

Stanley, Idaho Rapid-Response Community Review

Housing • Land Use Planning • Planning & Zoning



December 20, 2006



The Harrah sale includes roughly one fourth of our total land base and its businesses are the town's only year round operators and number one employers. The potential effects this sale could have on the City of Stanley are enormous, not only from an economic standpoint, but also concerning large development and growth potential that the City is not entirely prepared for.

Mayor Hannah Stauts, Stanley

Stanley Mayor Hannah Stauts contacted Idaho Rural Partnership in late 2006, inquiring about a condensed and accelerated version of the Idaho Community Review. Mayor Stauts made the inquiry in the face of the Bill Harrah Trust breaking up and all holdings in Stanley going up for sale, which include the Mountain Village shops, gas station and hotel. During its November meeting, the Stanley City Council formally requested Idaho Rural Partnership assemble a team of experts to assess, make non-binding recommendations and identify resources in the following areas:

- Housing
- Land Use Planning
- Planning & Zoning Ordinances

A rapid response team was assembled and traveled to Stanley on December 20, 2006 for an on-the-ground review of the above named areas.

Gratitude and sincere thanks are extended to the following people who took time out of their busy schedules to invest time, energy and expertise in Stanley:

Visiting Team

Dale Dixon, Idaho Rural Partnership
Kit Kamo, Idaho Commerce & Labor
Gloria Mabbutt, Idaho Commerce & Labor
Harold Moniz, City of Ketchum
Beth Robrahn, City of Ketchum planner – Bellevue City Council
Jolyon H. Sawrey, Architect, Vice President, Living Architecture
Rene Toman, Director, North Custer-Lemhi Economic Development director
Steve White, Eldorado Development
Pam White, Nampa Planning & Zoning

The following leaders in Stanley showed the visiting team tremendous hospitality and planned a good day of meetings, tours and discussion:

Home Team

Mayor Hannah Stauts
Councilman Charlie Thompson
Councilwoman Laurii Gadwa
Rocky James, Stanley City Clerk
Jeff Clegg- Vice President Chamber of Commerce

Table of Contents

Introduction.....Page 4

Land Use Planning

 Beth Robrahn.....Page 5

 Harold Moniz.....Page 9

Housing

 Jolyon Sawrey.....Page 12

 Kit Kamo.....Page 15

 Erik Kingston.....Page 17

 Harold Moniz.....Page 19

 Gloria Mabbutt.....Page 20

Planning & Zoning

 Kit Kamo.....Page 21

 Harold Moniz.....Page 22

Economic Development

 Harold Moniz.....Page 24

Conclusion

 Dale Dixon.....Page 25

Aerial view of Stanley.....Page 27

Stanley Site Visit goal & team member contact information.....Page 28

Agenda.....Page 29

Press Coverage

 Idaho Mountain Express.....Page 30

 USA Today.....Page 33

Idaho Rural Partnership explanation.....Page 34

This document provides suggestions and available resources following a condensed, accelerated community review conducted for Stanley, Idaho. The review was conducted at the invitation of the Stanley City Council, which submitted a formal request in November, 2006.

This report presents observations and perspectives generated from the review process for use by Stanley's city government, civic leaders, and residents in future planning efforts. The review is not a formal market study or analysis. It is simply a mirror designed to reflect Stanley's strengths and challenges at one point in time and provide recommendations and resources to assist in capitalizing on those strengths and meeting those challenges head-on.

Every visiting team member contributed to writing this report along with presenting recommendations verbally during the December 20, visit. Because of this, a certain amount of overlap appears among reports. This allows each person's report to appear as that person intended, but is also an indication of the importance of an issue. In other instances, different team reports may recommend different ways of resolving the same issue. It is up to the people of Stanley to choose the path that is right for them.

This review is a true public – private partnership. Members of state and local government worked side-by-side with developers and architects to formulate the best possible advice for Stanley's leaders and residents. The in-kind value of this review is substantial. It is the equivalent of hiring a professional consulting firm of more than a dozen experts in land-use planning, community & economic development, planning & zoning and housing.



Jolyon Sawrey of Living Architecture explains land use planning recommendations to Stanley leaders during the community review.

Land Use Planning

Written by Beth Robrahn, Bellevue City Council & Ketchum Planner

“Planning and zoning provides local officials with the tools to protect the unique, valuable features of their communities.”

The Idaho Local Land Use Planning Act (LUPA) requires every city to exercise planning and zoning authority. The governing body can choose to exercise these powers on its own or may appoint a planning and zoning commission to assist.

Land use planning is a composite of various policies related to how land can be developed. A comprehensive plan is the community’s policy document. Land use regulations are then written to implement comprehensive plan policies; land use regulations are adopted by ordinance. At a minimum LUPA requires zoning and subdivision regulations. Permits are the mechanism used to ensure development meets the adopted land use regulations. Procedures for how a permit is applied for and reviewed by the governing body are established in ordinances.

Zoning regulations can include overlays that address areas of special interest, such as historic districts, design guidelines, hillsides, flood plain/riparian areas, and affordable housing.

General Community Comments and Concerns

The elected officials and community members indicated their greatest concerns were the conversion of commercial property to residential and community sustainability – loss of true year round residents and families. Lack of affordable housing and year round employment are barriers to year round residents. Lack of a high school is a barrier to families living in the area.

General Visiting Team Observations

Stanley has zoning and subdivision regulations but has no ‘*in-house*’ expertise of how to manage the implementation of regulations or how to update regulations to reflect changing policy objectives. Minor changes to the zoning and subdivision regulations could greatly strengthen them and help ensure development occurs in a manner that reflects the community’s vision for the future. Additional regulations for hillsides, floodplain areas and historic resources would be beneficial as well.

Issue: Code Amendments

Observations

Stanley has to set the rules!!!!

“Collaboration creates opportunities for partnership”

Recommendations

1. Permit Fees –

- The purpose of permit fees is to cover the cost incurred by the city to review applications. In lieu of Stanley's own planning, building and engineering staff, applicants should pay for the cost of having plans reviewed by professionals contracted by the city. Identify a list of professionals who have the expertise to review plans and applications and provide recommendations to the city as to whether the applications meet the city's regulations.
 - Permit fees should be adjusted immediately so that Stanley can get the professional assistance in the review of development applications!
2. Commercial Zone –
 - Stanley needs to address single family residences in the commercial zones. If decision makers are concerned that commercial lots will be developed as large single family residences under current zoning, then regulations should be amended to prohibit single family residences. Existing single family residences will become existing non-conforming uses. Stanley can allow for some additions to existing single family residences to provide some flexibility to current home owners who do not plan on redeveloping in the near future.
 - Keep minimum lot sizes in the commercial zone reasonable – current 4,500 is good.
 - Allow mixed use development in commercial zones. It can be defined as retail on the ground floor and office uses and residential on upper floors.
 - Allow the back of lots to be residential, but keep street frontage retail (e.g. minimum 20 ft of the building frontage on street is required to be retail space).
 3. Residential Zones -
 - Decrease minimum lot sizes in residential zones adjacent to, or within a half mile of the commercial core to RSA size (4,800 square feet).
 - Allow multifamily units in residential areas, especially adjacent to, or within a half mile of the commercial zones (promotes density and 'walkability')
 - Reserve RSB lot size (20,000 sq ft) to areas that would be appropriate for larger second homes). Consider maximum lot sizes as way to minimize the size of "trophy homes".
 4. Historic District and Design Standards –
 - Design standards can be developed to reflect the "rustic" character of the old commercial area of Stanley.
 - Special regulations for the treatment of historic buildings or incentives to encourage the preservation of historic buildings can be developed.
 5. Wetlands, Riparian Areas and Floodplain
 - Consider regulating development within the floodplain, particularly a setback from the mean high water mark. The City of Bellevue and Blaine County have a 100 ft setback. See City of Ketchum, City of Bellevue and Blaine County codes.

6. Hillside
 - Consider restricting development (including road building) on slopes greater than 25%. See City of Ketchum, City of Bellevue and Blaine County codes
7. Subdivision
 - I submitted initial suggestions to the mayor in spring/early summer.
8. Other planning tools to consider:
 - Planned Unit Developments
 - Development Agreements
 - Impact Fees
 - Urban Renewal Agency
 - Housing Trust

Available Resources

Planning / Codes

- City of Ketchum, <http://www.ketchumidaho.org>
- City of Hailey, <http://www.haileycityhall.org>
- City of Bellevue, Craig Eckles Planning Director, 208 788-2128, ceckles@bellevueidaho.us
- Blaine County, www.blainecounty.org, Jeff Adams, Regional Planner
- American Planning Association, www.planning.org
- Association of Idaho Cities, <http://www.idahocities.org/>

Land Trusts

- Wood River Land Trust – floodplain and riparian area advice, land trades
119 East Bullion Street
Hailey, Idaho 83333
(208) 788-3947 phone
(208) 788-5991 fax
<http://www.woodriverlandtrust.org>
info@woodriverlandtrust.org

Housing

- Advocates for Real Community Housing, Housing Trust, Rebekah Helzel
726-7626 (home)
- Blaine-Ketchum Housing Authority, Jim Fackrell, 788-6102,
jfackrell@bkah.org

Urban Renewal and Impact Fees

- Ron LeBlanc, Ketchum City Administrator
Phone: 726-7801
Fax: 208-726-7812
rleblanc@ketchumidaho.org
- Tom Blanchard, Bellevue City Administrator
tblanchard@bellevueidaho.us

I am willing to personally volunteer one day a month to Stanley Planning and Zoning issues.

Beth Robrahn, AICP
PO Box 3865
Ketchum, ID 83340
208 720-2696
callisterrobrahn@msn.com



Stanley City Councilman Charlie Thompson listens to ideas on how the city can prepare its land-use planning ordinances in advance of a major land sale. Ketchum Planning Department staffers Beth Robrahn, middle, and Harold Moniz, right, look on.

Land Use Planning

By Harold Moniz, City of Ketchum, Planning Director

I would like to thank the community of Stanley for this opportunity to assist them in creating a vision for their future. I was fortunate to meet many dedicated people, working hard to understand the challenges ahead. My comments will focus on the areas of Land Use, Housing and Planning and Zoning. As Stanley moves forward to address their concerns and issues, I would volunteer time to work with the community through this transitional period if the community desired assistance.

General Community Comments and Concerns

Stanley is a resort town with many spectacular natural features and a rich heritage. Community amenities, such as wetlands and other sensitive areas, begin to diminish due to development pressures. The seasonal activities and weather conditions affect the ability to sustain a year round community. It becomes more difficult to provide city services and maintain a vibrant community on a year round basis. As more and more people become attracted to the Stanley community and surrounding areas, the growth and resulting impacts of vacation homes will increase. The ability of people with wealth to change the economics of a community can be difficult to manage. Development and growth is not inherently bad, as long as a community is able to manage and mitigate the impacts as much as possible. Managing growth is an important tool in creating a community vision.

There are no magic bullets, formulas or cookie cutter answers. Every community is unique in their own ways. No one knows the problems, as well as the solutions, as the community members themselves. One of the key goals, whatever the issue, should be to provide a process where community consensus is able to take place. An educated majority will make good decisions and provide the leadership necessary to start addressing community issues. The process is as important as the outcome. Good public policy is created from diverse opinions, where community goals are developed through collaboration and compromise. Outreach to groups or individuals who don't normally participate in the public process is critical. A goal or plan is only as good as the support a community creates. Sorry to be reeeeeedundant: Process is critical, engage and educate the community; a good decision will quickly follow. There will always be a vocal minority, that's a bell shaped curve. PARALYSIS is not a solution.

I was fortunate on this trip to be with people who live as community. Besides the cold winters, they are now challenged with development and growth pressures that threaten the heart and soul of many communities. I have the utmost respect for those leaders who make the difficult decisions in balancing new opportunities and preserving the heritage of a community. I also celebrate their ability to create history. As in any public or private project, the allocation of resources to implement the plan is as important as the plan itself, it is common for plans to sit on shelves.

General Visiting Team Observations

What a magical, beautiful, rich community.

Challenges:

- Short tourist season
- Housing
- Cold winters
- School system
- Community subsidizes development
- Development process and city authority not well understood
- Lack of partnerships with adjacent communities and other local, state and federal agencies

It is my belief that “the sky is not falling”. Stanley has known of these challenges for some time. Many of the solutions in this document are not difficult to implement. It is now time to chart the course and all row in the same direction.

Review of Development Applications

The review and processing of development applications is recommended to be improved. Stanley has historically not been faced with the possibility of larger single family homes and subdivisions. Many communities subsidize the cost of reviewing development applications, diverting resources from other community needs. The Mayor and City Council need facts and professional expertise to help guide them in making good decisions.

Recommendations

- Set policy to recover all costs associated with the review of development applications, including building permits. Ordinances should reflect recovering the costs of any special contract consultants.
- Review building permit fees and other permit application fees. Make any necessary adjustments/exceptions for local conditions. Adopt ordinances establishing the authority to charge review fees, adopt the actual fees by resolution so changes can be made on a periodic basis without amending the ordinance.
- Determine the professional expertise necessary to advise the City, these could include building official/inspector, contract planner and contract city engineer. Determine if other communities or the county could share or jointly fund a contract professional.
- Publish Requests for Proposals (RFP's) for the professional services necessary. Interview interested candidates, select and enter into a contract for services.
- Determine if development impact fees are appropriate.
- Use professional consultants to review development applications for conformance with codes and ordinances, advise decision makers. Recover all costs associated with consultant reviews.

Available Resources

- International Building Code (IBC) for suggested building permit fee structure (online at <http://www.iccsafe.org>).

- Other cities and counties for development application fees.
- Steven Yearsley, Forsgren Engineers, 208-342-3144 for city engineer questions and capabilities.
- Harold Moniz, City of Ketchum Planning Department, 208-726-7801 for RFP samples and questions on development application fees.

Housing

Written by Jolyon H. Sawrey, Living Architecture

General Visiting Team Observations

The commercial core needs to be clearly defined – including a tourist type zone along both highways, the incorporation of a light industrial zone and converting the existing grid street area into a historic/heritage zone.

Control single family home development into appropriate areas. Get work force housing incorporated into the ordinance. Preserve the wetlands to the north- with no subdivisions allowed in the wetland/flood plain. Stanley needs to integrate town access to the airport, school, new trail system and snowmobile routes. Promote these connections with the park and festivals.

If there is the potential for geothermal resources- find out. Determine the use potential.

Small business services are needed. This will come with planned growth. The ordinance could have recommended business incentives to promote business types. Create an economic development council- get funding. Promote Stanley for living, business, and tourism. Don't hide! Make it happen but within your fabric. With intent comes action.

Partnership and collaboration between Stanley and the U.S. Forest Service is important – especially in regards to the Sawtooth National Recreation Area (SNRA). Set up strategic alliances of city/county state/federal, and local business and residents. Build a support team, and then seek money and outside help. Security comes in numbers.

Issue: Maintain Control

The town of Stanley is on the cusp of losing control of future residential growth, and in dire need of monies and staff to support a controlled and planned development model for the ideal healthy, prosperous town. The first issue is money.

Recommendations

The fees for a building permit submittal and/or a subdivision are greatly insufficient. These are areas that should have much higher fees - similar to other municipalities in the area (Wood River Valley). Higher fees will create a revenue stream that can be used for interim staff to review and enforce submittals. I say interim staff until enough projects warrant a full time staff member for the city. The goal is to get greater revenue to cover costs and to create a financial support network for the future of Stanley. The revised fee structure should reflect a project size and cost structure while not being prohibitive to future projects. For example a fee structure could be a combination of house or building size in direct correlation to cost of construction on a fee scale; the larger and more expensive, the greater the fee.

Resources

Look at building permit and subdivision application fees from any municipality in Blaine County.

Issue: Work force housing

It was presented that there are two distinct seasons: Winter and summer. With this there is a much greater demand for worker housing in the summer. In addition, these housing needs are much more transient in nature. Integral to this issue is permanent housing. Without jobs there are no employees and without housing for these employees there are not going to be job opportunities. This is the catch 22 situation.

Recommendations

- The city should form a housing committee that looks at a multitude of options to address the three areas of housing, winter transient, summer transient, and permanent.
- Look at all options and areas including single family, duplex, multifamily, apartments, camping, RV, trailer, etc.
- There seems to be the need for rentals, for both seasons, a rental transient option for part-time summer employees that may be similar to a RV camping park with full services
- For the long term health of Stanley there needs to be affordable housing such as condominiums, town homes and single family homes.

How can all of this be done? It starts with reviewing the already produced housing survey, quantifying the need and available land. Update code and the comprehensive plan to create mandatory or incentive-based ordinances that will provide for housing within certain city planning zone areas, create in-lieu-of payments that the city could use to construct housing on land it already owns.

Available Resources

The cities of Ketchum and Hailey are great resources for ordinances and current methods of how to incorporate these revitalization methods in a commercial core and or within the city area of impact

Issue: Enforcement and management structure for the assumed coming “Land Rush”

Stanley needs to switch from the loose, friendly small western town management structure to a much more authoritative, serious business based mode.

Recommendations

The financial burden of future development should be carried by the applicants. The city can and should be at a minimum break even business with the potential to create additional “smart” revenue to support future growth plans of its own

doing. It would be better to have a proactive growth and management plan than the current mode, which is reaction based. This revision to the norm is intensive, but can be done quickly in little steps.

Available Resources

Work with any and all consultants that attended for as much free help as possible. At the same time, consult with state or federal agencies to access financial resources to hire consultants as needed to work with Stanley to further refine, manage and implement any and all revisions. Once the intent is established and then implemented in baby steps, the positive snowball effect will come.

Recommendations

Maintain open communication. Keep the public informed of the desires to improve management of growth. Be sure the Harrah Trust and buyer is aware that the city is serious about honoring its growth plan and invites Harrah and the buyer to participate in a team fashion. If growth is coming too fast- make time to control it. Always show that the sword in its sheath is covered with seriousness, ready if needed. The city is in control; look it, act it. There is always the “M” word (moratorium).

Conclusion

I am greatly excited to be involved in this time of building/growing. The first step was to ask for help. Help is on the way. Instead of just letting it happen; let's get Stanley the support with money and teammates to create and implement the next steps and then manage the growth and smile at the success.

Living Architecture would assist in the following areas of focus for the city of Stanley:

1. Review current ordinances and zoning requirements and evaluate the ordinances and their effectiveness for creating the architecture and social fabric that is desired. Provide suggestions on modifications and references for ordinances from others that have elements that could be added.
2. Participate in revising the subdivision and building permit submittal process and the associative fee schedules.
3. Evaluate the goals of affordable work force housing and assisting in determining sites, methods and costs for getting land, architecture, and policies incorporated into the master plan/ordinances.
4. Support in the interim as an architectural review consultant for any building or subdivision submittals. Assisting in reviews with the city agencies.
5. Participate on a workforce housing board

Housing

Written by Kit Kamo, Idaho Commerce & Labor

Issue: Workforce housing shortage

"Stanley Studies Housing Shortage - Workforce housing is a concern in large and small communities alike. The town of Stanley is working proactively to increase its stock of affordable housing. One hundred people live in the isolated city in the heart of the Sawtooth National Recreation Area. While the community enjoys infinite scenic beauty and recreational opportunities, access to housing is limited.

Stanley has only 38 permanent family units in the city limits. The city's 380 acres are somewhat landlocked, and demand has driven up the price for both rentals and ownership property. The typical price for an acre of bare land is \$300,000-\$350,000, said Dr. Rick Fawcett.

Fawcett owns Whisper Mountain Professional Services, specializing in community administration and development in small, rural communities. The former mayor of Stanley, Paul Frantellizzi, asked Fawcett to help solve the city's affordable housing problem.

"I knew we had a serious problem and had to do something about it," Frantellizzi said.

Stanley's population triples during its five-month tourist season. However, when the bitter cold sets in, seasonal workers and tourists head home. The challenge is creating decent, affordable places for part-time residents to live.

"How do you invest the money to build something like that if it's going to be empty seven months out of the year?" Fawcett wondered.

In a survey last June, 90 percent of the locals agreed affordable housing is a serious issue in Stanley. Sixty-five percent stated the lack of affordable housing impacted their businesses. Many business owners provide housing for employees because there is no other option. "Seasonal workers are housed in anything from a tent, to a little log cabin, to a bunch of people crammed into a little apartment," Fawcett said. Some employees commute more than an hour from Challis.

It is estimated that 60 of the town's approximately 200 seasonal workers are homeless, - living in the forest, sleeping in tents or in their cars, Fawcett said, adding, "We consider it to be an incredibly serious problem." An additional 20 to 30 workers report that they live in substandard housing and desire to upgrade their living conditions.

A Rural Development Summit was held in Stanley last July to explore solutions. The City of Stanley, Custer County, the Gem Community Committee, the

Sawtooth Society and the Sawtooth National Recreation Area are working cooperatively on several options.

Mayor Frantellizzi said he was writing a housing plan for the community and is working with Rep. Mike Simpson to free up additional land for affordable housing. The mayor also wanted to promote a nine-month tourist season to bring more stability and revenue to the community. The City Council also has pursued changes to make Stanley's mobile home park ordinance less restrictive.”

Recommendations

- Review, update and implement the work started by Mayor Frantellizzi and Dr. Rick Fawcett
- Work with builders and local, state & federal agencies to secure workforce/affordable housing.

Available Resources

- There are several sources of information on housing through private, state and federal entities.

Idaho Housing & Finance
Association
Erik Kingston
Housing Resources Coordinator
P.O. Box 7899
Boise, Idaho 83707-1899
(208) 331-4706
erikk@ihfa.org

Brian Dale
Operations Specialist
U.S. Department of Housing & Urban
Development
(208) 334-1088 ext. 3005
brian_dale@hud.gov

Roni Atkins
Rural Housing Services Program Director
USDA-Rural Development
9173 West Barnes, Ste A1
Boise, ID 83709
(208) 378-5630
roni.atkins@id.usda.gov

Full program details available at: <http://www.rurdev.usda.gov/id/rhs.htm>

- One program that could be beneficial is through the USDA Rural Development called Rural Housing Service Guaranteed Rural Rental Housing Program Section 538 - guaranteed loan program through approved lenders to increase the supply of affordable moderate income rural rental housing. This is a loan guarantee for 90% of the unpaid principal and interest. This program is for private citizens who might qualify.

Housing

Written by Erik Kingston, Idaho Housing & Finance Association

Previous sections have discussed the need for affordable housing options, land-use planning and strategic development guidelines. Others have also covered the shortage of resources. Given real estate costs in and around Stanley, most federal housing funds are unavailable. Folks in Stanley and those working on your behalf will need to apply their collective resources to find creative alternatives to achieve affordability.

It seems everyone agrees on the need for additional housing units. Here are a few preliminary thoughts along those lines:

Build attractive, accessible and ‘future-proof’ facilities

Create highly efficient, low-impact employee rental housing with a mix of studio and dorm-style residences around shared common facilities. Give a great deal of thought to the aesthetics, long-term O&M costs and ergonomics of every design detail. Make it wheelchair accessible (think [Elder Hostel](#) tours). The ‘Sawtooth Lodge’ and ‘Sawtooth Studios’ could be marketed to hardy and discriminating winter tourists during an extended or off-season, and may incorporate community office or recreation space. This could increase revenue and employment opportunities as well as provide housing for seasonal workers.

Remember Tom Sawyer’s whitewashing strategy

Whatever the final decision on housing types, make the design and construction unique enough to attract volunteers who want to gain experience with either the building technique or materials, or who want to visit the area. Possibilities include, but are not limited to passive/active solar, geothermal, radiant slab, super insulation, etc. In many parts of the world, straw-bale, ‘paper adobe’ or other workshops attract participants interested in acquiring new skills and knowledge. Some are even willing to pay for the privilege.

Participants construct a residence or community center under the guidance of an experienced craftsman or instructor. Combined with land donation, this semi-skilled volunteer labor could dramatically reduce the per-foot costs. Volunteers might also come from Stanley’s seasonal workforce (work in exchange for partial rent credit), local employers or civic groups like the Mountain Mamas. Volunteers need coordination, feeding and lodging, so figure on an investment of time and resources to maximize their energy and time.

And now a word from our sponsor...

A project that uses new products or emerging technology might create potential for corporate or other sponsorship if the facility is used as a demonstration site. Stanley is noteworthy for its extreme winter conditions; perhaps it would offer an attractive laboratory for testing insulation or other materials. The recent publicity around the Harrah sale can’t hurt in this respect. Form a committee to research

progressive building and energy leaders, and develop a strategy that serves the long-term needs of both Stanley and the sponsors.

If you build it, they will rent

If the city retains ownership of any facility, rent might eventually generate additional revenue once construction and operating costs are covered. City ownership would have its trade-offs: while it would allow the city to assign housing priority to key workforce roles, it would also mean the city is a landlord and property manager with all the attendant responsibilities and headaches.

Who should pay?

Local employers might contribute to construction and/or operating and management costs, since the housing would create a perpetual wage subsidy and enhance their recruitment/retention efforts. Developers, guides and outfitters capitalizing on the natural and recreational resources of the Stanley Basin might contribute through linkage fees, since their activities create an additional workforce-housing burden. Second homeowners benefit from the watchful eyes of full-time residents, fire and police, and the diverse community that makes Stanley a stimulating and attractive destination. Tourists benefit when they stop for gas, restrooms, meals or gifts (and a few when they get lost or stuck and need rescuing). A stable workforce enhances the Stanley experience for everyone, so it makes sense to share the cost of workforce housing.

These are just a few preliminary thoughts...the people of Stanley and the Rapid Response Team members will no doubt generate a number of creative and practical ideas as Stanley's future unfolds.

Housing

By Harold Moniz, City of Ketchum, Planning Director

Stanley has identified affordable or community housing as one of the biggest concerns. The availability of affordable housing will be key to maintaining a healthy, diverse community. Some existing businesses have constructed employee housing as part of their economic survival. New vacation homes will create service demands which may contribute to a commuting workforce.

Recommendations

- Create a partnership with the U.S. Forest Service to address common goals with employee housing and transient summer housing.
- Create incentives and regulations for the private sector to participate in constructing affordable housing with developments.
- Housing should provide as many options as possible for community members, not everyone has the same financial goals.
- Housing should provide diversity and be socially integrated into the fabric of the community. Each project should be designed to be a community within the greater Stanley community.

Available Resources

- Review resources as identified by other authors.

Growth Management and Workforce Housing

Written by Gloria Mabbutt, Rural Development Manager, Idaho Commerce and Labor

General Observations

The city is to be commended for having the vision and desire to address the land use and housing issues at hand. This accelerated version of a community review also requires a quick response and focus on the issues identified. One scenario is to have facilitated meetings to assist the city in developing priorities and a short and long term action plan. These plans will include techniques, strategies and funding resources to address the most critical areas first. These types of facilitated meetings will also help in seeking public input and informing residents of the options at hand.

Recommendations

- Take control of your situation and do not be intimidated by developers, realtors, etc.
- Take full advantage of the technical assistance and resource people that have volunteered to work with the city.

Commitment to the City

I am able to provide technical assistance in several areas:

- Information and contact information on various grant programs for housing, infrastructure, planning assistance, growth management, historic preservation, funding for events that can bring income into the city, economic development and preservation of open space.
- Regional, state and federal resources that can result in beneficial partnerships with the city.
- Local capacity building assistance.
- Specific information on tools that might be beneficial to the city, i.e. interim planning and zoning requirements, establishing a moratorium, etc.
- Contact with other cities in Idaho that are working on similar issues.

Planning & Zoning

Written by Kit Kamo, Idaho Commerce & Labor

Issue: Ordinance – Comprehensive Plan Parity

Stanley needs assistance to upgrade its ordinances so that they reflect the comprehensive plan and so that the integrity of the town is protected as it grows.

The Gem Community group has been trying to update the comp plan, but only sections such as the school, utilities and transportation. They have not used a consultant for these meetings. This is a concern due to the limited number of people who have been involved in updating the plan.

Recommendations

- Nampa City Assistant Planning Director, Robert Hobbs, is reviewing the City of Stanley's ordinances. Robert may not be available for the hours necessary to see the ordinances updated and adopted by the council.
- A consultant may need to be hired to complete this process as well as ensure that the ordinances and the comp plan fit together.

Available Resources

- Funds may be available through the Idaho Commerce & Labor Peer to Peer Program to help offset the cost to the City of Nampa.
- Funds for a consultant could possibly be obtained through an Idaho Commerce & Labor Gem grant or Growth Management or through USDA-Rural Development Planning/Feasibility grants.

Contacts:

Kit Kamo
Economic Development Specialist
Idaho Commerce & Labor
700 West State Street
Boise, Idaho 83702
(208) 332-3570 ext. 2130
kit.kamo@cl.idaho.gov

Daryl Moser
Director, Business Programs
USDA- Rural Development
9173 W. Barnes Ste # A1
Boise ID 83709
(208) 378-5623
daryl.moser@id.usda.gov

Planning & Zoning

By Harold Moniz, City of Ketchum, Planning Director

Residential development typically produces the highest rate of return on development proposals. Stanley has already experienced commercial properties being converted and renovated into vacation homes with occupancy for only several weeks in the year. Protection of the existing commercial properties and support of new small businesses is recommended. Sensitive areas or areas of special importance to the community should be protected. Specialized zoning could be considered within specific areas to accomplish specific goals.

Recommendations

- Review zoning districts and the permitted uses to ensure they are a reflection of the development patterns the community desires. A suggestion might be to differentiate between the commercial zoning associated with the intersection of highway 21 and highway 75 and the “old” downtown commercial area.
- Encouraging mixed uses (residential and commercial) in the “old” downtown area might be appropriate, restrict ground floor uses to commercial. Eliminating single family residences in all commercial areas will assist the viability of commercial activities.
- Determine if light or heavy industrial districts are necessary. Adjust as appropriate.
- Determine if additional multifamily and mobile home districts are necessary. Adjust as appropriate.
- Evaluate sensitive area protections such as steep slopes, avalanche areas, riparian and floodplain areas and wetlands that deserve protection for the community health, safety and welfare.
- Determine if, and/or when, a moratorium is appropriate to accomplish zoning changes to reflect the community goals. Determine if local conditions require special considerations or exemptions from the moratorium. The goal of a moratorium is not to punish any particular landowner. It is an opportunity to collaborate on zoning changes to accomplish mutually acceptable goals within the framework of the community vision.
- Consider incentives such as transfer of density rights (TDR’s) to preserve valuable open space such as wetlands. Development density could be transferred into the downtown or behind the existing commercial development at the intersection of Highway 75 and Highway 21.
- Strengthen connections to airport, streams, public parks and other public places.
- Consider smart growth principles to help guide future development. Concentrate density in and around the downtown area. Create a pedestrian priority downtown.

Available Resources

- National Main Street Association - <http://www.mainstreet.org/>
- Review resources as listed by other authors.

Economic Development

By Harold Moniz, City of Ketchum, Planning Director

As a resort economy, Stanley is subject to wide swings in providing public services during peak tourist season and then slack. Stanley has several events in the summer that attract large crowds. The ability to develop other events or programs to capitalize on the natural amenities around Stanley could help provide more stability in both the economy and the community. A Community Development Corporation is a 501c3 non-profit organization that qualifies for grants and other funding sources not available to local governments. It is estimated that eighty (80) percent of the resources are not available to local governments. An Urban Renewal Agency (URA) reinvests local taxes within a designated area for necessary improvements without increasing taxes.

Unfortunately, the public sector is not very good at constructing or managing things. It takes public/private partnerships to make things happen. Every development application, every building permit, is a public/private partnership. The City needs to take every opportunity to engage the private sector in accomplishing their goals and community vision. Partnership opportunities go beyond traditional boundaries, Iron Creek and Lower Stanley should also be engaged to promote regional goals.

Recommendations

- Investigate the potential use of geothermal resources for heat or power generation for the community. Investigate the use of geothermal for a health spa or community feature.
- Investigate creating a music festival or other cultural event to take advantage of the community park.
- Support the Mountain Mama's festival.
- Create attractions or events during the slack periods.
- Create an Urban Renewal Agency.
- Determine if a Community Development Corporation (501c3 non-profit) is appropriate for Stanley.
- Explore common goals and visions with other adjacent communities.

Available Resources

- Community Development Corporation
- http://en.wikipedia.org/wiki/Community_Development_Corporation
- Review resources as identified by other authors.

Conclusion

Written by Dale Dixon, Idaho Rural Partnership

Stanley has a terrific opportunity to design its future – to create its destiny. It's not too late.

Reviewing and updating the comprehensive plan and planning & zoning ordinances is priority number one. State money to finance such a review is most likely available if Stanley leaders actively seek it. The City of Nampa has volunteered to review ordinances and make recommendations.

The visiting team recommended ordinances be updated to protect existing businesses. Creating an historic or heritage district that requires certain types of businesses occupy specific properties along with a light industrial area will protect existing businesses that are crucial to Stanley's economy and create opportunities to grow new business.

During discussions, it became clear all fees must be reviewed, and in most cases raised dramatically. Building permit fees must be increased. Building permit fees can and should generate revenue for Stanley. Create a sliding scale that protects long-time residents who wish to build while ensuring new land buyers pay their fair share. Remember, someone able and willing to pay \$250,000 for a lot is more than capable of affording significantly higher permit fees. Visiting team member Steve White with Eldorado Development said: "Money is not an issue (to them). To us it's an issue. These people who want to come here and build a 12,000 square foot house – that's going to cost a minimum of \$250 a foot. Calculate that all around, a \$30,000, \$40,000, \$50,000 permit fee is a kitchen sink."

Every recommendation in this report hinges on three items: communication, partnership and collaboration.

Open communication between Stanley leaders, citizens, property owners, the U.S. Forest Service and business community is crucial for success. An informed majority WILL make the best decisions. Communication can be as simple as a weekly one-page newsletter stapled to the bulletin board at the community center where people can take a copy. Hold a community briefing and question and answer session immediately before or after each city council meeting.

Partnership is a relationship between individuals or groups that is characterized by mutual cooperation and responsibility for the achievement of a specified goal. A clearly communicated goal opens the door to meaningful partnership.

Collaboration is hard work. Don't let the past get in the way of future opportunities. Put aside long-standing resentment and set a new course of inter-dependence. The stakes are high and Stanley can not afford internal divisions or

creating an us-versus-them situation, whether between the city and Forest Service or the city and new buyers. Elected leaders, local, state & federal governments, citizens, business people, visitors and land buyers/investors all have a stake in Stanley's success. Include everyone in deciding what Stanley looks like in the future.

The following items explaining the why and how of collaboration come from Wikipedia.com:

- **Preconditions for success (must haves)**
 - Shared objectives; Sense of urgency and commitment; Dynamic process; Sense of belonging; Open communication; Mutual trust and respect; Complementary, diverse skills and knowledge; Intellectual agility
- **Enablers:**
 - Right mix of people; Collaboration skills and practice collaborating; Good facilitator(s); Collaborative mindset and other appropriate tools.
- **Purpose:**
 - Achieve collective results that the participants would be incapable of accomplishing working alone.
- **Desired outcome:**
 - Efficiently-achieved results meeting objectives, savings in time and cost, innovative, extraordinary, breakthrough results, and collective 'we did that!' accomplishment
- **Optimal application:**
 - Enabling the emergence of understanding and realization of shared visions in complex environments and systems
- **Appropriate tools**
 - Appreciative inquiry; Open Space meeting protocols; Conversations; Stories
- **Another way to think about collaboration:**
 - All parties work together and build consensus to reach a decision or create a product, the result of which benefits all parties. Competition is a nearly-insurmountable roadblock to collaboration, and the relationship among parties must continue beyond the accomplishment of the task in order to assure its viability. The goal is dynamic.

In its most simple, direct form, collaboration means setting aside agendas, being willing to converse with those you typically cuss, while identifying a common goal you are willing to work toward.

We wish the people of Stanley absolute success in designing their future. This group and many others are available to assist Stanley as it moves forward.

Stanley, Idaho



STANLEY SITE VISIT

Goal: Related specifically to *Planning & Zoning, Land Use Planning* and *Housing*, the visiting team will work with the home team to assess the current situation, make realistic, substantive recommendations for the community and identify resources and collaborative and partnership opportunities for Stanley and its citizens.

Visiting Team:

- Dale Dixon, Idaho Rural Partnership - (208) 334-3131 – dale.dixon@irp.idaho.gov
- Kit Kamo, Idaho Commerce & Labor - (208) 332-3570, ext. 2130 – kit.kamo@cl.idaho.gov
- Gloria Mabbutt, Rural Development Mgr., Idaho Commerce & Labor, 332-3570, ext. 2139, gloria.mabbutt@community.idaho.gov
- Rene Toman, Director, North Custer-Lemhi Economic Development director, rennet@centurytel.net, 208-756-1505

Planning & Zoning

- Steve & Pam White, Eldorado Development & Nampa Planning & Zoning - (208) 602-0500 – waybizee@aol.com

Housing

- Jolyon H. Sawrey, Architect, Vice President, Living Architecture - (208) 726-3691 jolyon@livarch.com

Land Use Planning

- Harold Moniz, City of Ketchum – (208) 726-7801 – hmoniz@ketchumidaho.org
- Beth Robrahn, City of Ketchum – (208) 726-7801 – brobrahn@ketchumidaho.org

Home Team:

Mayor Hannah Stauts - (208) 774-2286 - hstauts@ruralnetwork.net

Councilman Charlie Thompson – (208) 774-3421 – charlie@riverwear.com

Councilman Herb Mumford – (208) 774-3606 – hmumford@ruralnetwork.net

Councilwoman Laurii Gadwa – (208) 774-7735 ggadwa@ruralnetwork.net

Rocky James, former Stanley City Clerk, (208) 774-2286 - cityclerk@ruralnetwork.net

Jeff Clegg- Vice President Chamber of Commerce- jhclegg@aol.com

AGENDA

Wednesday, December 20, 2006

- 9:30 a.m. Visiting team meets at the Stanley Community Center, Hwy 21
Mayor Stauts & home-team lead visitors on tour of town, including
proposed land sale. Provides an opportunity to talk to citizens & assess
area.
- 10:30 a.m. **ASSESSMENT PHASE:** Visiting team meets at Stanley Community
Center
Review maps, plans & ordinances. Identify assets & challenges.
Informal conversation with Mayor & city council members, members of
the community.
Ken Harward, Association of Idaho Cities, available via phone – 11
a.m.
- 11:30 a.m. Working lunch
RECOMMENDATION PHASE:
Visiting team & home teams discuss options, identifying short-, mid- and
long-term goals, creating an action plan for community preparedness.
Identify resources for Stanley and direct contact information to tap
resources.
- 3:00 p.m. **City Council Meeting**
Visiting & home team members present recommendations and resource
opportunities, answer questions and discuss options.
- 4:00 p.m. Adjourn

From the Idaho Mountain Express, Ketchum
Published Friday, December 29, 2006

Stanley faces sale of major downtown businesses

City gears up for potential transformation of commercial center, economy

By [REBECCA MEANY](#)
Express Staff Writer

The city of Stanley, some 60 miles north of Ketchum, is swathed in a soft blanket of white. The snow offers little indication, however, of the storm that could unleash upheaval in the quiet mountain town.

The potential sale of nearly a quarter of the total city land area by the Bill Harrah Trust could transform the city's appearance, economy, employment figures and revenue stream. Up to 50 percent of the annual budget could be affected.

Although the property has not yet been put on the market, the Bill Harrah Trust is winding up.

"The beneficiaries want us to sell the property and not distribute it in-kind," said Challis-based attorney Jim Bennetts. "We have some preferences how we'd like to see it in the future, but once we sell it, it's out of our hands."

The end of the trust has been a known factor for years, he said. The city of Stanley is now scrambling to ensure its ordinances support the comprehensive plan that lays out a vision for the city.

The best case scenario of what could happen is subjective; Stanley is home to ranchers and restaurant workers, seasonal employees and year-round solace-seekers. It also is the favorite escape for many Wood River Valley residents who flock to its scenic mountains and white-water rapids.

In one extreme scenario, a developer could snatch up all the land and construct single-family and vacation homes where commerce—including Mountain Village's grocery store, gas station, restaurant, hotel and bar—now bustles.

What could stop that from happening?



Photos courtesy Dale Dixon, Idaho Rural Partnership Stanley City Councilman Charlie Thompson listens to ideas Dec. 20 on how the city can prepare its land-use planning ordinances in advance of a major land sale. The Bill Harrah Trust is breaking up and will sell its holdings in Stanley, which include the Mountain Village shops, gas station and hotel. The city asked Idaho Rural Partnership to coordinate a team of planners and other professionals to help them align their ordinances and comprehensive plan. Ketchum Planning Department staffers Beth Robrahn, middle, and Harold Moniz, right, look on.

"At this point, absolutely nothing," said Ketchum Planning Director Harold Moniz.

Moniz, along with Ketchum City Planner Beth Robrahn, took comp time on Wednesday, Dec. 20, to travel to Stanley as part of a community assessment group, facilitated by Idaho Rural Partnership. They were joined by Jolyon Sawrey, with Ketchum-based Living Architecture, Nampa city officials and a half-dozen other economic development and planning professionals to help the city of Stanley prepare for the land sale.

"They need to step up to the plate," Moniz said. "If they don't, the development community is going to run them over. They need to get their hands on the wheel and start driving the bus instead of being run over by it."

The property in question is the commercial heart of Stanley, in other words, "most of the employee base and tax base for the city," Moniz said.

"They're concerned about what could happen," he said of city officials. "The resources they have, their knowledge base of how to handle developers and applications (are limited)."

With a population of fewer than 100 full-time residents, money needed to pay for city staff is, indeed, limited.

"The revenues aren't there when you have a small population base," said Dale Dixon, executive director of Idaho Rural Partnership. "Many communities are facing sudden growth. How do they marshal their resources to manage that sudden growth? That's where we help, when we're invited in."

Stanley Mayor Hannah Stauts contacted Idaho Rural Partnership for assistance, in part because of the impending land sale on which Mountain Village sits.

"They are our largest business in town and the only one to operate year 'round," Stauts said. "I spoke with the executive director ... and he got on the ball and assembled a team to help Stanley."

Dixon said Idaho Rural Partnership responded to Stauts' request to review planning and zoning ordinances and make recommendations on workforce housing.

"It's one of the many things we do," Dixon said. "Stanley was short on people with expertise. They're like so many rural communities in Idaho. They have the heart, and they do it for little pay. They have a deep desire to do the right thing. They know it's up to them to do the work, but getting an outsider's perspective, pointing out challenges and assets, it's that whole forest-through-the-trees situation."

Besides the potential loss of jobs if a sale results in the businesses' demolition in favor of, for example, homes, the city stands to lose a large portion of the taxes those enterprises contribute to the annual budget.

The city of Stanley collects a 2.5 percent local option tax above the regular state tax. Between 40 and 50 percent of the city's operating budget each year comes from local option taxes. Although Stauts couldn't say the exact amount contributed by Mountain Village businesses, they are the largest contributors.

"If we lose that, the city could suffer greatly," she said. "That was one of the biggest concerns."

Her other concern prompting a call to Idaho Rural Partnership was the possibility of development and rapid growth—without land-use planning and ordinances in place to guide it.

"The majority (of their property) is undeveloped," Stauts said. "Depending on how the sale goes, a large portion of the city's property could be developed. I was concerned that the land-use planning ordinances weren't set up for a significant amount of growth in a short period of time.

"Former residential homes are turning into vacation homes and we have very little rentals and affordable housing."

Stauts said a moratorium is a possibility, but she hopes to avert that with proactive planning.

"Based on considerations with the council and this (Idaho Rural Partnership) group, we'll certainly be prepared for a moratorium if needed," she said. "But I think we can be prepared and put some of these things in place so we don't have to do that."

A moratorium could depress the land's value. The city doesn't want that unintended punishment because the owners have been "very respectful" of the community, Moniz said.

"They've addressed a number of issues and have been good stewards of the land," he said.

Stauts left the all-day meeting optimistic.

"One of the most encouraging things they said was, it's not too late," she said. "We're fairly close to where we need to be. We're working on updating it, but the comp plan is solid for our future vision. But our ordinances should be designed and set up to build that vision."

Idaho Rural Partnership and the team members are creating a formal document of observations, recommendations and resources. The document will be presented to the mayor and City Council in early January 2007.

"This is a starting point," Stauts said. "We want it to be a process so we can have input. We don't want it to be set up as an us-against-them."

www.usatoday.com
SPORTS SCORES

THE NATION'S
USA TODAY
NO. 1 IN THE USA

RED LION[®] HOTELS
Our lowest online rates are on redlion.com
We Promise or We Pay!

75

USA TODAY interview
The scars of Evel Knievel
■ Tough, ornery and battered after a life of full-throttle excess, the daredevil faces his mortality, 1A

Diet doctor takes aim at your heart
■ Arthur Agatston bring South Beach fame to card care in book out today, 11
■ So, which diet is really the best for you? 6D

In 1974: At Idaho's Snake River Canyon. AP photo

THE SOUTH BEACH HEART DIET

USA TODAY

Wednesday, January 3, 2007

Newsline
■ News ■ Money ■ Sports ■ Life

Idaho: Stanley — Mayor Hannah Stauts asked a private-public partnership to help the town of about 100 residents deal with plans by the Bill Harrah Trust to sell off its land holdings, which comprise nearly a quarter of the town. The trust properties include shops, a gas station and a hotel and make up about half the city's tax base.

For Boise State, a big 'yes'
■ Ian Johnson, above, proposes to Chrissy Popadics after Fiesta Bowl win, 3C
■ Christine Brennan on game's magic, 3C
■ Florida has shot at a new first, 1C

By David Kadlubowski, The Oregonian; v12 AP

AP photo



821 West State Street, Boise, Idaho 83702 • 208.334.3131 • 208.334.2505 fax • 208.272.0596 cell
dale.dixon@irp.idaho.gov • <http://irp.idaho.gov>

The mission....

The Idaho Rural Partnership joins diverse public and private resources in innovative collaborations to strengthen communities and improve life in rural Idaho.

The Idaho Rural Partnership (IRP) Board of Directors established the following issues and activities as priorities for action:

- Serve as “Champion” for Rural Idaho
- Expand competitive access to domestic and international markets
- Seek resolution of conflicts especially on environmental issues
- Provide leadership training and development
- Serve as ‘One Stop Shop’ to information on rural resources

The Board established a number of standing committees and will use working groups as the need arises to guide IRP activities.

What is the Idaho Rural Partnership (IRP)?

A group of individuals and federal, state, and local organizations working together to:

- Assess conditions of rural Idaho
- Advise public policy makers on rural policies and strategies
- Identify and Coordinate services and resources available to rural communities
- Develop and promote private/public coordination and partnerships
- Seek solutions to unnecessary impediments to rural development
- Facilitate successful implementation of rural initiatives in Idaho

The IRP is associated with the National Rural Partnership established by President George Bush in 1991. More than 30 states have rural partnership organizations.

How is IRP Administered?

The membership of the IRP Board of Directors is established by a Governor’s Executive Order.

The Board is comprised of individual members selected by the Governor and by representatives from federal, state, and local agencies and organizations.

The Governor appoints a Co-Chair of the Board and the Board elects the other Co-Chair from their membership. The Co-Chairs hire an Executive Director for the organization.

IRP welcomes volunteer participation in the following committees: economic development, education/workforce development, environment, leadership training, policy, finances/funding and outreach.

The IRP offices are next to the Statehouse in the Idaho Grain & Ag Center, so it can effectively coordinate with the general public and all branches of government.

How is IRP Funded?

Idaho Rural Partnership sincerely appreciates a broad-based combination of private, state and federal funding. All funds are highly leveraged with in-kind contributions from numerous individuals and organizations. IRP is funded through private entities including the Battelle Energy Alliance/Idaho National Laboratory, Qwest, Monsanto and the Idaho Community Foundation. IRP receives funding from the State of Idaho through Idaho Commerce & Labor and USDA-Rural Development.