Creek Campus.**

### *PEND D’OREILLE BAY TRAIL*

The Pend d’Oreille Bay Trail (POBT) is a regional trail system that connects the adjacent cities of Ponderay, and Sandpoint to the City of Kootenai and portions of Bonner County, Idaho.

In 2010 the City signed a resolution that supported a conceptual trail plan that showed a community trail system beginning in Sandpoint and ending in Kootenai (see attached POBT concept plan). Subsequently, since adoption of the resolution, private property for the trail system has been purchased by the cities of Sandpoint and Ponderay. Potential trail areas in Kootenai are conceptual, but now through consortium of local officials and stakeholders, a master planning effort for the trail system is underway. This means that potentially a trailhead,



trail and associated facilities will be designed for properties in Kootenai. The property currently slated for this is located in the downtown commercial district.

The City would like to understand the economic benefit to the trail system being located in the City and potentially how the trail system will interact with local businesses and integrate with downtown" vision.

#### *FORMER COLDWATER CREEK CAMPUS*

In 2014, Coldwater Creek Inc (CWC), filed for bankruptcy and closed the campus in Kootenai forever. The existing facility comprised some four buildings and ±300,000 square feet of office space. Since the closure, the largest of the four buildings has remained vacant and unsold. This building comprised the largest area, approximately ±220,000 square feet. The void that Coldwater Creek left when the company closed in Kootenai is felt through-out the entire region, but the true understanding of the economic loss in Kootenai is unknown. It would be beneficial for the visiting team to help the city asses those economic losses and what economic strategies can be employed between the city and future owner of the property to entice new businesses into the City.

#### *COMMUNITY IDENTITY*

As is evident with the attached Seattle Times article, published in January of this year which summarizes the CWC closure, it does not reference the City of Kootenai as an affected city. Rather, the article focuses on the effect of the closure on Sandpoint. With the CWC facility having been established in the Kootenai for 15-20 years, the telling sign from this article is that main stream media, alongside many of the residents in our area doesn't know "where" Kootenai is! Having a clear community identity critical for investments in Kootenai to benefit homeowners and business owners who come to our city.

### **3.) Hwy 200 infrastructure improvements near the Downtown Commercial District.**

The State of Idaho Transportation Department and the City of Kootenai are beginning discussions of Highway 200 improvements through the City of Kootenai. The purpose of the discussions is primarily safety which includes an understanding for highway access to existing and undeveloped commercial properties. The City of Kootenai has identified in the 2011 comprehensive update that improved local infrastructure is a key area of implementation in order to retain and attract new commercial and light industrial development.

The initial discussions with the Idaho Transportation Department didn't lead to any proposed alignment changes or identified specific improvements or even timings for any improvements. With Highway 200 acting as a main street for the city and commercial development and a community trail being developed along the south-side of the highway and a residential community along the north-side of the highway is it vital that ITD be an active participant in laying out future improvements to the highway system.

The City of Kootenai would like to learn from the visiting team members what suggestions and impacts improvements to the Highway can have on the city economics and community identity. We would be hopeful that any suggestions and/or renderings of future road way design could be leveraged with the state to get funding for future Highway 200 improvements.

**What are your community's intentions or plans with respect to prioritizing and taking action on the recommendations provided by the Community Review? What individuals and/or organizations in your community can provide the necessary leadership going forward?**

What the City hopes is to implement any of the suggestions with direction from the visiting team as to the best method for implementation. For example, if the review provided action through resolution, code amendments or supplementing the comprehensive plan where it's needed the city will look to complete those documents.

In addition, if recommendations are adoptable as a plan, the city will look to leverage those suggestions and/or plans with any grant and state funding. In short, where the city can implement suggestion, we will.

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

The City of Kootenai engaged in an update the City's comprehensive plan in 2010 and finalized the update in 2011 (see attached). Shortly after adoption of the plan, the City began developing updates to the zoning ordinance. After several years in the planning process, on November 15, 2013 a new unified zoning code was adopted. Since adoption the City is now looking to their new code and comprehensive plan for other areas they can start implementing, specifically the Highway 200 corridor/downtown improvement area.

The new zoning code highlights more urban commercial standards that now require improvements for subdivision, commercial and industrial pursuits and multifamily pursuits where it may have been absent prior. These improvements encompass standards such as landscaping, paved sidewalks for new construction, stricter road and stormwater standards and more detailed parking and circulation standards. These standards seek to enhance the overall look of Kootenai, but more specifically the commercial area (see attached photos).

**Every community we visit faces challenges involving disconnects or conflict among groups. We understand this, and we aren't interested in taking sides or judging. Please identify (in general terms) any recent or anticipated controversies involving local leadership or civic organizations that have a bearing on this Review. Are there any issues that might limit local participation or implementation of the Review or resulting recommendations? How might they be addressed during the Review? We can discuss details later.**



### **Mindsets -**

The biggest issue that Kootenai sees as being a hurdle is mainly a matter of mindset. Sandpoint, the largest city in Bonner County, for a number of years has been the focus of the majority of planning efforts, LHTAC funding and grant opportunities. For these reasons, many of the smaller communities that surround Sandpoint feel they lack a voice when it comes to larger regional planning efforts. Mainly because the smaller communities lack the resources to put together grant applications or the expertise in finding funding opportunities.

The City of Kootenai has overlooked this hurdle and after 100 years of existence has stepped into an effort of proactive planning. Instead of being driven by the business who choose Kootenai or developers who want cheap land, the city is proactively looking for opportunities to seek out development that fits Kootenai new land use codes and design standards and that will be “good” for Kootenai’s already existing residential communities. The city now looks to the future for ideas on how to proactively take charge of development within the city and grow the way Kootenai has envisioned itself.

**Anticipated controversies -** The city recognizes that an anticipated controversy may come from the established commercial and industrial properties directly to the west of the proposed downtown commercial district. Lignetics, an existing industrial manufacture has a large stockpile of sawdust that varies in size and bulk depending upon market supply and demand. This area may be a point of sensitivity that has to be recognized when looking at the adjacent property for future growth and development.

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

The City would like the visiting team to view the Hwy 200 corridor through Kootenai, as well as spend some time visiting our existing commercial district along McGhee Road. It could be helpful for the visiting team to understand how the city's primary existing commercial area is laid out and learn how the new changes to the commercial development standards were created to enhance the commercial properties in Kootenai.

Currently within the city limits there are two large scale businesses that the visiting team may be interested in visiting. The first is the Lighthouse, Inc’s. which has taken over the one of the former CWC buildings. The business moved its administrative offices to the former CWC administrative building. Since little is known on how the move has affected business, it would be a good company to meet with while visiting.

The second location in the Kootenai city limits is a large scale industrial company known as Lignetics of Idaho. Lignetics is located south of Highway 200 and McGhee Road and compasses ±20-acres of industrial zoned property within the city limits. The visiting team may be interested

in seeing the location of these two areas as it relates to the area designated as the “downtown” commercial district (see controversy conversation noted above).

Next, it may be of importance for the visiting team to meet with Lew Patrick, of Lew Patrick Properties. It has been rumored that he recently purchased three of the four remaining CWC building, including the High-bay Building. Mr. Patrick also owns the Sandpoint Storage property, located along the east boundary of the city and the largest portion of property within the Downtown Commercial zone. The City knows little of what Mr. Patrick has planned for these properties and buildings, but the impact can be huge if a good working relationship can be retained between both the City and the developer.

Lastly, the visiting team may also find it worth meeting with some of the smaller local commercial business owners, specifically those that front on or directly access off of Highway 200. Meeting initially with these owners may give the visiting team some perspective on the “unknown” issues that the city has yet to learn. If selected as a community reviewing community, the city will reach out to several business owners and try to arrange an informal meeting at city hall with whom the visiting team can engage and interact.

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

In the last five years the City of Kootenai has adopted a new comprehensive plan (2011) and a unified zoning code (2013). In addition to these two projects, the city has approved two subdivision applications for residential subdivision (McGhee Court 1<sup>ST</sup> Addition, Seven Sisters).

A comprehensive bike and pedestrian plan is being finalized and will hopefully be adopted within the 2015 calendar year.

Also, it is anticipated that the Friends of the Pend d’Oreille Bay trail will look to have the city adopt the master planning effort for the Pend d’Oreille Bay trail that will likely be completed this year.

**Community support. Briefly describe major community funding initiatives (fundraisers, levies and/or bond elections) in the past five years, including outcomes.**

#### **Levy increase**

The City of Kootenai will have an election on May 19, 2015 to discover if the residents will support an increase to the current levy rate. As it stands right now, Kootenai has the fourth lowest levy rates in the state. If approved by votes, the levy rate will increase from .000418801 to .000837602, resulting in an increase in tax revenue for the city of ±\$26,000 dollars, bringing the total tax revenue to ±\$56,000.

#### **Regionally Supported Projects**

##### SPOT

The city would like to highlight regionally the four communities, comprising (from west to east) the City of Dover, Sandpoint, Ponderay and Kootenai, pooled?? resources, funding and personnel to help start up the locally managed free public transit system known as the Selkirks Pend Oreille Transit or SPOT as it's more commonly known.. The regional planning effort began in 2009 and Kootenai became a stakeholder in 2010 when the city provided input on budget, routes, designated bus stop locations and personnel needs. A Memorandum of Understanding (MOU) was signed in the Spring of 2011 by the aforementioned cities. SPOT started "rolling" on June 13, 2011. Below is a quick summary of the SPOT program, taken from the SPOTbus.org website.

*"SPOT stands for Selkirks – Pend Oreille Transit, a not-for-profit collaborative venture between the cities of Dover, Sandpoint, Ponderay and Kootenai that provides reliable, efficient and FREE public bus service. You should get on the SPOT!"*

*SPOT is overseen by a volunteer committee, the Bonner Transportation Team. System manager is Marion Johnson. Operational offices for SPOT are in Dover, Idaho."*

### Pend d'Oreille Bay Trail

The city has supported the Pend d'Oreille Bay (POBT) trail for approximately 10 years when a focus group was formalized by the City of Sandpoint. After receiving an environmental grant to study brown fields in the trail area Kootenai, along with the four cities, the County and the Army Corp of Engineers signed a memorandum of understanding with the Department of Environmental Quality.

The city of Kootenai then adopted by resolution the concept plan in 2010 (see included). Since the adoption of the concept plan, the Friends of the POBT, a non-profit 501(c)(3) has received some grant/monies to be used as regional planning dollars for master planning efforts on the trail. The city has a voice on the master planning committee wherein a consultant has been hired to help design a master plan for the trail system. The "Friends" have received approximately \$50,000 dollars for this plan.

It is hopeful with the completion of the master plan that the city can then look for funding opportunities to help implement the master planning efforts (see pobtrail.org for more detail information about the trail)

### **Locally**

#### Community Choice Award- Technical Assistance Program

The Idaho Transportation Department created the technical assistance program dedicated to aiding communities with limited resources to identify methods to improve their local street conditions. The City of Kootenai received a grant to determine how best to fill gaps in existing infrastructure and make safer those areas in and around Kootenai Bay Road and SH-200. In addition to the specific school area, the community also sought a citywide bicycle and pedestrian



plan that addresses access and safety to transit stops and the numerous public activity sites attracting such user groups through a complete streets lens. Finally the project provided comments on existing stormwater facilities and plans as they pertain to improving pedestrian and bicycle services.

### Small-scaled projects

The city of Kootenai is a small community comprised of approximately 729 residents, according to the 2012 census data. What the city has for community support typically comes in the form of a non-profit group providing in-kind or fundraising opportunities for site-specific projects that are generally approved or supported by the council. Below is a summary of such projects.

- The Kiwanis Club held their fundraiser and donated approximately \$10,000 for playground equipment that was installed on city property in 2008.
- The Safe Routes To School coordinator in 2009, with support by the City, raised funds through a grant application to help construct a paved community trail system in 2013 that connected a subdivision that was segregated by a small strip of land between the subdivision and the elementary school. Approximate cost for completion was just under \$10,000.00.
- The school district received a grant to help install a community garden on school grounds. The intent of the garden was to aid in educating the children on food and food production. The garden was installed in 2012.
- The city sought and received an Arbor Day grant in 2012 and 2013 from the Idaho Nursery and Landscape Association, Plant Idaho campaign. Those funds were utilized to replace dead trees around the elementary school in 2012 and begin a small park area at the north end of the new Safe Routes to School trail. The city was awarded \$300.00 for each grant year.

We ask that communities participating in the Review process provide brief updates on an annual basis for three years following the Review. These updates will share progress the community has made as either a direct or indirect result of a Community Review. IRP will use the information to help future visiting team members adjust their discussions and presentations to better meet the needs of participating communities. This information also helps the partnering agencies and organizations measure the impact of Reviews and demonstrate how resources and investments are leveraged through the process. The information is also shared with our funding entities to show the impact their contributions are making to improve the economic and social conditions in rural Idaho communities. This is critical to maintain support for our work in rural Idaho.

Which month do you prefer for your Community Review?

**September 2015**

June 2016

March 2016

September 2016

Mayor's Signature: \_\_\_\_\_



Date: \_\_\_\_\_



Please complete this application by 4/17/15 and return to:  
**Idaho Rural Partnership**  
1090 E. Watertower Street Ste. 100, Meridian, ID 83642 -- (208) 332-1730  
or email to [mike.field@irp.idaho.gov](mailto:mike.field@irp.idaho.gov) and [jon@clearstorystudios.com](mailto:jon@clearstorystudios.com)

## **Appendix B: Biographical and Contact Information for the Kootenai Community Review Visiting Team Members**

### Economic Development Focus Area

NANCY MABILE (Focus Area Leader)  
Economic Development Specialist  
Panhandle Area Council—North Idaho EDC  
11100 N. Airport Drive  
Hayden, ID 83835  
Office: 208-772-0584, ext. 3014  
nmabile@pacni.org  
www.pacni.org

Nancy has been employed with Panhandle Area Council for 23 years. Her current responsibilities include providing assistance to communities and special districts in assessing economic needs, developing strategies, and identifying goals. With extensive experience in providing guidance regarding compliance with state and federal regulations and coordinating and collaborating with public and private entities, her current funding rate for grant projects is 100%. She also prepares the region's Comprehensive Economic Development Strategy (CEDS). Nancy is the past Chairman of the Post Falls Urban Renewal Agency and past Administrator of the Spirit Lake Urban Renewal Agency. She has received recognition and awards from federal, state and local governments for her work with local communities in community and economic development.

MICHELLE NOORDAM  
Business Program Specialist  
USDA-Rural Development  
7830 Meadowlark Way, Suite C3  
Coeur d'Alene, ID 83815  
Office: 208-209-4360  
michelle.noordam@id.usda.gov

Michelle is a Business Programs Specialist for USDA Rural Development. Michelle has been with the Agency for 14 years and has been in her current position for 2 years. Prior to working for USDA, Michelle was an adjunct instructor at North Idaho College, Business and Professional Programs Department. She also spent a few years working for the Latah Soil and Water Conservation District. Michelle attended the University of Idaho, where she earned undergraduate degrees in Accounting and Agribusiness and a Master's degree in Agricultural Economics.



BRIDGETTE BRADSHAW-FLEER

Manager

Idaho Department of Labor

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208-263-7544, X3923

bridgette.bradshaw-fleer@labor.idaho.gov

Bridgette has worked for the Idaho Department of Labor in North Idaho for 28 years. Prior to relocating to Idaho, she worked in employment services in Oregon. She is a Certified Public Manager with the State of Idaho. Bridgette has a Bachelors degree in interpersonal communications from the University of Montana.

### Transportation and Infrastructure Focus Area

DAVID SIMS

Mayor, City of Bonners Ferry

7232 Main Street

PO Box 149

Bonners Ferry, Idaho 83805

208-267-3105

dsims@bonnersferry.id.gov

David was elected Bonners Ferry Mayor in November 2015. At the time of the Kootenai Community Review, David was the Executive Director of the Boundary County Economic Development Council. David is a lifelong resident of Bonners Ferry, a businessman, a husband, a father of two girls, and an active community member. He has an engineering degree from Rensselaer Polytechnic Institute and over 20 years of management and local business experience. He ran the local John Deere store formerly known as Sims Implement for several years and held several positions at Boundary Trading Company. He was elected to the Bonners Ferry City Council in 2007, and worked as the Assistant City Administrator from 2008-2012. He resigned from that position to become the Director of the Boundary Economic Development Council. He is also the Chairman of the Bonners Ferry Urban Renewal District and is a Boundary County Library Trustee.

JAMIE MILLER

Idaho Transportation Department

ID-200, Clark Fork, ID 83811

208-265-4312

jamie.miller@itd.idaho.gov

Biographical information not available. XXX

## Community Design and Identity Focus Area

DEANNA SMITH (FOCUS AREA LEADER)

Idaho Smart Growth

910 Main Street, Ste. 314

Boise, ID 83702

208-333-8066

deanna@idahosmartgrowth.org

Deanna is a Project Manager for Idaho Smart Growth ([www.idahosmartgrowth.org](http://www.idahosmartgrowth.org)), a statewide non-profit organization whose mission is bringing people together to create great places to live through sensible growth. She holds a Charrette Management and Facilitation Certificate from the National Charrette Institute and has over 30 years experience in community work as a facilitator. Her interest in and experience with development controversy started during her five years as East End Neighborhood Association Board President. Since, she has assisted developers and neighborhoods on many controversial projects.

WALLY JACOBSON

Executive Director

Panhandle Area Council

208-772-0584 x3018

wjacobson@pacni.org

Wally Jacobson is the Executive Director of Panhandle Area Council, Inc. (PAC), a regional focused non-profit company providing Economic Development and Community Development services to the five northern counties of Idaho. Services include: public infrastructure grant writing and financing, economic planning and small business loans. Mr. Jacobson also manages the Entrepreneur Hub (eHub), an 8,000 sq. ft. space for startup and early stage companies.

Prior to PAC, Wally spent twenty-five years working in the domestic and international electric industry. Key assignments included: international business startup/formation (Czech Republic & Netherlands), utility asset valuations (Ukraine & Pakistan), and electric distribution company strategic business planning (Brazil).

Wally enjoys helping entrepreneurs, startups, early staggers explore opportunities and overcome obstacles. Wally is married to Tamara, a successful entrepreneur who operates her own senior care consulting firm and they have three grown children. In the summer, Wally can be found on his boat and in the winter he can be reached at either Schweitzer or Lookout ski areas.

Wally holds a Bachelor of Science degree in Civil Engineering from North Dakota State University and is a graduate of the Certified Trade Specialist Program at the Thunderbird – American Graduate School of International Management.

## Appendix C: Documentation of In-Kind Value

This table was created by Idaho Rural Partnership, 1/31/2017

\$18,202	Direct expenses covered by Idaho Rural Partnership
\$3,250	Direct expenses covered by local employers and community organizations
\$15,104	In-kind contributions of time and travel expenses provided by visiting team members and expenses for the printing of the review report
\$810	In-kind value of report printing by Idaho Transportation Department
\$882	Cost of food provided by City of Kootenai and community review home team
\$38,248	Total, direct expenses + In-kind contributions

## **Appendix D: Master Schedule and Detailed Itinerary for Each Focus Area**

### **Kootenai Community Review Master Schedule Outline September 29–October 1, 2015**

#### **Tuesday, September 29**

- 3:00-4:00 pm**      **Combination bus and walking tour of Kootenai**  
**Depart from Kootenai City Hall, 204 Spokane St.**  
**Please arrive by 2:45 pm**
- 4:30-5:30 pm**      **Home team listening session**  
**Location: Kootenai City Hall**
- 5:30-6:30 pm**      **Dinner**  
**Location: Kootenai City Hall**
- 7:00-8:00 pm**      **Open House**  
**Location: Kootenai Elementary School, 301 Sprague St.**  
**This is an informal opportunity for the home team and other**  
**residents of Kootenai and surrounding areas to share their**  
**experiences, ideas and opinions about Kootenai with**  
**members of the visiting team.**

#### **Wednesday, September 30**

**See the following three pages for individual focus area itineraries**

## **Economic Development Focus Group Itinerary**

### **Wednesday, September 30**

- 7:30-8:30 am      **Breakfast** (continental)  
Location: Bonner Mall (Address is 300 Bonner Mall Way. Located across the street from Days Inn. Go through mall Main Entrance, take an immediate left, we will be meeting in a vacant room there.)  
Also: Free hot breakfast available for team members staying at Days Inn Motel
- 8:45-10:15 am      **Session 1:** Tour and discussion  
Location: Former Coldwater Creek Campus All focus areas. Meet at 130 McGhee Road, Sky Bridge.
- 10:30-Noon      **Session 2:** Sewer, water and stormwater limitations  
Location: [Bonner Mall]  
                         Combined session with Infrastructure/Transportation
- 12:00-12:45 pm      **Lunch**  
Location: Bonner Mall
- 1:00-2:30 pm.      **Session 3:** McGhee Road Business, connectivity and future growth  
Location: [Lighthouse board room?]
- 3:00-4:30      **Session 4:** POBT, Highway 200 future development, Railroad Ave and Seven Sisters  
Location: [Bonner Mall]
- 4:30-5:30      Debrief topics and ideas discussed throughout the day (all focus areas)  
Location: Bonner Mall
- 5:30-6:30      **Dinner**  
Location: Bonner Mall (Pot Roast)
- 6:45-7:15      Tentative: Visiting team de-brief meeting  
Location: Bonner Mall

## **Transportation/Infrastructure Focus Group Itinerary**

### **Wednesday, September 30**

- 7:30-8:30 am      **Breakfast** (continental)  
Location: Bonner Mall (Address is 300 Bonner Mall Way. Located across the street from Days Inn. Go through mall Main Entrance, take an immediate left, we will be meeting in a vacant room there.)  
Also: Free hot breakfast available for team members staying at Days Inn Motel
- 8:45-10:15 am    **Session 1:** Tour and discussion  
Location: Former Coldwater Creek Campus All focus areas. Meet at 130 McGhee Road, Sky Bridge.
- 10:30-Noon        **Session 2:** Water/Waste Water Tour, Stormwater  
Location: Bonner Mall  
Combined session with Economic Development Focus Area  
Tanner- KPSD
- 12:00-12:45 pm   **Lunch**  
Location: Bonner Mall
- 1:00-2:30 pm.    **Session 3:** Street and Thoroughfares McGhee Road Highway 200  
Location: [ITD Office] 30900 Hwy 200, Ponderay ID  
Mayor Kunzman  
ITD Rep
- 3:00-4:30         **Session 4:** Main Street, Ponder Point, Whiskey Jack  
Location: [ITD Office]
- 4:30-5:30         Debrief topics and ideas discussed throughout the day  
(all focus areas)  
Location: Bonner Mall
- 5:30-6:30         **Dinner**  
Location: Bonner Mall (Pot Roast)
- 6:45-7:15         Tentative: Visiting team de-brief meeting  
Location: Bonner Mall

## **Community Design Focus Group Itinerary**

### **Wednesday, September 30**

- 7:30-8:30 am      **Breakfast** (continental)  
Location: Bonner Mall (Address is 300 Bonner Mall Way. Located across the street from Days Inn. Go through mall Main Entrance, take an immediate left, we will be meeting in a vacant room there.)  
Also: Free hot breakfast available for team members staying at Days Inn Motel
- 8:45-10:15 am    **Session 1:** Tour and discussion  
Location: Former Coldwater Creek Campus All focus areas. Meet at 130 McGhee Road, Sky Bridge.
- 10:30-Noon        **Session 2:** Place Opportunities-Kootenai's Downtown  
Location: City Hall Pk.
- 12:00-12:45 pm   **Lunch**  
Location: Bonner Mall
- 1:00-2:30 pm.    **Session 3:** Parks, public spaces and open space  
Location: City Hall Par
- 3:00-4:30         **Session 4:** "Where to hold a Community parade?"  
Location: City Hall Pk.
- 4:30-5:30         Debrief topics and ideas discussed throughout the day  
(all focus areas)  
Location: Bonner Mall
- 5:30-6:30         **Dinner**  
Location: Bonner Mall (Pot Roast)
- 6:45-7:15         Tentative: Visiting team de-brief meeting  
Location: Bonner Mall

**Thursday, October 1**

- 8:00-8:45 am**      **Breakfast**  
**Location: Days Inn Motel (and light snacks served at Bonner Mall)**
- 9:00-11:45 am:**    **Visiting team meetings to prepare presentations**  
**Location: Bonner Mall**
- 12:00-1:00 pm**    **Lunch**  
**Location: Bonner Mall**
- 1:00-4:15 pm**      **Visiting team meetings to prepare presentations (continued)**
- 4:15-5:15 pm**      **Downtime**
- 5:30-6:30 pm**      **Dinner**  
**Location: Bonner Mall**
- 7:00-8:30 pm**      **Community meeting featuring visiting team presentations**  
**Location: Sandpoint Technology Atrium, 130 McGhee Road, follow signage.**



## Appendix E: Community Survey Form and Results

### KOOTENAI COMMUNITY REVIEW SURVEY

This survey is being conducted as part of the Kootenai Community Review happening **September 29<sup>th</sup> - October 1<sup>st</sup>**. Your response will help a team of visiting experts understand issues and opportunities related to economic development, infrastructure, and arts, historic, and recreation resources in Kootenai and Bonner County. Your response is important to us! Results are confidential and will only be reported as totals with no identifying information. Please complete only one survey per household and respond **by September 18<sup>th</sup>**.

**Part 1: Infrastructure:** In this section of the survey, please rate your satisfaction with various public services and infrastructure. Please mark N/A (not applicable) if you do not use or receive a particular service.

**Section A: Urban Area:** Please answer the following for the Urban Area surrounding Kootenai (the cities of Dover, Ponderay, and Sandpoint).

Urban Area	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Quality of local law enforcement	1	2	3	4	5	N/A
2. Quality of Fire Department	1	2	3	4	5	N/A
3. Quality of library	1	2	3	4	5	N/A
4. Quality of K-12 education	1	2	3	4	5	N/A
5. Availability of general health care	1	2	3	4	5	N/A
6. Availability of food bank	1	2	3	4	5	N/A
8. Availability of emergency health care/EMS	1	2	3	4	5	N/A
9. Availability of local arts and cultural opportunities	1	2	3	4	5	N/A
10. Availability of recreation programs	1	2	3	4	5	N/A
11. Availability of drug and alcohol treatment programs	1	2	3	4	5	N/A

**Section B: Kootenai City Limits:** Please answer the following as applied within Kootenai City Limits.

Kootenai City Limits	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
12. Condition of city streets	1	2	3	4	5	N/A
13. Bicycle and pedestrian access	1	2	3	4	5	N/A
14. Availability of sidewalks	1	2	3	4	5	N/A
15. Water services	1	2	3	4	5	N/A
16. Sewage treatment services	1	2	3	4	5	N/A
17. Condition of school facilities	1	2	3	4	5	N/A
18. Availability of day care for children	1	2	3	4	5	N/A
19. Availability of Senior programs	1	2	3	4	5	N/A
20. Availability of drug and alcohol treatment programs	1	2	3	4	5	N/A
21. Availability of high-speed Internet service	1	2	3	4	5	N/A
22. Quality of parks	1	2	3	4	5	N/A
23. Availability of downtown Kootenai	1	2	3	4	5	N/A

**Part 2: Economic Development:** In this section of the survey, please rate your satisfaction with each of the following aspects of your local economy. Please consider only those businesses or services located within Kootenai and Bonner County. Please mark N/A (not applicable) if you are not familiar with a particular service.

Kootenai City Limits	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Appearance of Kootenai	1	2	3	4	5	N/A
2. Availability of local jobs	1	2	3	4	5	N/A
3. Quality of local jobs	1	2	3	4	5	N/A
4. Variety of local businesses	1	2	3	4	5	N/A
5. Level of business involvement in the community	1	2	3	4	5	N/A
6. Variety of goods available in stores	1	2	3	4	5	N/A
7. Housing availability	1	2	3	4	5	N/A
8. Housing quality	1	2	3	4	5	N/A
9. Housing affordability	1	2	3	4	5	N/A

**Part 3: Businesses, Services, and Jobs in Kootenai.** In this section, please tell us how important it is to increase or improve the following businesses, services, and jobs in the Kootenai area.

Kootenai City Limits	Very Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Very Important
1. Youth services and facilities	1	2	3	4	5
2. Retail stores	1	2	3	4	5
3. Professional or personal services	1	2	3	4	5
4. Entertainment and recreation	1	2	3	4	5
5. Availability of fresh fruits and vegetables	1	2	3	4	5
6. Farmer's Market	1	2	3	4	5
7. Visitor information and services. (e.g. lodging)	1	2	3	4	5
8. Developing a downtown Kootenai	1	2	3	4	5
9. Pend d'Oreille Bay Trail	1	2	3	4	5
10. Comment about other types of businesses, services, and jobs:					
_____					
_____					

**Part 4: Community Involvement and Information.** In this section, please tell us how strongly you agree or disagree with each of the following statements.

Kootenai City Limits	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
7. I am willing to invest or volunteer something to improve my community. (e.g. time, money, etc.)					
4. I am satisfied with opportunities to be involved in decisions affecting the care of Kootenai.	1	2	3	4	5
3. I generally find the level of communication between the City of Kootenai and Bonner County.	1	2	3	4	5
6. I am happy with my involvement in community issues and projects.	1	2	3	4	5
3. I would like to be better informed about community issues and projects.	1	2	3	4	5

8. What prevents you from being more involved in the Kootenai community? (check all that apply)

- Lack of time
- Family responsibilities
- I am not asked to become involved.
- I don't know how to become more involved.
- Nothing. I am happy with my level of involvement.
- Other \_\_\_\_\_

9. What prevents you from supporting Kootenai's locally owned businesses more often? (check all that apply)

- Cost
- Local businesses are not open when I need them.
- Services and products I need are not available in Kootenai.
- Lack of parking
- Nothing. Supporting Kootenai's businesses is a high priority to me.
- Other \_\_\_\_\_

**Part 5: Demographics.**

- 1. Where do you live?     Within Kootenai city limits       Outside city limits
- 2. Do you commute to another community to work?       Yes       No  
     Don't work       Retired
- 3. Gender      Male       Female
- 4. Age group      under 25       25-35       36-45  
     46-55       56-65       over 65
- 5. How many years have you lived in Bonner County?       0-10       11-20       21+
- 6. How many years have you lived in Kootenai?       0-10       11-20       21+

**We end with these final questions:**

What is your vision for Kootenai?: \_\_\_\_\_

Best reasons to visit Kootenai: \_\_\_\_\_

Best reasons to move to Kootenai: \_\_\_\_\_

**Thank you!** In the space on the back of this sheet, please describe additional ideas or improvements you think would make Kootenai a better place for residents, businesses, and visitors.

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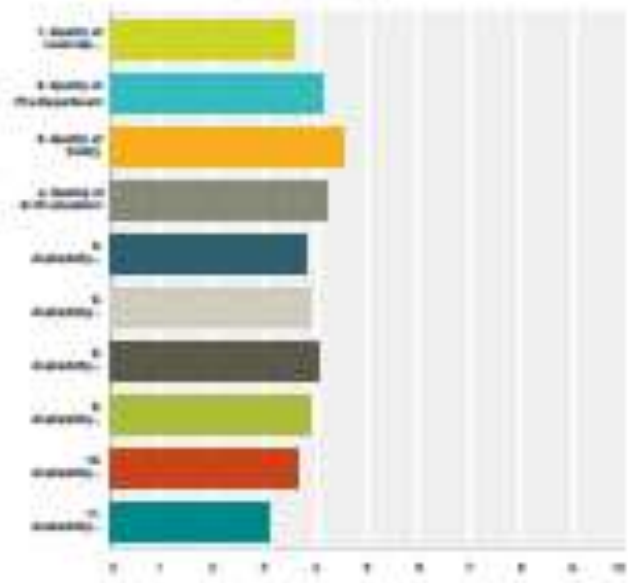


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Section A: Urban Area: Please answer the following for the Urban Area surrounding Kootenai (the cities of Dover, Ponderay, and Sandpoint).

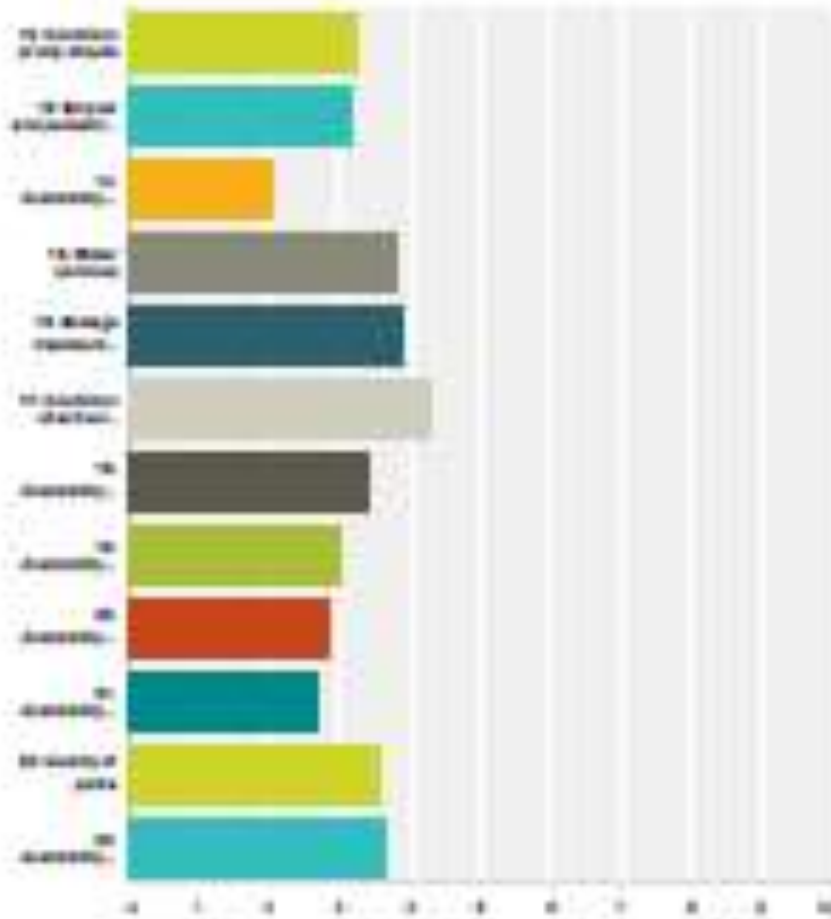


	Highly Dissatisfied	Dissatisfied	Satisfied	Extremely Satisfied	Highly Satisfied	SW	Total	Weighted Average
1. Quality of landscape	0.00%	0.00%	10.00%	0.00%	90.00%	0.00%	10	10.00
2. Quality of the downtown	0.00%	0.00%	20.00%	0.00%	80.00%	0.00%	10	10.00
3. Quality of trails	0.00%	0.00%	10.00%	0.00%	90.00%	0.00%	10	10.00
4. Quality of the transportation	0.00%	0.00%	10.00%	0.00%	90.00%	0.00%	10	10.00
5. Availability of parks	0.00%	0.00%	20.00%	0.00%	80.00%	0.00%	10	10.00
6. Availability of recreation	0.00%	0.00%	40.00%	0.00%	60.00%	0.00%	10	10.00

8. Availability of dining and entertainment	0.00%	0.00%	10.00%	0.00%	90.00%	0.00%	10	10.00
9. Availability of housing	0.00%	0.00%	20.00%	0.00%	80.00%	0.00%	10	10.00
10. Availability of services	0.00%	0.00%	10.00%	0.00%	90.00%	0.00%	10	10.00
11. Availability of safety	0.00%	0.00%	20.00%	0.00%	80.00%	0.00%	10	10.00

**Section B: Kootenai City Limits: Please answer the following as applied within Kootenai City Limits.**

(Amount in \$1000)

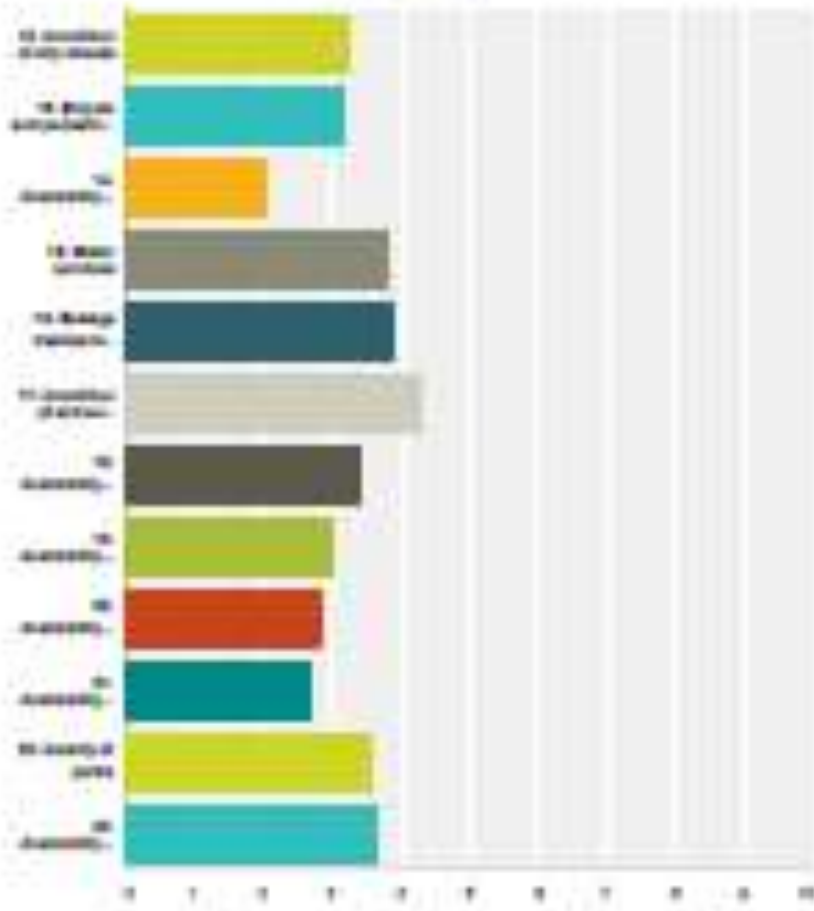


	2014	2015	2016	2017	2018	2019	2020	2021	2022
10. Kootenai City Limits	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
10. Kootenai City Limits	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
10. Kootenai City Limits	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
10. Kootenai City Limits	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000

23. Sewerage treatment services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000
24. Sewerage collection services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000
25. Sewerage treatment services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000
26. Sewerage collection services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000
27. Sewerage treatment services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000
28. Sewerage collection services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000
29. Sewerage treatment services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000
30. Sewerage collection services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000
31. Sewerage treatment services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000
32. Sewerage collection services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000
33. Sewerage treatment services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000
34. Sewerage collection services	\$ 0.00%	\$ 0.00%	100.0%	\$1,000,000	100.0%	1,000,000	100.0%		1,000,000

**Q3 Section B: Kootenai City Limits: Please answer the following as applied within Kootenai City Limits.**

(continued from page 1)



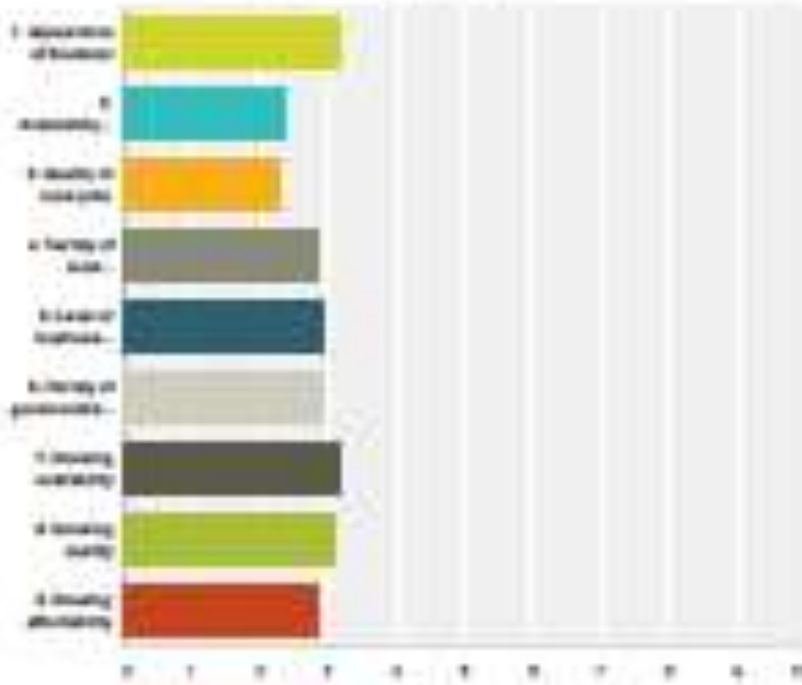
	Weighted Percentage	Unweighted Percentage	Count	Unweighted Percentage	Weighted Percentage	Count	Weighted Percentage	Count
No Services (at all but one)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but two)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but three)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but four)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but five)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but six)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but seven)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but eight)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but nine)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but ten)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but eleven)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but twelve)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but thirteen)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but fourteen)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10
No Services (at all but fifteen)	14.00%	14.00%	10	14.00%	14.00%	10	14.00%	10

01 Strategic business services	\$ 0.00%	\$ 0.00%	10.00%	\$1,000,000	10.00%	1.00%	0.1	1000
02 Information technology services	\$ 0.00%	\$ 0.00%	10.00%	\$1,000,000	10.00%	1.00%	0.1	1000
03 Accounting of the local authority	\$ 0.00%	\$ 0.00%	10.00%	\$1,000,000	10.00%	1.00%	0.1	1000
04 Consulting of the local authority	\$ 0.00%	\$ 0.00%	10.00%	\$1,000,000	10.00%	1.00%	0.1	1000
05 Consulting of the local authority	\$ 0.00%	\$ 0.00%	10.00%	\$1,000,000	10.00%	1.00%	0.1	1000
06 Consulting of the local authority	\$ 0.00%	\$ 0.00%	10.00%	\$1,000,000	10.00%	1.00%	0.1	1000
07 Consulting of the local authority	\$ 0.00%	\$ 0.00%	10.00%	\$1,000,000	10.00%	1.00%	0.1	1000
08 Consulting of the local authority	\$ 0.00%	\$ 0.00%	10.00%	\$1,000,000	10.00%	1.00%	0.1	1000
09 Consulting of the local authority	\$ 0.00%	\$ 0.00%	10.00%	\$1,000,000	10.00%	1.00%	0.1	1000
10 Consulting of the local authority	\$ 0.00%	\$ 0.00%	10.00%	\$1,000,000	10.00%	1.00%	0.1	1000



**Q3 Please answer the following as applied within Kootenai City Limits.**

Percentage of Responses

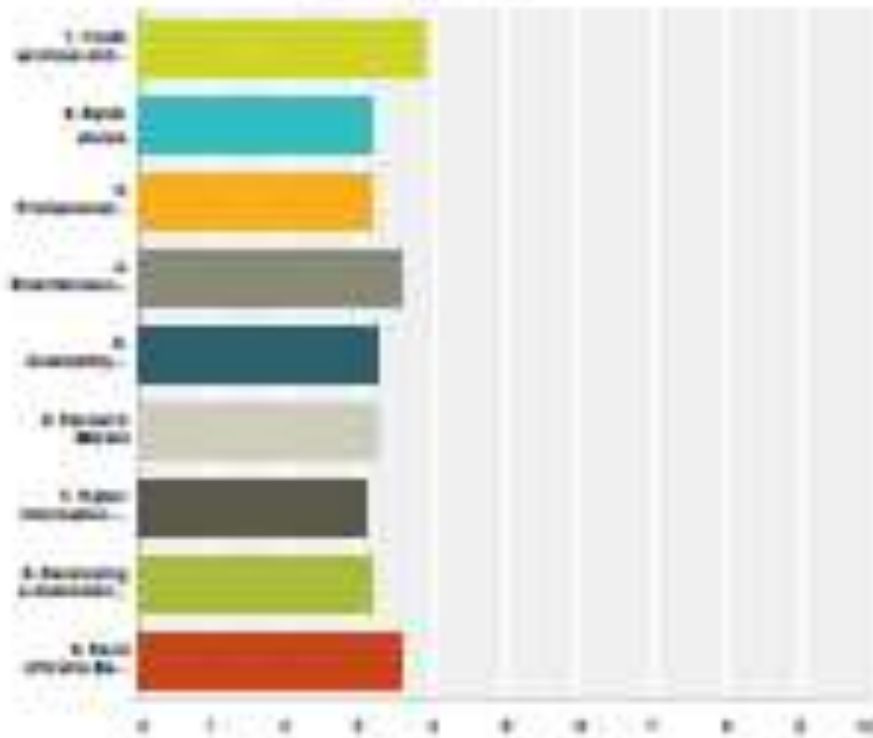


	Strongly Dislike	Dislike	Neutral	Like	Strongly Like	Sum	Avg	Weighted Avg
1. Availability of business	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
2. Availability of services	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
3. Quality of services	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
4. Variety of services	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
5. Level of staff/exp. (employee & the community)	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
6. Variety of products	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
7. Training availability	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
8. Training quality	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%

9. Training affordability	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
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Q4 In this section, please tell us how important it is to increase or improve the following businesses, services, and jobs in the Kootenai area.

Figure 10: Q4: Q4



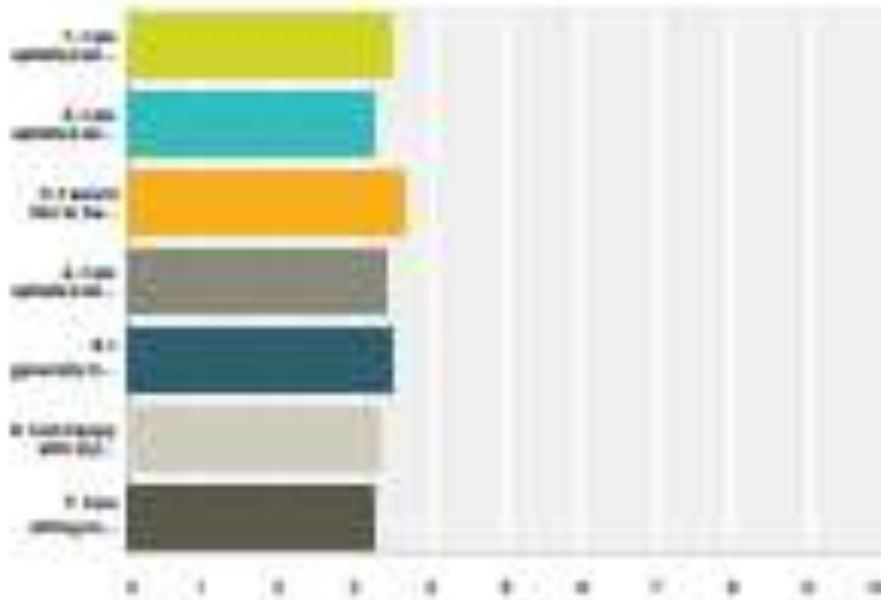
	Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant	Total	Weighted Average
1. Food services and retailers	18%	20%	31%	19%	12%	100%	1.00
2. Retail stores	15%	20%	35%	18%	12%	100%	1.10
3. Restaurants or casual dining	14%	20%	30%	20%	16%	100%	1.10
4. Professional services	14%	20%	30%	18%	18%	100%	1.00
5. Availability of health clubs and gyms	13%	20%	30%	20%	17%	100%	1.00
6. Personal services	13%	20%	30%	18%	19%	100%	1.00
7. Health services or products (e.g. medical)	12%	18%	30%	20%	20%	100%	1.00

6. University of Waterloo research	100%	100%	100%	100%	100%	100%	100%
7. Health Canada study	100%	100%	100%	100%	100%	100%	100%

#	Item description and/or other items of interest, including other (provide quantity)	Value
1	One laptop and one desktop computer	1000.00 CAD
2	Monthly operating costs for the above items for 12 months	1200.00 CAD
3	Monthly operating costs for the above items for 12 months	1200.00 CAD
4	Print paper and supplies for the above items for 12 months	1200.00 CAD
5	One month of internet service for the above items for 12 months	1200.00 CAD
6	One month of internet service for the above items for 12 months	1200.00 CAD
7	One month of internet service for the above items for 12 months	1200.00 CAD

Q5 In this section, please tell us how strongly you agree or disagree with each of the following statements.

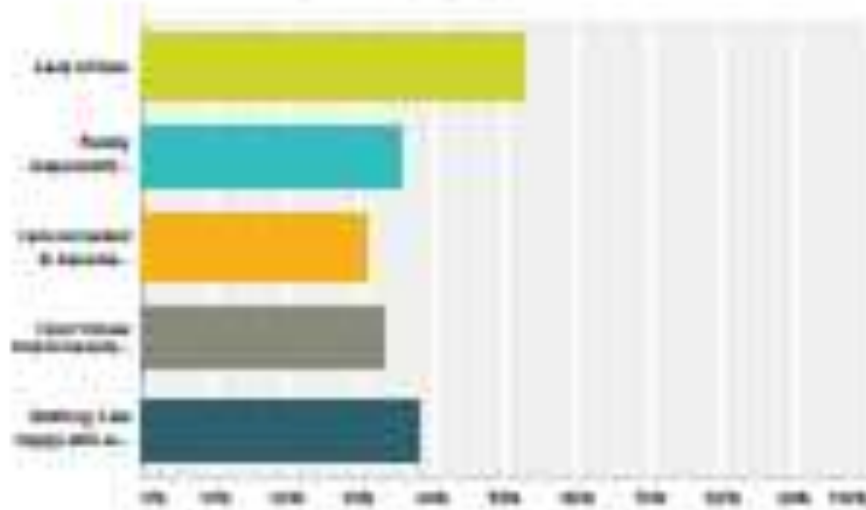
(continued from Question 4)



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
1. I am satisfied with the quantity and quality of information received by the City of Kootenai	10%	20%	30%	30%	10%	100	3.00
2. I am satisfied with the level of contribution and involvement received by the City of Kootenai and Kootenai County	10%	20%	30%	30%	10%	100	3.00
3. I would like to be kept informed about community issues and events	10%	20%	30%	30%	10%	100	3.00
4. I am satisfied with opportunities to be kept informed about community issues and events	10%	20%	30%	30%	10%	100	3.00
5. I generally have the chance to make decisions on the community	10%	20%	30%	30%	10%	100	3.00
6. I am happy with my involvement in community issues and opportunities	10%	20%	30%	30%	10%	100	3.00
7. I am happy to meet or provide assistance to neighbors and community groups	10%	20%	30%	30%	10%	100	3.00

Q6 (B). What prevents you from being more involved in the Kootenai community? (check all that apply)

QUESTION 6B - RESPONSES

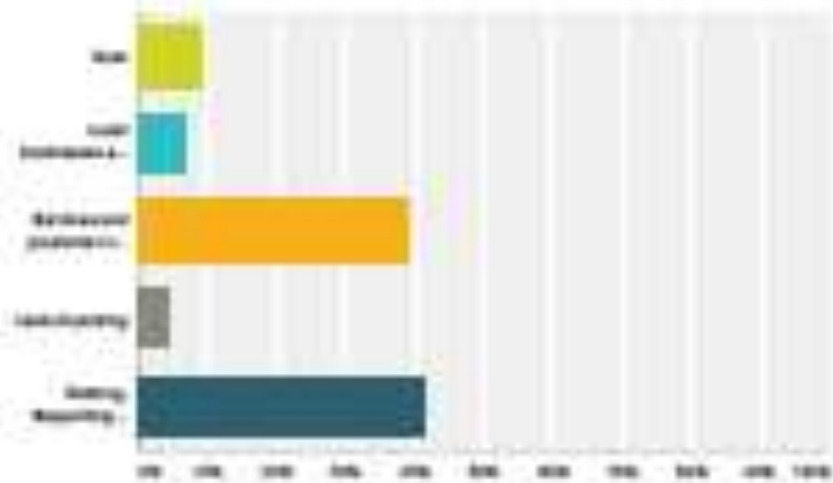


Response	Frequency
Lack of time	50
Family commitments	38
Lack of resources & knowledge	35
Lack of motivation	35
Nothing I can do	35
<b>Total Responses: 193</b>	

#	What (or who) exactly?	Count
1	Lack of time	50
2	Family commitments	38
3	Money	35
4	Lack of resources	35
5	Nothing	35
6	Lack of motivation	35
7	Lack of resources	35
8	Lack of time	35
9	Lack of resources	35
10	Lack of motivation	35

**Q8. What prevents you from supporting Kootenai's locally owned businesses more often? (check all that apply)**

(Multiple Choice)

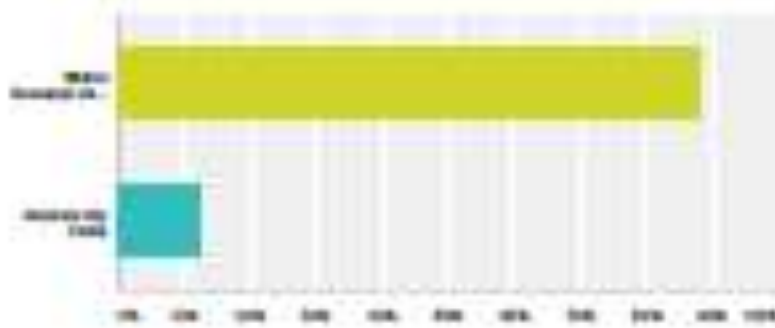


Answer choice	Response
Cost	15 (15%)
Lack of awareness (not open up to local firms)	10 (10%)
Business performance (not as high quality or service)	50 (50%)
Lack of variety	5 (5%)
Quality/Quantity (more choices, more services, high quality etc)	50 (50%)
<b>Total</b>	<b>120</b>

Q	Most (single) reason	Count
1	Business performance	50 (50%)
2	Quality/Quantity (more choices, more services, high quality etc)	50 (50%)
3	Lack of variety	5 (5%)
4	Lack of awareness	10 (10%)
5	Cost	15 (15%)

### Q1 1. Where do you live?

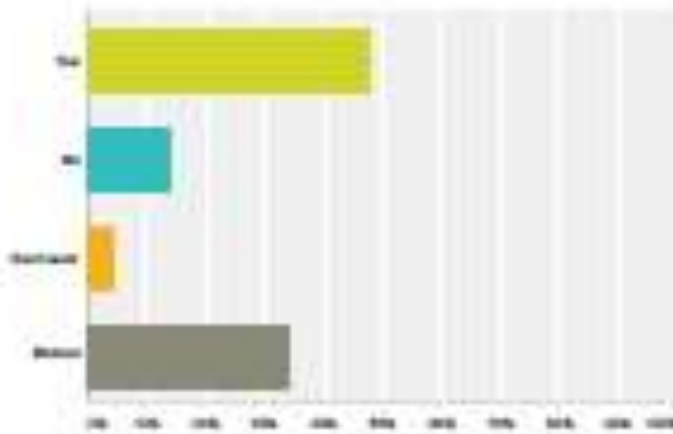
Community Report



Group Name	Response	Count
Within boundary of 2014	87.0%	87
Outside of 2014	13.0%	13
Total		100

### Q1 2. Do you commute to another community to work?

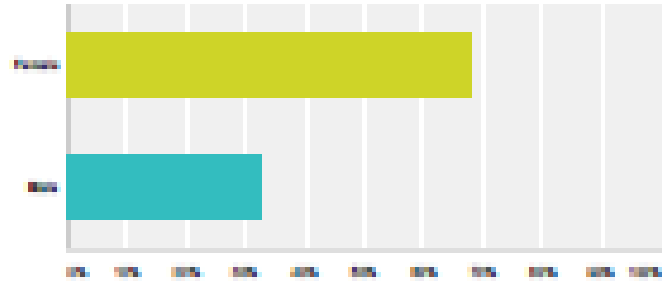
Community Report



Group Name	Response	Count
Yes	48.0%	48
No	19.0%	19
Not sure	4.0%	4
Refuse	29.0%	29
Total		100

### Q10 3. What is your gender?

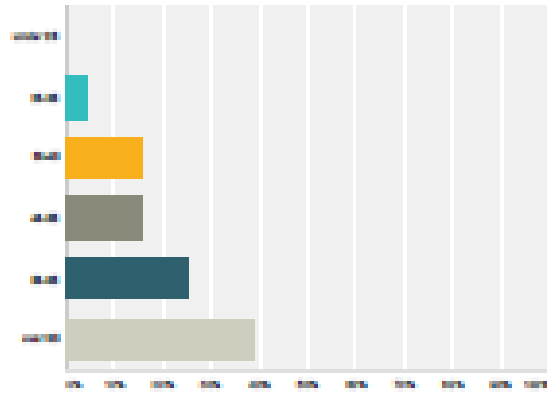
Answered: 48 (100%)



Answer Option	Response
Female	87.5% 43
Male	12.5% 6
Total	48

### Q11 4. Age group

Answered: 48 (100%)

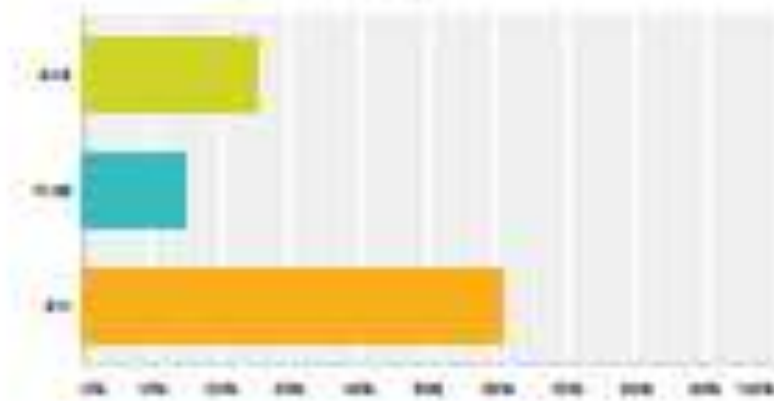


Answer Option	Response
18-24	12.5% 6
25-34	16.7% 8
35-44	16.7% 8
45-54	29.2% 14
55-64	24.4% 12
Total	48



Q13 B. How many years have you lived in Bonner County?

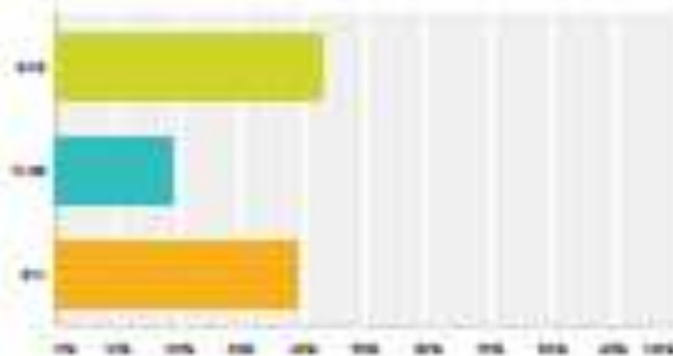
Answers in 10-year bins



Answer Choice	Response	Count
0-10	10 0%	10
11-20	1 0%	1
21+	20 80%	20
Total		31

Q13 E. How many years have you lived in Kootenai?

Answers in 10-year bins



Answer Choice	Response	Count
0-10	20 67%	20
11-20	10 33%	10
21+	20 67%	20
Total		30

## Appendix F: University of Idaho's Extension's Community Coaching for Grassroots Action program brochure



### Contact and Information

Lorie Higgins, [higgins@uidaho.edu](mailto:higgins@uidaho.edu)  
208-885-9717

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208-799-3054

<http://cd.extension.uidaho.edu/leadership/>

**COSTS AND COMMUNITY RESPONSIBILITIES**

Community costs for the training and facilitation services will vary depending on location and availability of Extension personnel and funding. For CCGA, communities are generally expected to pay most travel costs, but not the salaries of Extension faculty and staff. If a local Extension person is not available for long term coaching, the community may choose to hire a coach or recruit a volunteer. Additionally, communities are expected to recruit participants, as well as advertise workshops and meetings and coordinate venues and refreshments as needed. The Leadership to Make a Difference Institute (LMDI) has some additional staffing and materials costs, but in general, both CCGA and LMDI costs are kept as low as possible in order to make them available to very small communities with very small budgets.





PARTNERS

**The University of Idaho Extension Community Development Team**, with faculty located in all regions of the state, focuses on leadership, business and economic development and community design. Co-chairs are Harriet Shaklee ([hshaklee@uidaho.edu](mailto:hshaklee@uidaho.edu)) and Kathée Tift ([ktift@uidaho.edu](mailto:ktift@uidaho.edu)). For more information about Extension programs in Community and Economic Development: <http://cd.extension.uidaho.edu/>.

**The Idaho Rural Partnership (IRP)** joins diverse public and private resources in innovative collaborations to strengthen communities and improve life in rural Idaho. IRP's Idaho Community Review brings experts from across the state to small communities for three days to provide objective observations, recommendations and resources to help communities build capacity, engagement and the local economy. For more information: <http://irp.idaho.gov>.

**Leadership to Make a Difference Institute:** A collaborative partnership between University of Idaho Extension and the Spirit Center at the Monastery of St. Gertrude. LMDI is designed to assist people in developing confidence in their own leadership abilities and the courage to take action to address community issues. For more information, contact Kathée Tift ([ktift@uidaho.edu](mailto:ktift@uidaho.edu)).

## COMMUNITY COACHING FOR GRASSROOTS ACTION

### LEADERSHIP IN ACTION



*I suppose leadership at one time meant muscles; but today it means getting along with people.*  
Mahatma Gandhi

**Community Coaching for Grassroots Action (CCGA)** is designed to help communities build leadership capacity while developing and implementing a community vision. The program takes a "guide on the side" approach, with Extension faculty supporting community members as they identify their assets, create a vision, build agreed-upon strategies and develop the networks and good working relationships needed for progress toward prosperity for everyone.



## University of Idaho Extension builds partnerships to Ignite, Coach and Sustain positive change in Idaho's rural communities

CCGA can be implemented in conjunction with the Idaho Community Review process ([www.irp.idaho.gov/Home/Community\\_Review](http://www.irp.idaho.gov/Home/Community_Review)). The review creates a comprehensive inventory of community assets, focus areas for action and menu of strategies and resources for implementing recommendations. The review *ignites* change and engages a broad spectrum of the community in the process. CCGA captures that energy and builds on its momentum through a community *coaching* process.

UI Extension faculty provide neutral facilitation and coach community leaders and action committees as they implement plans in the months following the Review.

### LAUNCHING THE PROGRAM

The CCGA process begins with an initial meeting to introduce the program and develop an outreach plan followed by a series of intensive workshops over the course of 2 - 3 months. Typical workshop sequence:

#### 1. *Creating a Community Vision*

**Futures Game** - Learn to think beyond immediate gains and identify investments in community that will reap long-term benefits.

**Understanding the Local and Regional Economy** - this is essential for identifying the community's assets and thinking about how to link them for effective economic development.

**Building a Vision from Assets** - Identifying community assets involves listing the obvious rivers, views, highways and buildings - but it also involves looking at what is working well in the community and the root causes of local successes. This helps the community distill the essence of the best of the community's culture, people, enterprises and leadership and turn that into a vision and focus areas for action.

#### 2. *Creating Action Teams & Steering Committee*

This workshop series focuses on how to build effective teams and manage meetings and relationships to avoid needless conflict. Once action teams are formed, the group is led through the process of selecting a steering committee and identifying its roles and responsibilities.

From this point, action teams will usually be meeting on their own but will come together regularly for a period of time in order to facilitate communication, enhance individual

and team skills and **sustain positive change**.

### COACHING & MOVING FORWARD

In addition to continued facilitation/coaching, capacity-building workshops will be provided as needed/requested by the teams. Topics may include (but are not limited to) >Effective goal setting; >Entrepreneurial communities; >Creating a vibrant downtown business district; >Using social media to support community activities.

### LEADERSHIP TO MAKE A DIFFERENCE INSTITUTE

This program is for communities wishing to focus on building local leadership capacity and so is designed to assist people in developing confidence in their own leadership abilities and the courage to take action to address community issues through:

- Strengthened skills for leading meetings, working with others, and dealing with conflict,
- Strategies for communicating, partnering and fundraising within communities, and
- Development of a personal leadership plan and strategies for implementing new ideas in current community work.