

STRATEGIC PLAN
PREPARED FOR
BOUNDARY COUNTY
THE CITY OF BONNERS FERRY &
THE KOOTENAI TRIBE OF IDAHO

BY
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IN ASSOCIATION WITH
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WELCH COMER & ASSOCIATES &
URBAN DESIGN STUDIO

Bonnors Ferry Planning Area

County Airport

River Walk Area

Downtown Bonnors Ferry

South Hill District

Cultural Center Location Has Not Yet Been Determined

Reference Map:
U.S. Geological Survey

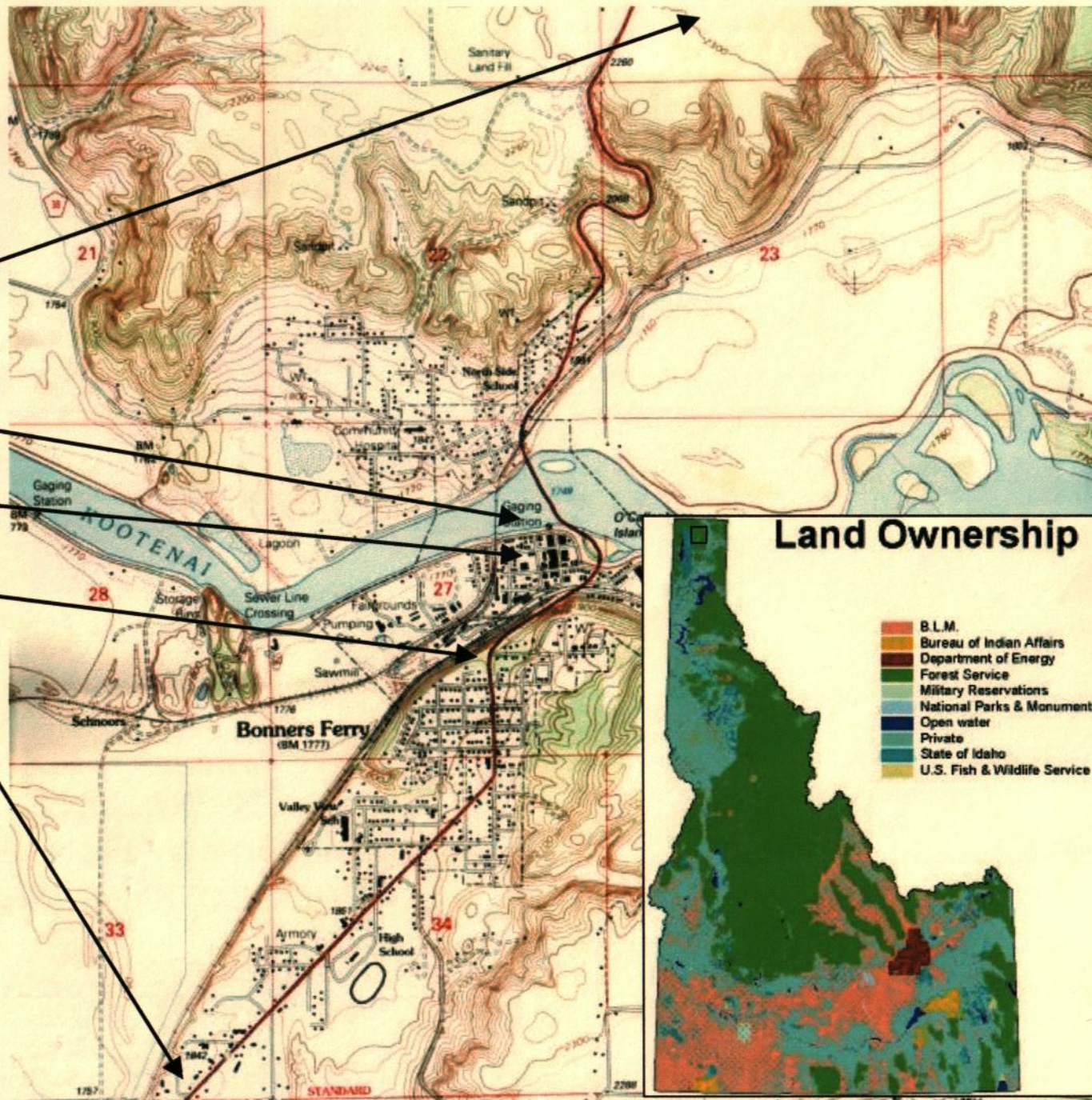


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While many people participated in the preparation of the Connection Plan, there are some we would like to thank especially for going above and beyond the call of civic duty. Their participation in long meetings, research, publicity, outreach, and other forms of volunteer assistance led to a Plan that is truly reflective of the community's priorities and collective genius. Our special thanks go to:

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District
Boundary County Fair
Board
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Board

Chapter 1

Connection: The Strategic Development System



Boundary County & Bonners Ferry
from the Air

A. Economic Restructuring Will Be Sustained by Organizational, Social and Physical Improvements

The turn of the 21st century is a time of severe challenge and change for rural Idaho. Natural resource-based economies are ailing. Communities and whole regions are finding their traditional ways of life in danger. It would be difficult to identify another period in the past hundred years where so much is at stake in our leaders' decisions about how to manage the future.

Idahoans have a heritage of independence and relative prosperity. In the past, collaboration between communities, governments and agencies was fairly uncommon. Today, however, social and economic challenges in rural communities all but require collaboration and outright partnerships. This is a tall order, especially where relations between such entities have often been characterized by friction and disagreement.

Boundary County is faced with some of the most severe economic and social challenges in the state. Agriculture and forest products industries have suffered greatly from a variety of national and international influences. Changes in federal land use policies have been particularly hard on the region's economy. While the economy eroded, so did the quality of infrastructure, schools, downtown Bonners Ferry, and many other regional assets. Meanwhile, a wide range of cultures accustomed to separateness hampered success for collaborative efforts that focused on improving local conditions. This separateness and a

Mission Statement

The Partnership between the County of Boundary, City of Bonners Ferry and Kootenai Tribe of Idaho will work to enhance the economic and social conditions of this region through strategic collaboration guided by local values. We seek:

- ❖ A stable, diversified economy that offers residents a variety of livable wage careers;
- ❖ A healthy rural retail and tourism center in Bonners Ferry that provides basic goods and services;
- ❖ A built environment that sustains our sense of community and supports our economy;
- ❖ An educational system that provides excellent lifelong learning opportunities;
- ❖ A community that respects our different cultures while building teams that tap our potential.

substantial recent increase in some minority populations also contributed to considerable misunderstanding and mistrust.

In the face of these challenges, a remarkable partnership (hereafter, the “Partnership”) was crafted in 2000 between the County of Boundary, City of Bonners Ferry and the Kootenai Tribe of Idaho. Elected leaders committed to an unprecedented collaboration to improve regional conditions. Their immediate priority was to address five challenges: two economic, two social and one infrastructure:

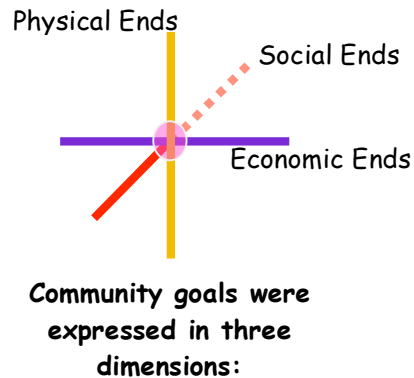
1. Industrial development in Boundary County
2. Downtown revitalization of Bonners Ferry, the County seat
3. Connection, via a greenbelt or “River Walk,” to the Kootenai River in Bonners Ferry
4. Cultural center
5. Highway and safety improvements to the South Hill area of Bonners Ferry

The Partnership contracted with a consulting team to help citizens and leaders address these issues. Over the course of seven months, the team facilitated a community-based planning process that engaged over four hundred residents in addressing the five challenges noted above. The process resulted in this strategic development plan, guided by the Mission Statement at left.

Residents and leaders emphasized three sets of desirable ends to come from the development process, including:

Social Ends

- ❖ Many Collaborations, Strong Teams
- ❖ Efficiently Used Resources
- ❖ Broad Consensus on the Future
- ❖ Sense of Community & Heritage
- ❖ Rural Lifestyle Sustained
- ❖ Excellent Learning Systems



Economic Ends

- ❖ Stabilized Economy
- ❖ Diversified Industrial Base
- ❖ Many Livable Wage Careers
- ❖ Basic Goods Locally Available
- ❖ Rural Retail & Tourism Center
- ❖ Strong Business Support System

Physical Ends

- ❖ Resources Sustainably Tapped
- ❖ Vibrant Downtown, Social Center
- ❖ Infill with Cohesive Neighborhoods
- ❖ Highway Serves the Town
- ❖ Sense of Place & Heritage
- ❖ Good School Facilities

These ends and the Mission Statement guided formation of the strategic framework for this plan. Note that in identifying desirable ends in each of the three dimensions noted above, there were a significant number of overlapping themes. Among them were education, downtown revitalization, careers with livable wages, and infrastructure that supports a sense of community.

B. The Strategic Framework Emphasizes Connections Between People, Places, Industries and Markets

A five-part framework was established to address the Mission and accomplish immediate priorities. These include:

1. Organize for Development: Build the team and leadership necessary to undertake all recommended actions. This need is fundamental. Until now, the Partnership lacked the staff and time necessary to undertake new



Community-based Planning: A Series of public meetings in the planning process were consistently attended by more than 100 people. In addition, outreach sessions with community groups and individual interviews reached hundreds more residents.

programs. Professional staff will be hired by the Partnership to manage implementation of the Connection Plan. Staff will be housed at the County Courthouse. Volunteer teams of local organizations, agencies and citizens will be organized to undertake implementation of many of the actions in the Plan. The Chamber of Commerce will be a major leader in this effort.

2. Restore the Core: Undertake Downtown Revitalization: Downtown Bonners Ferry is the social, cultural, commercial and civic center of Boundary County. Its decline over the past three decades has eroded the region's sense of community and quality of life. In addition, many basic goods are no longer available locally, forcing more and more residents to travel to larger cities to do their shopping. This extremely high retail leakage takes with it many potential jobs. A significant part of the revitalization program will focus on attracting regional residents to gather and socialize. For example, a year-round farmers' market and cultural center are planned for the city center.
3. Diversify Industry & Commerce: For most of the century, Boundary County's economy was dominated by production of agricultural and forest commodities. Little value was added; few other industries existed. As the Partnership seeks to diversify local industry and commerce, it will emphasize value-added products, foreign trade, a distribution center (exploiting the town's excellent access to rail), business retention/expansion and tourism. Downtown revitalization efforts will stabilize and strengthen the community's niche as a retail center for the County and nearby Canadian residents.
4. Connect the Town: Few towns of Bonners Ferry's size have as many transportation and pedestrian weaknesses as it does. U.S. Highway 95 will be improved to enhance the substantial local flow of traffic and pedestrian safety. Sidewalks, pathways along the river, a pedestrian underpass between downtown and the Kootenai River Inn and other improvements will help connect and protect the community.
5. Improve Social and Cultural Assets. Development in Boundary County is greatly stifled by poor educational, cultural and social facilities. Through an emphasis on shared facilities, improvements will be made to schools, the



Added Value: One of a growing number of industries in Boundary County that add value to regional natural resources

Freight Mobility: One of over thirty trains each day that passes through Bonners Ferry



fairgrounds, and public spaces. A cultural center, also targeted at tourism development, will be constructed as part of the overall downtown revitalization program.

C. New Industrial Development Will Tap Existing Assets More Strategically

Industrial recruitment efforts will focus on five sectors and one key industrial park location. (Recommendations in this section are illustrated in Figure 1.1.) The sectors include: value-added forest products; value-added agriculture; distribution, warehousing and assembly; foreign trade subzone manufacturing; alternative power generation. Development of local industry will be encouraged through the creation of a business incubator facility. All of these sectors can be well housed at the site of the current Fairgrounds west of Downtown Bonners Ferry.

Bonners Ferry has significant assets that make it well suited to serve light industry, including:

- ❖ Rail sidings serving two national lines
- ❖ Proximity to two major highways
- ❖ Available land, owned by the County
- ❖ Excellent infrastructure inside the city and along the rail lines
- ❖ High underemployment in the County
- ❖ Nearby Foreign Trade Zone
- ❖ Access to a local airport capable of serving small aircraft
- ❖ Industry-friendly regulatory environment
- ❖ Access to a variety of forest and agricultural raw materials
- ❖ Proximity to the Canadian border (within about twenty miles)

The Partnership initially focused for good reason on industrial development at the County airport. The County owns land adjacent to the airport that is appropriately zoned. With access to air transportation and

Shared Use of Future Public Facilities Has High Potential For Community Support

For decades it has been very difficult to get voters to support public spending on single use public facilities in Boundary County. The concept of shared use, however, has been well received by citizens involved in the current strategic planning process.

Co-location of the Fairgrounds and high school, where facilities can be shared by a variety of community groups, may create the support needed to approve public funding.

This principle of shared use is embraced throughout the Connection plan.

proximity to two highways (U.S. 95 and S.H. 2), the location appeared to have high potential. However, research on infrastructure and alternative sites led to a decision to focus development at the Fairgrounds. Sewage treatment is not available at the airport and would be very costly to provide. Federal Aviation Administration limitations on construction and land use near the airport also would constrain development there. Future airport improvements (especially lengthening of the runway) could further limit industrial development. Finally, County property is not actually along the highway; nearby property with highway frontage is likely to be more desirable in the near term for commercial development than that at the airport. For these reasons, it is recommended that future development on County property at the airport be focused on aviation-related businesses with limited water and sewer requirements.

The Fairgrounds will be relocated to accommodate industrial development. Both the County and Fair Board support relocation for several good reasons. The current location is too small for desirable improvements. Existing facilities are outdated and dilapidated. The area is generally surrounded by conflicting industrial uses. Finally, the location is remote from most neighborhoods and other public facilities; shared use development of new buildings at the current Fairgrounds would be very limited.

Substantial volumes of freight move by truck through Boundary County daily. Many vehicles are headed to rail terminals and intermodal facilities south and west of Bonners Ferry. Creation of a distribution center and intermodal operation at Bonners Ferry could capture much of this traffic and draw more. Such a complex would be even more attractive when served by potential Foreign Trade Subzones.

From The National Association of Foreign Trade Zones...

In the twenty-six years since its formation, the NAFTAZ membership has increased from 10 foreign-trade zone representatives to more than 770 in 1999.

An analysis of the growth of the U.S. Foreign-Trade Zones program over the past 20 years illustrates that overall the volume of trade moving through zones has increased steadily over time despite trade liberalization efforts and shifts in industry participation.

With an authorized Foreign Trade Zone (FTZ) in Eastport, Subzones (FTS) could be readily established for industries in Bonners Ferry.¹ An FTS would provide manufacturers and wholesalers with substantial benefits, including:

- ❖ Delayed tariffs for all imported products/materials so long as they remain inside the FTS. The money saved from this delay while products remain in inventory can be substantial.
- ❖ Eliminated tariffs when imported products are combined with American materials and labor that exceed 50% of the final product's value.
- ❖ No tariffs for products that are held at the FTS and then re-exported.
- ❖ No tariffs for products that are found substandard or surplus and destroyed at the FTS.
- ❖ No tariffs on waste byproducts resulting from manufacturing that combines imported materials with American materials and labor.

Imported Canadian softwoods (as an example) are likely to carry substantial tariffs in the near future. If a U.S. manufacturer were to locate at a Bonners Ferry FTS, it could conceivably import this material, combine it with American material and labor, then ship it with greatly reduced or eliminated tariff cost.

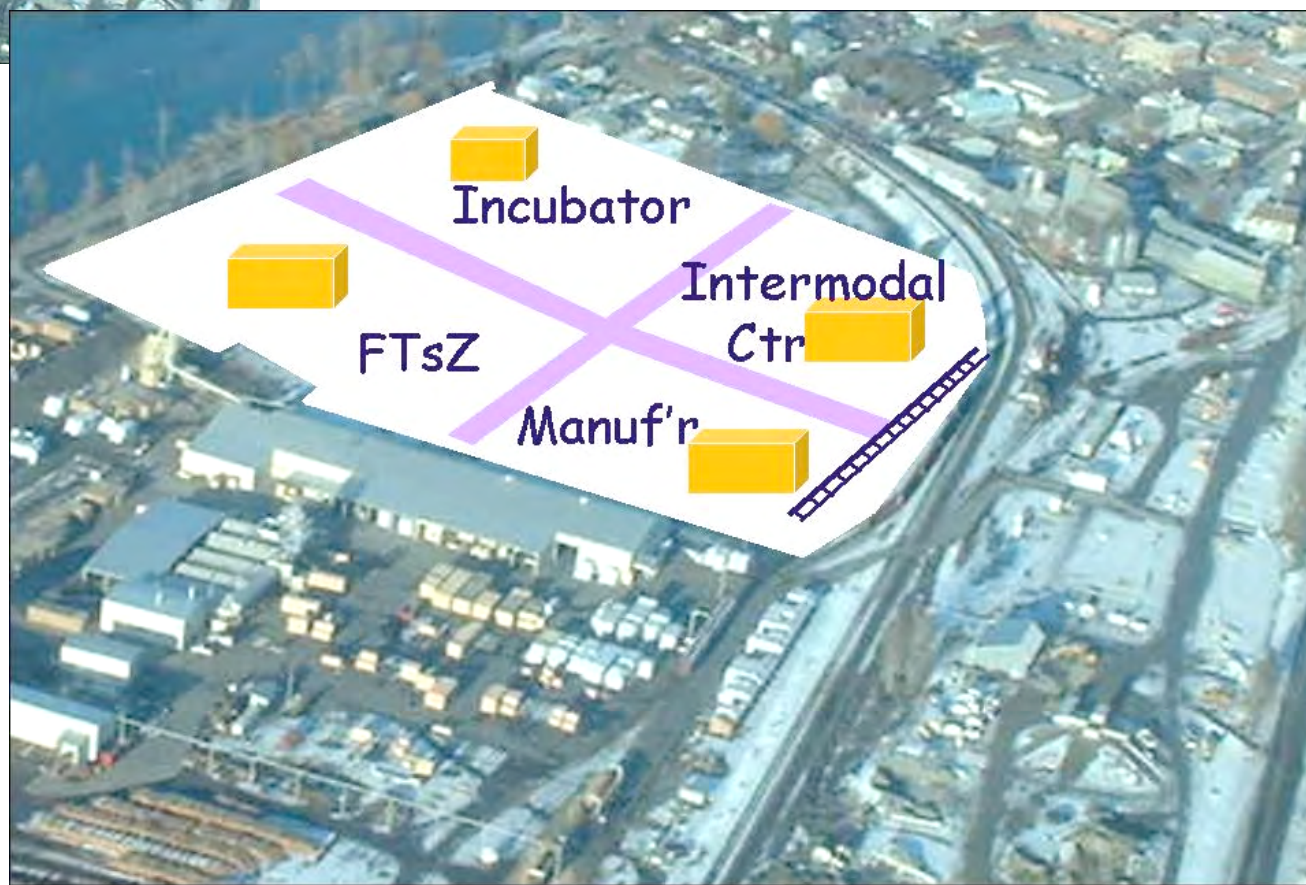
A distribution center could take advantage of FTS status. For example, a company like Coldwater Creek in Sandpoint would benefit by holding its inventory in the FTS until ordered by a customer. Re-exported products would pay no tariffs.

¹ While there are hundreds of FTZs around the U.S., currently there are none operating in Idaho. The FTZ in Eastport is authorized – an important regulatory status – but has not been created. Recruitment of an industry to Bonners Ferry to operate within an FTS would benefit the Eastport FTZ.



Figure 1.1 Industrial Park at the Fairgrounds

The Boundary County Fairgrounds Site: Its excellent infrastructure and location adjacent to two national rail lines, U.S. Highway 95, State Route 2, Crown Pacific and Downtown Bonners Ferry make it well suited for industrial development



A specialized warehouse with consolidation and break-bulk capabilities could benefit a wide variety of commerce and industry. When linked to intermodal facilities (where freight is moved from one mode of transportation to another), a distribution center at this border town becomes even more competitive.

Bonnors Ferry is well suited for these forms of development due to:

- ❖ Its proximity to the Canadian border
- ❖ Tariffs on many imported products
- ❖ The presence of two national main rail lines with sidings
- ❖ Immediate access to U.S. Highway 95 and State Route 2 (to Montana)
- ❖ Existence of all basic infrastructure in an industrial park setting
- ❖ Local access to a wide range of forest and agricultural raw materials
- ❖ Status as a high priority community for federal and state development assistance

Boundary County also appears to be well suited for the creation and expansion of locally owned businesses. For example, there are many people with skills related to production of specialty wood and food products. Given the ready access to raw materials, a business incubator focused on value-added agriculture and forest products may be feasible. (The University of Idaho is convinced enough that it committed in April, 2001 to assist the City of Bonners Ferry in undertaking a feasibility study and business plan.) An incubator could be located in several places around Bonners Ferry but may be best suited for co-location at the Fairgrounds site with other industries.

Members of the Partnership also should pursue means for alternative energy generation. The City is one of only three in the state that has its own power plant (a hydroelectric generator at a nearby dam). This distinct expertise can be expanded by the Partnership to tap biomass, wind and solar energy. In fact, the Kootenai Tribe of Idaho announced in March 2001, its intention to construct a biomass power generator. Biomass power generation could be

Hybrid Poplars in Economic Development

In the Pacific Northwest, timber and paper companies are rapidly turning to fast-growing hybrid poplars to supplement the region's rapidly dwindling wood supply. Tree plantations are springing up both east and west of the Cascades. Eastside biomass growth rates using irrigation are even exceeding westside growth.

Several timber companies are now actively recruiting farmers and other private landowners to plant this high-value crop. Many are doing so, motivated in part by studies that show dairy farmers in western Oregon and Washington may make up to four times as much money raising these poplar trees rather than cattle in their river bottomlands.

Most intriguing, research is showing that the high growth rate of these trees also makes them effective pollution fighters. For example, they can efficiently clean up many nutrient-laden groundwater and surface flows.

Properly situated, these trees could also potentially provide a more environmentally benign cash crop for many river bottomlands currently devoted to row crops or cattle grazing. Residual benefits would include greatly improved streambank stability and fish habitat.

U.S. Environmental Protection Agency

enhanced through creation of hybrid poplar tree farms on fallow land throughout the county. Hybrid poplar grows between five and eight feet per year in this region. It grows so well that some tree farmers have been using the first log for lumber rather than fuel. There are many other uses for this tree and its byproducts. A cash crop like this would be valuable to power generation and a viable alternative to growing many traditional (and ailing) agricultural commodities.

Wind and solar maps indicate that there are significant areas of the county where these forms of energy could be tapped for power generation. Given the national energy crisis, and Boundary County's tradition of self-sufficiency, further research is recommended.

D. Downtown Revitalization will Emphasize Management, Mixed Use, Social Retail, Tourism, Heritage, & Attractive Pedestrian Environment

Downtown Bonners Ferry is a great mix of historic buildings in a beautiful and strategic location. It has strong potential to be restored as a social, cultural, civic and commercial center. Revitalization efforts will seek to attract both locals and visitors to a Downtown that is convenient, comfortable and attractive. Basic retail goods and services will be combined with professional services and expanded housing opportunities on upper floors and around the periphery of the core.

Revitalization is not something that will happen quickly, nor will it be a temporary activity. Ongoing professional management will be needed. This professional manager will oversee revitalization, development of the cultural center, river walk and creation of the industrial park at the Fairgrounds. One of the manager's most important jobs will be creating the teams necessary to fully implement three primary revitalization programs:

Program #1, Organization and Management: Revitalization efforts will be guided by the National Main Street Center's four-point approach (Organization, Economic Restructuring, Promotion, and Design). Professional management will be supported by volunteer committees, the Chamber of Commerce and service clubs. The manager will work for the Partnership and be housed at the County Courthouse. Funding for the manager will come from a combination of grants, Partnership investment and local business contributions.

Program #2, Business Retention and Recruitment: Business retention will be a major revitalization priority. Technical assistance, expanded financial resources and cooperative promotion will be emphasized to help stabilize and grow existing businesses. Once a sound retention program is in place, strategic recruitment will begin. Recruitment and all other business development programs will be market driven.

Program #3, Physical Improvements: Enhancements to Downtown will focus on two facets of Connection: drawing highway travelers into the city center, and creating more attractive places for public gatherings and socializing. Much of the Downtown is in good physical condition, so this effort will not be complex. Most improvements will be exactly that - improvements - rather than wholesale replacements. Key projects (see Figure 1.2 on the next page) will include:

- ❖ Entryways and the front "face" of Downtown
- ❖ Pedestrian comforts (e.g., lighting, seating, crosswalks, landscaping)
- ❖ Wayfinding signage to direct pedestrians around Downtown
- ❖ Parking that is easy to find, attractive and well designed
- ❖ Gathering places organized to attract more intensive use
- ❖ Home for a year-round Farmers Market
- ❖ Cultural center

Figure 1.2: Downtown Design Elements

Improved "Face" of Downtown Via Combined **Cultural Center & Visitors Center**

River Walk Connecting Both Sides of River, With Heritage Interpretive Signage & Displays Along Route

Enhanced **Gateways**

Well-designed & Signed **Parking**

Well-lit and Landscaped **Sidewalks**, with Pedestrian **Comforts** (All Downtown Streets)

System of **Public Spaces** Connected by Attractive Pedestrian Pathways

Improve **Arizona Street Circulation**, Design & Parking to Expand Use as Third Entry

Farmers Market



Pedestrian Underpass Between Downtown & Kootenai River Inn

The Farmers Market will be organized to encourage local farmers and others to add value to produce and start up new businesses. The business incubator will probably contain a commercial kitchen that can support small scale food processing.

E. The Riverwalk will Connect Regional Assets While Providing a Great New Amenity

Eons of flooding along the Kootenai River were ended with the construction of dams upriver from Bonners Ferry. The City also created levies to ensure a barrier between the community and the waterway. While these actions were necessary, the barrier eliminated most means for interaction between citizens, the river and its magnificent views.

The Partnership responded to this limitation by seeking to create a Riverwalk, or greenbelt, along the river and adjacent to Downtown Bonners Ferry. The planning team then worked with residents to create a simple, attractive walkway. Among community priorities for this important new amenity are:

- ❖ Paved path to support bicycles, strollers, skates and skateboarding
- ❖ Interpretive signage along the path to describe the area's heritage, natural environment, river (including sturgeon and other native species) and community
- ❖ Exercise stations along the path
- ❖ A phased development plan that helps expand the pathway as funding and volunteer support allow
- ❖ Pedestrian connections between the Riverwalk, Downtown and Kootenai River Inn
- ❖ Simple design that emphasizes the natural setting and low construction cost

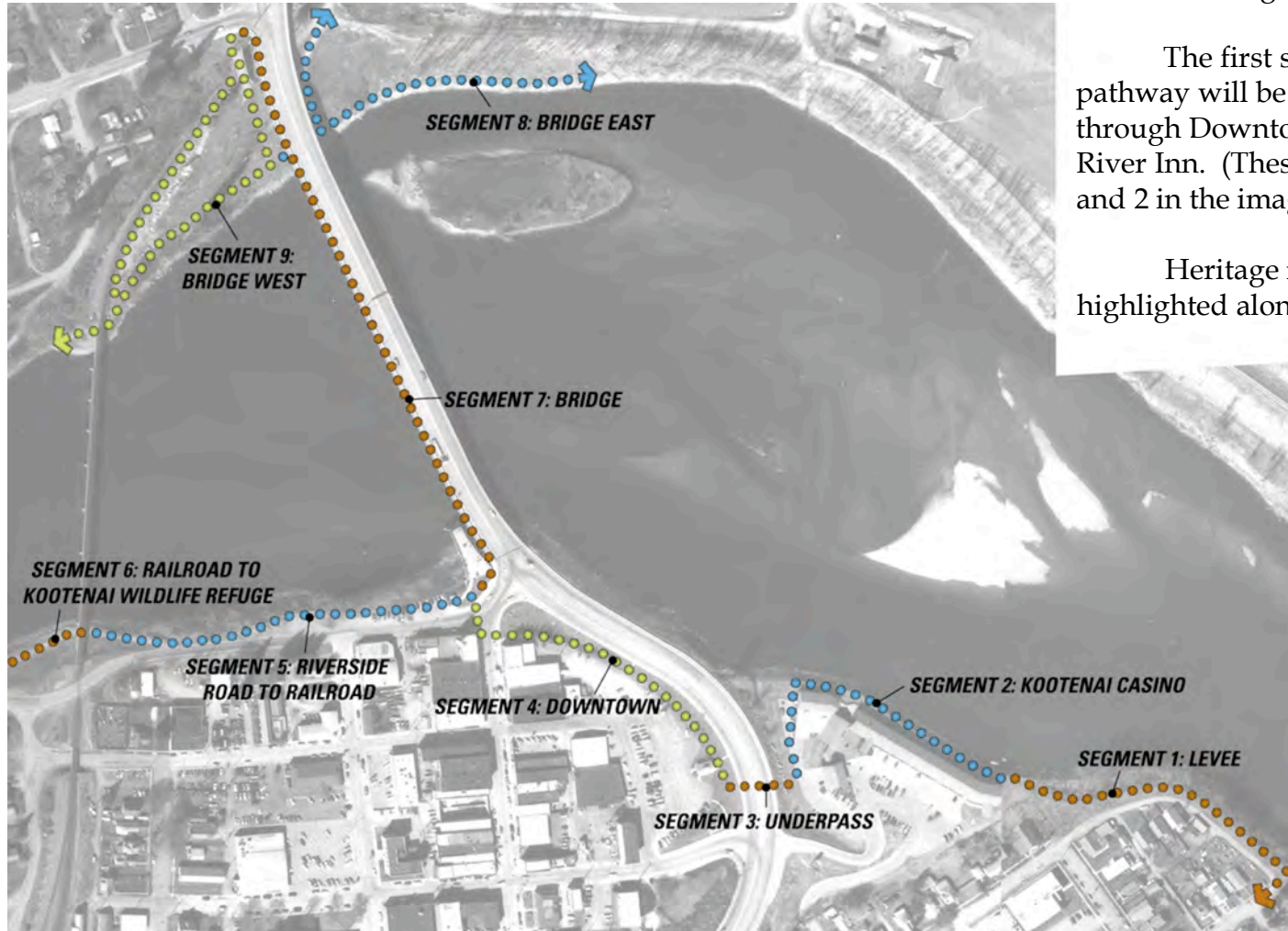


Riverwalk: The new pathway system will provide connections to city playfields, Downtown, Kootenai River Inn, neighborhoods and a series of overlooks with outstanding vistas of the region.

Figure 1.3: Riverwalk

Riverwalk Segments and Connections:
First steps in creation of a regional trail system.

The Riverwalk will take the form of a sideways 'H,' with the bar between the arms being the U.S. 95 bridge, as shown in Figure 1.3. Citizens wanted the system to be on both sides of the river, with potential to grow lengthwise over time. By crossing the river and going under the bridge, the Riverwalk will for the first time enable people of all ages to get to the City's north-side playfields without having to cross the highway.



The first segments of the pathway will be adjacent to and through Downtown to the Kootenai River Inn. (These are segments 5, 4, 3 and 2 in the image at left.)

Heritage interpretation will be highlighted along the Riverwalk.

Pioneering, agriculture, mining, timber, railroads and commerce all will be addressed. Special emphasis will be placed on the Kootenai Tribe's rich legacy of connection to the region. The pedestrian underpass at the current visitors center will be included in the Native American interpretive system,



The River Reconnected: Light landscaping and a simple trail system will do much to attract residents and visitors alike to experience the beauty along Kootenai River

with the possibility of audio-visual materials. As visitors approach the Kootenai River Inn, interpretation will move to modern issues and themes facing the Tribe.

For reasons linked to local geography, the highway and railroads, Bonners Ferry provides few positive walking or biking environments. The Riverwalk will provide citizens and visitors alike with an outstanding pedestrian experience. Over time the trail system could be linked to South Hill via the west valley and roadway leading up to the Forest Service station at the southern end of the community. Ideally, the system will eventually link to the schools, Fairgrounds, South Hill, Downtown, North Hill, Three Mile and Wildlife Refuge.

F. A New Cultural Center Will Contribute to Both the Economy and Quality of Life

Residents and tourists alike could be served well by a cultural center. However, there has been some local debate about what such a center should include, where it should be located and how it might be funded. The planning team facilitated a series of public meetings to address these key issues. Consensus was reached quickly on the three primary roles that a potential cultural center should address. These are:

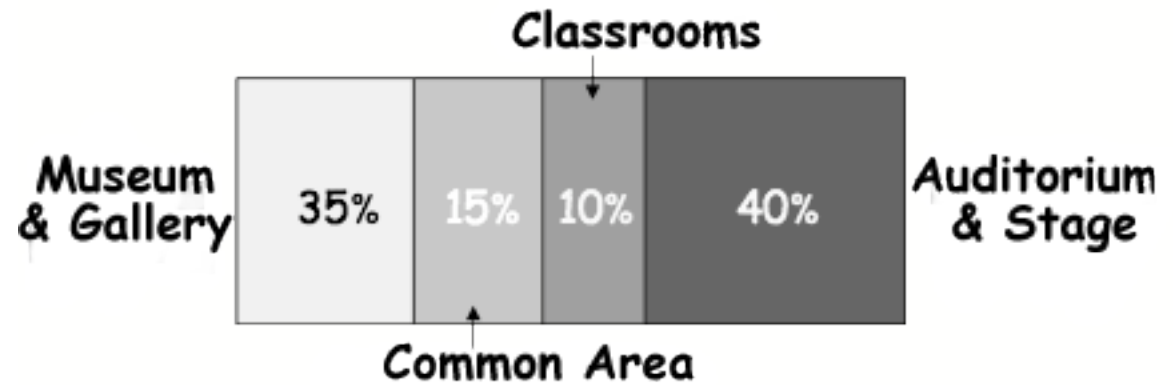
- ❖ Economic Development
- ❖ Community Service (An Asset for Residents)
- ❖ Heritage Showcase

Group discussions also led to a concise set of facilities that the center should contain. This discussion was complicated initially by inclusion of elements that are not truly consistent with a cultural center, but which are

strongly desired by many residents. Central among these elements were recreational resources, especially a gymnasium and swimming pool. Participants in public meetings eventually agreed that there are two distinctly different assets being considered: 1) A cultural center focused on heritage and the arts; 2) a community center focused on recreation, continuing education and public assemblies (e.g., for festivals and events). Once the different themes were clarified, agreement was quickly reached on desirable cultural center facilities. Highest on the list are:

- ❖ Auditorium: Stage, Back Stage
- ❖ Museum
- ❖ Classrooms (Including 1 Theater-Style Classroom)
- ❖ Outside Displays
- ❖ Management/Storage
- ❖ Kitchen (Service Kitchen for Catering Only, and Optional)

After reviewing similar facilities and traditional space needs, the planning team responded with a general layout scheme that would call for up to 15,800 square feet of floor area. The figure below provides a guide for how this space would be divided up in a new building.



Three locations were considered for the cultural center:

Site 1: Downtown at the north end of the Visitors Center parking lot. Here the center would create a new, highly attractive, front face for Downtown. (See Figure 1.4.) It would be easily seen by through traffic and easy to reach. Downtown also would benefit greatly from the presence of visitors to the cultural center (which could be combined with an enhanced visitor center). From an economic point of view, no other available location could be as positive. Being in Downtown would support revitalization and indirectly support historic preservation. The City already owns most of the property for the site. Parking analysis indicates that at least sixty units, more efficiently arranged, would remain in the existing parking lot. This is about the same number currently available. Parking, however, will be a challenge. Anticipating this, the planning team identified opportunities for over 200 off street parking units around Downtown that could help reduce pressures for customer and employee parking needs.

Site 2: Junior High School Gymnasium and Auditorium. This building exists and has most of the elements identified as desirable for the cultural center. The structure does not meet current building codes and is not accessible to people with physical disabilities. The relatively unattractive site, while close to Downtown, is not visible from the highway and is near the rail line (a noise problem). Retrofitting and upgrading the building will be expensive but may cost less than an entirely new facility. The building is probably eligible to be placed on the National Register of Historic Places. As such, adaptive re-use would be highly consistent with the “Heritage Showcase” priority.

Site 3: Adjacent to the High School on South Hill. The center would become part of a school/Fairgrounds complex recommended in the Connection plan. Co-location with these other public assets would support the principle of shared facilities. However, there would be much less economic benefit since the site is offset from a narrow commercial strip along South Hill.

Figure 1.4: Cultural Center in Downtown Bonners Ferry



Cultural Center in Downtown Bonners Ferry: Yellow Star and Arrow Indicate Position of View in Larger Conceptual Image Above

Each site option was rated for its impact on the primary roles the center is intended to serve. Based on this multi-criteria evaluation, downtown at the current visitors center parking lot received the highest score. Consequently, at this time the Downtown site is recommended for further investigation.

G. South Hill Improvements Will Enhance Circulation, Access and Safety

South Hill has simply become too congested and dangerous along Highway 95. Pedestrian and vehicular accidents are common. Left-hand turns often involve long waits. There is no safe place for people to walk or bike. Residents in adjacent neighborhoods are forced to use their cars for even the simplest errands.



Nowhere to Turn, Or Walk, or Ride...:
South Hill Circulation is in Serious Need
of Improvement

Substantial improvements to the highway along South Hill can be made within the existing right-of-way. (See Figure 1.5.) Specifically, a continuous three-lane system with a sidewalk on the east side of the highway can be supported. Combined with a regular series of protected and well-signed crosswalks, this system would contribute substantially to both circulation and safety.

Citizens at a recent public meeting overwhelmingly supported the improvements noted above over several other options for future highway development. Specific improvements endorsed for immediate development include:

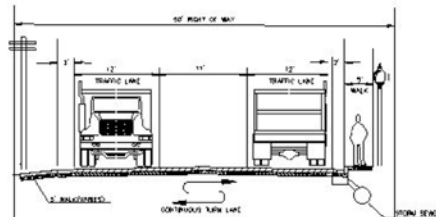
- ❖ 3 Lanes (Middle Turn Lane)
- ❖ Continuous Sidewalk on One Side
- ❖ Cover Ditches Along Highway (numerous, deep, dangerous and unsightly)
- ❖ Crosswalk at High School; Median Sanctuary

- ❖ True Pedestrian Crossings at Signal(s)
- ❖ Crosswalks at Key Intersections
- ❖ Curb & Gutter; Disciplined Business Entries

Idaho Transportation Department's (ITD) District Engineer has endorsed these improvements in concept. The District will work with the City to implement appropriate changes as quickly as possible. Meanwhile, the City will seek grants and other resources to help fund the various elements.

Citizens who participated in the Connection planning process also had consensus on long-term development priorities for the highway. Their views included:

- ❖ Keep Highway in Town (no bypass)
- ❖ Expand to a 5-Lane System When Necessary (acquire 14 feet of right-of-way on either side of 95)
- ❖ Make South Hill Pedestrian and Bicycle Friendly
- ❖ Create Median Sanctuaries at Crosswalks
- ❖ Install Curb and Gutter for Disciplined Business Entries
- ❖ Consider a Bike Path From the U.S. Forest Service Office to the Valley and Downtown



Three Lanes and a Sidewalk:

This cross-section illustrates that the existing right of way will allow for a continuous three lane system through South Hill. The City is working with Idaho Transportation Department to seek support for this needed improvement.

These recommendations have been forwarded to the Idaho Transportation Department. The City intends to work with the state agency to complete a Corridor Study to address and prioritize them.

Figure 1.5: South Hill Highway Improvements



South Hill Bonners Ferry Concept, Looking North: Continuous 3-Lane Highway, Middle Turn Lane, Crosswalks with Refuges, Historic Lighting, Landscaping, Curbs & Sidewalk on East Side of Highway

H. The Connection Plan's Strategic System of Improvements Will Strengthen the Economy, Sense of Community and Public Safety

The Connection Plan is founded upon local values, rational economic principles and sound design. The community-based planning process led to a series of broadly endorsed recommendations that address the greatest social, economic and physical challenges facing the community today. Great effort was made to find common ground and broadly distribute the benefits of each recommended project.

Key recommendations in the Connection Plan are expected to cost between \$8.8 and \$9.5 million (some specific projects cannot be costed until local decisions regarding design, location, etc. are finalized). Given the scope and range of improvements, this is a remarkably small budget – one that can be funded from a wide variety of sources. A set of over sixty resources has been identified and linked to the various categories of projects. The Partnership is already pursuing many of them.

The Connection Plan emphasizes practical implementation steps to ensure success for the Partnership. Each of the issues of “Who, What, When, Where, How and Why” are addressed in this document.

After decades of decline, leaders and citizens of the Partnership have come together as a team to restore vitality to the region. The time is right for action: the right people are in the right place at the right time with a clear direction and mission. Success now depends upon three things:

- ❖ A public-private partnership, already in place and growing in its strength
- ❖ Professional leadership supported by dedicated volunteer teams: There is a commitment to filling this need.

- ❖ State and federal support for infrastructure and economic improvements:
The Partnership has already begun to introduce its Connection Plan projects to appropriate agencies.

Chapter 2

Introduction & Background



Bonners Ferry and rural Boundary County from the air. In the foreground is Crown Pacific, a major lumber mill with historic roots in the valley. The Kootenai River, two major rail lines and U.S. Highway 95 all speak to the town's role as a regional distribution and commercial center. Also visible (covered in snow) is agricultural land, a substantial part of the regional economy.

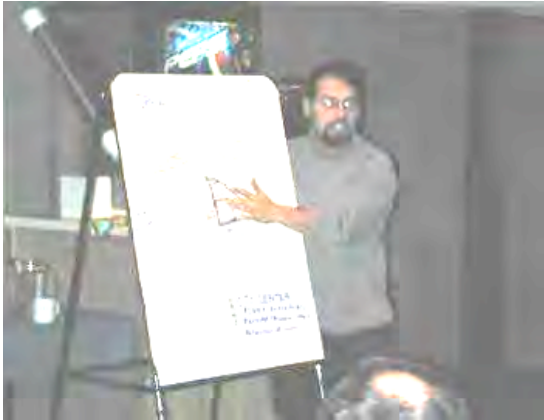
A. This Strategic Plan Was Created By An Unprecedented Partnership

Boundary County, the northern-most county in Idaho, is composed of a remarkable mix of cultures. Built upon a natural resource-based economy, the region's communities face growing hardships from long-term downturns in timber and agricultural industries. In the past, collaboration between interest groups, cultures and governments was not strategically important. Today, however, economic and social challenges are so severe that partnerships must be forged to build a stable future for local residents.

Such a partnership is now a reality. The collaboration between the County of Boundary, City of Bonners Ferry and the Kootenai Tribe of Idaho (the "Partnership") initiated this plan as one of the first results of their collective agreement. Their teamwork is unprecedented in the county, and very rare in the Inland Northwest. Through their example, other area teams are organizing; now is the right time for action.

The Partnership members contributed equally to fund the strategic plan. In addition, they worked with Panhandle Area Council (PAC) to seek additional funding from a U.S. Economic Development Administration (EDA) grant. With the successful grant application, the Partnership (through the Boundary County Commissioners) hired a consulting team led by Tom Hudson Company (THC) to guide the planning process.

Advisory Team in action. A local member of the Advisory Team shares ideas about downtown revitalization.



Citizens planning the Cultural Center: A series of public meetings and workshops led to consensus on the roles and facilities to be included in the Cultural Center.

By consensus of the Partnership, EDA and PAC, the plan focuses on five key planning elements (see Map 1, inside front cover):

- ❖ Downtown revitalization in Bonners Ferry
- ❖ Industrial development, with emphasis on the County airport
- ❖ South Hill (Bonners Ferry) public safety and development along the highway
- ❖ River walk (greenbelt) along the Kootenai River and adjacent to Downtown Bonners Ferry
- ❖ Cultural center concept development

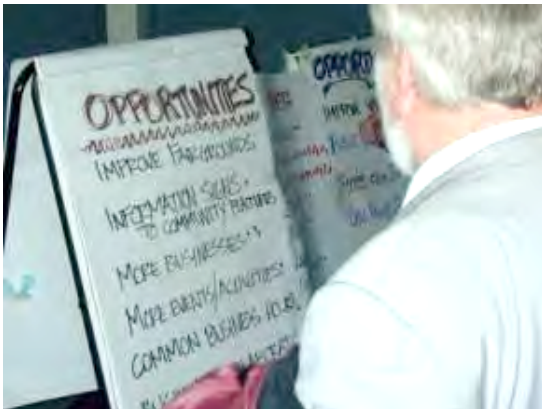
Each of these elements is addressed in detail in the remaining chapters of this report.

The Partnership agreed that the planning process should be community-based. That is, area residents should be active participants in defining values, priorities, and activities that frame the strategy. Toward this end, five systems were organized to guide planning:

1. An Advisory Team was created to guide all planning considerations. This team is composed of about thirty area residents from a very wide range of backgrounds. Members were nominated by each of the three government Partners. In addition, other citizens who expressed an interest were invited to participate; no one was excluded. The Advisory Team met with the planning team during each of four week-long sessions to discuss planning issues and guide decisions.
2. The Partnership met with THC at the beginning and end of each week-long session in Bonners Ferry. These meetings included exchanges, updates and briefings on strategic issues.
3. Interviews with area residents were formally organized over two months to engage more people and perspectives in the planning process. Leaders from various interest groups were invited as well as representatives from different community lifestyles (e.g., farming, ranching, industry, commerce, youth, seniors, educators, clergy, etc.).



Outreach: A variety of public meetings, workshops, interviews and personal exchanges engaged over 400 people in the planning process.



In addition, anyone from the area who expressed an interest was interviewed by the planning team. Interviews focused on regional strengths, weaknesses and opportunities. Participants were asked to share their priorities for future community development. In total, over fifty formal interviews were conducted.

4. The planning team conducted nearly twenty outreach meetings with community interest groups. Key targets included the Chamber of Commerce, Fair Board, Airport Board, School Board, educators, youth, Department of Labor, other government agencies, and service clubs.
5. Community youth gave their input through a survey distributed to a sampling of eighth and eleventh graders. They expressed opinions about various facets of community life, the Downtown and their schools. Their insights gave the planning team a view from an important group – future community leaders.
6. A series of public meetings were facilitated to engage residents in two ways. First, information related to options and impacts was shared with participants to make them more aware of planning challenges. Second, participants were asked to provide guidance during meetings through straw poll votes and general discussion. This exchange was very fruitful, with surprisingly high consensus expressed on nearly every issue. Results of advisory polls are included in this report. Attendance at public meetings averaged about 130.

Community feedback has been very positive as expressed through public participation, outreach and regional media. Citizens appreciate both the opportunity to participate and the value placed on their input. Both responses are critical. With such a depressed economy and many separate interest groups, people need to be convinced of the merit of actions that require local resources. The Partnership is committed to continuing the community-based approach throughout implementation of the plan. This orientation will enhance the growing sense of community that is a major byproduct of the planning process.

B. The Region's Heritage and Economy are Closely Tied

Boundary County is as diverse in its history as it is in resources. Pioneers called the Kootenai Valley appropriately the "Nile of the North," due to the wealth of natural resources, transportation and economic opportunity it supported. These attractions grew, and regional mining discoveries attracted many migrants in the late 1800's. Bonners Ferry became an early commercial and distribution hub. However, this influx of settlers came at the expense of the area's original inhabitants, the Kootenai Tribe.



**Downtown Bonners Ferry,
about 1920.**

Settlers' agendas were pitted against the beliefs of the Tribe. The natural resources treasured by the Kootenai Tribe were the primary motivators encouraging settlement. Migration was inevitable. With it came conflict that has left the region with social wounds yet to be entirely healed.

History of this area is intricately connected with the Kootenai River for both the Kootenai Tribe and settlers. The river was a source of food and transportation and it continues to play a vital role to this day. Resources discovered in the river lured thousands of individuals over the years. One of those enterprising individuals was Edwin Bonner who established a ferry service on the river for .50 per person and \$1.50 for loaded pack animals in 1864. Richard Frey began leasing the ferry from Bonner in 1875 and in 1902 the County purchased the ferry for the amount of \$500. Soon thereafter options to cross the river increased when the Spokane International Railroad bridged it in 1906.

For a time, Bonners Ferry was actually two towns side by side, but separated by the river. On April 15, 1899, the Kootenai County Commissioners approved the merger of Eaton and Bonnerport and established Bonners Ferry. Due to political geography, Bonners Ferry would exist in two different counties prior to the creation of Boundary County in 1915, with Bonners Ferry as the county seat.

Lumber and mining made the community a boom town for much of its early history. It was host to one of the world's largest lumber mills, The Bonners Ferry Lumber Company, and an abundance of mines in the nearby mountains. The Bonners Ferry Lumber Company produced 50 million board feet in 1913 despite being plagued by fires, floods and problems with the railroad. Production eventually tapered off until the mill closed in 1926.

Flood in Bonners Ferry, May 31, 1948. Kootenai River has had a commanding presence in the region's long history.



River flooding was such a problem that in the early 1900's, Downtown Bonners Ferry was elevated substantially. The June 19, 1916, flood was particularly destructive (all along its route through Boundary County). Wooden sidewalks and stores were built on stilts. Even these steps were not enough for additional floods, most notably in 1948 and 1956. More recently, upriver dams and dikes in town brought the river under control. Oddly, these actions created a substantial disconnection between Bonners Ferry and the river. Today there are few places to view or walk along this magnificent natural feature from inside the community.

For the first sixty years of this century, downtown Bonners Ferry was a true regional commercial and distribution center. Rail, river and highway service made it a natural connection and gathering point. By 1970, local retail strength began to decline. Good highways and changing shopping habits led more and more consumers south to do their major purchasing. Proximity to Canada, seasonal weather and distance to larger centers enabled Downtown to fare better than many others its size around the west. However, the decline continued. This sense of decline has become visibly present. Today, many storefronts are empty. Even many basic products can no longer be purchased locally. Historic buildings are in need of repair or maintenance. Entries are uninviting. Businesses and citizens alike are calling for action.

Meanwhile, "family wage" jobs in Boundary County are in ever shorter supply. The natural resource industry, in most of its facets, is shrinking. Diversification is not keeping up with the real need for high quality employment.

Leaders are looking for creative ways to grow a new, more vital economy. The county's many interest groups – religious, ethnic, social, political and economic – have expressed the need for action to restore stability to the lifestyles that have brought and kept them here.

The rich history of Boundary County includes the ancient presence of the Kootenai Tribe of Idaho, tales of a boom town, hardy pioneers, vast amounts of natural resources, the rise and fall of major industries, fires and a series of destructive floods. Having endured both hardship and prosperity, the people in this fairly remote region often describe themselves as independent and historically self-reliant. They have tended to prefer minimal government and have seldom needed to act collectively. These historic traits have made it difficult to forge partnerships in the past. A new era appears to have dawned at the start of a new century where partnerships and collaboration will become the primary “natural” resource of a new economy.

Town, Tribe, County, River, Highway, Economy All At a Crossroad. A new Partnership will define and lead the way toward a better future.



Chapter 3

Conditions Affecting Regional Development

A1. Regional Economy and Industrial Development

Figure 3.1

Boundary County Employment by Industry

Industry	1980	1985	1990	1996
Farm	391	408	365	364
Agriculture Services, Forest, Fish & Other	86	107	98	
Manufacturing	504	556	752	890
Construction	140	186	205	368
Transportation, Comm. & Public Utilities	135	121	157	222
Wholesale Trade	92	88	107	113
Retail Trade	445	461	558	657
Finance, Insurance & Real Estate	117	151	196	177
Services	366	437	571	1094
Federal Civilian	176	156	146	126
Federal Military	48	44	55	45
State & Local Government	522	495	562	662

1998 Employment by Employer

<u>Employer</u>	<u>Jobs</u>	<u>Sector</u>
Kootenai Tribe of Idaho	N/A	Government
CEDU Family Services	300-399	Social Services
Boundary County School District	200-299	Public Schools
Bonnors Ferry Community Hospital	150-199	Hospital
Crown Pacific Inland	150-199	Lumber & Wood
Louisiana Pacific	150-199	Lumber & Wood
Boundary County Government	100-149	Government
Kootenai River Inn	100-149	Lodging & Entertainment
U.S. Forest Service	50-99	Government
City of Bonnors Ferry	50-99	Government
Boundary Trading Co.	50-99	Grocery Store
Safeway	20-49	Grocery Store

a. Industrial Trends Indicate Limited Economic Diversification

To understand Boundary County's industrial history, it is important to know that over 90 percent of the county is forested. Nine of the remaining ten percent is farmland. These traits become substantial statistics in the context of a County covering 1,277 square miles. Consequently, it is no wonder that for over a century this natural resource base has dominated the regional economy. In fact, for a time in the early part of the twentieth century, Bonnors Ferry was home to one of the largest sawmills in the world.

Transportation, government and commerce also have contributed greatly to the county's economy. With two national rail lines, U.S. Highway 95, and the Kootenai River running through the region, Bonnors Ferry served well as a distribution and supply center starting in the 1880s (though it was formally established in 1893). Freight and passenger service operated along the river to Bonnors Ferry for many years starting in 1883.

In recent decades (see Figures 3.1 and 3.2), access to timber became more difficult and more expensive. For all its strength, the timber industry is unstable. Even so, sales and employment have actually continued to climb.

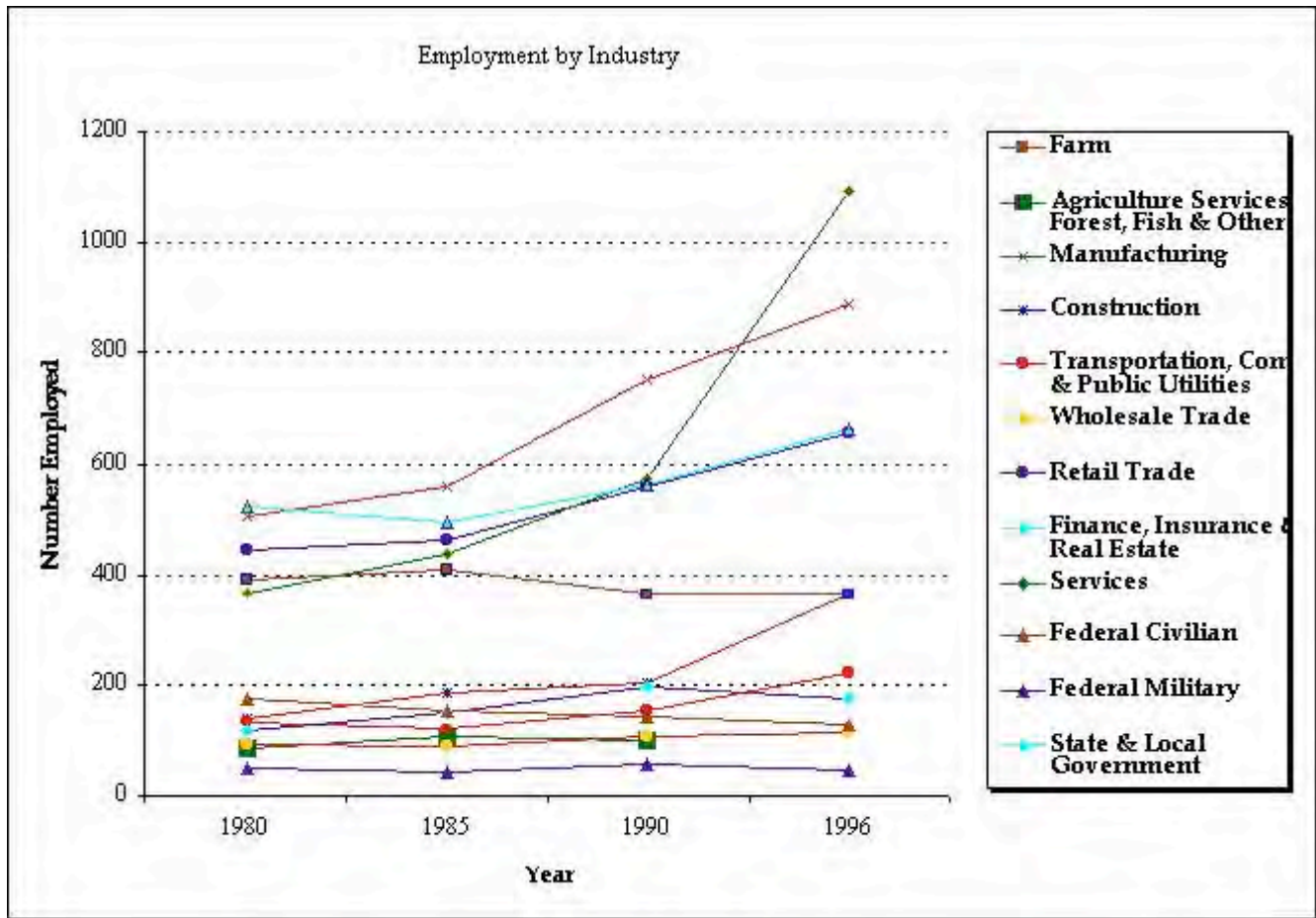


Figure 3.2

remains a major part of the economy, though its focus is remarkably different from fifty years ago. For example, Anheuser-Busch established Elk Mountain Farms in the mid-1980s, a hops production facility that has become a major regional employer. During harvest, the operation employs up to 200 people, including many migrant workers. Tree and landscaping nurseries also have become major important employers.

Though there is little value added to wood exports from the county, timber remains a major part of the economy. In fact, ninety-four percent of workers in the manufacturing sector are linked to lumber and wood products. For over two decades, there has been practically no change in the number of jobs (about 40) in other manufacturing.

Traditional farming of grains and other commodities saw its own decline. Prices in this sector have been weak and undependable for over thirty years. However, a few specialty crops, like hops and landscaping materials, have done well. As a result, agriculture

A few unusual companies grew into major employers in recent years. CEDU Family of Services opened its first facility in the county in 1982. Focused on education for troubled youths, this organization is now one of the top two employers in the county. A second major new employer is the Kootenai Tribe of Idaho. In 1986, the Kootenai Tribe opened the Kootenai River Inn. With its casino, restaurant and high quality rooms, the Inn has given the county's small tourism industry new potential. Together, CEDU and the Kootenai Tribe of Idaho are now the largest employers in the county. The third largest employer is the Boundary County School District, well known for quality education but poor facilities. When combined with CEDU figures, educational employment can be seen for the major economic asset that it is.

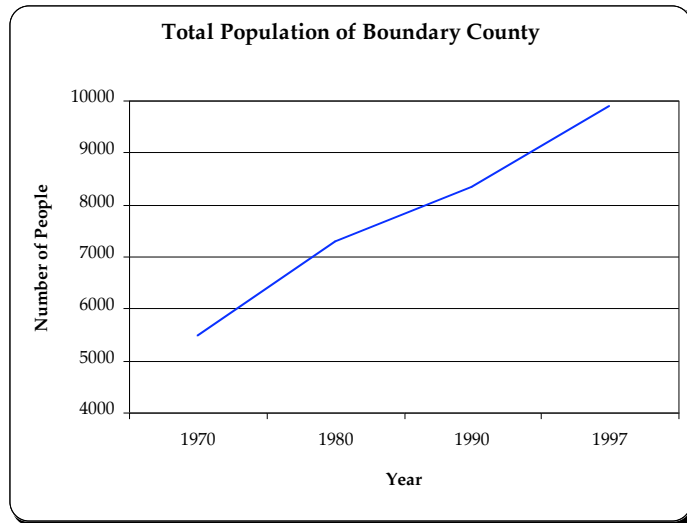


Figure 3.3

As one reviews the list of employers in Figure 3.1, the employment base feels narrow: government, education, and timber. However, services and retailing have shown remarkable growth and have even more potential. Construction and transportation also are important growth segments.

Figure 3.2 illustrates that most employment sectors have held steady or grown. The largest growth, though, has been in jobs (e.g., Service) that do not provide a livable wage. Consequently, diversification is essential if the regional economy is ever to become stable.

The county's population grew 20% (about 2% per year) over the past decade. This rate, well above the national growth rate, is relatively small compared to the state average. The rate also is down from the recent decades. For example, during the 1970's, the population grew

32.9% from 5,484 to 7,289 people. Figure 3.3 at left summarizes population trends since 1970.

Economists consider per capita income to be one of the best measures of an area's economic prosperity. The per capita income for Boundary County is 60% of the national average and 72% of the state average. The unemployment rate is four percent above the national average and three percent above the state average. In all

**Boundary County, Bonners Ferry
Airport...**

Is located two miles northeast of the City on 153 acres near the junction of U.S. Highways 2 and 95. Owned and operated by Boundary County, it exists of a single runway which is 4,000 feet long and 75 feet wide. The airport handles an estimated 18,000 operations annually, 69% of which are itinerant. There are 26 aircraft based at the airport. Elevation of the facility is 2,331 feet.

Direct economic impacts of the airport are about 30 jobs and \$1.24 million in expenditures. Indirect impacts were recently calculated at 15 jobs and \$.86 million. Total direct and secondary impacts are 45 jobs and \$2.1 million.

Available services include aircraft tie-downs, flight planning, camping, aviation fuel (Jet A and 100 LL), pilots lounge with restroom and shower facilities, flight training and telephone. Courtesy cars and cab services are available at the airport.

The highest development priority for the airport at this time is additional runway length.

of these categories, Boundary County is in distress. Economic development, especially the creation of livable wage careers, is critically important if the region is to become healthy and stable.

b. Airport Development Options Are Limited

1. Airport Development Conditions

Boundary County, Bonners Ferry Airport is a major regional asset. It contributes about forty-five jobs and \$2.1 million to the regional economy. Its facilities are fairly limited but well used by local and itinerant pilots. Its biggest limitation is its relatively short runway length, 4,000 feet. The minimum length recommended by the Federal Aviation Administration is 4,480 feet for a basic utility airfield serving 100 percent of small aircraft with ten passenger seats or less. A length of 4,582 would be necessary to accommodate what the industry currently designates as "critical aircraft" (though this definition is subject to change).

A recent study demonstrates there is significant demand for an extension that would allow all small aircraft access to the field. Small jet operations linked to Crown Pacific, Anhauser Busch and CEDU (among others) are severely limited and typically do not land here. An extension of just 600 feet would address these and all other small (ten passengers or less) aircraft.

In addition to runway length, several other airport development issues are being considered by the County and Airport Board, including:

- ❖ Possible Customs Facility: The planning team investigated this possibility and found that U.S. Customs has no interest in creating such a facility at this time. Rumors of Customs expansion in the area were based on misinterpretation of some remodeling of a Customs facility at Eastport.
- ❖ Aircraft Fueling Apron: The airport advisory board is evaluating options for fuel storage and dispensing.

- ❖ Helicopter Operations: Future development of the airport with accommodations for helicopters is deemed to be important.
- ❖ Airport Camping: Areas for on-site airport camping are currently available. The airport board would like to continue and promote this service.
- ❖ Industrial Park Land Uses: The current land use plan for the airport designates about sixteen acres for industrial park development on the west side of the airport.

The single greatest constraint on the airport is related to geography. The best approach (from the northeast, given the prevailing wind) is constrained by the presence of a tall hill. No matter how much the runway is extended, this hill will always impose an access restriction for larger aircraft and even small ones operating under visual flight rules. In the other direction (southwest), the runway approach goes right over Downtown Bonners Ferry. Even when winds are favorable, this approach is not.

Note that airport development is a highly technical and complicated subject. This report is intended to provide summary information only about development options. The readers should refer to the 1997 Airport Layout Plan for a more thorough and accurate discussion of this subject.

2. FAA Regulatory Environment

The Federal Aviation Administration (FAA) has substantial regulatory control over development at and adjacent to the airport. FAA representatives recently emphasized that most light industrial development in the Industrial Park zone west of the airport may not be condoned. This position is based on FAA's investment in creating airport facilities in the late 1940's and a use agreement made with the County at that time.

Further discussion between the planning team and FAA officials in Seattle indicated that these apparent limitations are open for negotiation. FAA does not

want to prohibit business development. Its priority is the continued and safe operation of the airport. Certainly, some forms of development will be compatible with this priority. FAA recommends that any specific potential development be brought to the attention of the appropriate FAA administrator in Seattle. Every effort will be made to accommodate the proposed use, with the conditions already noted.

3. County Priorities and Options for Development

Even with FAA's implied degree of flexibility, development within the Industrial Park zone will be difficult for the following reasons:

- ❖ Limited infrastructure, especially wastewater disposal
- ❖ Building height and environmental constraints (related to air quality) due to location adjacent to the airport)
- ❖ Limited commercial value of the small-craft-only airport: Passenger and freight service will always be very limited
- ❖ Alternative development sites with better locations: the Airport Industrial Park has no highway frontage and is distant from rail service
- ❖ Practically no onsite amenities: the Industrial Park today exists little more than in name
- ❖ Air traffic noise may be undesirable to some potential tenants

For these reasons, the planning team recommends that future airport development focus on aviation and aviation-related uses. For example, the pending agreement with U.S. Border Patrol to construct a facility for its use is an ideal arrangement.

4. Infrastructure and Circulation

Figure 3.4 is an excerpt from the Bonners Ferry Airport Improvement Plan (AIP), which shows the master plan for a position of the northwest quadrant of the airport to be reserved for commercial/industrial development. This AIP master plan was approved by the Federal Aviation Administration in 1997.

This industrial area already has a paved access road and eight-inch waterline with fire protection. Water service is provided from the Three Mile Water District. The key infrastructure component that is missing at the airport is wastewater disposal.

The closest city sewer line to the airport industrial site is 2.1 miles away to the south. The airport is not within city limits, and there is no sewer district in the vicinity. The only practical method of wastewater disposal for airport commercial/industrial development is using on-site subsurface sewage disposal (drainfields). The sandy soils, which are prevalent under the airport, are suitable for domestic (non-industrial) wastewater disposal at low loading rates. Industrial wastewater that is not typical of domestic wastewater cannot be disposed using on-site drainfields. Representatives of Panhandle Health District have stated that on-site drainfield disposal would be acceptable for domestic wastewater at the airport. However, drainfield disposal consumes large quantities of land that cannot be used for other purposes (except runway clearance areas).

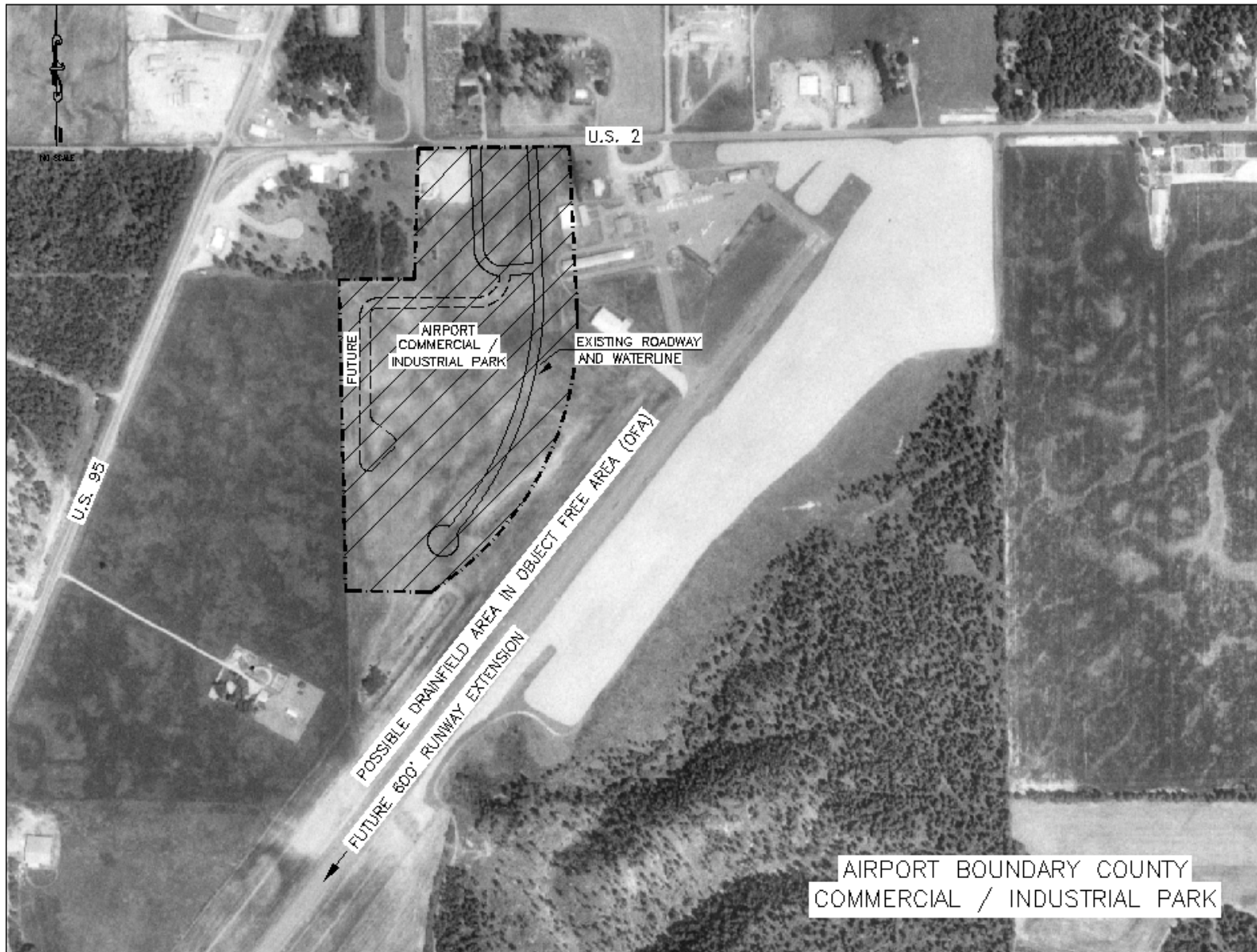


Figure 3.4: Boundary County/Bonners Ferry Airport

FTZs in a Nutshell...

Foreign Trade Zones present opportunities for business enterprises to achieve significant cost savings while improving their operational efficiency and effectiveness. Companies engaged in repackaging, combining and destroying products will benefit from doing business within foreign trade zones because of lower costs.

Savings may also be realized by companies that import component parts requiring additional processing since no customs duties are levied on labor, overhead and profit if the processing is done within foreign trade zones. In addition, the costs involved in processing the paperwork as well as the processing fees assessed by the Customs are lower at foreign trade zones.

Other benefits of doing business within foreign trade zones include unlimited quotas, lower taxes and increased security.

From **Foreign Trade Zones** by George F. Hanks & Lucinda Van Alst. Management Accounting (USA), Jan 1999 v80 i7 p20(4)

c. Other Industrial Development Options Offer Opportunity

1. The Fairgrounds Will Server the Region Better as an Industrial Park.

It was noted in Chapter 1 that the County Fairgrounds are ideally suited for industrial development. Presence of ample infrastructure, rail sidings, proximity to the highway, adjacent industrial uses and the benefit of more industrial workers located next to Downtown all support the concept of adaptively reusing the Fairgrounds. The Fair Board itself supports relocation of their facilities, both to expand and to replace dilapidated structures.

2. Foreign Trade Zone

There are hundreds of Foreign Trade Zones (FTZs) operating successfully around the U.S. Only one is currently authorized in Idaho; even it exists only on paper at this time. A Foreign Trade Subzone appears to have high potential to support business development in Bonners Ferry. Use of the FTZ is described in Chapter 1. Traits of FTZ are outlined below.

FTZs Defined: Foreign Trade Zones (FTZs) are areas within the United States which are defined as being outside of the U.S. Customs territory, thus providing certain duty free benefits to users. FTZs were established with the passing of the Foreign Trade Zone Act of 1934. The Act created these zones for the purpose of expediting and encouraging "foreign commerce consistent with the public interest" (Bergan, 1989). However, it was not until 1950 that the zones became authorized to do manufacturing. These customs-free areas were at the forefront of facilitating international commerce.

There are two kinds of zones: general purpose and subzones. General purpose zones are attached to a port of entry and often handle quantities of merchandise from various companies. Subzones function as an extension (though not physically connected) to an FTZ and usually consist of one large operation. In

order to be classified as a FTZ the area must be within 60 miles or 90 minutes from a port of entry (but some subzones have been approved at more distant locations).

Operations can include storing, repackaging, assembling, and distributing of domestic and foreign merchandise.

What is the Federal Government's Role?:

The original objective of the Foreign Trade Zone Act of 1934 was to foster and encourage foreign commerce. This objective still holds true, but a broader meaning has been adopted over time. Today, FTZ's are regarded as a means to encourage and create jobs within the United States.

FTZs are approved by the Foreign Trade Zones Board, consisting of the Secretaries of Commerce, Treasury and the Army. The Foreign Trade Zone Board, located in Washington D.C., has the ultimate authority for approving a grantee's application for FTZ status. Treasury is included due to the Customs Service overseeing the operations of the zones. Customs laws are not applicable in FTZs but regulations are. Customs is authorized to conduct audits and spot checks, making record keeping within FTZs imperative.

What are the Advantages of a Foreign Trade Zone?

Many benefits can be attained through the use of a FTZ. Being outside of Customs Territory permits users to:

- ❖ Not pay duty on re-exported merchandise from the FTZ
- ❖ Not pay duty on domestically sold merchandise until it leaves the zone
- ❖ Not pay duty on waste or scrap from production within the FTZ
- ❖ Not pay duty on rejected or defective parts
- ❖ Not pay duty on value added to products or domestic content
- ❖ Not pay duty on merchandise sold to the US Military or NASA

Relief is also provided in FTZ's in the following areas:

- ❖ Relief from inverted tariffs (if merchandise brought into a zone is manufactured into a product which carries a lower duty rate, then the lower rate will apply)
- ❖ Relief from local ad valorem taxes (foreign merchandise stored in the FTZ is not subject to any state or local ad taxes levied on imports according to their invoiced value)

There is a cost advantage resulting from imported parts being assembled into finished products in a subzone and then imported from the zone into the U.S. "If the component is combined such that the total value of the final product consists of more than 50% American labor or components, the product can be classified as American made"². In such instances savings can be substantial. In addition, many of the same benefits that apply to general purpose zones also apply to subzones. *A subzone can be established if a neighboring general purpose zone has received grant approval. The general purpose zone does not have to be activated in order to establish a subzone.*

Subzone uses include, but are not limited to:

- Textiles/apparel
- Ready-to-Assemble Furniture
- Building materials
- Steel
- Televisions
- Auto Parts
- Food Products
- Pharmaceuticals

² From **Foreign Trade Zones** by George F. Hanks & Lucinda Van Alst. Management Accounting (USA), Jan 1999 v80 i7 p20(4)

How does a Foreign Trade Zone get Established?

The U.S. Customs Manual states that establishing a FTZ is a two-stage process. First, the grantee must gain approval by the board (application process); second, the grantee must obtain approval by Customs (activation process). Criteria for grants include*:

- 1) need for zone services
- 2) adequacy of operational and financial plans
- 3) suitability location and facility
- 4) extent of state and local support
- 5) public opinion

*(*taken from the Customs Manual p. 39)*

Applications are submitted to the Foreign Trade Zones Board by state or local governments, port or airport authorities, economic development agencies or non-profit corporations. If the application is approved, the recipient then is known as the grantee. The designated grantee either operates the zone itself or appoints a firm to operate the zone on its behalf (this is the case with the FTZ in Eastport where Eastport industries is designated to operate the zone). Instructions for preparing and submitting applications are described in the Foreign Trade Zones Board Regulations (15 C.F.R. Part 400). Extensive support materials must also be submitted along with the application. The average application processing time is approximately one year.

Upon completion of the first stage, operations may not begin until the second process, activation, has been completed. The activation process takes place locally under the supervision of the Customs Port Director. Activation may be granted to all or only a portion of the approved zone. A written request for activation must be submitted after the application is approved. A decision by Customs can take one to four months after the written request has been submitted to the local Port Director of the U.S. Customs Service.

FTZs in Idaho: As noted earlier, FTZs are a purely Federal operation. State and local governments have limited jurisdiction over the FTZ. Consequently, many state and local governments have taken a passive role in FTZ establishments and often neglect to have staff on hand with appropriate knowledge, skills and experience on FTZs in their state.

The state of Idaho is supportive of FTZs but little has been done to promote operations within the State. An application for a FTZ in Meridian was submitted and approved but appropriate action was not taken and grant approval expired. An application has been submitted and approved for a FTZ in Eastport that is in the process of becoming an activated zone. Creation of a subzone in Bonners Ferry could be beneficial to the Eastport grantee, given the grant approval expiration rule.

Currently, Idaho does not have an active FTZ or subzone. Opposition toward such an operation would be minimal considering the pressing need for Idaho to have these types of activity within the State.

3. Business Incubation

The planning team believes there is high potential for growing new businesses locally. With an abundance of natural resources, value-added forest products or agricultural firms could be a particularly good target for business assistance. The classic tool for growing small businesses systematically is the business incubator. Such a facility should be considered for development in the Bonners Ferry area. The University of Idaho agrees, and has begun a feasibility study to investigate how or whether one should be established.

Business incubation is a dynamic process of new business development. Incubators help grow young firms during the startup period when they are most vulnerable. Incubators provide hands-on management assistance, access to financing and technical support services. They also offer shared office services, access to equipment, flexible leases and expandable space – all under one roof.

An incubation program's main goal is to produce successful graduates — businesses that are financially viable and freestanding when they leave the incubator, usually in three to five years. According to the National Business Incubation Association (NBIA), **87% of incubator graduates are still in business.** This is in contrast to the national average of 80% of all startup businesses failing within the first five years.

Like venture capitalists, incubators impose selection criteria upon prospective clients. Some accept a mix of industries, but others concentrate on industry niches. According to NBIA research, the makeup of incubator clients in recent years has been:

- 43% Mixed Use
- 25% Technology
- 10% Manufacturing
- 9% Targeted**
- 6% Service
- 5% Empowerment
- 2% Other

**Targeted incubators focus on assisting start-up companies from a specific industry, such as biomedical, wood products, arts, food production, fashion, etc...

A2 Public Infrastructure and Transportation

a. Water Supply

There is little additional water source capacity available for future economic development unless the water system demand is controlled by employing residential metering or if the treatment source capacity is expanded. This is a critical issue facing economic development within the city.

The City of Bonners Ferry has adequate domestic water supply and fire protection facilities to meet current demands; however, expanded demand will require measures to control demand or increase treatment capacity. Water is supplied from a high mountain watershed known as Myrtle Creek, and water is treated in conformance with State and EPA standards through a conventional filtration plant. The plant is capable of producing 1,900 to 2,000 gallons per minute (GPM) and average daily demand is 2,000 GPM at peak periods. Therefore, there is little additional water source capacity available for future economic development unless the water system demand is controlled by employing residential metering, or the treatment source capacity is expanded. This is a critical issue facing economic development within the city.

The city presently has three water reservoirs, with storage volumes of 400,000, 135,000, and 150,000 gallons. The city intends to add a new 1 million gallon reservoir within the next five years. The present fire protection rating within city limits is class five.

b. Wastewater Treatment

The city must ensure that the capacity and compliance of wastewater treatment does not become a constraint to future economic development.

The City of Bonners Ferry employs aerated lagoons for wastewater treatment. Treated wastewater is discharged to the Kootenai River, and the discharge is regulated by an EPA discharge permit. Although the City's discharge permit has limitations on the concentration and loading of solids and organics, there is no specific limitation on flow.

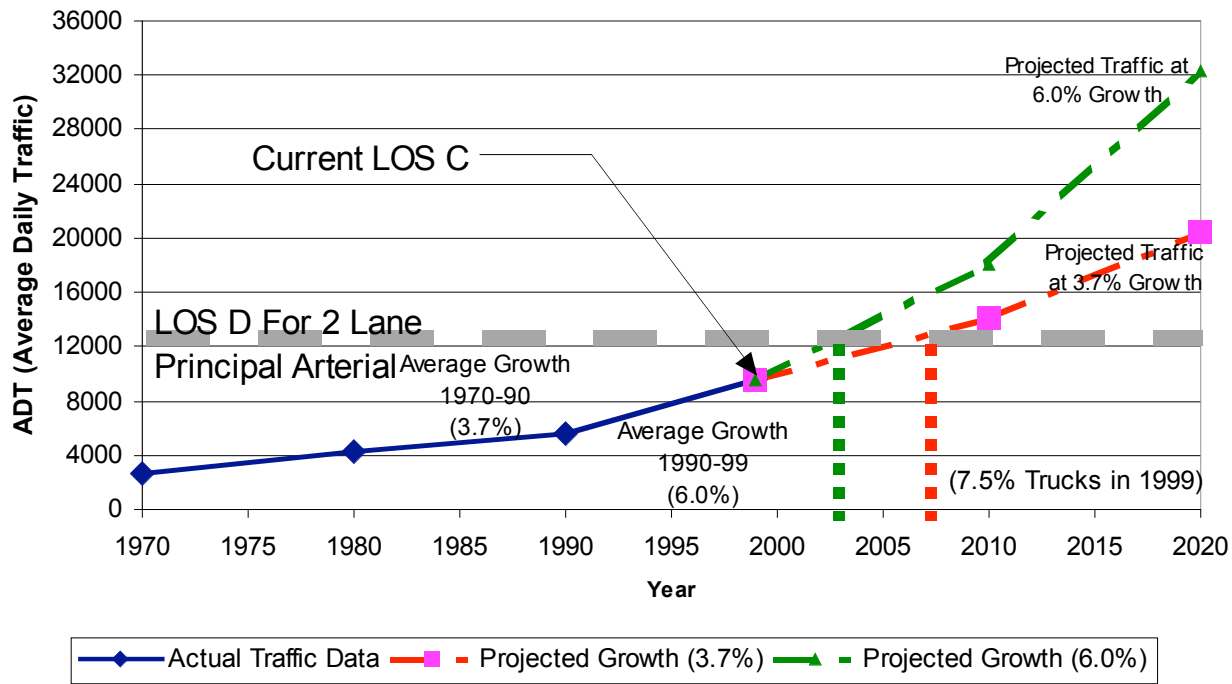
Figure A.1 Appendix 1 presents a graphic representation of the Bonners Ferry wastewater flows for the year 2000, with EPA discharge levels computed on an average and maximum monthly basis for organic waste strength. This data demonstrates that, except for the excessive flows from non-wastewater runoff

experienced in January 2000, the city has at least 30% of its wastewater capacity volume remaining according to the EPA permit. This additional capacity amounts to approximately 2,000,000 gallons per day or 1,000 equivalent households. However, the city wastewater facility has recently exceeded its permit limitations with respect to conception of solids and organics. Therefore, the City must ensure that the capacity and compliance of wastewater treatment does not become a constraint to future economic development.

c. Circulation, Safety & Highway Traffic are Critical

Figure 3.5

**City of Bonners Ferry / Boundary County
Traffic Data and Projections, U.S. 95**



1. Traffic Volume on U.S. 95
Figure 3.5 presents a graphic representation of traffic volumes on U.S. 95 at Bonners Ferry. This data from the Idaho Transportation Department (ITD) indicates the annual traffic growth rate from 1970 to 1990 was 3.7%, and since 1990 the annual traffic growth rate on U.S. 95 was 6.0%. The total increase in traffic between 1970 and 1999 grew from 2,700 vehicles per day to 9,500 vehicles per day – a total increase of 252%. Figure 3.5 also presents projected traffic volumes on U.S. 95 at Bonners Ferry, assuming a range of future traffic growth rates between 3.7% and 6%.

2. Levels of Service

The level of service (LOS) is a measure of traffic delay or discomfort. Levels of Service are rated from A to F, with A representing the highest level, and F being the lowest. When the volume of traffic begins to reach the carrying capacity of a roadway, the level of service declines. Extreme delays, congestion, and driver frustration are conditions that result from lower Levels of Service.

Figure 3.5 illustrates that a Level of Service D on U.S. 95 at South Hill (that is, the delay of traffic that results in 25 to 40 seconds delay) is estimated to be reached by year 2005 (assuming 3.7% traffic growth). This Level of Service would be reached sooner if traffic increases at a higher rate. Under either traffic growth scenario, solutions to traffic congestion on U.S. 95 at South Hill must be developed and implemented soon.

A3 Regional Business Trends

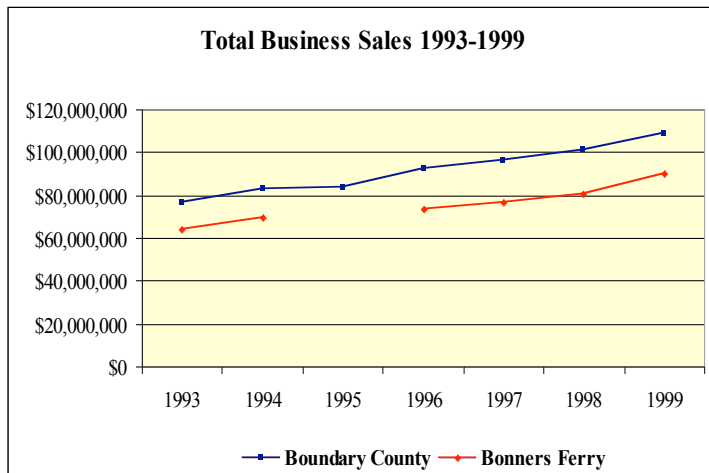


Figure 3.6

a. **Retail Trends Are Not Consistent with Overall Business Trends**

Overall, business sales in Boundary County have increased about 42% over the past eight years. According to state figures, total business sales in Boundary County increased from \$76.8 million in 1993 to \$108.9 million in 1999 – an increase of \$32.1 million, or 42% (see Figure 3.6). In Bonners Ferry, total business sales increased from \$63.9 million in 1993 to \$89.8 million in 1999 (1995 data was unavailable) – an increase of \$26 million, or 41%.

Meanwhile, retail sales varied in growth (or decline) from 1993-1999, depending on the sector. Auto-related goods and services, including gas stations, grew by \$6.5 million, or 43% (see Figure 3.7). Specialty retail rose from \$4.6 to \$19.6 million – a gain of \$15 million, or 323%! Grocery and food sales increased slightly, moving upward from \$8.9 to \$10.3 million, a gain of \$1.4 million, or 16%. The largest decline was in building materials and hardware, from \$12.6 to \$4.6 million, down 64%.

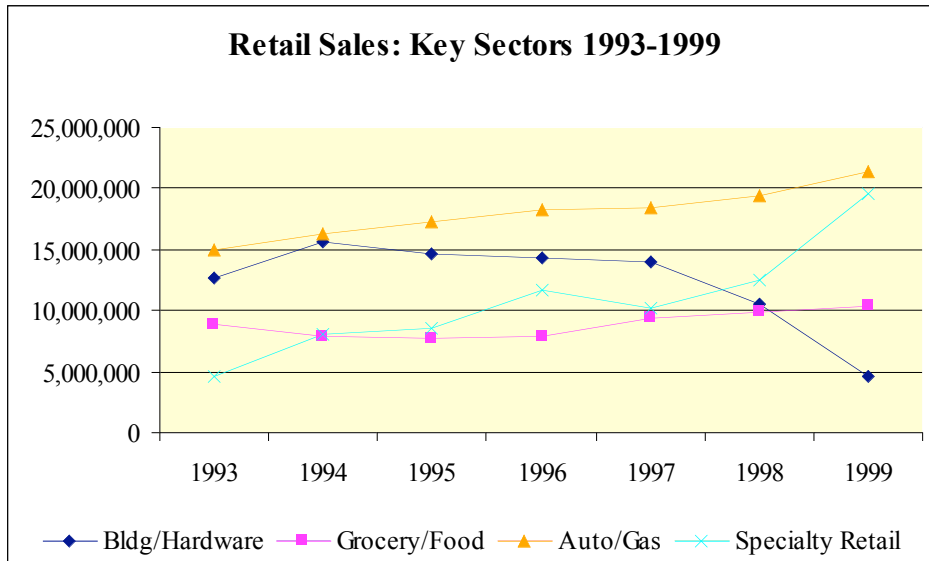


Figure 3.7

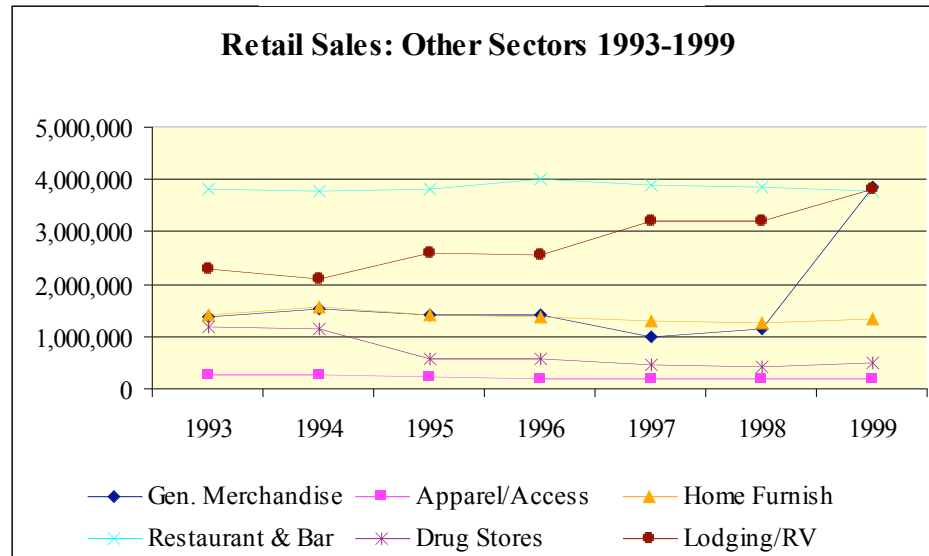


Figure 3.8

Other retail sectors were mixed in trends (see Figure 3.8 and table below, amounts in millions of dollars):

Retail Sales Category	1993	1999	Change
General Merchandise	\$1.4	\$3.9	+179%
Apparel/ Accessories	\$.3	\$.2	- 30%
Drug Stores	\$1.2	\$.5	- 58%
Home Furnishings	\$1.4	\$1.3	- 6%
Restaurant/Bar	\$3.8	\$3.7	- 1%

The figures above may be affected by the fact that, in Idaho, businesses with multiple locations are not required to report sales in the county(s) where the sales were made. They report in the county of their headquarters (if in Idaho), or directly to the State. This may explain the low numbers in the Apparel/ Accessories category, which does not appear to reflect sales of the JC Penney store formerly located in Bonners Ferry. However, the trend information is still useful.

b. Retail Leakage is Nearly \$76 Million

The declining sales from 1993 to 1999 is a result of retail dollars “leaking” out to Bonner, Kootenai and Spokane counties. Estimated total retail leakage from Boundary County in 1999 was nearly \$76 million, or more than half (54%) of total potential sales (see Figure 3.9).

Apparel and Accessories showed the highest leakage rate, at 92%, with Home Furnishings second at

1999 Boundary County Retail Leakage										
KEY FIGURES	Total Retail	Building Materials	General Merchandise	Grocery/ Food	Automotive/ Gas	Apparel/ Access.	Home Furnishings	Restaurant & Bar	Drug Stores	Misc. Retail
Potential Sales	141,410,726	18,112,372	14,086,919	22,772,650	42,522,204	2,232,490	9,426,990	8,494,865	2,212,349	21,549,887
Actual Sales	65,491,566	4,594,452	3,863,413	10,283,057	21,363,087	187,468	1,337,309	3,767,667	493,797	19,601,316
Leakage in Dollars	75,919,160	13,517,920	10,223,506	12,489,593	21,159,117	2,045,022	8,089,681	4,727,198	1,718,552	1,948,571
Leakage as Percent	54%	75%	73%	55%	50%	92%	86%	56%	78%	9%

Source: Idaho State Tax Commission/Idaho Dept. of Commerce

Figure 3.9

86%. Drug Stores had leakage of 78%, Building Materials and Hardware 75% and General Merchandise 73%. More than half (50%-56%) of potential sales left the county in the Grocery/Food, Restaurant/Bar and Auto/Gas categories. Note: Potential sales are based on statewide per capita average expenditures.

50% of All Retail Sales in the U.S. are Made After 5:00 p.m. and on Weekends.

"There is No Place to Buy Nails or a Hammer on Sundays in Bonners."
Frustrated Citizen

The categories with the highest rates of leakage are those most heavily impacted by "big box" and chain retailers such as Wal-Mart and K-Mart in Ponderay, along with competition from the Bonner Mall in Ponderay and Silverlake Mall in Coeur d'Alene. Downtown Sandpoint's specialty retailers also compete with Downtown Bonners Ferry in certain categories, such as books, specialty clothing, art/framing, gifts and dining.

c. Competition is Based More on Selection and Convenience Than Price

Consumer surveys in Boundary County indicate that while most people would prefer to shop locally, they leave town primarily because of greater selection and convenience of store hours (open evenings and weekends). Working families cannot shop during the day, so when stores close at 5:00 or 5:30 p.m., they lose a large number of customers. One frequent complaint is "there is no place to buy nails or a hammer on Sundays in Bonners." Most consumers indicated that they are willing to pay a bit more for the convenience of shopping at home (and supporting local businesses), but if the convenience is missing, they are forced to leave town.

The Condition of Bonners Ferry School Buildings is the Greatest Obstacle to Recruitment of Doctors

84% of County Residents Shop When Out of Town for Medical Reasons

46% Spend More Than \$50 (16% Spend More Than \$100) on Each Trip

Out-of-town visits to physicians cost local retail businesses at least \$600,000 per year.

d. Lack of Physicians Exacerbates Retail Leakage

Medical services in Boundary County are limited, but expanding. The hospital recently was designated as a “critical access” facility, allowing it to achieve greater financial stability through federal Medicare and Medicaid funding formulas. The hospital currently captures only about 45% of the physician visits by county residents.

The greatest source of lost medical business is in obstetrics and pediatrics, because the Boundary County hospital does not accommodate deliveries. Therefore, most women seeking prenatal and pediatric care leave the community. The hospital is attempting to recruit additional physicians; however, the physical condition of the Bonners Ferry schools has been a major detriment to physician recruitment. School conditions also have hampered efforts to recruit pharmacists to the community.

In 1999, the Boundary County Hospital conducted a survey of county residents related to medical services. The survey found that when residents leave the county for medical reasons, they also shop:

- ❖ 46% of residents “always” shop when out of town for medical reasons
- ❖ 38% “occasionally” shop when out of town
- ❖ Total: 84% shop at least occasionally when out of town for medical reasons

The economic impact of medical visits on retail leakage from Boundary County is significant:

- ❖ 42% of residents spend \$25 - \$50 while out of town for medical reasons
- ❖ 30% spend \$51 - \$100
- ❖ 16% spend more than \$100

In real dollars, these figures translate to at least \$600,000 in annual retail leakage because of limited medical care in Boundary County.¹ Therefore, it is in the best interests of the business community to support improvements to school facilities and physician recruitment efforts.

e. Retail Promotion Efforts are Uncoordinated

As a community, Bonners Ferry (and Boundary County) does not have a strategic, coordinated promotion program for retail and service businesses. There are more than 200 businesses and organizations in Bonners Ferry. Each of them promotes their own products and services with their own messages to their own customer markets. The result is 200+ messages communicated to consumers, causing confusion and information clutter. Coordinated, strategic efforts could enhance Bonners Ferry business efforts to recapture some of the \$76 million in retail dollars currently being lost. Chapter 4, Section I suggest cooperative promotion strategies to help reduce retail leakage.

A4 Regional Tourism Trends

a. Tourism Has Grown Steadily in the 1990's

Tourism in Boundary County has grown steadily in the 1990's, based on trends in hotel sales, highway traffic counts, and business sales.

From 1993 to 1999, lodging sales grew by 35%, from \$1.4 million to \$1.9 million annually, up nearly \$500,000 (Figure 3.10). Outfitting and guiding revenues increased from about \$14,000 to about \$220,000 – an increase of more than 1,400%! (Figure 3.11.) From 1996 to 1999, visitation at the Kootenai National Wildlife Refuge increased from 17,952 to 21,827 annually (up 3,875, or 22%). Visitation was down 12% in 2000, in part attributed to a decrease in

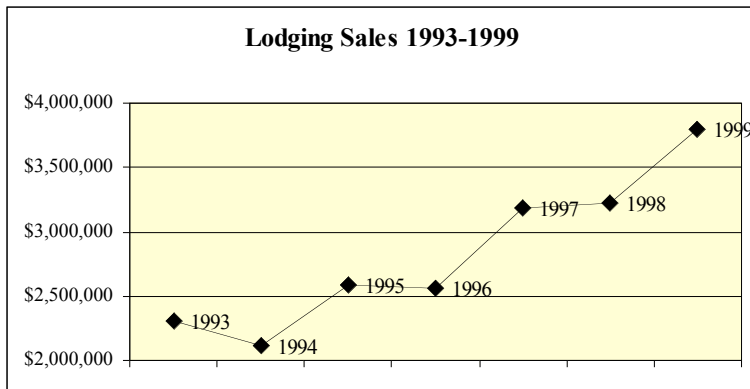


Figure 3.10

¹ This is a conservative estimate. The actual figure may exceed \$1 million.

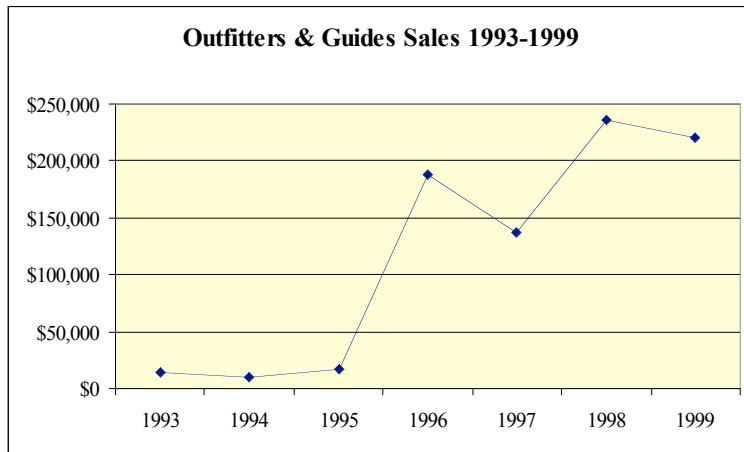


Figure 3.11

Growth in International Trade from 1992-1999 Amounts to an Increase of About 5 Trucks per Hour Traveling Through Bonners Ferry.

More Than 1/3 of Tourists in Bonners are Canadian (vs. Less Than 10% from All of Northern Idaho)

Other Key Markets are from E. Washington, W. Montana, Idaho

Canadian visitors. Specialty retail product sales grew by 323% from 1993 to 1999.

Auto-related business sales (parts, repair, gasoline, etc.) increased by 43%. Traffic on Highway 95 increased by 6% annually from 1990 to 1999, up from 5,600 vehicles per day to about 9,500 vehicles. This increase of 3,900 vehicles per day translates to about 260 more vehicles per hour (during daylight hours) in 1999 compared to 1990.

Some of the increase is truck traffic attributed to international trade. From 1992 to 1999, truck traffic at Eastport (both north and south bound) increased from about 160 trucks per day to 270. At Porthill, truck traffic increased from 17 trucks per day in 1995 to 21 in 1999 (most traffic at Porthill is local auto traffic).

Therefore, the total impact of increased international truck traffic is only 114 trucks per day, or about 5 trucks per hour. The peak months for southbound truck traffic are (in order): April, March, September, August and May. The slowest months for truck traffic (not surprisingly) are December, November and January. In Bonners Ferry, all trucks (including local delivery trucks) constitute only 7.5% of the total traffic, which equates to 712 trucks per day, or about 30 per hour.

Population growth in Boundary County also accounts for local traffic increases. However, a large part of the traffic increase from 1990 to 1999 is tourist traffic.

b. Key Visitor Markets Could Be Tapped More Effectively

1. Bonners Ferry is Idaho's International Gateway.

Bonners Ferry is Idaho's International Gateway. Between 35% and 45% of non-resident visitors to Bonners Ferry are from Canada. Many of them are visiting

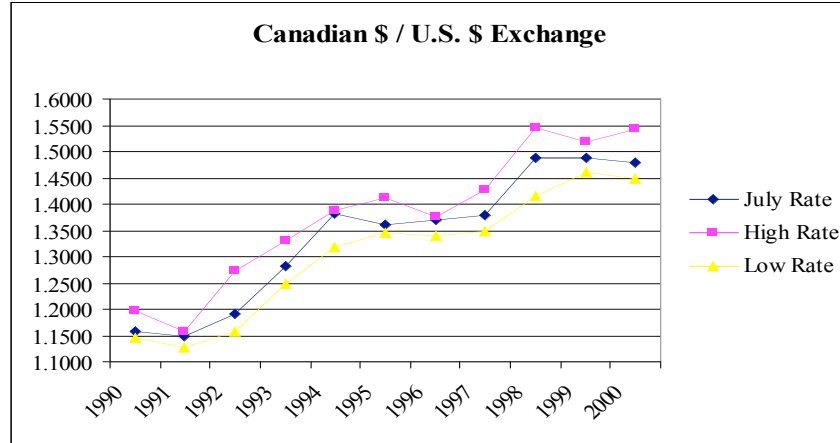


Figure 3.12

the casino, which offers gaming for Canadian dollars at par. The Bonners Ferry visitor center also serves many summer visitors from Germany, Great Britain, Australia and the Pacific Rim countries. Many are traveling a “loop tour”, visiting The International Selkirk Loop, or loops from Seattle or Vancouver, B.C. through the Canadian Rockies, Glacier Park, etc.

Changes in exchange rates (see Figure 3.12) have made travel to the U.S. more expensive for Canadians (and travel to Canada cheaper for Americans). Declines in Canadian visitation have been noticed by local businesses,

the Wildlife Refuge and others. However, the casino continues to show steady Canadian business because of its “at par” machines. Many other businesses in Bonners Ferry do not even accept Canadian dollars – at par or otherwise.

Besides Canadians, other significant visitor groups are those from eastern Washington, western Montana and Idaho. Primary motivations for traveling are gaming, outdoor recreation, events, shopping, visiting family or friends and business/commercial travel. Recent traveler research conducted by the University of Idaho provides further information about resident and non-resident travelers to northern Idaho (see Sidebar 3.1).

2. Implications of Traveler Research Indicate Opportunity.

Based on the results of the UI study and other tourism information gathered by the planning team, it appears that opportunities exist to target the following:

- ❖ Extended length of stay year-round for non-resident visitors seeking accessible recreation, entertainment, shopping and cultural activities.
- ❖ In Summer, families with kids seeking activities and good value
- ❖ In Spring and Fall, retirees seeking entertainment and cultural activities
- ❖ In Fall, hunters seeking supplies, relaxation, entertainment

In 1997, Tourists Spent \$18 Million in Boundary County. If 20% of Visitors Stay One Extra Day, the Impact Would be \$3.5 Million!

- ❖ In Winter, Spring and Fall, business travelers seeking comfortable accommodations with business services (e-mail, copying, fax, etc.)
- ❖ Idahoans seeking off-peak season recreation, weekend getaways, entertainment
- ❖ Friends and relatives of local residents, especially in Spring and Fall

In 1997, a separate study on Idaho Travel Impacts conducted by Dean Runyan Associates found that travelers to Boundary County spent \$17,978,000 (\$49,255 per day), creating 222 direct jobs and a \$2.6 million payroll. If just 20% of the visitors to Boundary County would stay one extra day, the economic impact would be more than \$3.5 million!

3. Key Traveler Segments Have Different Needs.

Different types of travelers seek different types of goods, services and activities. In order to maximize revenues from visitors, businesses and organizations in Boundary County need to recognize these travelers' needs and cater to them appropriately:

Key Traveler Segments:

- ❖ Leisure Travelers
- ❖ Recreationists
- ❖ Heritage/Cultural Visitors
- ❖ Commercial Travelers

- ❖ Leisure Travelers. These visitors include retirees, RV travelers, families, people visiting friends or relatives and pass-through travelers. They seek opportunities for sightseeing, gaming, events and age-appropriate activities (golf, rodeo, shopping). They need good information about the community, businesses and events, and easily-accessible activities (farmers market, parade, river walk, dining, shopping, etc.).
- ❖ Recreationists. Outdoor recreation is the primary attraction for these visitors. They tend to be younger, male, active and interested in sports. They need good maps, places to buy equipment and supplies, outfitters and guides, event/competition information, and places to dine, relax and socialize.
- ❖ Heritage/Cultural Visitors. Heritage and cultural tourism is the largest and fastest growing segment of the tourism industry. Heritage tourists are older, more affluent and educated than other tourist segments. They seek learning experiences about local history and culture, fine dining and shopping for quality products and services. Boundary County's heritage and cultural assets include

its museum, its historic buildings and churches, and its heritage in timber, mining, agriculture and the Kootenai Tribal. These visitors need quality interpretation, guided tours, arts/cultural events, learning experiences, specialty retail, tourist services and dining.

- ❖ Commercial Travelers. These visitors arrive in trucks, company/rental cars (or jets), and government vehicles. They are traveling for business, but also take time to relax. They seek comfortable accommodations and business support services (business supplies and sundry items, motel rooms with data ports, copy/fax services, quick printing, auto/truck repair, audio/visual support, places to relax and socialize. Female business travelers seek places that are safe: well-lit parking lots, secure facilities, professional staff.

Sidebar 3.1. University of Idaho 1999-2000 Statewide Motor Vehicle Travel Study

In 1999-2000, the University of Idaho conducted a Statewide Motor Vehicle Travel Study¹ to determine traveler characteristics and spending patterns. Preliminary study data released in April 2001 about northern Idaho travelers is reported for the entire five-county region, so it includes east-west highway travelers on Interstate 90 and Highway 200/2 as well as north-south travelers on U.S. 95; however, the data is useful to describe general traveler characteristics in the region:

Who is Traveling the Highways?

- ❖ **Residency:** In *Spring, Summer and Fall*, about 2/3 of all highway travelers are non-resident visitors, while 30% are local residents, and 3% are from other regions of Idaho. Most of the non-residents (44% of all travelers) are from states surrounding Idaho, while 17+% (of all travelers) are from other states and foreign countries. In *Winter*, only slightly more than half (55%) of all travelers are non-residents, while about 40% are local, and 5% from other parts of Idaho. Most of the non-residents in *Winter* (45% of all travelers) are from states surrounding Idaho, and the rest (10% of all travelers) are from other states and foreign countries.
- ❖ **First-Time vs. Repeat:** Except in *Spring*, 80% or more of non-resident visitors are repeat visitors (2/3 are repeat visitors in *Spring*). In *Fall*, only 6% of visitors are first-time visitors.
- ❖ **Occupation:** Nearly half of all *Fall* travelers are retired (in *Summer and Winter*, about 1/3 are retired; in *Spring*, only 14%). 75% of *Spring* travelers are employed full-time. One third of *Winter* travelers are homemakers.
- ❖ **Travel Party Size:** Overall, about 2 in 5 travelers are traveling alone (one third in *Fall*). About 45% are couples (or pairs), except in *Summer* (28%). Parties of 3 or more make up about 20% of all traveling parties in *Spring and Fall*, 18% in *Winter*, and 31% in *Summer*. About 1/3 of non-residents are traveling alone, except in *Fall* (19%). 25-40% are parties of two (except *Fall*, when 54% are parties of two and 23% are parties of four, due to retirees and hunters)
- ❖ **Income:** The highest proportion of affluent travelers visit in *Winter and Spring* (one in five have a household income of \$80,000+). The highest proportion of mid-upper income travelers (\$40-\$80,000) visit in *Fall* (55%), while this income bracket represents about one third of travelers in other seasons.

Why Are They Traveling?

- ❖ **Business vs. Pleasure:** In *Summer and Fall*, about 2/3 of all non-resident travelers are visiting for pleasure. In *Winter and Spring*, about half are traveling for business or “daily affairs”, including shopping. Idaho resident business travel is highest in *Summer and Winter*, while a higher proportion of pleasure trips are taken by residents in *Spring and Fall*. Local residents travel more for daily affairs (shopping, etc.) in *Fall* (83%) and *Summer* (81%), and they stay close to home more in *Winter* (66%). Other Idahoans travel to the region for leisure in *Summer and Winter* (1/3), presumably for outdoor recreation (boating, fishing, hiking, skiing, snowmobiling). In *Fall*, one in four resident travelers is visiting for leisure (presumably hunting or sightseeing).
- ❖ **Activities:** Year-round, one-third of all travelers are visiting friends and relatives. Another one quarter (24%) are traveling for outdoor recreation pursuits. 17% are traveling for “general leisure”, and 12% for shopping. Other activities include community-based recreation or entertainment – 9%, second home – 2.4% and cultural activities – 1%.
In *Summer*, one-third are traveling for “general leisure” (sightseeing, events, etc.), one in four are traveling for outdoor recreation, 17% are visiting friends or relatives, and 6% come to shop. In *Winter and Spring*, one-third are visiting friends or relatives, while in *Fall*, nearly half are (47%). In *Spring*, 25% are traveling for “general leisure”, 14% for outdoor recreation, and 12% to shop. In *Fall*, 19% are outdoor recreationists, 16% are shoppers, and 11% are “general leisure”. In *Winter*, 24% are outdoor recreationists, 17% are leisure travelers, and 12% are shoppers. In *Winter*, nearly 7% are traveling for “learning and education” (conferences, workshops, classes).

What Are Their Trip Characteristics?

- ❖ **Length of Stay:** *Summer* non-resident travelers stay the longest (20% stay 8 nights or longer, 27% stay 4-7 nights), while the shortest stays are in *Fall and Spring* (more than 75% stay 3 nights or less). Long weekends (3 night stays) are most prevalent in *Winter* (19%). Pass-through travelers (no overnight stay) are most prevalent in *Fall* (56% don’t stay).
- ❖ **Accommodations:** Overall, 58% of travelers stay in commercial lodging facilities (hotel, resort, B&B), while 29% camp and 26% stay with friends or relatives.
- ❖ **Mode of Travel:** Most resident and non-resident travelers drive their own vehicles; however, rental cars are used by 30% of non-residents in *Spring* and 20% in *Summer*.

Do They Use the Internet to Plan Their Trips?

- ❖ **Most Do:** 2/3 of non-residents use the Internet to plan their trips, except *Fall* travelers (retirees and hunters - 38% do not). About 2/3 of Idahoans use the Internet to plan their trips in *Summer and Fall*, and about half use the Internet for *Winter* trips. About ¾ of non-resident travelers do have Internet access (except *Fall* travelers – only 54% do). 2/3 of Idahoans traveling from other regions in *Spring/Summer* have Internet access, and ¾ of those traveling in *Fall/Winter* have access.

¹ Bill McLaughlin, Nick Sanyal and Dan Spinosa, University of Idaho College of Natural Resources, Department of Resource Recreation and Tourism, 1999-2000.

Market: A Truck Every 2 Minutes... Commercial and Business Travelers Need Convenient Support Services & Products

Annual Events Draw Residents and Visitors to Town, Celebrate Heritage and Create a Sense of Community

Outfitted Guests in 1999 in Boundary County	
Rafting/Kayaking	3,079
Cross-Country Skiing	1,019
Backpacking	766
Fishing	536
Mountain Biking	469
Hunting	78
Trail Rides	5
Snowmobiling	<u>2</u>
Total:	5,954
Source: Idaho Outfitters & Guides Licensing Board, Boise	

Figure 3.13

c. Casino, Outdoor Recreation, Events and Culture are Key Attractions

The most prominent man-made tourist destination in Boundary County is the Kootenai River Inn Resort Casino, which draws customers by the bus and carload from Canada, Montana, eastern Washington and northern Idaho. Many of the guests who arrive in groups do not gamble – they are traveling with spouses and friends – and they are looking for other things to see and do in the community.

Local cultural and sports events such as the County Fair, Kootenai River Days, Demolition Derby, Snowball Festival, Classic Car Show, Kootenai Tribe Pow Wow, softball/soccer/golf tournaments, logging events, Huckleberry Festival and others draw visitors from throughout the Inland Northwest.

The area’s natural beauty and outdoor recreation also draw thousands of visitors each year. Natural attractions include the mountains (hunting, fishing, hiking, mountain biking, snowmobiling), the 2,800-acre Kootenai National Wildlife Refuge (hiking, biking, wildlife viewing, birdwatching, hunting, cross-country skiing) and the Kootenai and Moyie Rivers (fishing, rafting, canoeing). Thirteen licensed outfitters provide guided trips in Boundary County: rafting/kayaking, hiking, biking, backpacking, skiing, snowmobiling, horse trips, rock climbing, photography trips, fishing, hunting and wagon/sleigh rides.

d. Outfitting and Guiding Offer High-Value Tourism Opportunities

Thirteen licensed outfitters provide guided trips in Boundary County: rafting/kayaking, hiking, biking, backpacking, skiing, snowmobiling, horse trips, rock climbing, photography trips, fishing, hunting and wagon/sleigh rides. In 1999, these outfitters hosted nearly 6,000 guests in Boundary County (Figure 3.13). Although guided recreation has increased significantly since 1993, there appears to be ample opportunity for additional growth. Summer trail rides and winter snowmobile trips are two areas that could be tapped, along with canoe trips on the Kootenai River, guided interpretive hikes in the Wildlife Refuge and other activities.

The planning team found virtually no information about local outfitters in the Bonners Ferry visitor center or hotels, and hotel staff were not knowledgeable about guided trip opportunities. In other regions of Idaho (and other states), hotel desk and visitor center staff actually make reservations for their guests to take day trips with local outfitters. Some hotels work with outfitters to package trips to include hotel rooms, meals and guided activities. This type of cooperation leads to increases in business for outfitters, and extended hotel stays for guests. When tourists extend their stays, they spend more money throughout the community on shopping, dining and other activities.

Outfitted Guests Spend More Time and Money Than Self-Guided Recreationists.

Outfitted recreationists spend considerably more money in the area than self-guided recreationists. According to outfitter guest research conducted by the Idaho Outfitters & Guides Association in 2000, outfitted trips in Idaho last an average of 3 days in Summer, and 7 days in Fall. The guests spend an extra 3 nights in the area before and after their outfitted trip. 78% stay in hotels/motels/B&B's, and of those, 51% use two or more rooms. Increasing the number of outfitted guests will increase the average visitor spending in Boundary County.

Outfitted Trips Should Be Promoted at the Visitor Center and Local Motels

Growth in outfitted recreation could be accomplished by simply increasing the level of business with existing outfitters. Several local entrepreneurs have expressed an interest in starting new outfitting businesses. However, for trips on public land, the Panhandle National Forest currently is not accepting new outfitter permit applications for at least three years due to revision of the forest plan, lack of funding and staff to process applications, lawsuits and concerns about threatened and endangered species. However, opportunities for new activities may exist on private land or at the Wildlife Refuge.

e. Visitor Services and Tourism Promotion Need to Be Enhanced

Visitor services and tourism promotion in Boundary County are handled primarily through the efforts of a handful of dedicated volunteers and business leaders. The Chamber of Commerce visitor center is managed by a volunteer coordinator, Margaret Mouat, who often works seven days a week. The center is

Visitor Center Volunteers Spend More Than 2,000 Hours to Keep the Center Open - and Receive Little Recognition.

The Visitor Center Building is "Marginally Adequate" as Idaho's Northern Gateway to the State, Serving 25,000+ Visitors Annually.



Figure 3.14: The International Selkirk Loop was Named "Best New Scenic Drive - 2000" by Sunset Magazine.

open limited hours Monday through Friday from October through May, and seven days a week from mid-May to mid-September, staffed completely by volunteers. The volunteers collectively spend more than 2,000 hours to keep the visitor center open! There is no formal appreciation program to recognize the volunteers.

The center serves 25,000+ visitors annually, providing tourist and relocation information, event calendars, visitor guides, and referrals to local businesses and attractions. Although highly visible, the visitor center building is "marginally adequate" (as described recently by a Chamber business leader). It has essentially one room, with no office and very limited storage space, and it does not have public restrooms (there is no public restroom between the Canadian border and Bonners Ferry).

Additionally, a volunteer couple, Carl and Sherry Hendricks, coordinate the Chamber's tourism promotion program. The Chamber is a participant in the North Idaho Tourism Alliance (NITA) regional promotion effort, and The International Selkirk Loop ("Loop") organization (see Figure 3.14). The Boundary County/Bonners Ferry full-color visitor/relocation guide and recreation map is produced in cooperation with NITA using Idaho Travel Council (ITC) grant funds. NITA also provides grant funds to maintain the Chamber's web site, which is hosted by Keokee Creative Group in Sandpoint.

The Loop promotes the region with a web site (www.selkirkloop.org), a full-color visitors guide, map, rack cards, advertising, press releases, posters, window decals and a passport program. Recent funding from the states of Idaho and Washington, the province of British Columbia, and the Economic Development Administration will greatly enhance Loop promotions in the next fiscal year. Regional, national and international recognition of the Loop is creating greater visibility for Boundary County, Bonners Ferry and the surrounding region.

Tourism advertising and promotion is coordinated at the regional level by NITA, including a regional gateway web site (www.visitnorthidaho.com), and ad

Strategic Tourism Promotion
Efforts Should be
Coordinated Between
Businesses and the Chamber

placements in Northwest Travel magazine and other publications. ITC funds also cover costs for a regional toll-free tourist information line and postage to mail regional and community tourism materials in response to inquiries.

Advertising placed by the Chamber is coordinated by the volunteers. There is no strategic promotion plan to target specific markets (such as seniors for Spring and Fall travel, Idahoans for weekend getaways, Canadians for “at par” events/promotions, etc.). Most tourism-related businesses in Boundary County spend money on ads that are not coordinated with Chamber efforts. Key businesses such as the Kootenai River Inn have marketing budgets that, if coordinated with the Chamber, NITA and Selkirk Loop promotions, could be highly effective in drawing targeted visitors.

The Chamber Visitor Center
Provides Outstanding
Service to Visitors with
Inadequate Resources

The Chamber visitor center provides outstanding service to visitors with inadequate resources. It does not have a toll-free phone number or computer with online access to retrieve e-mail inquiries from the web site. The Internet host company retrieves e-mail messages and faxes them to the center. E-mail responses and requests for tourism and relocation information are fulfilled by the volunteers. To cover expenses, the visitor center sells t-shirts, post cards and other souvenirs to raise funds, and takes donations from visitors. Those efforts net about \$2,000 annually. Another \$2,000 is provided from the Chamber general budget to help cover the balance of utilities, operating expenses (phone, postage) and maintenance of the building and landscaping.

Businesses in Boundary County are very fortunate to be served by dedicated Chamber volunteers who promote the area, its businesses, attractions and activities. But volunteers burn out. In order for Boundary County to realize its potential in tourism development, funding must be dedicated for staffing and strategic promotions. Millions of dollars in potential revenues are at stake.

Businesses and Services in Downtown Bonners Ferry

Retail Goods & Services:

- 6 Clothing/Shoes/Sporting Goods
- 5 Furniture/Furnishings, Art, Electronics
- 4 Beauty Salons/Barber Shop
- 3 Grocery/Food/Bakery
- 3 Gift/Variety
- 3 Office Supplies, Business Services
- 2 Pharmacies
- 2 Hardware/Garden/Farm Supply
- 2 Pawn & Gun Sales
- 1 Bookstore, 1 Jeweler
- 1 Music Instruction, 1 Laundry Service

Professional & Financial Services:

- 7 Insurance/Real Estate/Title
- 3 Bank/Loan/Mortgage
- 4 Law/Accounting/Bookkeeping
- 1 Optometrist, 1 Consultant

Dining, Drinking & Entertainment:

- 5 Restaurants & Coffee Shops
- 4 Drinking Establishments
- 1 Casino/Resort
- 1 Movie Theater

Auto Sales, Service & Supplies:

- 2 Auto Parts/Tires/Supplies
- 1 Car Dealer
- 1 Windshield Repair

Government & Misc. Services:

- City Hall, County Courthouse, Library, Fairgrounds, Post Office, School
- Visitors Center, County Museum
- 4 Industrial/Transportation
- 3 Media (Newspapers, Radio)
- 3 Fraternal Organizations
- 3 Ag, Feed & Chemical Supply

B Downtown's High Economic Potential Is Largely Untapped

B1 Downtown Business Conditions

a. Downtown's Role as the Community's Center is Important

Since the founding of Bonners Ferry, Downtown has been the commercial, social, civic and recreational center of the community. In the past, its commercial sector was anchored by department stores, specialty shops (clothing, shoes, sports, hardware) and professional services (legal, medical, financial), who were supported by a strong civic presence (Courthouse, City Hall, Post Office). Following construction of the Highway 95 bypass, which relocated the highway two blocks east of Main Street, and encouraged commercial growth on the South Hill, Downtown's "centeredness" began to change.

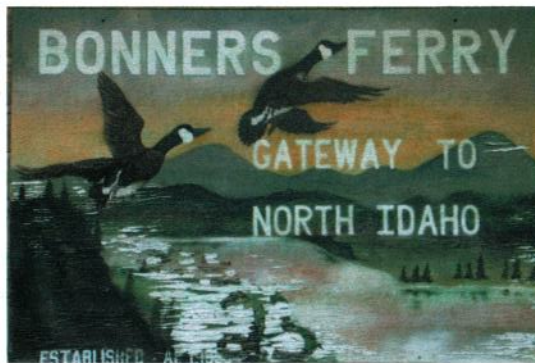
"As goes Downtown, so goes the community" - the condition of Downtown is a classic litmus test of a town's well being. A revitalized Downtown is at the crux of a healthy community with a positive self-image. Downtown provides the community with its unique sense of place - its identity. Consequently, Downtown Bonners Ferry should be seen as a critical component of the community's overall strategic economic development program. The city center's vitality and attractions greatly impact retention and recruitment of new business and industry, employees, physicians and visitors to the community.

b. Downtown Has Many Strengths

Downtown Bonners Ferry contains an impressive mix of goods and services to serve the community (see sidebar at left). There are nearly 100 businesses, agencies and organizations located there, along with homes and apartments. The strong civic presence of the post office, county courthouse, city hall and library attracts residents to Downtown, benefiting neighboring businesses.



Downtown's Vacancy Rate is Approximately 19% - the Ideal is 5%



Deteriorating Welcome Sign: "It Only Takes Four Seconds to Make a First Impression."

There are a number of outstanding historic buildings in Victorian and art deco style, and several are recently renovated. The Georgia Mae Plaza in the center of town provides a "gathering place" for citizens and visitors to socialize, eat lunch in the sun and just linger in Downtown. The Chamber of Commerce visitor center draws traffic from the highway and encourages visitors to walk to Downtown businesses. The friendly, pedestrian environment of Downtown is conducive to business development.

c. Downtown's Challenges Must Be Addressed Proactively

City growth and business development along the highway on the South Hill, and north of town at Three Mile, have eroded Downtown's business vitality. The Bonner Mall and arrival of major retailers such as Wal-Mart in Ponderay further contributed to declining business sales Downtown. Increasingly, Boundary County residents have traveled out of town for medical services, taking retail and service dollars out of the community with them. As a result, a few anchor stores have closed, and Downtown's traditional role and business mix have changed. Loss of anchor stores has hurt smaller businesses from lack of customer traffic.

Downtown has a significant number of vacant buildings and commercial spaces. The vacancy rate (the number of occupied spaces divided by total spaces) is about 19%. Ideally, a Downtown should strive to maintain a vacancy rate of only 5% on the ground floor and slightly higher on upper floors. Proactive business recruitment is needed to prevent further increases in the vacancy rate.

It only takes four seconds to make a first impression - and if it is a negative impression, it may be a last impression. A visitor's "first impression" of Downtown is the view from the highway. In four seconds, a customer will make a decision to enter Downtown - or not - based on what they see. When the highway was moved away from Main Street, the "back door" of Downtown buildings (formerly the alley) became the "front door". Many buildings still give the "first impression" that customers are entering through the back door. The entryways at Main and Kootenai are not well marked in advance. And some of the parking areas, sidewalks and



Social Retail Businesses are a Key Niche for Downtown

building facades are in poor condition, giving the impression that the area is unkempt and not completely “open for business”. After dark, pedestrian lighting is poor – especially connecting to parking areas.

Parking is sometimes a problem Downtown, although prime spaces in front of businesses often are taken by business owners and employees, preventing customers from parking there. When the casino hosts large events, the city parking lot at the visitors center is apparently used by some guests for overflow. As business vitality Downtown improves, this could create conflicts unless codes or time limits are imposed during business hours. An area of particular concern for parking is the area near the Post Office, Safeway and Courthouse. Additional parking for employees is needed to free more parking for customers.

d. Downtown Has Significant Opportunities

In the context of new markets and competition, Downtown’s role, or niche, has changed. It will not return to its traditional role as a major retail center; however, it can create a new niche. Downtown can be a unique place with specialty and social retailers, convenience goods and services, professional and personal services, residential development, dining and entertainment. Growth in county population and tourist traffic has created new markets for Downtown, but to tap them effectively, proactive and strategic action is needed.

e. Capturing 5% More Traffic Could Mean \$1.5 to \$8 Million in Business Sales

On a daily basis, traffic on Highway 95 averages 9,000-10,000 vehicles passing the Kootenai and Main Street entrances to Downtown. If Downtown could capture just 5% more of that traffic than it does now, it would draw 450-500 more cars into Downtown. If those customers spent an average of only \$10 per vehicle, six days per week, the result would be an additional \$1.4 to \$1.6 million per year! Spending of \$50 per vehicle would mean nearly \$8 million in additional revenue.

Downtown's Key Markets:

- Residents of Boundary County seeking necessity and specialty items, public services (P.O.), personal and professional services, and socializing (dining)
- Residents of Surrounding Counties seeking specialty goods and services, social experiences, entertainment
- Tourists from Canada, N. Idaho, Montana, and E. Washington: pass-through visitors, guests of Kootenai River Inn, event attendees, outdoor recreationists

Two Major Causes For Retail Leakage:

- Business hours (closed weekdays after 5:00 p.m. and Sundays)
- Out-of-town medical appointments

f. Downtown's Markets Are Not Tapped Effectively

Downtown's existing markets include residents of Bonners Ferry and Boundary County, tourists (pass-through and destination), and in some categories, residents of surrounding counties (for clothing, furniture, books, framing, guns, autos, etc.). The Post Office, Courthouse, Library and City Hall are substantial anchors, drawing city and county residents for personal business. The theater and other businesses draw youth, but Downtown does not feel "kid-friendly". For special events, the fairgrounds draw people from throughout the Inland Northwest. The casino brings destination visitors from Canada, Spokane, Coeur d'Alene and Montana. However, Downtown does not have an organized promotion effort targeting each market with specific messages, so the markets are not being tapped effectively.

g. Competition is Regional and Service-Driven

In some categories, Downtown's most direct competition is the South Hill commercial district (grocery, dining, personal and auto services); however, in most categories, the two districts are complementary. They are two different types of experiences: Downtown is pedestrian-oriented (park and walk), while South Hill is auto-oriented (each business is a separate destination). The most significant competition for Downtown comes from Ponderay and Sandpoint, and to a lesser extent, Coeur d'Alene and Spokane.

Consumer interviews and surveys reveal that the competition is based on selection, service (business hours) and variety more than price. Customers are willing to pay a bit more to shop locally if greater selection and personal service are provided - and stores are open when they want to shop. They shop in "big box" retail stores because of selection and business hours (and to some extent price), but they generally do not enjoy the experience. They would prefer to shop at home.

h. Retail Leakage from Boundary County Exceeded \$76 Million in 1999

As discussed on earlier, Boundary County experienced about \$76 million in retail leakage in 1999. Although Downtown Bonners Ferry could never capture all

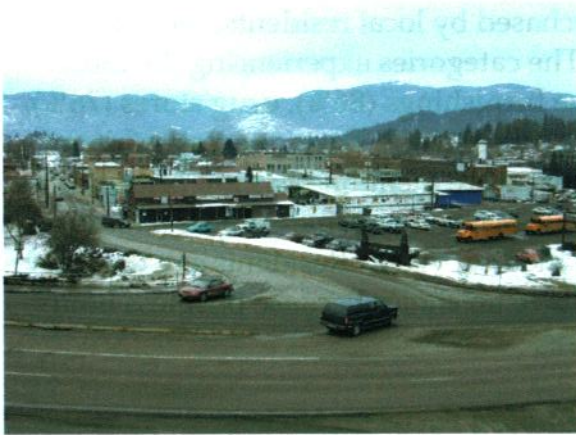


Downtown is the Heart
of the Community

of the sales of goods and services being purchased by local residents, there are opportunities to stop some of the leakage. The categories experiencing the most leakage are apparel/accessories (92%), home furnishings (86%), drug stores (78%), building materials (75%) and general merchandise (73%). Basic “necessity” items such as shoes, bedding/towels and underwear were mentioned as top priorities by consumers. Two major reasons for the retail leakage are business hours (closed after 5:00 p.m. and on Sundays) and out-of-town medical visits. Residents say that they don’t want to leave town to shop, but they have no choice because business hours and product selection do not meet their needs.

i. Business Retention & Recruitment Should Focus on Niches

In order to fill vacant spaces in Downtown, recruitment must be strategic. The best recruitment targets are based on Downtown’s identified role and niches. Downtown is the heart of the community, and its historic center. It is a pedestrian-oriented area, which means an area conducive to parking and walking from business to business, rather than driving to each individual stop. Businesses and services best suited to Downtown should generate moderate to high amounts of foot traffic. Therefore, based on the current inventory of Downtown businesses, a review of market data, and a pedestrian orientation, Downtown’s niches for business retention and recruitment could be defined as follows:



Entrances Do Not Convey a Clear Image
Of Welcome & Attractiveness

Kootenai River Inn is Separated by
the Highway from Downtown
Bonners Ferry



- ❖ Specialty Retail (clothing, gifts, books, office supplies, business support services)
- ❖ Social Retail (eg. dining, entertainment, bakery)
- ❖ Personal & Professional Services (health & beauty, legal & financial)
- ❖ Tourist Services (lodging, recreation, entertainment, information)
- ❖ Convenience & Necessities (groceries, pharmacy, hardware, auto)
- ❖ Government & Nonprofit (Fraternal)
- ❖ Heritage Focus: "Heart of Bonners Ferry", Historic Buildings, Museum, etc.
- ❖ Connection to River - relaxation, walking, etc.

j. Downtown Does Not Have a Clear Image, or "Brand"

As a district, Downtown Bonners Ferry does not have a specific image, or "brand" that is recognizable to consumers. A clear image would communicate Downtown's niche in the marketplace, along with the reasons why customers should make it their destination. As discussed previously, there is an impressive variety of businesses Downtown; however, each one currently promotes its own products or services using its own message to its own customers. In addition,

Downtown (as a district) communicates a message to consumers simply by not communicating: the message is that Downtown is not a cohesive, special "place".

k. Downtown's Attractions and Events Should be Part of a "System"

The major tourist attractions Downtown are

the Kootenai River Inn & Casino, the fairgrounds, the historical museum and the river. These attractions have a significant impact on Downtown business; however, the impact is not being maximized.

Casino. The casino is cut off from the Downtown core by the Highway 95 bypass. A pedestrian underpass is proposed to enable the thousands of casino guests to access the Downtown business district more easily. According to casino management, an average of two guests in every party of six do not gamble – they are joining their friends or spouses as part of a larger group, and looking for other things to see and do. Casino guests who arrive on tour buses have no easily accessible way to cross the highway into Downtown.



Boundary County Fairgrounds

Fairgrounds. The fairgrounds are host to several major events each year, including the county fair in August, the Country Classic Antique Show in March, Kootenai River Days in June, horse shows, Lions Club Demolition Derby in September, Kootenai Tribe Pow Wow and others. Many of the fairgrounds facilities are old and in need of repair and enhancement. Inadequate space is a problem for some events (including the fair), but the fairgrounds cannot be expanded in their current location.

Moreover, the location of the fairgrounds is not ideal: access and visibility are poor, parking is limited, and with only a handful of major events annually, the fairgrounds do not generate significant traffic for Downtown businesses. The site would be better suited for commercial and light industrial uses, such as a business center. It has City water and sewer service, is already zoned industrial, and has access to two major rail lines. Commercial/industrial development to create jobs would provide an enhanced market for Downtown businesses from employees of those businesses commuting through Downtown.

Museum. The historical museum boasts a collection of more than 10,000 items, yet it relies on volunteers for staff, and is open only limited hours. The museum location is not ideal: its current location is prime retail space on Main Street, but it does not

generate foot traffic to help strengthen the overall economic conditions of the district. It does not stand out as a highly visible tourist attraction in its location across the street from City Hall. The Historical Society would prefer a more visible location with additional space.

River. The river is perhaps the most under-appreciated and under-utilized asset in Downtown Bonners Ferry. People naturally are attracted to water amenities, yet there is virtually no connection to the river from Downtown. For generations, the river was “the enemy” because of flooding, so it was diked and cut off from the community. The construction of the dam at Libby alleviated much of the flood threat. Now it is time for Downtown Bonners Ferry to reconnect with its river.

Kootenai River Days. Boundary County’s biggest annual event is held in mid-June and includes a rodeo, dances, classic car show, sidewalk sales and other events.

Farmers’ Market. Summer Saturdays are highlighted by the Bonners Ferry Farmers’ Market, which is located in the City parking lot adjacent to Highway 95 and the visitor center. The Market attracts people from throughout the county, and helps drive sales at other businesses by generating foot traffic Downtown. However, the Market is limited in scope, and if expanded, could become a tremendous economic engine for Downtown’s overall economy.

An integrated system of attractions would help draw additional visitors to Downtown Bonners Ferry, and encourage them to extend their stays. Enhancement of existing assets, such as an interpretive walking tour of Downtown highlighting historic buildings, would add much to the experience for both residents and visitors. A cultural center that interprets and celebrates the county’s heritage (Kootenai Tribe, mining, timber, agriculture, citizens of varying backgrounds, etc.) would serve as a destination in Downtown. Improved streetscapes and buildings would enhance the overall Downtown environment as a destination. Facilities for children and youth would make Downtown more “kid-friendly”.

Effective promotion requires coordination and expertise. Business and property owners have a huge investment in Downtown. They cannot afford to rely on volunteers to coordinate business retention, recruitment and promotion activities effectively.

Local retail and service businesses spend \$750,000+ annually on advertising. Just 10% pooled for effective promotions would have a big impact on Downtown.

A professional Downtown manager could provide business assistance, recruitment of buyers or tenants to fill vacant buildings, and strategic promotion.

I. Downtown Promotion Needs to be Coordinated and Strategic

The Bonners Ferry Chamber of Commerce is the lead entity for business and tourism promotion in the community. It is managed by a volunteer board of directors, but has no paid professional staff. The Chamber operates a visitor center Downtown (adjacent to Highway 95 and the city public parking lot), that is staffed by volunteers. The visitor center is a tremendous asset to Downtown, as visitors are encouraged to walk directly from the center to businesses.

Many citizens in Boundary County perceive that “there is nothing Downtown for me”; but there are many businesses Downtown! Unfortunately, each business conducts its own marketing, with its own image and unique message to customers.

Cumulatively, retail and service businesses in Boundary County spend approximately \$750,000 per year on advertising. If only 10% of those existing advertising dollars were put into a pool of funds for a highly effective promotion campaign focused on recapturing some of the retail leakage, an advertising budget of \$75,000 or more would be available.

The Downtown district currently sponsors an annual Christmas promotion and other cooperative marketing efforts, which are coordinated by volunteer business owners (when they can make time). Following the closure of JC Penney’s in 1999, Downtown retailers developed a cooperative monthly radio advertising campaign to attract customers. Downtown businesses also try to support each other by referring business to one another.

However, collective promotion requires coordination and expertise. Just as malls have full-time professional management to conduct business retention, recruitment and promotion, so should Downtown. Downtown is like a “mall without a roof”, only more diverse – and with significantly more investment in infrastructure. In order for business and property owners to realize a return on their investment, there must be someone in charge. A professional Downtown manager

could provide business assistance, recruitment of buyers or tenants for vacant buildings, and strategic promotion.

B2 Downtown Infrastructure

a. **Utility Services are Adequate for Business Development**

A review of Downtown infrastructure includes an evaluation of its utility services. The city engineer states that the buried utilities Downtown – water, sewer, and gas – are in acceptable condition. Generally, the sewer lines are located beneath alleys, and the water lines are beneath Downtown streets. Water services are metered and fire protection is good. Fire hydrants Downtown each produce at least 1,500 gallons per minute (GPM), which exceeds the recommended standard of 1,000 GPM.

The county fairgrounds area is served by an eight-inch water line and an eight-inch gravity sewer line, which is adequate for significant commercial or industrial growth. The fairgrounds area also has fire protection from the city water system and fire department

b. **Access to Downtown from Highway 95 Needs Improvement**

Access is a critical component of business development. Customers must be able to drive easily to and through Downtown in order to do business there. The primary entrances to Downtown are the intersections of U.S. 95 with Kootenai Street and Riverside (Main) Street. Both intersections have a designated left turn lane on U.S. 95. The approach into Downtown from U.S. 95 at Kootenai is the most central for access. However, the intersection has difficult sight distance since it is located on a curve. Further, this intersection is located on a significant grade (slope), which poses safety problems in the winter.

The approach onto U.S. 95 shared by Riverside and Main Streets can become a bottleneck during peak hours when the Crown Pacific lumber mill shifts change is

Traffic circulation in Downtown Bonners Ferry is made difficult by the limitations of only two approaches onto U.S. 95 at Riverside/Main and Kootenai. Increased use of the Ash/U.S. 95 approach could improve traffic safety and circulation.

over. The geometry of this intersection can be confusing to visitors since two major streets converge at one approach to U.S. 95.

The east approach of Kootenai Street with U.S. 95 provides a direct access to the Kootenai River Inn parking lot. This approach is on a grade but is on the outside of the U.S. 95 curve and has better sight distance than the west approach of Kootenai Street.

Another access to the Downtown area from U.S. 95 is Ash Street, which provides direct access east of the highway to the Jr. High School neighborhood, and indirect access to the Kootenai River Inn and Downtown via Arizona Street. Although the access to Downtown is indirect, the Ash/U.S. 95 intersection is probably the best approach to Downtown from the standpoint of safety, sight distance, and geometry.

Traffic circulation in Downtown Bonners Ferry is made difficult by the limitations of only two approaches onto U.S. 95 at Riverside/Main and Kootenai. Increased use of the Ash/U.S. 95 approach could improve traffic safety and circulation.

B3 Downtown Design & Physical Condition

Downtown Bonners Ferry was designed and developed in response to its natural surroundings. Historically, transportation via the Kootenai River and the railroad fueled Downtown's growth, influencing the way its buildings were constructed and roadways aligned. In contemporary times, Downtown has been influenced again by automobile transportation. With each period in history, Downtown's design and physical conditions have responded to changes in the transportation system.





Downtown Entrance Highlights, at Kootenai (left) and Bonner (above)



Reflections of Downtown streetscapes over time

Public parking lot (left) and on-street parking (right) account for almost 300 parking spaces in Downtown.



a. Design of Downtown Entrances is Weak

Downtown’s two principal entries from Highway 95 (Kootenai Street and Riverside/Main Streets), and two secondary entrances (Ash Street exit and turnoff to Kootenai River Inn) need more visibility. The Kootenai entrance is highlighted by a carved wooden entry sign, while the Riverside entrance is identified by a stand of trees accompanied by three flagpoles. Signs to direct motorists into Downtown from Highway 95 are inadequate and give insufficient advance warning. Motorists and pedestrians receive little notice that a special place – Downtown Bonners Ferry – can be accessed via the entries. Notable opportunities exist to improve all four entrances.

b. Streetscapes are Not Customer-Friendly

Throughout Downtown, the streetscape environment is sparse and largely uninviting to the pedestrian as well as the motorist. Historically, the Downtown's streetscape environment was simple, but did include acorn-style pedestrian lights. Today, cobra head auto-oriented lighting and an occasional potted plant comprise the streetscape environment. The only pedestrian amenity is the Georgia Mae Plaza, which is nicely landscaped with places to sit and a gazebo.

c. Downtown Parking is Inadequate, and Inefficient Due to Lack of Organization

Approximately 300 public parking spaces exist in Downtown, with on-street parking comprising almost two-thirds of the total (Figure 3.15). The one public parking lot in Downtown is located adjacent to Highway 95 between Bonners and Kootenai Streets. This parking lot lacks organization and aesthetic enhancements such as landscaping, lighting and orientation signs. There is no coordinated system of parking in Downtown to differentiate between employee parking and public (customer) parking.

Figure 3.15: Downtown Parking Unit Analysis

Parking Element	Number	Measurement
Preferred Parking Ratio	2.5	per 1000 Square Feet
Actual Parking Ratio	1.5	per 1000 Square Feet
Building Floor Area Supported	191,200	Square Feet
Actual Downtown Building Floor Area	325,850	**Square Feet
Needed Parking Units (at 2.5/100 Sft)	815	Parking Units
Actual Units	478	Parking Units
Parking Unit Shortage	337	Parking Units
Unit Shortage at 3.5/1000 Ratio	662.5	Parking Units

**Based on Measurements from an Aerial Photo and Estimated Floors in All Downtown Buildings

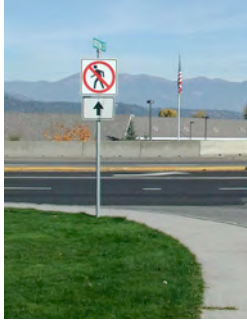
There is a clear parking shortage when Downtown building floor area is compared to total Downtown parking units. Downtowns should strive for 2.0 to 3.0 parking units per thousand square feet of built space (retail, office, residential, etc.). By comparison, professional service developments usually install 2.5 parking units per thousand square feet of office space. Shopping malls average 3.5 units per thousand feet of space. Multi-family housing has at least 1.0 parking space per dwelling unit.

If Downtown Bonners Ferry were to use the 2.5 unit standard, there is a shortage of 337 units (see Figure 3.15 below). At a 3.5 unit standard, there is a 662 unit shortage.

These figures demonstrate the need to plan ahead and to identify locations for future off-street parking Downtown.

Currently, there are relatively few complaints from customers or business owners about parking availability. On November 16, 2000, the planning team conducted a parking survey between the peak business hours of 11:00 a.m. and 2:00 p.m. The results of this survey are presented in Figure A.2 in Appendix 2. The survey found that on-street parking Downtown was slightly over 50% occupied during this period, and the City lot near the information center was 42% occupied. In other words, nearly half of the Downtown on-street parking was empty, and nearly 60% of the City lot was empty.

However, it must be noted that the parking survey was conducted in mid-November, which is not during the peak summer or Christmas shopping periods. During peak periods, and when Downtown vitality is restored, even a moderate level of additional traffic will overwhelm current parking supply. Better organization of the City parking lot would increase parking capacity, and a system of designated parking for business owners and employees could free up desirable storefront parking spaces for customers.



The "front face" of Downtown is unfriendly to pedestrians (above left). People demonstrate that pedestrian connections are needed (above). Some pedestrian features in Downtown contribute to safety and exploration (left).



Signs from Highway 95 to Downtown should be changed to read "Downtown" rather than "City Center."

d. Downtown Needs Amenities and Pedestrian Connections

Downtown's pedestrian environment needs enhancement. Lack of lighting and pedestrian amenities such as benches, signs and trees make Downtown feel somewhat unwelcoming and unsafe after dark. Key areas of Downtown are not connected to each other: the City parking lot, library, Georgia Mae Plaza, City Hall, Courthouse, Post Office and river. The highway is a barrier between Downtown and the Kootenai River Inn.

e. Improved Signs Could Enhance Business Sales

Typically, three types of signs exist in Downtowns: "wayfinding" signs, traffic signs and business signs. "Wayfinding" signs provide direction to motorists and pedestrians to help them find their way to destinations, and to know when they have arrived. Traffic signs control traffic movements ("Stop", "Yield", etc.). Business signs indicate individual business names and products/services offered.

The majority of wayfinding signs related to Downtown Bonners Ferry are highway-oriented (directing traffic north and south, and to "City Center" rather than "Downtown"). Other Downtown destinations are not well signed. Downtown business signs vary greatly in their effectiveness. Some design assistance and creativity could greatly enhance the image of many businesses and the Downtown as a district. More effective wayfinding and business signs lead to better customer orientation and increased business sales.

f. Restoration of Building Facades Enhances Value

Building facades contribute to the overall image of Downtown, and to individual businesses. Many Downtown buildings originally had well-designed facades that created an atmosphere of quality and character. Today, several Downtown buildings have been altered in ways that detract from their original character. The alterations include aluminum "slip covers", and filled-in storefronts and windows. Some building facades have not been



Building Facades: Historically, building facades were “welcoming” (top). Some buildings have been altered, making them less attractive to customers (façade of middle image once looked like café in top image). When facades are filled in (bottom image), they feel disconnected from the street, and their historic architecture is compromised.

maintained. Newer buildings were constructed in styles inconsistent with Downtown character. Renovation of building facades according to historic preservation guidelines would enhance building and business value, and restore the heritage and character of Downtown Bonners Ferry.

g. Public Open Space Contributes to Downtown Atmosphere

Public open space in Downtown includes the Library Park, Georgia Mae Plaza, the Visitor Center greenbelt along Highway 95, the County Courthouse/Sheriff's Station commons and the Raymond S. Houck historic bridge plaza. These open spaces contribute to the quality of customers' experience in Downtown by providing attractive places to socialize and linger. However, enhanced accessibility to them is needed through signs and physical improvements (e.g., pedestrian connections and ADA modifications).



Open Spaces: Georgia Mae Plaza (left), the library park (center), and the Raymond S. Houck historic bridge plaza. (bottom) are Downtown assets.



- h. The Kootenai River is an Outstanding Community Amenity.**
The Kootenai River is a major landmark in the City of Bonners Ferry, and a natural feature with great historical value. It also generates activity, recreation, and economic development opportunities for the City. At present, the riverfront is underutilized and untapped as a major community amenity.



The River's Edge: The Kootenai River is a scenic natural amenity forming Downtown's northern border, but there is no connection between Downtown and the river. Additionally, no formal pathway exists for people to stroll along the river and enjoy its beauty.



**Businesses and Services
on Hwy 95 - South Hill**

Retail Goods & Services:

- 5 Furniture, Antiques, Appliances
- 5 Grocery/Food/Liquor/Butcher
- 4 Beauty Salons/Barber Shop
- 3 Florists, 2 Gifts, 1 Pharmacy
- 3 Hardware/Bldg Supply, Plumbing, Landscaping
- 3 Ag/Farm Implement Sales/Svc
- 2 Glass Shops, 1 Signs
- 2 Laundry/Dry Cleaning
- 1 Pawn, 1 Saw Parts/Service
- 1 Computer, 1 Sporting Goods, 1 Vacuum, 1 Solar Power Eqpt

Professional, Financial, Medical:

- 6 Insurance/Real Estate/Title
- 3 Law/Accounting/Consulting
- 2 Banks
- 1 Funeral Home
- 1 Dentist, 1 Chiropractor, 2 Massage, 1 Veterinarian

Dining, Lodging & Entertainment:

- 7 Restaurants & Fast Food
- 3 Motels
- 1 Bowling Alley
- 1 Golf Course
- 1 Video Rental/Sales

Auto Sales, Service & Supplies:

- 7 Gas Stations
- 4 Repair/Service
- 3 Tires/Supplies
- 2 Car Wash

Government & Misc. Services:

- School, Armory, Job Service, SCS, Water Dist, Dept of Lands, USFS
- 1 Church, 1 Senior Center
- 3 Industrial, Logging, Manufacturing

C South Hill Is Dominated By Circulation Problems Along The Highway

C1 Business Conditions

a. The Role of South Hill is Different Than Downtown

Much of the South Hill in Bonners Ferry originally was open agricultural land, with some residential neighborhoods and schools. As traffic increased on Highway 95, and new businesses needed space to develop outside the Downtown core, a commercial strip developed along the highway. Most of the businesses focused on services for passing auto traffic and surrounding residential neighborhoods. Eventually, some professional, financial and medical services moved there, either to find low-cost office space, high traffic visibility or proximity to residents.

In other words, the South Hill's role has been to provide auto and tourist-oriented services, a place for businesses with large space needs (such as furniture, implement dealers, golf course), and low-cost space. It also provides convenience goods and services for nearby residential neighborhoods and schools (beauty salons, banks, grocery, pizza, videos).

Growth in the community has created a tendency for development sprawl on the South Hill, which continues to creep toward the golf course. Additional business development should focus on the South Hill's niche, and be managed to ensure that appropriate access and safety issues are addressed. Incentives for businesses to develop as infill among the existing South Hill businesses, or to locate Downtown, would reduce pressure to sprawl and further erode existing business.

b. South Hill's Key Strengths are Visibility, Proximity to Residences and Schools



Absence of turn lanes and pedestrian safety measures are two of South Hill's biggest challenges. Note that the crosswalk (lower photo) actually is blocked by a highway guard rail!



The South Hill commercial district's greatest strengths are its visibility to highway traffic and its proximity to residential neighborhoods and schools. Traffic counts are high (though this has become problematic from a safety and accessibility standpoint), and most businesses are located immediately adjacent to the highway. Most properties have ample parking, and there is room for additional commercial infill in several locations. As a commercial district, the South Hill has a building space vacancy rate of approximately 10%, so there is room for business growth.

c. Traffic & Safety are Serious Challenges on South Hill

The South Hill's biggest challenges are its traffic and safety issues. Lack of a left-hand turn lane in many places makes access to businesses difficult. Lack of sidewalks and pedestrian lighting creates safety issues, especially with two schools, adjacent residential neighborhoods and the City swimming pool located on the South Hill. The number of uncontrolled business access points (open frontage with no curb or driveways) contributes to chaotic turning movements and driver safety hazards. Driver safety is further impacted by sign clutter: business signs proliferate in all sizes, shapes, colors and heights. Without sign design guidelines, the clutter actually detracts from businesses, and discourages potential customers from stopping.

Three traffic lanes (one each way plus a center turn lane) are needed along the entire length of the South Hill (ideally to the golf course), along with sidewalk(s) and lighting in the core commercial area (ideally to the current city limits). If traffic counts continue to grow, the highway may have to expand to five lanes – or be relocated. This would require significant additional right-of-way, which would impact some buildings and many businesses' parking areas. However, if the alternative is to relocate the highway, a loss of some buildings and parking is worth the trade-off to retain the health of the overall business district. Improvements to pedestrian amenities (sidewalks, crosswalks, lighting) would encourage drivers to park and walk short distances, rather than driving to every individual business, which requires them to re-enter the highway and become part of the traffic.



Travelers are the Key Market for South Hill Businesses.
Uninviting to drivers and dangerous to pedestrians, much of South Hill's highway corridor needs substantial redesign

d. South Hill Lacks a Sense of Place

A visitor driving north through Bonners Ferry is greeted by open ditches full of weeds and trash, and visual clutter of signs along the South Hill. It is not a good first impression. There is not a clear sense of “arrival” into the community, except for a sign south of the Department of Lands office that says “Welcome to Bonners Ferry”. The paint is peeling off the sign, giving the impression that the community is a bit unkempt. Driving through the South Hill commercial district, there is no sense of continuity, connection, or centrality to it – it simply feels like a strip. Some design elements, such as sign guidelines, lighting and landscaping, would greatly improve the image of South Hill, and encourage highway travelers to stop.

e. South Hill’s Primary Markets are Highway Travelers, Adjacent Neighborhoods

The South Hill’s primary markets are pass-through traffic (tourist and commercial) and surrounding residential neighborhoods. Secondary markets are county residents, area workers and school children. In certain product categories, South Hill businesses draw customers from neighboring towns and counties: groceries, building supplies, farm implements, furniture and specialty products (glass, solar power equipment, signs, etc.). It is surprising that, with the number of youth located on the South Hill daily, there are not more goods, services and activities to serve them.

South Hill businesses need to focus on serving their primary and secondary markets effectively. Capturing highway travelers requires good “curb appeal”: an attractive building exterior, landscaping, clear (but not overbearing) signs, accessible parking and a product mix to serve travelers. Good customer service is important: knowledge of products, and of the area, clean restrooms, and referrals to other businesses.

To increase sales to local customers, businesses need to listen well, know their customers’ needs, provide personalized service, and express appreciation. Most customers do not want to drive to Sandpoint to shop or find professional services;

however, limited business hours and product/service selection or quality often forces them to leave town. Understandably, extended hours and increased inventory is costly, so businesses need to work cooperatively, taking incremental steps, so that return on investment is maximized. Youth are a market that is often ignored, but many youth have significant expendable income. If youth are not treated respectfully as customers, they will not return.

f. South Hill's Primary Competition is Ponderay/Sandpoint

For certain goods and services, the South Hill's most direct competition is the Downtown commercial district; however, in most categories, the two districts are complementary. They are two different types of experiences: South Hill is auto-oriented (each business is a separate destination), and Downtown is pedestrian-oriented (park and walk). For some auto services, the Three-Mile area north of town competes with the South Hill. However, the most significant competition comes from Ponderay and Sandpoint, and to a lesser extent, Coeur d'Alene and Spokane.

Ponderay and Sandpoint have significant retail stores and tourist services. However, those businesses are often large, impersonal chains and "big box" retailers. South Hill needs to promote its unique goods and services, with personalized service, to retain local residents. Many travelers do not want to stay in a "resort" community like Sandpoint (often expensive), preferring instead the more "down home", reasonably-priced atmosphere of Bonners Ferry. Businesses can attract travelers by promoting good quality and service at a reasonable price.

g. South Hill's Niches are Auto, Convenience Goods/Services and Durable Goods

The South Hill is an auto-oriented commercial district (as opposed to pedestrian-oriented), which means that each individual business tends to be a destination. Businesses and services best suited to the South Hill are those who rely on high visibility to passing traffic and those serving youth and local residents. It also is a good location for durable goods: those that require significant floor or lot space, such as furniture, building supplies and equipment/implement dealers.



BTC is a Key Anchor
Business on the South Hill

Based on the current inventory of South Hill businesses, a review of market data, and an auto orientation, the South Hill's niches for business retention and recruitment appear to be the following:

- Auto Services (gas, repair)
- Convenience Retail (fast food, c-store)
- Youth (schools, pizza, sports-related)
- Grocery/Food
- Lodging (motel, RV)
- Personal services (hair, laundry)
- Furnishings/ Antique/2nd Hand
- Equipment Sales/Repair

h. South Hill Lacks Coordinated Promotion, Link to Downtown

Like Downtown, the South Hill business district currently has no cohesive image or collective promotion strategy. Each business advertises its individual message to consumers, so there is no consistent "voice". Furthermore, business hours are inconsistent and uncoordinated. Many customers simply drive by on their way to Sandpoint because many businesses are closed after 5:00 p.m. and on Sundays. More businesses on the South Hill are open late and on weekends than businesses in Downtown because of the South Hill's auto orientation. However, more consistency would be conducive to business growth.

Both South Hill and Downtown have a huge stake in recapturing some of the retail and service dollars that are leaking out of Bonners Ferry to Sandpoint. Stemming this tide will require strategic coordination and cooperation. The Chamber of Commerce is a common link between South Hill and Downtown, and so is positioned to coordinate strategic promotions.



Deteriorated pavement and open drainage ditch on U.S. 95 at South Hill.

b. Condition of U.S. 95 along South Hill is Poor

The following items reflect the existing conditions of U.S. 95 at South Hill:

- ❖ 50-foot. right-of-way
- ❖ Unsafe/un-maintained open ditch along east Side
- ❖ Intermittent/discontinuous pedestrian path adjacent to west Side
- ❖ Intermittent/discontinuous center turn lanes
- ❖ Center turn lane on only 50% of U.S. 95 from south City limits to Madison Street
- ❖ Capacity and safety is compromised because of discontinuous center turn lanes (3-lane cross-section)
- ❖ High accident rate

Only one signal light presently exists on U.S. 95 in Bonners Ferry, and that was recently installed at the intersection with Alderson Lane. This signal has helped create gaps in traffic on U.S. 95. These gaps allow traffic to turn or enter 95 from side streets or adjoining businesses. However, residents and businesses still complain about the difficulty of entering onto U.S. 95 during peak traffic periods.

Another problem area for traffic turning and entering U.S. 95 is at Tamarack Lane. This short street intersects U.S. 95 from the east and provides access to the Bonners Ferry High School and sports complex.

c. Pedestrian and Bicycle Facilities are Sparse

A discontinuous pedestrian/bike path has been striped by ITD adjoining the traffic lane on the west side of U.S. 95 near the high school. However, there are no other pedestrian or bike facilities along U.S. 95 on South Hill, even though the high school and major sports fields are located. The need for safe and improved pedestrian paths along U.S. 95 must be considered a high priority for South Hill.

The only protected pedestrian crossing of U.S. 95 on South Hill is at a signalized intersection at Alderson Lane. However, as the photo on Page 79

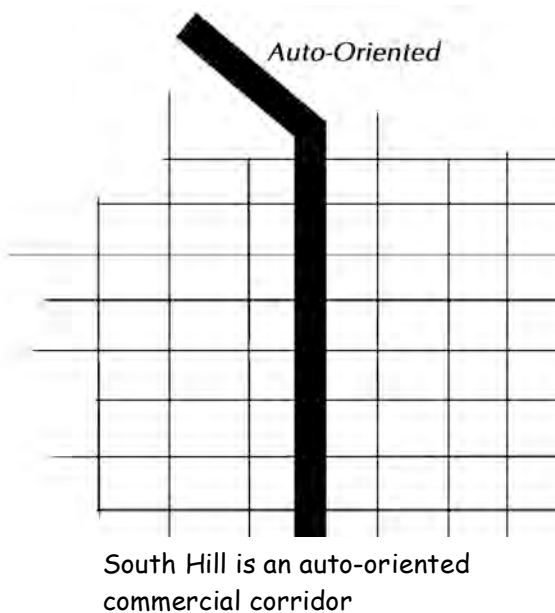
demonstrates, these pedestrian crossings terminate into a guardrail and landscape bed. Figure 3.16 indicates that there have been two accidents involving pedestrians at this intersection during the past five years.

d. Lighting and Traffic Signals Would Enhance Safety

Improved lighting on U.S. 95 along South Hill would enhance the safety of traffic and pedestrians by improving visibility. Further, a “Warrant Analysis” should be performed at the intersection of Tamarack Lane and U.S. 95 (the access road to Bonners Ferry High School), in order to determine if a traffic signal is justified at this busy intersection.

The “Manual on Uniform Traffic Control Devices”, published by the U.S. Department of Transportation, identifies eleven “Warrants” which can justify traffic control signals under a consistent set of criteria. An investigation into the need for traffic signal controls must evaluate these eleven criteria. If the intersection of Tamarack and U.S. 95 is found to meet one or more of these warrants, a traffic signal may be justified.

Although an additional signal on U.S. 95 along South Hill would decrease traffic mobility, it would improve the accessibility and safety of traffic and pedestrians to the high school. It also would create gaps in traffic and better access to U.S. 95 from side streets and businesses. The City of Bonners Ferry and ITD presently are cooperating on a plan to install a left turn lane on U.S. 95 at Tamarack.



C3 Design & Physical Condition of District

The overall design character of South Hill is auto-oriented with typical characteristics of “laissez-faire” commercial corridor development found throughout the United States. Addressing many of the design and physical conditions will entail partnerships between the City, property owners, residents, and the Idaho Transportation Department. Specific design and physical conditions found in South Hill include:

a. Gateways to South Hill Commercial District are Unclear

Traveling north on Highway 95, the gateway to Bonners Ferry begins at the golf course. About one mile later, there is an attractive welcome sign with a backdrop of trees (though the sign needs refurbishing). Driving south from Downtown, a residential neighborhood character provides the transition onto South Hill. Once through the neighborhood, no formal gateway to the commercial area of South Hill exists.

b. All Parking on South Hill is Privately Owned

No public parking exists on South Hill. Businesses located along Highway 95 provide on-site private parking for their customers, as required by City ordinance. Little, if any, shared parking exists between neighboring individual businesses.



Gateway: The southern gateway into Bonners Ferry establishes an immediate positive impression. This entry, however, is endangered. Seedlings have been planted in front of the welcome sign by an adjacent property owner.



c. South Hill is Designed for Vehicles, Not Pedestrians

Although it is an important pedestrian circulation route, the South Hill has many pedestrian safety problems. No sidewalks exist south of Madison, and there are only a few striped walkway areas. Only one signalized (protected) crosswalk exists, at Alderson. The most important issue on South Hill is improving the pedestrian environment, especially in terms of safety.

Streetscapes on South Hill are unimproved. The corridor is lined with telephone/utility poles and cobra head-style streetlights. No pedestrian-scale lighting, sidewalks, public space, benches or wayfinding signs exist.

d. Commercial Buildings, Signs and Sites Need Linkages

South Hill’s commercial area is characterized by franchise businesses co-existing with independent businesses. The variety of building and sign designs, business setbacks and unmanaged access creates a cluttered and often confusing environment. The situation contributes to an unsafe and unpleasant visual experience for passing motorists. Greater consistency in design, setbacks and business access would make the area more appealing.

The absence of basic protection makes pedestrians highly vulnerable, especially in inclement weather. Walking along Highway 95 is dangerous.



With the exception of seasonal holiday decorations mounted on the utility poles (see top), South Hill has very few - if any - streetscape amenities that enhance the visual environment of the commercial corridor.



While the visual environment of South Hill is not optimal, the view from the road provides a sense of connection to the natural environment.

e. View Corridors and Vistas are an Asset

Franchise architecture co-existing with independent building design creates a diverse commercial character along Highway 95. A wide array of building setbacks from the highway exists, as does unmanaged access control to adjacent properties. These characteristics, as well as an abundance of large freestanding signs, contribute to an unpleasant visual environment to passing motorists.

f. View Corridors and Vistas

South Hill lies in a picturesque setting with views of the nearby hills and mountains. While the built environment provides unique visual and functional challenges, the surrounding natural environment provides a nice backdrop for the highway. Motorists traveling southbound on the highway see an attractive focal point of hills, and both southbound and northbound travelers on have periodic views to the east and west

g. Open Space is Not Readily Accessible

Pockets of open space occur throughout the South Hill, however, only a few open space areas (e.g. high school property, occasional stands of trees, etc.) are evident from the highway corridor.

h. Neighborhoods

The South Hill commercial corridor is strengthened by the adjacent neighborhoods to the east and west (tucked behind the commercial development). Some compatibility issues exist between the residential and commercial uses that are sources of potential conflict. They include lighting spillover (residences affected by highway lighting and traffic headlights), commercial traffic in neighborhoods, unsightly outdoor storage and highway/business noise. As South Hill continues to develop, conflicts between commercial and residential uses should be minimized.

D Youth Speak Out On The Future Of Their Community

In February 2000, the planning team collaborated with the Boundary County School District to obtain opinions of Boundary County's youth about the future of their community. A random sampling of 48 eighth-graders and 51 eleventh-graders were surveyed by The Hingston Roach Group. The responses were insightful, and are summarized below. Complete survey results are included in Appendix 3.

a. Youth Desire Enhanced Services and Support in the Community

Youth expressed dissatisfaction about the availability of youth-oriented activities, shopping and dining opportunities:

- ❖ 59% desire more activities for youth
- ❖ Half feel that shopping and dining choices are very limited
- ❖ 27% encouraged augmentation of existing businesses and services

The youth also indicated a desire for more community support of youth activities and school facilities.

b. Youth are Downtown Customers, But Potential is Not Fully Tapped

Student visitation to Downtown Bonners Ferry is significant, but can be increased. More activities and shopping opportunities (as mentioned above) would increase the frequency of youth visitation to Downtown.

- ❖ More than half of respondents indicated that they visit Downtown *often*, while the rest visit Downtown *sometimes* (none of the students said that they never visit)
- ❖ 61% of youth visit Downtown to shop
- ❖ About one-third go Downtown for recreation; and of that group, half go to the movie theater

61% of Youth Shop
Downtown; One-Third Go
There to Recreate
(movies, "hang out")

The Majority of Youth Want Their Schools to be Upgraded or Replaced

- ❖ Other principle reasons for visiting downtown are “to hang out”, to attend school-related activities, and go to the Post Office
- ❖ Specific goods and services desired by youth include entertainment (more movies, arcade, indoor recreation/athletic center, video rental, social areas), dining (pizza, coffee house), apparel, musical instruments and sheet music (for music classes, band)

c. Youth are Dissatisfied with the Physical Condition of Their Schools

While students are generally satisfied with their school environment, specific physical concerns need to be addressed:

- ❖ When asked what changes are needed at their schools, more than half of the students cited the need for new and improved school buildings
- ❖ When asked what three things they liked least about living in Boundary County, one-third of the students stated that schools should be upgraded or replaced
- ❖ One in four stated that construction of new schools would make life better for youth in Boundary County
- ❖ 20% of eighth graders indicated a need for lockers
- ❖ 14% felt that major improvements to the gym are necessary
- ❖ Nearly one-third of eleventh graders would like to see the curriculum upgraded
- ❖ Problems with school funding and teachers are additional youth concerns

The Condition of the Schools is a Barrier to Recruitment of Businesses and Professionals (Physician, Pharmacist, Teachers, etc.)

The physical condition of the schools is a safety issue for students and faculty. During business interviews, the planning team also found that it is a barrier to recruitment of new businesses and professionals to the community (such as pharmacists, physicians, business executives, teachers, etc.).

d. Youth Like Their Community, But Need More Unstructured Social Activities

The youth of Bonners Ferry/ Boundary County value and appreciate where they live, but they need more unstructured social activities. Specifically, they would like places for social interaction with their peers (“more places to hang out with friends”).

Three Out of Four Students Support More Youth-oriented Activities, and Expanded Outdoor/indoor Recreation Facilities

Survey results indicate that the youth of Boundary County are highly satisfied the area’s north woods setting, natural beauty and opportunities for outdoor recreation. They value the closeness of neighbors and feeling of safety associated with a rural community.

- ❖ More than half of respondents said the beautiful scenery and clean environment of the area are important
- ❖ Nearly half indicated that “friendly people” and “knowing everyone” are significant
- ❖ Outdoor recreation activities are enjoyed by 37% of youth
- ❖ 35% said they like the atmosphere of a small town

Students recognize the limitations of residing in a small rural community, but feel that life could be better for the youth of Bonners Ferry. Selected comments included:

“We need better places to shop, skating rinks, clubs to dance at for teenagers, and just anywhere for high schoolers to hang out.”

“Get an after-school center for kids to hang out and just have fun. More community input into what goes on and more support.”

Nearly 90% of Youth Participate in Community, School and/or Church Activities

e. Youth are Active in Community, School and Church Activities

Although youth desire more unstructured social activities, they do participate in - and contribute to - the community, school and church activities that are

available. Participation in various athletic pursuits is the most popular activity, with basketball and baseball mentioned most frequently. Membership in various church and community youth groups was cited by nearly half of the respondents. Nearly one-quarter are members of 4-H or Future Farmers of America. Only about 12% do not participate in any sponsored activity.

f. Youth Like Their Teachers, Fellow Students & Social Aspects of School

Survey respondents said teachers, fellow students and social activities are the most-liked aspects of Bonners Ferry schools.

- ❖ The teachers and staff were cited by 64% of eleventh graders, and 38% of eighth graders
- ❖ Friends and the social activities are most important to 43% of youth
- ❖ The athletic and sports programs are well-liked by 19% of students
- ❖ 15% approve of curriculum choices and the schools' small size

Youth are the Future of the
Community -
A Worthy Investment

g. Planning for Youth and the Future Can Help Reverse the "Brain Drain"

Youth are the future of Boundary County. They care about the future of their home, and desire investments in that future. Most youth leave the community after high school and do not return, because of the lack of career jobs. This "brain drain" from the community is a waste of valuable resources. Business leaders should continue to seek and include youth perspectives in their economic and community development planning efforts.

Chapter 4

Action Program

This chapter focuses on the practical steps necessary to accomplish the mission and strategies presented in Chapter 1. Through the use of brief descriptions and tables, implementation recommendations regarding “Who, what, when, where and how” are provided. These recommendations offer a starting point. Leaders and residents should be creative in accomplishing each action in a manner that:

- ❖ Reduces cost
- ❖ Builds momentum (creates base hits)
- ❖ Engages volunteers to build sense of ownership in the entire campaign
- ❖ Accomplishes work as quickly as possible
- ❖ Provides a sense of fulfillment and fun for everyone involved
- ❖ Enhances sense of community
- ❖ Demonstrates to outside funding agencies that this is a collaborative, community-based process

Eight action programs are proposed:

- A. Organizational Development
- B. Industrial Development
- C. Tourism Development
- D. Downtown Business Development
- E. Downtown Design
- F. Riverwalk
- G. South Hill Improvement
- H. Cultural Center
- I. Town & Regional Promotion

Each is discussed in an appropriate level of detail in the following sections. Most of these are straightforward and can be expressed in brief terms. However, Downtown Business Development and Downtown Design include a variety of details that require additional clarification.

A Organizational Development Program

Nine actions will provide the organization needed to guide Connection Plan elements (see Figure 4.1). The first and most important is to create a formal agreement among the Partnership (County, City and Tribe) to commit to and collaborate on the Plan. With this as a foundation, the Partnership will be in a much stronger position to attract grants and investments. The Partnership should also commit to a permanent public-private collaboration in community development, with the three governments guiding efforts wherever needed.

As soon as possible, the Partnership should facilitate a meeting of all entities that will be involved in implementation. The meeting will focus on what needs to be done, who needs to do it, team-building and resources. The primary purposes are to establish commitment to and understanding of the action program. Wherever possible, team members should be encouraged to create collaborations.

Figure 4.1: Organizational Development Actions

Program Action	TIMING						Suggested Lead; Partners (See Key to Codes Below)
	2001	2002	2003	2004	2005	Later	
A. ORGANIZATIONAL DEVELOPMENT							
a Create Formal Partnership Agreement on "Connection" Collaboration							BC, City, KTI
b Conduct Implementation Workshop for All Participants							BC, City, KTI; PAC
c Seek Grants & Investments for Professional Manager, Actions							BC, City, KTI; CC
d Hire Professional Manager to Lead Implementation							BC
e Create a Volunteer "Boundary Brigade" to Undertake Improvement Projects							BCM; CC, Clubs
1 With Brigade, Select "Doable" Projects and Take Action							BCM
f Host a Series of Citizen Workshops on Volunteer Actions							BCM; CC, Clubs
g Recruit Broader Membership in Chamber to Help with Implementation							CC
h. Create a Cultural Center Nonprofit Corporation to Lead Its Development							City, KTI, BC
i Create a Main Street Program for Downtown Revitalization							BCM; CC

A professional manager will be hired to guide implementation of all economic development programs.

An ideal funding source is available (\$50,000 per year for three years) from the state (Idaho Department of Commerce) to support hiring of a professional manager to guide implementation of the Plan. The Partnership is aware of these funds and will make a grant application. Whether or not the grant is approved, every effort should be made to attract the funding necessary to hire a manager. There are too many actions for a volunteer force to undertake alone.

While professional management is required, volunteer assistance also is essential. Citizens need to become a part of the implementation program. Volunteerism is essential for several reasons:

A volunteer "Boundary Brigade" will be organized to assist with implementation.

- ❖ It will lower costs for many projects
- ❖ It leads to a stronger sense of ownership for the program
- ❖ It demonstrates to outside funding agencies that the program is a high community priority
- ❖ Enthusiasm is infectious; friends and neighbors will get involved when they learn of opportunities from participants
- ❖ It will provide people from different walks of life opportunities to meet and get to know each other. Understanding and cross-cultural communication are needed to improve the region's sense of community

The volunteer movement should have a name that can become connected to the program: something like "Boundary Brigade." Participants should wear Boundary Brigade t-shirts when working for the cause.

The new professional manager (hereafter, "Manager") should work with Panhandle Area Council and other specialists to host training workshops for volunteer groups. Training will improve efficiency, safety and productivity.

Engage and expand the Chamber of Commerce

The business community needs to become more heavily and systematically engaged in business development. For this and other reasons, the

Chamber of Commerce is an important part of the team. The manager should meet with Chamber leaders to identify projects it is willing to pursue, then help the organization attract both resources and new members.

**Adopt the Main Street (©)
approach to Downtown
Revitalization**

Once the Chamber is fully engaged, the manager should collaborate with Chamber leaders and committees to create a Main Street program to guide Downtown revitalization efforts. Membership in the National Main Street Center and participation in annual National Main Street Town Meetings will be very beneficial to the team. Panhandle Area Council may also be able to assist in building a Main Street program.

**Create a nonprofit 501(c)3
corporation to build and operate
the Cultural Center**

For the Cultural Center to succeed, its advocates will need nonprofit 501(c)3 corporate status. This will enable the community to seek grants from a broad range of entities in the public and private sectors. In addition, local contributions will be tax deductible for most donors. It is important to know that there are two primary kinds of grants: grants for construction ; grants for programming. There are fewer grants for the former; competition will be intense. The nonprofit's leaders will need to be able to demonstrate several assets if it is to succeed in fundraising, including:

- ❖ Broad support for the Cultural Center
- ❖ Broad citizen participation in the planning of the facilities
- ❖ Extensive local fundraising activities, leading to...
- ❖ Local match for grants from outside grantors
- ❖ Sound business plan and budget, demonstrating long-term feasibility of the project
- ❖ Phased approach, with clear targets for each phase

B Industrial Development Program

Industrial development will focus on five complementary targets (see Figure 4.2). Each will tap existing resources or assets. The sectors are:

- ❖ Manufacturing: Value-added forest and agricultural products
- ❖ Distribution, Warehousing & Intermodal:
- ❖ Foreign Trade Subzone
- ❖ Business Incubation: Growing Local Business
- ❖ Alternative Energy: Biomass, Wind, Solar

Figure 4.2: Industrial Development Actions

Program Action	TIMING						Suggested Lead; Partners (See Key to Codes Below)
	2001	2002	2003	2004	2005	Later	
B. INDUSTRIAL DEVELOPMENT							
a Begin Process to Relocate Fairgrounds	■	■					BC, City, KTI; PAC, FB, CC, Clubs
b Redevelop Fairgrounds as Industrial Park			■				BC, City
c Initiate Business Incubator Program							City, PAC, UI
1 Conduct Feasibility Study for Incubator							UI
2 Seek Funds to Construct Incubator							City, PAC, UI
3 Join Idaho Business Incubator Network for Technical Assistance							City
d Conduct Workshops on Growing Hybrid Poplar	■						BC, RC&D
e Build Alternative Energy Production Program	■	■	■				KTI, City; PAC, RC&D
1 Conduct Feasibility Studies for Wind, Solar and Biomass Power							KTI, City; PAC, RC&D
2 Seek Funds for Development of Alternative Energy Generation							KTI, City; PAC, RC&D
f Recruit Manufacturers to Build Foreign Trade Subzones in Bonners Ferry	■						BCM, City, PAC, FTZ
g Encourage Value-Added Forest and Agricultural Products Industries							BCM, PAC, Crown, RC&D
h Recruit Developers to Build Intermodal/Distribution Facility at Fairgrounds Site							BCM, Rail, City, PAC
i Support Expansion of Farmers Market; Construct Commercial Kitchen							BCM, City, PAC, RC&D
j Seek Funding for 600 Ft. Extension to Airport Runway	■						BCM, BC, AB, PAC

Plan and seek funding for relocation of the County Fairgrounds facilities

During 2001-2, the County will begin the process of relocating the County Fairgrounds. Vacated land and adjacent recreation playfields will be redeveloped as an industrial park with access to rail. The Partnership should seek appropriate grants for this purpose, using County land and infrastructure as local match.

Develop a business incubator focused on value-added forest and agricultural companies

Subject to results of an ongoing feasibility study, the Partnership will seek to build a business incubator at the Fairgrounds site. The incubator will be affiliated with the University of Idaho's Idaho Business Incubation Network (IBIN), a statewide support program that provides a wide variety of resources and technical assistance to member incubators. IBIN staff will assist with incubator funding and development. Once constructed, the incubator will focus on helping grow local businesses linked to value-added forest and agricultural products.

Expand power generation capabilities by tapping alternative forms of energy

The Partnership will work to expand its existing strength in power generation. Assisted by Panhandle Lakes RC&D, the University of Idaho (UI), and Panhandle Area Council (PAC), it will conduct feasibility studies on wind and solar power generation. Subject to positive results, the Partnership will seek to fund and build appropriate facilities.

Create a new cash crop and biomass energy source by encouraging hybrid poplar tree farming

To support the Tribe's biomass power generation project, the Partnership will encourage development of hybrid poplar tree farms throughout the county. Workshops for area farmers and rural landholders will be organized to support this effort. The RC&D and UI will be asked to provide specialists to guide the effort. Over time, the hybrid poplar industry is likely to provide fiber for lumber and value-added forest products as well as for biomass power generation.

Recruit industries for a Foreign Trade Subzone at the Fairgrounds Industrial Park

The Manager will create a recruitment program targeting private sector candidates for a Foreign Trade Subzone and distribution center at the Fairgrounds Industrial Park. PAC, Idaho Department of Commerce (IDOC) and UI will be asked to assist in the effort.

Seek investment in intermodal facilities at the Fairgrounds Industrial Park

The Manager and Partnership will seek rail lines' support to develop intermodal facilities at the Industrial Park to attract distribution, warehousing and value-added manufacturing. Initially, these facilities will be simple, limited primarily to lift equipment to load containers and trailers on and off trains. More sophisticated equipment will be sought if justified by demand. Intermodal and Foreign Trade Subzone opportunities combined with national rail service will be strong attractions for recruitment.

Relocate the farmers market and build it into a year-round facility

The Manager will lead an effort to expand and relocate the farmers market. By using buildings and land at an old grain warehouse complex, the farmers market could become a year-round operation. This will encourage small business startups in value-added agriculture, specialty crops, crafts and arts. The Manager will work closely with IDOC to build the program and guide farmers market staff. The market itself should be linked to the business incubator, both for business education and for development of a commercial kitchen. The latter will be essential in building companies focused on food processing.

Expand the airport runway by 600 feet to support all small aircraft

The Boundary County Airport Improvement Plan (AIP) outlines a comprehensive list of enhancements to the county facility, which would ensure that the airport would continue to be an asset to the economic development of the region. Boundary County has been in communication with the Idaho Division of Aeronautics and FAA to seek grant funding for Phase 1 of the improvements, about \$1,000,000 for Fiscal Year 2002. The Phase 1 improvements under the AIP would include runway rehabilitation and 600-foot extension, parallel taxiway, land acquisition, and clearing of obstructions. This extension is strategically important. If the grant application is unsuccessful, the Manager, County and PAC will work together to seek funds for this effort. Subsequent to the extension, the Manager and Airport Board will work to market the airport to aviation-oriented businesses and aviation enthusiasts as an event destination.

As previously discussed, wastewater disposal for the airport commercial/industrial park will depend upon on-site drainfields for the foreseeable future. Computations have been included in the Appendix, which demonstrates that 0.08 acres of drainfield area would be required for every ten employees in the industrial park. Additional land area must be reserved for possible drainfield replacement. It is important to note that wastewater from the airport commercial/industrial park which is disposed to subsurface drainfields, must only contain contents typical of normal domestic wastewater.

C Tourism Development Program:

Capture More Visitors and Extend Their Length of Stay

Boundary County has significant tourism assets, from its outstanding natural environment for outdoor recreation, to its historic downtown and destination resort casino. However, most tourists spend only one or two nights in the area. Many others pass through without stopping. In order to realize a larger return from tourists already coming to Boundary County, the community needs to offer more reasons for them to stop and to stay longer. To accomplish this goal, a “Ready-Aim-Fire” strategy is needed. Figure 4.3 outlines eleven actions described in this section that will implement this strategy.

**To Maximize Revenues
from Tourists, Focus on
Meeting Needs of
Specific Segments**

Boundary County has four key segments of visitors:

- ❖ Leisure Travelers: pass-through tourists, sightseers, casino visitors, retirees, family and friends of local residents, private pilots
- ❖ Recreationists: destination visitors seeking outdoor activities
- ❖ Heritage/Cultural Travelers: more affluent travelers seeking enrichment from local history and cultural activities
- ❖ Commercial and Business Travelers: international trade, agency/business travelers (medical, agriculture, federal/state), CEDU parents/relatives

These visitors come primarily from Canada, the states surrounding Idaho, and Idaho itself. Tourism development efforts should focus on serving these markets more effectively by anticipating and fulfilling their needs. Casino visitors need better linkages to local businesses, events and attractions (museum, golf, Refuge, river walk). Pass-through tourists need visible information and activities (e.g., farmers market, hikes), and improvements to entrances/community appearance to entice them. Heritage and cultural travelers seek local history, culture and the arts (historic buildings, community/tribal culture, local artists/craftsmen, events). Recreationists need maps, brochures, web sites, outfitters and travel packages (including hotel, meals, activities). Commercial travelers need business support services (data ports in hotel rooms, access to copying/printing services, meeting rooms, cell phone coverage). All of these segments seek good quality dining and shopping experiences.

Figure 4.3: Tourism Development Actions

Program Action	TIMING						Suggested Lead; Partners (See Key to Codes Below)
	2001	2002	2003	2004	2005	Later	
C TOURISM DEVELOPMENT PROGRAM							
a. Enhance Entrances: North, South, Hwy 2, Town	█	█					BC; City, CC, ITD, Prop
b. Link Casino/Hotels to Local Businesses, Attractions			█	█	█	█	CC; Biz
c. Provide Customer Service/Sales Training							CC; Biz
d. Cater to International Guests							Biz; CC
e. Expand Outdoor Recreation Opportunities: Day Trips							Biz; CC
f. Maximize Events: Heritage, Recreation, Off-Peak	█						CC; Biz, City, Citzn
g. Enhance Partnerships for Effective Promotion							CC; Biz
h. Track Visitor Counts & \$'s, Evaluate Performance							Biz; CC
I. Investigate Shuttle Options for Peak Season							City?; CC, Biz, Citzn
j. Extend Business Hours in Peak Seasons				█	█	█	Biz; CC
k. Combine Visitor Center, Museum, Cultural Center							BC; CC, City, KTI

An Enticing “Welcome Mat”
in All Directions Into
Downtown is Needed to
Capture Visitors

a. Enhance Entrances to Entice More Visitors to Stop

Visitors will not stop if they do not feel welcome or receive a bad “first impression” of the community. “Entrances” to Boundary County and Bonners Ferry include a number of locations where visitors are likely to make decisions:

- ❖ The Canadian border
- ❖ Libby and Troy, Montana
- ❖ The Montana border
- ❖ Junction of U.S. 95 and U.S. 2 (Three Mile)
- ❖ Bridge over Kootenai River, junction of U.S. 95 and Main Street
- ❖ Sandpoint
- ❖ South entrance to Bonners Ferry (from golf course north)
- ❖ Junction of U.S. 95 and Kootenai Street

All of these locations should tell visitors that they are welcome in Boundary County and Bonners Ferry. The places where visitors are likely to be “one stop away” from Bonners Ferry (Eastport, Porthill, Troy, Libby, Sandpoint) should be targeted to ensure that information about Bonners Ferry is available. Closer in, welcome signs (or even billboards) should be placed between Bonners Ferry and Sandpoint northbound, on U.S. 2 westbound and between the Canadian border and U.S. 2 southbound.

Once someone has arrived in Bonners Ferry, entrances on U.S. 95 south (near the Idaho Dept. of Lands office) and at Main and Kootenai Streets should be enhanced to capture visitors’ attention and draw them in.

b. Link Casino and Hotels to Local Businesses, Services and Attractions

Thousands of tourists visit the Kootenai River Inn annually for gaming. One in three who arrives in a group does not gamble, and is seeking other things to see and do. Physically, the casino is cut off from the Downtown, and practically, it is cut off by lack of information about area businesses and attractions. A pedestrian underpass should be constructed beneath the highway

Hotel Guests Need
Information About Local
Businesses and Attractions

to connect with Downtown. A shuttle service (see item i) could link the casino with other businesses and area attractions.

The lack of information is shared by guests in other hotels. A promotional piece highlighting local businesses and attractions could be placed in all guest rooms, encouraging hotel guests to patronize local businesses and extend their stays. Coupons or other incentives also could be added.

**Multi-Lingual Welcome
Signs and Currency
Exchange will Encourage
International Visitors -
They Spend More Money -
Than U.S. Travelers**

c. Provide Customer Service, Sales and Host Training to Better Serve Visitors

Good customer service is key to retaining visitors and encouraging them to come back. When visitors are served by knowledgeable, friendly service providers, they spend more money. Word of mouth is the best advertising: satisfied visitors will tell their friends and family to visit. Customer service and sales training is available through many sources, and can be funded through Idaho Travel Council grants. Incentives such as window stickers/posters, lapel buttons, certificates and recognition in the Chamber business directory could be offered to encourage owners and their employees to participate. It is important for all “front-liners” – those directly serving tourists – to be well-informed about local businesses, events and attractions.

d. Become a True “Gateway”: Cater to International Guests

More than one-third of Boundary County’s visitors are Canadian, and other international visitors include those from Germany, the U.K., Australia and the Pacific Rim. The Visitor Center and local businesses should display welcome signs in several languages, and offer currency exchange for most common currencies (with an exchange fee). Depending on the exchange rate, businesses who offer Canadian at par will attract more transactions from northern visitors. Simple brochures could be printed in most common languages to express recognition and appreciation for international guests.

Target Events to Draw
Specific Visitor Segments at
Specific Times of the Year:
Maximize Benefits to Local
Businesses

e. Expand Outdoor Recreation Opportunities - Especially Day Trips

Many visitors seek “things to do” that require only a few hours. Guided hikes or interpretive tours, trail rides, canoe rentals, and other activities would offer guests the activities they seek and encourage them to extend their stays. Opportunities exist both for guided and self-guided activities in the Wildlife Refuge and on private property. Guided activities can be offered by outfitters (who must be licensed). Self-guided activities can be provided with some coordination, such as a walking tour of historic Downtown buildings and neighborhoods, a river walk or canoe/paddleboat rentals.

f. Maximize Events: Focus on Heritage, High Value Recreation, Off-Peak Days

Like promotion efforts, events should be targeted to specific markets, and tailored to serve them. Some events currently held in Boundary County (e.g., fair) are targeted primarily to local residents. Other events are intended to draw visitors. Events targeting visitors should focus on heritage, culture, and high value recreation. This is to maximize the return on investment to the community and local businesses. Heritage and cultural tourists spend significantly more (up to four times) than many recreation tourists. However, some segments of recreationists tend to have higher return, such as snowmobilers, non-resident hunters and fishermen, outfitted guests, downhill skiers, golfers and birdwatchers. Events that are scheduled in off-peak seasons will encourage more weekend or mid-week business during slow times of the year.

g. Enhance Partnerships for More Effective Promotion

Bonnors Ferry has limited resources for tourism promotion. To stretch each dollar, the community should enhance partnerships with groups like the International Selkirk Loop, North Idaho Tourism Alliance, Sandpoint Chamber of Commerce, Libby Chamber of Commerce, Montana’s Glacier Country, B.C. and CEDU. Idaho Travel Council grants for tourism promotion can be leveraged by cooperative efforts with these groups and the private sector (Kootenai River Inn and other hotels, outfitters, etc.).

Track Performance to
Evaluate Return on
Investment in Promotions

h. Track Visitor Counts and Revenues to Evaluate Performance

Tourism trends can be tracked through traffic counts, hotel sales, event attendance, outfitter guest numbers, visitation to attractions (Wildlife Refuge), visitor center inquiries and visitation, and individual business tracking. It is important to track visitors and revenues in order to evaluate the effectiveness of tourism promotions. A central tracking database should be established at the visitor center, with counts for various categories tracked on a quarterly (seasonal) basis. Reporting of results should be made to Chamber of Commerce members, to local/tribal elected officials and to tourism partners (such as Selkirk Loop, NITA, etc.).

i. Investigate Shuttle Transportation Options in Peak Season

The geographic separation between Downtown, the South Hill and the casino creates difficulties for tourists who arrive by motorcoach on group tours. They cannot easily access local businesses. A feasibility analysis would determine the viability of developing a shuttle that could travel a circular route between those three main areas (and perhaps the golf course and Wildlife Refuge). A shuttle might be partially sponsored by businesses, and partially funded through federal or state transportation funds if it is used as alternative transportation by local residents, such as seniors.

Extend Business Hours
Strategically and
Incrementally to Cover
Costs

j. Extend Business Hours in Peak Seasons

Most retail businesses in Bonners Ferry close at 5:00 or 5:30 p.m. during the week, earlier on Saturdays, and they are not open at all on Sundays. Extension of business hours is expensive; however, closures during times when customers want to shop contribute significantly to retail leakage. A cooperative, but incremental approach can minimize the added cost, while gradually encouraging additional business sales.

Businesses might try remaining open late one weekday each month (e.g. "First Thursday"), extending Saturday hours (complemented by an enhanced farmers' market) and/or opening for 3-4 hours on Sundays during peak tourist

season. Keys to success with extended hours are to create simultaneous events/promotions to draw customers, to promote the new hours effectively, and to make a long-term commitment to the strategy (it takes 18-36 months to “re-train” local customers). Visitors during peak season will help generate a return on the investment if the hours are promoted to them properly.

k. Combine Visitor Center & Museum (and Cultural Center?) in One Building

As a long-term strategy, the community should consider combining the visitor center and museum in a larger facility in roughly the same location as the existing visitor center. The existing center is “marginally adequate” (as described by a local business leader), and the museum is open only in Summer due to lack of volunteer staff. Rather than staff two facilities, it would be more cost-effective and efficient to combine them. The proposed cultural center also could be co-located as part of this facility. Moving the museum would free up strategic retail space on Main Street. Funding for such a facility could come from a number of sources, including grants from organizations that support historic and cultural facilities.

A “One-Stop” Visitor Center, Museum and Cultural Center will Serve Tourists and Residents Effectively

D Downtown Business Development Program

Three sets of seven actions will guide future downtown business development strategically (see Figure 4.4). These actions emphasize business retention, recruitment and building a more cohesive downtown district.

D1 Retain and Expand Existing Businesses

a. Provide Business Technical Assistance

Business retention is a high priority strategy for Boundary County. Economic conditions have created hardships for many businesses, and to prevent further erosion of Bonners Ferry's business sector, it is important to retain and assist existing businesses.

During the process of developing this plan, the planning team interviewed local business owners and managers. Many expressed a need or desire for assistance with marketing, merchandising, building facade renovation, business management tools, etc. Workshops in areas such as marketing, merchandising, accounting and employee training were mentioned as potentially helpful. Additionally, professional design assistance to improve buildings and landscaping is needed. A workshop should be held to discuss opportunities for business diversification and expansion based on the results and implications of market research recently completed by the planning team and University of Idaho.

b. Create a Low-Interest Loan Pool

Often business and property owners have the desire to make improvements, but do not have readily available cash to do it. The Partnership should work with local banks (who already have expressed interest) to form a low-interest loan pool for business diversification or expansion, and property improvements such as façade renovation.

Figure 4.4: Downtown Business Development Actions

Program Action	TIMING						Suggested Lead; Partners (See Key to Codes Below)
	2001	2002	2003	2004	2005	Later	
D DOWNTOWN REVITALIZATION							
D1. Retain and Expand Existing Businesses							CC; City, PAC, UI
a. Provide Business Technical Assistance							BCM;CC, City, PAC, UI
b. Create a Low-Interest Loan Pool							BCM; CC, Biz
c. Support Expansion/Diversification Candidates							BCM; CC, City
d. Serve Specific Markets Strategically							Biz; CC
e. Create and Enforce a Downtown Parking Policy							Biz; City
f. Implement Image/Awareness Promotions							CC; Biz
g. Develop Upper-Story Residential Spaces							Prop; City
D2. Recruit Complementary Retail/Service Businesses							BCM; Biz
a. Create an Inventory of Commercial Space							BCM; City, Biz
b. Tap/Create Recruitment Incentives and Benefits							BCM; Biz, CC
c. Identify Target Businesses; Help Expand Farmers Market							BCM; CC, Biz, City, BC
d. Create a Business Recruitment Packet							BCM; CC, Biz, City, BC
e. Pursue the Deal: Make Contacts and Follow Up							Biz; CC, City, BC
f. Support Physician Recruitment							Biz; CC, City, BC
g. Support School Facility Improvements							All
D3. Create Cohesive Business "District" Downtown							MS;BCM,CC
a. Create a Downtown "Brand" (Image)							BCM,MS,CC
b. Implement Collective Actions to Better Serve Markets							MS;BCM,CC
c. Implement Cooperative Promotions to Reach Targets							MS;BCM,CC
d. Highlight Downtown and Community Heritage							MS,KTI
e. Address Customer Comfort Issues							MS,City
f. Engage Citizens in Improvements							MS
g. Track Performance							MS,BCM,CC

c. Support Expansion/Diversification Candidates

A few businesses expressed a desire to diversify or expand their business operations, based on potential in the marketplace. The Partnership should ensure that these businesses' needs are being met in order to accomplish their goals, provided the goals are consistent with the identified Downtown markets, niches and strategy. Downtown's niches are as follows:

- ❖ Specialty Retail (clothing, gifts, books, office supplies, business support services)
- ❖ Social Retail (eg. dining, entertainment, bakery)
- ❖ Personal & Professional Services (health & beauty, legal & financial)
- ❖ Tourist Services (lodging, recreation, entertainment, information)
- ❖ Convenience & Necessities (groceries, pharmacy, hardware, auto)
- ❖ Government & Nonprofit (Fraternal)
- ❖ Heritage Focus: "Heart of Bonners Ferry", Historic Buildings, Museum, etc.
- ❖ Connection to River - relaxation, walking, etc.

Examples of good candidates for expansion are Safeway, the Dollar Store and movie theater (by adding Saturday children's matinees and/or double shows).

d. Serve Specific Markets Strategically

Downtown's primary markets are residents of Bonners Ferry/ Boundary County, Downtown workers, guests at the Kootenai River Inn, and pass-through traffic. In order for businesses to be successful in Downtown, they must serve these markets effectively. The local markets include increasingly larger numbers of seniors and Hispanics, youth, and new residents to the area. To serve them, businesses need to be senior-friendly (physical property, customer service), bi-lingual, kid-friendly and open to newcomers. Customers have expressed a clear need for businesses to be open later than 5:00/5:30 p.m.; and on weekends.

Business diversification and expansion also should be complementary to Downtown's role as a pedestrian-oriented area that needs to generate high amounts of foot traffic.

e. Create and Enforce a Downtown Parking Policy

Priority for on-street parking in Downtown must go to customers, not business owners or employees. However, if owners/employees are to use designated parking lots, the lots must be accessible, well-lit (for safety) and paved. The walking routes to and from the lots also must be well-lit with sidewalks. Once appropriate designated parking is in place, business and property owners could be asked to sign a voluntary policy or agreement to use designated lots – and to require their employees to use them. Business owners could watch for violators, and issue tickets to them. Fines could go into a fund for Downtown events, promotion, beautification, etc. If designated employee parking is created, and a reasonable parking policy is enacted and enforced, Downtown businesses should not experience a parking problem for their customers.

f. Implement Image/Awareness Promotions

One of Downtown's greatest challenges is the impression that it is in decline. A proactive effort is needed to convey the message to Boundary County residents that *"Big Things Are Happening in Downtown Bonners Ferry!"* The Partnership needs to implement a promotion campaign that includes the following:

- ❖ Press releases about planned improvements
- ❖ Fliers and ads about plans and events (e.g., with "Today" and "Tomorrow" images)
- ❖ Lists of goods and services available Downtown
- ❖ Cooperative special events and promotions
- ❖ Awareness-building about the value of Downtown as the City's center
- ❖ Ways for local citizens to become involved in the improvements to Downtown

Downtown Promotions
Should Build Awareness
and Create a "Buzz" that
"Big Things are Happening in
Downtown Bonners Ferry!"

Effective marketing requires expertise. The promotion of Downtown should be handled like promotion of Silver Lake Mall in Coeur d'Alene, Northtown Mall or Riverpark Square in Spokane: a cohesive group of goods and services as a collective whole. Promotion should be targeted strategically to Downtown's markets, and focus on its unique characteristics and mix of products and services.

Positive changes in Downtown should be publicized at least once or twice monthly, so customers are intrigued to "come and see for themselves what's happening Downtown". By creating a "buzz" of interest, Downtown begins to build momentum for revitalization efforts.

g. Develop Upper-Story Residential Spaces

Downtown residents are good Downtown customers. Nationally, there is a renaissance in people moving back into Downtowns – particularly in renovated historic buildings (loft apartments, condominiums, etc.). There are several buildings in Downtown Bonners Ferry that are suited to residential development. The Partnership should work with appropriate property owners to explore the possibilities for Downtown housing.

D2 Recruit Complementary Retail/Service Businesses

a. Create an Inventory of Available Commercial Space

Downtown Bonners Ferry has a commercial space vacancy rate of about 16%, based on the planning team's findings. The ideal vacancy rate (for ground floor) is 5% or less. Before a concerted effort can begin to recruit tenants or owners for empty spaces, an inventory and descriptions of the space should be compiled. The inventory should include space location, size, specifications (utilities, etc.), features, condition, ownership, history, cost, terms, potential best uses, parking, access, etc. Information can be obtained from the property owners

themselves or from realtors. Then when a potential recruit is identified, the appropriate targeted spaces can be identified to match the target's needs.

b. Tap/Create Recruitment Incentives and Benefits

The Partnership should emphasize to potential recruits the benefits of locating their business Downtown. There are a number of benefits created by local planning efforts, and other benefits offered by the State of Idaho to rural businesses through the 2001 Rural Economic Development Initiative. Those benefits include:

- ❖ Downtown Bonners Ferry Beautification (as outlined in this document): the Downtown entrances, lighting, sidewalks, parking and atmosphere will be improved to draw more customers and encourage business development
- ❖ Pro-Business Government: City and County leaders have demonstrated their desire and support for business development in Downtown Bonners Ferry. Regulations and codes have been examined by the planning team, and recommendations made to the City to facilitate business development and renovation of historic buildings while protecting the public interest.
- ❖ Professional Management: the Partnership will hire a full-time economic development professional to implement business and economic development strategies.
- ❖ Active Chamber of Commerce: the Bonners Ferry Chamber is active in business issues and support activities, and in tourism promotion and visitor services.
- ❖ Low-Interest Loan Pool: the Partnership plans to establish a low-interest loan pool for businesses to tap for business expansion, diversification, building façade renovation, etc.
- ❖ Downtown Promotion (as outlined in this document): Downtown businesses will work cooperatively to address business hours, customer service training, targeted events, and strategic marketing. Promotions will benefit all businesses Downtown.

- ❖ City/County Promotion: the Chamber of Commerce will take the lead in organizing a county-wide effort to promote businesses and services, targeting local residents, visitors from the region and tourists.
- ❖ Idaho Enhanced Investment Tax Credit: businesses who invest in rural cities and counties are now eligible for an enhanced investment tax credit up to \$500,000, based on the county's economic situation.
- ❖ \$500 Job Credit per New Employee: businesses who create new jobs in rural areas receive a one-time \$500 tax credit for each employee hired.
- ❖ Idaho Corporate Income Tax Reduction: corporate tax rates were decreased in 2001 from 8.0% to 7.6%.
- ❖ Workforce Training Funds: businesses in rural areas can obtain up to \$3,000 per employee with no matching funds required for training.

c. Identify Target Businesses (e.g., Farmers' Market, Social Retail)

The planning team conducted an inventory of existing businesses Downtown, a market analysis and a survey of community youth. Based on the analysis, target businesses for recruitment include social retail (e.g., farmers' market, pizza and/or upscale restaurant, bakery, arcade), florist, business support services and others who fit well into Downtown's niches.

The farmers' market is an important part of business recruitment. The current farmers' market should be expanded and relocated, to include a year-round indoor facility. The market will create activity, traffic and excitement. It can include fresh fruits, vegetables and baked goods; crafts and artisans; entertainment; etc. Customers will enjoy the social atmosphere and spend money not only at the market, but also at other Downtown businesses. The market can take place Saturday mornings only, or expand to other days seasonally.

Ideally, the market will serve as a small business incubator, where vendors move from temporary to permanent stalls, and then to retail space in the

Downtown. The market could be placed on marginal-use land, such as the grain warehouse area adjacent to the railroad behind the Courthouse. Temporary facilities could survive with electricity only; while more permanent facilities might include power, water, refrigeration and movable walls for multi-use space. Successful markets need professional management for administration, tenant recruitment, promotion and programming.

d. Create a Business Recruitment Packet

A business recruitment packet is needed to provide information to business prospects in a concise and accurate manner. The packet should look professional, incorporating the Downtown image. The packet contents should include the following:

- ❖ An overview that “sells the vision” of Downtown (vision, goals, revitalization plans)
- ❖ Brief information about Bonners Ferry, the Downtown district, population and economic data, taxes, City permits and fees, a synopsis of local and area growth
- ❖ Highlights of business and market research indicating the types of businesses needed, market potential and competition
- ❖ Benefits of locating in Downtown Bonners Ferry for specific types of businesses
- ❖ Information about available commercial space (from realtors, property owners), loan pools, business assistance and workforce training programs, etc.
- ❖ Quality of life information, such as housing, schools, recreation in the area, cultural opportunities, etc.

e. Close the Deal: Make Contacts and Follow Up

Once business recruitment targets have been identified and a sales packet assembled, the Partnership representatives should contact the business, discuss the possibility of their locating in Downtown Bonners Ferry and provide the

packet of information if they express interest. It is important to assign knowledgeable professional staff or volunteers to specific business targets, and to have that person remain the key contact throughout the recruitment process. The local contact person's timely response to the recruit's questions, needs and challenges will make the difference between a decision to locate in Downtown Bonners Ferry or elsewhere.

f. Support Physician Recruitment as Business Development

Recruitment of physicians to rural areas is often difficult. As reported in Chapter 3, the lack of physicians in Bonners Ferry generates tremendous retail leakage from the community. The Boundary County Hospital is actively recruiting physicians, and needs the support of the community to be successful. Downtown businesses can assist by hosting/attending receptions and meetings with physician candidates to express their support, offering to provide home and office furnishings/supplies to a new physician, contributing to a physician signing bonus package, etc. One community in Washington State even provided a newly-built home to attract a doctor!

g. Support School Facility Improvements for Business Recruitment

The physical condition of Bonners Ferry schools is a detriment to business recruitment. Downtown businesses should actively support the school district in its effort to fund improvements. Support could include service on a citizens advisory committee to help craft funding proposals, advocacy through fliers handed out to customers, letters to the editor and a vote of support by the Chamber of Commerce.

D3 Create Cohesive Business "District" Downtown

a. Agree on a Downtown "Brand" (Image)

Downtown needs to be identified by consumers as a special "place". As a district, it can be identifiable simply by using the words "Downtown Bonners

Ferry”. In section I of this chapter, a graphic image, or logo, is recommended for Bonners Ferry/ Boundary County to promote itself to a variety of markets. As a district, Downtown should work with the Chamber and its ad agency to design the logo, and ensure that the word “Downtown” can be added to the design for specific Downtown promotions. A separate and distinct logo is not necessary or recommended for Downtown because of possible consumer confusion between a Bonners Ferry logo, Downtown logo, Selkirk Loop logo, etc. Downtown doesn’t need to add logo clutter, but it can “personalize” the logo for Downtown promotions if the logo is designed correctly.

Development and promotion of a downtown image will help “brand” downtown as a unique place. Cooperative promotions, and use of the brand by all downtown businesses, will ensure that the consumer receives a much clearer message about the place and its benefits.

b. Implement Collective Actions to Better Serve Strategic Markets

During citizen interviews and surveys conducted by the planning team, many potential Downtown customers indicated that they are “disconnected” from it. They expressed a desire to shop, dine or use services Downtown, but were frustrated by limited (or inconsistent) business hours and no events specific to their needs. Downtown businesses should discuss options for more customer-friendly business hours, and decide on a strategy to implement adjusted seasonal hours to better suit consumer needs (e.g., open late on the first Thursday of each month, open Sundays during peak tourist season). Business hours is just one example of collective action that could be taken to better serve Downtown’s customer base.

c. Implement Cooperative Promotions to Reach Strategic Targets

Downtown events and promotions should target specific markets, and then all (or most) businesses cooperate in promoting that event or theme. Examples of cooperative promotion efforts include seasonal streetscape banners, a business directory to Downtown, advertising, direct mail campaign and niche

events. The business directory could take the form of a small brochure, a web site listing and/or a signboard with map indicating all businesses in the district (such as mall directories).

Businesses also should cross-promote for each other (a hardware store can set up an interesting seasonal product display in the bank lobby; the art or bookstore could display products in the restaurant; the hardware store and bookstore in turn could display restaurant menus and bank brochures, etc.). Cross-promotion efforts should be mutual, and displays should clearly identify the merchants who provide the products or services. Section I of this chapter provides more detailed ideas and strategies for promotion.

d. Highlight Heritage of Downtown and Community

Downtown Bonners Ferry has outstanding heritage resources, and they should be highlighted for residents and visitors alike. A walking tour brochure describing the historic buildings, community history and museum collection could be used by schoolchildren, residents, visiting family and friends, and heritage/cultural tourists.

e. Address Pedestrian Customer Comfort Issues

Downtown is a pedestrian-oriented district, and as such, it also should be a pedestrian-*priority* area. Pedestrians who feel comfortable and safe will spend more time (and money) in Downtown. To ensure a comfortable place, consider Downtown as “home”. The entries from Highway 95 onto Main and Kootenai are the “front door”. The visitor center and City parking lot are the “living room”. The streets and sidewalks are hallways and passages. The buildings and pocket parks are “rooms”. In this context, is the “home” inviting? Does it feel comfortable? Are the hallways well-lit? Does the roof leak? Are the carpets worn? Are there places to sit and relax? Entertaining things for kids? Social places for adults? Downtown needs to consider enhancements that will make customers feel more comfortable (like crosswalks, lighting, benches, children’s/youth items, awnings) will make the “home” inviting.

f. Engage Citizens in Improvements

If Downtown is the heart of the community, then all citizens have a stake in its success – everyone “owns” Downtown. However, many citizens do not feel a sense of “ownership”. A Downtown revitalization effort presents many opportunities for citizens to become engaged in the process, from planting flowers to buying personalized bricks for a plaza to constructing a river walk. The Partnership should tap into the community’s volunteer spirit to accomplish some short-term projects Downtown, so that citizens can re-connect with their town center.

g. Track Performance

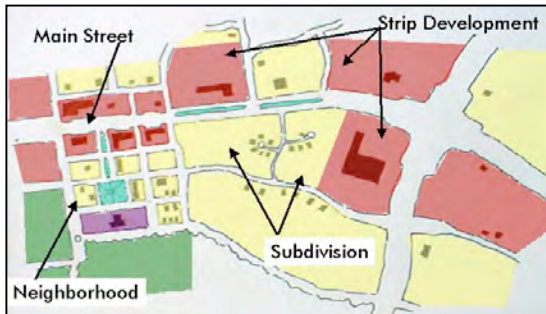
The success of Downtown revitalization efforts should be tracked and quantified. Factors to measure include storefront vacancy rate, event attendance, business sales, foot traffic counts, amount of publicity generated, community participation, buildings rehabilitated, amount of public and private sector investment per year, etc. Volunteers (youth, seniors) could assist with the tracking efforts (for example, youth doing court-ordered community service time could conduct foot traffic counts). A simple tracking database should be established and maintained by the Chamber so that results can be collected quarterly and tracked for effectiveness over time.

E Downtown Design Program



Historic aerial of Downtown, when the highway was Main Street.

The development pattern of Downtown Bonners Ferry is similar to the left side of this image, while suburbanization (i.e. sprawl) on the right reflects growth on South Hill..



The Downtown Design Program addresses a wide variety of physical improvements through fifteen actions, as noted in Figures 4.5 a & b. These actions will create an integrated system of entries, buildings, parking, circulation, signing, streetscapes, public spaces and land use.

Downtowns are intended to serve as the focal points of community activity. Downtown Bonners Ferry has served in this role historically and continues to do so today. With renewed attention to its physical environment, Downtown will thrive as the economic, social, cultural, and civic heart of Bonners Ferry and Boundary County. The Downtown Design Strategy for Bonners Ferry is based on making efficient use of already urbanized space, utilizing existing infrastructure, and “Making a Great Place.”

In pursuit of economic development, many towns and cities focus on new construction and expanding outward. In so doing, often as many problems are created as are solved. Those communities with the most stable long-term economies are those that continuously focus inward and strive to sustain and use their existing land base more efficiently. This is particularly true for Bonners Ferry, where the community so clearly values its heritage and rural quality of life. The Downtown Design Strategy (illustrated in Figure 4.6) provides a set of improvements that address these priorities while complementing the community’s economic development objectives.

As the Downtown Design Strategy is employed, the most noticeable difference in five years will be the increased intensity of pedestrian-oriented activity occurring in Downtown Bonners Ferry – which will greatly contribute to local economic development.

Figure 4.5a: Downtown Design Actions

Program Action	TIMING						Suggested Lead; Partners (See Key to Codes Below)
	2001	2002	2003	2004	2005	Later	
E. DOWNTOWN DESIGN							
E1. Establish Downtown Entries That Welcome							
a. Main Street/Riverside Street Entrance							City; Biz, Prop, CC, ITD, Clubs
b. Kootenai Street Entrance & Visitors Center Parking Lot							City; Biz, Prop, CC, ITD, Clubs
c. Ash Street Entrance							City and ITD
E2. Use Streetscape as the Bonding Thread of Downtown							City,MS
a. Demonstration Pilot Project							City
b. Install Streetscape Throughout Downtown							City; Biz, Prop,MS
1 Main Street							City; Biz, Prop,MS
2 Kootenai, Bonner, 1st							City; Biz, Prop,MS
3 Arizona							City; Biz, Prop,MS
4 Improve Library Park							City; Biz, Prop,MS
c. Construct Pedestrian Underpass from Downtown to Kootenai River Inn							City;ITD
E3. Facilitate Movement of Pedestrians							City,ITD
a. Make Sidewalks Safe, Accessible, and Continuous							City; Biz, Prop,ITD
b. "Bulb Out" Main Street							City; MS,Biz, Prop
c. Help Pedestrians Find Their Way							City; MS,Biz, Prop
d. Develop Alleyways into New Pedestrian Connections							City; MS,Biz, Prop
E4. Facilitate the Movement and Parking of Cars							City; MS,Biz, Prop
a. Establish Traditional Grid Street Patterns Downtown							City; MS,Biz, Prop
1 Bonner Port Street from Bonners to Kootenai							City; MS,Biz, Prop
2 Bonner Port Street from Kootenai to Arizona							City; MS,Biz, Prop
b. Introduce New Parking Downtown							City; MS,Biz, Prop
1 Northwest Corner Visitors Center Parking Lot (Acquire & Remove Old Bldgs)							City; MS,Biz, Prop
2 Parking Lot West of Library							City; MS,Biz, Prop
3 Parking Lot Behind City Hall							City; MS,Biz, Prop
4 Parking Lot at Southwest End of Main (Acquire & Remove Building)							City; MS,Biz, Prop
5 Parking Along Arizona at Future Site of Farmers Market							City; MS,Biz, Prop
c. Never Adopt Suburban Parking Standards							City

Figure 4.5b: Downtown Design Actions, Continued

Program Action	TIMING						Suggested Lead; Partners (See Key to Codes Below)
	2001	2002	2003	2004	2005	Later	
E. DOWNTOWN DESIGN							
E5. d. Pursue Additional Parking-Related Strategies		■	■	■			City, Biz, Prop
e. Explore Shared Parking Opportunities	■						Biz and Prop; City
f. Help Drivers Find Their Way							City,MS
E6. Emphasize Local Art, History, and Culture	■			■	■		City; Biz, CC, Citzn, HPC, KTI
E7. Provide Connection with the Kootenai River							City; Clubs
E8. Encourage Adaptive Reuse and Historic Preservation	■			■	■		City and HPC; Biz, Prop
E9. Pursue Neighborhood Preservation and Residential Office	■						City; HPC, Biz, Prop, CC, Citzn
E10. Form a Team to Pursue Opportunities for Affordable Housing							City,BC; CC, Citzn, Biz
E11. Fill Up the Second Stories			■	■	■		MS,Prop
E12. Develop a Design Framework for Kootenai River Inn Area							KTI; City
E13. Create a New Home for the Farmers Market							City and Clubs
E14. Create More Public Spaces and Enhance Existing Ones				■			City and Prop
E15. Enhance the Civic Heart of Downtown	■				■		City and BC
E16. Address Maintenance Issues							City and Prop
E17. Improve Downtown Traffic Circulation							City
E18. Build Pedestrian Underpass to Kootenai River Inn							ITD, City

Figure 4.6: Overall Downtown Design Strategy for Bonners Ferry



- A** Organize Parking Lot to Enhance Pedestrian Safety, Image of Adjacent Buildings and Improve Traffic Circulation
- B** Introduce New Multi-Use Building that Takes Advantage of Views and Highway Visibility
- C** Consider Adaptive Re-Use of Site for Year-Round Community Activities (Such as Farmers Market)
- D** Create New Public Parking Lots
- E** Encourage Conversion to Residential Office Environment
- F** Extend Bonner Port Street to Connect Arizona with Bonners to Improve Vehicular Access to Downtown, Increase "Eyes on the Park" Create a Ceremonial 4-Way Entrance and Enhance Pedestrian Safety
- G** Gateway Entries Built of Local Materials by Local Builders to Announce Downtown Entry (Provide Adequate Clearance for Trucks)
- H** Expand Library Parking Lot and Use for Public Parking
- I** Improve Main Street Streetscape, Including Mid-Block Bulb-Out, Historic Lighting and Other Features
- J** Create a Connected System of Public Spaces
- K** Improve Alleys as Pedestrian Connections through Enhanced Lighting, Secondary Storefronts, Signage and Improved Accessibility
- L** Provide for Expanded Safeway, Shared Parking with Bank and Build Landmark Clock Tower (Doubling as Cellular Antenna Structure and Sign) that Draws People to the Civic Center
- M** Create a River Front Promenade
- N** Pedestrian Underpass Providing Additional Connection Between East and West Sides of the Highway
- O** Introduce Design Structure in Parking Area to Enhance Pedestrian Qualities, Image, Neighborhood Compatibility and Visual Connections Between Landmarks (Casino, School, Church)
- P** Pedestrian Trail System Linking North And South Sides of the River, East and West Sides of the Highway
- Q** Consider Adaptive Re-Use of School Buildings for Housing, Lodging or Community Purpose

CONCEPTUAL URBAN DESIGN FRAMEWORK

City of Bonners Ferry, Idaho

E1 Establish Downtown Entries That Welcome

Entries, or gateways, are important to contributing to a positive Bonners Ferry identity and signaling definitive entrances to the Downtown from heavily traversed Highway 95. Entry elements generally include enhanced landscaping, monuments, and signs. Of the four possible entries to Downtown from Highway 95, two primary and one secondary entries to Downtown Bonners Ferry should be enhanced by the community.

Downtown Gateway "Before and After" envisioned northern entry at Main/Riverside.



Primary Gateways

- ❖ *Main Street/Riverside Street Entrance from Highway 95* – The Main Street exit on Highway 95 presents a great opportunity to draw southbound travelers from Canada and other northern areas into Downtown Bonners Ferry. Like the gateway at Kootenai Street and Highway 95, this area should be developed as a major gateway to include a noteworthy entry monument at the end of Main Street.
- ❖ *Kootenai Street Entrance from Highway 95* – Already considered the main entry to Downtown Bonners Ferry, this gateway should be enhanced to include the existing wooden carved sign, archway (constructed of local materials by local builders at a minimum height of 14 feet to accommodate large vehicles), increased landscaping and colored plantings. See Figure 4.7.

Secondary Gateway

- ❖ *Ash Street Entrance from Highway 95* – Vehicles traveling northbound on Highway 95 have an opportunity to see Downtown while traveling on the downward grade that begins around Madison Street on South Hill (see Map inside front cover); they have a first (and easiest) opportunity to exit to the Downtown at Ash Street. Plus, the old commercial sales principle to maximize opportunities for customers to turn right into a place of business should be seized



Figure 4.7: Downtown Gateway "Before and After" envisioned entry at Kootenai and U.S. Highway 95..



First Impressions: Downtown as seen by travelers from South Hill, prior to reaching the Ash Street exit

in this instance. To enhance this entry, signage should be the primary focus. Signage should be located around Madison Street indicating "Downtown – Next Three Exits." Between this sign and Ash Street, a sign should be located indicating "Downtown – Next Right Exit/ Ash Street."

E2 Use Streetscape as the Bonding Thread of Downtown

While entries are important for attracting people into Downtown, streetscape is important to create an image of a unified business district. While shopping malls are unified through a large indoor-oriented structure, downtowns are unified through a cohesive streetscape environment.

One of the most important Downtown objectives expressed by the Bonners Ferry community was to improve the area for both pedestrians and vehicles. Incorporating streetscape improvements into all road- and sidewalk-related projects can help to achieve this objective. Refer to Figure 4.8 for the preferred furniture palette for the streetscape environment. To complement this figure, specific streetscape components for Downtown are recommended on the next page, including manufacturer name, item name, estimated cost, and contact information. See Chapter 5 for streetscape cost estimates.

Traditional Acorn Style Streetlight:

Bangor Series - (aluminum) or West Point Series (cast iron)
by Antique Street Lamps, Inc. (512) 295-3585
Prices vary greatly depending on pole material: \$1,110 - \$2,600 approximately



Figure 4.8: Furniture palette for Downtown Bonners Ferry.

Bench:

C-30 Classic Series
by Victor Stanley (800) 368-2573
\$772.00 approximately

Trash Receptacle:

S-42-Ironsites with S-2 dome top
by Victor Stanley (800) 368-2573
\$664.00 approximately

Drinking Fountain:

1890 Single Bowl
by Canterbury International (800) 935-7111
\$2,577.00 approximately

Clock:

Danbury Style on 16' high pole
by Canterbury International (800) 935-7111
\$13,900.00 approximately

Tree Grate:

O.T. Title 24 Series, 4' Square/Circle Combo
by Urban Accessories (425) 487-0488
\$1,100 each approximately

Banners:

Custom Design
by Kalamazoo Banner Works (800) 388-5755
or
Downtown Graphics Network (800) 844-0855
\$70-\$90 each approximately

Kiosk

by Victor Stanley (800) 368-2573
up to \$4,000 each, depending on size

Light the Way: In order to improve the pedestrian orientation and feeling of comfort and safety downtown, the levels of illumination of streets and sidewalks should be improved. Historical style luminary fixtures not only add design interest to downtown, but can improve pedestrian safety and comfort by increasing the intensity of light levels on sidewalks and intersections.



Ornamental Pear
Pyrus calleryana 'Var.'

Pedestrian-scale acorn lights should be installed on all streets in the Downtown core at a distance of 80-100 feet between each. Light shields should be installed within the acorn globes to minimize light spillover and light pollution (thereby protecting the dark skies of Northern Idaho). Street trees are not recommended throughout Downtown; however, the location of two (2) Ornamental Pear trees mid-block on Main Street (between Kootenai and Bonners) is strongly recommended as a traffic calming device and to signal a pedestrian crossing area. See Figure 4.9 for an illustration of this proposed system. Additionally, landscaping through the use of climbing vines and greenery should be encouraged to beautify the soundwall that separates Downtown from the railroad.

Within three months following adoption of the Plan, the community should establish a streetscape demonstration pilot project by contacting the suppliers listed above and arranging for the delivery and set-up of the streetscape furniture. This will allow residents to “try before they buy” their new streetscape amenities. Possible locations for the demonstration project should include:

- ❖ On Main Street at Kootenai Street
- ❖ On First Street at Kootenai Street (near Post Office)
- ❖ On Kootenai Street, at First Street (in front of Sheriff's Dept.)

E3. Facilitate Movement of Pedestrians

Along with an enhanced set of entries and a unified image, it cannot be stated enough that people need to be nurtured and informed – as both pedestrians and drivers – in Downtown for economic development to occur. Downtown streets should be more than vehicular circulation routes – Downtown should encourage pedestrian security and activity and help create a sense of place. The community would like to see streets in Downtown aesthetically improved.



Figure 4.9: Main Street. This Before and After of Main Street integrates a number of improvements, including traffic calming and pedestrian amenities.



In so doing, people are more apt to spend time – and money – in Downtown. Corridors should be improved through the addition of attractive and cohesive streetscape elements, such as the pedestrian street lighting, benches, trash receptacles and banners shown above. The following recommendations for Downtown Bonners Ferry are focused on pedestrian improvements:

a. Make Sidewalks Safe, Accessible, and Continuous. In addition to streetscape elements, priority should be placed on ensuring that a continuous, safe, and adequately wide (minimum 5' passable at any given point; 10 to 12 feet desirable where possible) sidewalk system and pathway are provided throughout Downtown. Considerations for improving the sidewalk and pathway system include:

- ❖ Undertaking a detailed inventory of the sidewalk system to determine deficiencies and incorporate improvements into the City's capital improvement program
- ❖ Include ADA accessibility (e.g. sidewalk ramps)
- ❖ Accommodate street furniture and street lights
- ❖ Consider sidewalk maintenance issues, as well as underground utilities

Figure A3. (in Appendix 4) presents an inventory of sidewalk widths and conditions Downtown. It is recommended that all sidewalks considered “fair or poor” should be programmed for replacement. There are numerous patterns of colored-stamped concrete that can be used to highlight standard concrete walkways. Colored-stamped concrete costs about three times standard concrete sidewalks on a per square foot basis.

b. "Bulb Out" Main Street. To help define and direct pedestrian circulation, bulb-outs (sections of sidewalk that extend into the street)

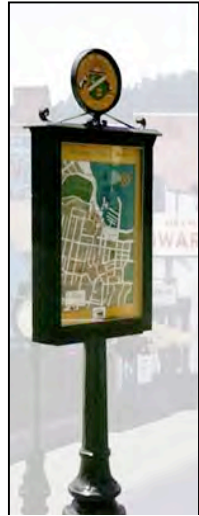
should be added within Downtown where higher levels of pedestrian crossings occur (see Figure 9). End-of-block bulb outs should be installed at each end of Main Street (at Kootenai, Bonners, and Riverside) and a mid-block bulb-out should be installed on Main Street between Kootenai and Bonners.

These bulb outs can be used to introduce landscaping and other visual elements to enhance the district's image and pedestrian experience. While placing street trees throughout Downtown is not necessary, a small concentration of street trees is recommended to enhance the small plaza created with the mid-block bulb out on Main Street.

c. Help Pedestrians Find Their Way. It is critical to develop a pedestrian wayfinding program that directs people to destinations. (Note: Signs oriented to automobiles are not adequate to serve the needs of pedestrians.) The pedestrian wayfinding system may include:

- ❖ Directory kiosks showing a map of Downtown and promotional information should be located at high-activity areas within Downtown. Primary target sites include:
 - Main Street and Kootenai Street intersection;
 - Second Street and Kootenai Street intersection (near the Post Office and Court House);
 - At the Kootenai River Inn and Casino;
 - At the Visitors Information Center;
 - At City Hall; and other locations.

Typically, directory kiosks are located in a highly visible setting and contiguous to a Downtown amenity, activity areas, or point of pride (e.g. historic building).



Landmarks and kiosks help people find their way.



Typical alley (left) and pedestrian-oriented alley (right).

Bonner Port, from Arizona to Kootenai, would provide a ceremonial front door to both the library and the adjacent park. It would also create a much needed pedestrian and vehicular connection, which in turn would enhance the "eyes on the park" (i.e, public safety).



- ❖ Directional signs are critical to helping pedestrians find their way from directory kiosks and other areas to their destinations. Directional signs for pedestrians should be color coded differently than those intended for drivers of vehicles. They should be simple, consistent in design, and may include a logo. A rule of thumb for lettering height is a letter-size minimum of 2 inches, plus one additional inch of letter height for each 25 feet of viewing distance.
- ❖ Existing landmarks (such as the fire siren tower on City Hall) should be enhanced and new landmarks created (such as a clock tower at the Safeway corner) to help with pedestrian orientation. (This and other towers could support and hide cellular communications equipment.) Landmarks are physical objects that provide a point of reference or identity to a downtown.

d. Develop Alleyways into New Pedestrian Connections. Creating new pedestrian connections and interesting pathways throughout downtown will greatly enhance revitalization efforts. Capitalizing on its existing alleys, downtown Bonners Ferry has a great opportunity to develop an alternative walkway for pedestrians and provide a direct link to downtown parking lots. Alleys should be enhanced through increased maintenance, lighting, and interesting amenities to encourage pedestrian use. Encouraging secondary rear entrances for businesses with alley access can contribute to increased economic vitality and activity.

E4 Facilitate the Movement and Parking of Cars

a. Establish Traditional Grid Street Patterns Downtown -

Reinforcing the grid-pattern street system upon which Downtown Bonners Ferry was originally built is an important strategy to improve the vehicular circulation system. To this end, two new street connections are recommended that also will create better internal circulation and less dependency on Highway 95. These two new segments include (see Figure 1.2):

- *Bonnerport Street, from Bonners Street to Kootenai Street:* This segment is presently a drive aisle for the visitor center parking lot. Establishing the street will allow businesses to have new frontage, make the adjacent parking lot more disciplined and reinforce an easy-to-use circulation system.
- *Bonnerport Street, from Kootenai Street to Arizona Street:* Extending Bonnerport Street to Arizona Street would increase the efficient movement of people and cars between the east and west sides of Highway 95, as well as provide increased access to the Library and place "eyes on the park" (which will increase safety).

b. Introduce New Downtown Parking – Parking goes hand-in-hand with circulation. Presently, parking in Downtown is generally constrained. During peak seasonal times when the number of visitors to Bonners Ferry is higher, parking can become a serious concern. As new development occurs, and as Downtown's revitalization develops, parking will increasingly be an important factor in the community for which creative solutions will be necessary.

Downtown Parking Basics

Related to the parking concerns in Downtown Bonners Ferry, several key values must always be upheld:

- ◆ Parking areas must be easy to find
- ◆ Parking areas must be easy to get into and out of
- ◆ Parking areas must appear safe
- ◆ Parking must be a shared responsibility of the public and private sectors



The areas behind City Hall offer a great opportunity for new public parking to serve many different uses.

Safeway and the adjacent bank provide an opportunity for shared parking.



c. Never Adopt Suburban Parking Standards! – Most parking standards are based on the International Transportation Engineers (ITE) parking generation rates. To develop these rates, the ITE looks at the parking needed by individual land uses (e.g. family restaurants). Often, however, the rates are based on a small sample (i.e. only a few family restaurants are observed) and are located in contemporary suburban environments. Both of these factors typically lead to overstating the real parking demands that may exist. Consequently, communities such as Bonners Ferry often fall victim to parking requirements that are not tailored to the real needs of their locality. In light of this, the following series of steps should occur in the successful long-term planning, development, and management of parking for Bonners Ferry:

- ❖ In-depth inventory of parking spaces to know what exists (already complete)
- ❖ Survey of parking patterns and attitudes to understand how parking spaces are used
- ❖ Project demand using downtown/small town (rather than suburban) parking generation rates and developing new parking requirements (As a starting point for Bonners Ferry, studies to compare other Idaho cities' parking standards with those of the City's provide great insight into parking demand.)
- ❖ Plan and develop new parking facilities as appropriate
- ❖ Promote the parking program
- ❖ Manage the parking system

d. Pursue Additional Parking-Related Strategies – In addition to providing additional parking, the City should encourage building owners adjacent to parking areas to create secondary storefronts. For example, the buildings fronting Main Street can improve rear entrances both to access parking and to create secondary storefronts.

An example of auto-oriented wayfinding signage in Downtown.



By doing this, building owners provide a new convenience to customers.

e. Explore Shared Parking Opportunities – Shared parking is when two or more users (a store, office, restaurant, dental clinic, bank, etc.) share parking spaces rather than each having their own dedicated parking area (or to supplement their own parking area). Shared parking makes sense in downtown Bonners Ferry because of the district’s compact, walkable nature, and because of the variation of business hours and days associated with diverse tenants. Shared parking opportunities can help the community optimize the use of more parking lots during more hours of the day and more days of the week. Safeway and the adjacent bank, for example, provide a key opportunity for shared parking. Additionally, as new uses are established Downtown, the City should consider shared parking when calculating parking requirements.

f. Help Drivers Find Their Way – In addition to better circulation and parking, good signing is important for to guide visitors. People need to find it easy to navigate around Downtown. Priority should be placed on identifying a common theme for signage directing travelers to public, private, and quasi-public uses. This theme should be consistent throughout the City, not just Downtown.

Signage should be appropriately located and sized to accommodate drivers’ limited window of time to view and understand information while driving in Downtown. The following should be used as guidelines for locating and designing vehicular wayfinding signs in Downtown:

- ❖ At 15 miles per hour, drivers have approximately 10 seconds of reaction time to see a sign, read it, and respond to the message by preparing a turn. (Within the 10 second time frame, the

Adaptive Re-use and Historic Preservation Strategies

The following strategies should be considered:

- ◆ Remove slipcovers, where possible, on commercial storefronts throughout the Downtown area.
- ◆ Utilize materials consistent with materials previously utilized on the structures.
- ◆ Always choose preservation and adaptive re-use of historic building over demolition and new construction (e.g. Junior High School).
- ◆ The City of Bonners Ferry should adopt the Uniform Building Code for Building Conservation to provide greater flexibility in adaptive re-use and rehabilitation of older buildings in Downtown.
- ◆ Provide education to building owners about building rehabilitation.
- ◆ Organize a renovation event to paint and improve a building in Downtown; this could be the catalyst for other building improvements.
- ◆ A regular volunteer clean up program utilizing high pressure water/steam cleaning on streets, sidewalks and buildings should be developed

driver travels approximately 220 feet.) Letter size should be 4 inches in height. Sign area should be maintain at 8 square feet. This criteria is appropriate along Main Street within the pedestrian core.

- ❖ Backgrounds of black, brown, green, and blue increase conspicuousness of signs – thus assisting drivers in reading signage (listed in respective order of effectiveness).

E5 Emphasize Local Art, History, and Culture

To help create an interesting and educational experience for visitors and to increase local pride and ownership, public art should be integrated into downtown when possible. Place sculpture, banners, historical markers, and other unique amenities in the pedestrian environment. Highlight the history and natural environment of the Bonners Ferry region and celebrate its diversity of people and cultures. Involve local arts, culture, and environmental groups, as well as schools in these local image enhancement efforts.

E6 Provide Connection with the Kootenai River

The Kootenai River and the Downtown need to be visually and functionally connected through a series of streetscape, trails and walkways. This is an important river to the community and should be better linked to it. Emphasis must be placed on creating a highly visible pedestrian connection between Downtown and the Kootenai River at the Main Street and Riverside Street Intersection. Blend creativity and comfort into this linkage to encourage the effectiveness of the connection.

E7 Encourage Adaptive Reuse and Historic Preservation

Over the years, many of Bonners Ferry's buildings have covered their historic facades or have been removed for new development. The City should encourage the retention of historically significant buildings in Bonners Ferry by working with property owners to seek resources to renovate older buildings for modern uses. Additionally, property owners should be encouraged to rehabilitate storefront facades in a manner consistent with the existing design character of downtown. Explore opportunities to offer incentives and/or assistance for these activities where possible. Utilize materials consistent with materials previously used on the structure. Consult contractors with expertise in historic buildings. Improving the appearance and physical condition of Downtown buildings and spaces is very important to economic revitalization and can heighten the community's sense of pride in Downtown.

E8 Pursue Neighborhood Preservation and Residential Office

Around Downtown are historic neighborhoods. Some of the structures in these neighborhoods are in disrepair or are being converted to other uses. Downtown benefits greatly from a resident population. Consider creating a set of resources to sustain and improve these neighborhoods for residential use. Improved streetscapes, low-interest loan pool for renovations and design advisory services all would contribute to this objective.

E9 Form a Team to Pursue Opportunities for Affordable Housing

Currently, Bonners Ferry has no formal entity, such as a Housing Authority, that is involved in housing development. Since housing is basic to future economic development, the City should lead in forming a multi-agency affordable housing solutions team. This new organization should develop a specific plan of action to address both short- and long-term housing needs in Bonners Ferry. In addition to City staff, representatives from the following agencies should serve on the team:

- Boundary County
- Kootenai Tribe
- Idaho Community Reinvestment Corporation
- Idaho Partners for Home Buyer Education, Inc.
- The Housing Company
- Idaho Housing and Finance Association

Upper stories in Downtown should be utilized for apartments.



E10 Fill Up the Second Stories

Many buildings in Downtown have vacant second floors. This space presents an opportunity to offer additional leasable commercial office space as well as residential units. Having residential units in the downtown will create a more vibrant downtown beyond the 8-hour workday. And, downtowns that have a mix of office, retail, and residential are safer places. Assure zoning clarity in this regard. And, create incentives for new development that includes residential above commercial and office.

E11 Develop a Design System for the Area Surrounding Kootenai River Inn and Casino

The Kootenai River Inn and Casino area is one dominated by surface parking lots. Acknowledging that this additional parking is needed to accommodate the growing number of casino visitors, a careful and sensitive design framework is essential to counteract the community “voids” that parking lots often create and to protect the character of the adjacent residential district. It is recommended that an expanded network of interconnected streets be established to break up the massive parking lot surface and maintain a pedestrian-friendly and walkable urban form in the area. The addition of new streets will encourage activity and natural surveillance in the district, both of which can also enhance safety of parking lot users. Three major landmarks exist in this area east of the highway – the Kootenai Casino, the junior high school, and the nearby church. These sites should be visually integrated into the overall design framework and their architectural integrity preserved. Comprehensive landscaping of the parking lots is also recommended to soften the effect on the area.

Possible adaptive re-use site for a future farmers market and multi-use outdoor community facility.



E12 Expand & Relocate the Farmers Market

More farmers markets are owned by downtown associations than by any other type of nonprofit corporation. This is for good reason. The two are highly complementary. Downtown Bonners Ferry is particularly well suited to host a formal farmers market, given the region’s agricultural base and the distance to regional shopping centers. It is likely that a year-round market facility could prosper if located and organized well.

The grain warehouse complex at left is an example of a good location for a permanent farmers market. There is adequate land for offstreet parking, open-air market, covered event areas and even a small amphitheater (see Figure 1.2). Some of the structures could be adapted to support year-round businesses, such as a bakery, local specialty food products outlet and crafts. Currently, most structures on the site are in poor condition and in danger of being condemned or demolished for safety reasons. Adaptive reuse would save this community icon, in addition to fostering value-added agricultural business development.

The City and the County's economic development manager ("Manager") should work with current farmers market organizers to complete a feasibility study for expanding this business. Several grant opportunities exist that might be tapped to acquire and develop property near Downtown. Design of the new site should include flexibility for hosting a range of community events and adequate offstreet parking. When the market is not in session, public parking could be available for Downtown visitors and employees.

E13 Create More Public Spaces and Enhance Existing Ones

Most successful downtowns have a significant public open space that brings citizens together to celebrate community. Public spaces and community gathering places work to foster a sense of community, support family activity, and heighten local pride; they can also serve as economic development generators by providing unique, safe places for activities near businesses. To attract people downtown, activities need to be scheduled in a comfortable and central location.

This image offers an example of how the Downtown Visitors Center parking lot could be redeveloped to host a cultural center.



Downtown residents also need open space near their homes – kids need a place to play and adults need a place to relax.

E14 Enhance the Civic Heart of Downtown

Downtown Bonners Ferry is fortunate to have a strong civic presence: city hall, post office, city park, library, and county offices. While the Downtown core includes these civic functions, they are somewhat scattered throughout the area with no central civic space or landmark. The addition of a prominent community civic building and pedestrian plaza, such as a community performing arts center, should be investigated as an opportunity to address this gap. An appropriate location for such a complex may be east of Bonnerport Street, in the public parking lot. A unique and sensitive architectural design would reinforce the visual relationship of Downtown Bonners Ferry to the highway and create a new downtown landmark.

E15 Address Maintenance Issues

Poorly maintained businesses and properties in a Downtown hurt the entire district. Businesses and property owners that have this problem should be encouraged to improve their practices. Where necessary, condemnation of properties that pose a safety risk should be considered. Physical improvements owned by the City and County also should include a program of regular maintenance.

Downtown Bonners Ferry could benefit greatly from a simple periodic “clean up” utilizing pressurized water/steam cleaning on streets, sidewalks and buildings. The Manager and Main Street program volunteers could further encourage ongoing improvements. They should prepare a user-friendly brochure that educates businesses and property owners on the importance and means for proper

maintenance. Additionally, the City should investigate the creation of a cleanup program that eliminates weeds, trash, graffiti, etc. Incentives to encourage participation, e.g., contests, could build enthusiasm for the program. Such a cleanup event should include teenagers, seniors, business owners, community groups, tribal members and others. Participation builds ownership and maximizes the number of people involved. This approach would provide a tangible, immediate improvement to the downtown, increase visibility to downtown, and build support for further progress.

E16 Improve Downtown Traffic Circulation

Circulation downtown could be improved by more clearly designating Bonnerport as a through street between Bonner Street and Kootenai Street. This street improvement should be accomplished in conjunction with the enhancement of the city parking lot adjoining Bonnerport.

Circulation could also be improved by extending Bonnerport further south between Kootenai Street and Arizona Street immediately east of the public library. This street should be a narrow (24 foot) roadway with no on-street parking. The street could be closed off during special events at the park or library.

E17 Build a Pedestrian Underpass to Kootenai River Inn

U.S. 95 presents a formidable barrier to pedestrians wishing to walk between the Kootenai River Inn and downtown. In fact, ITD has posted a sign at the intersection of U.S. 95 and Kootenai Street prohibiting pedestrians crossing.

The City of Bonners Ferry has re-submitted a request to ITD for an Enhancement Grant to fund a pedestrian underpass structure under U.S. 95. This underpass would connect pedestrians between the Kootenai River Inn and downtown at a location just south of the Visitors Center.

The City will receive an answer from ITD whether the underpass has been chosen for funding during the summer of 2001. If selected, this funding would be programmed for construction in 2004.

F Riverwalk Development Program

For the City to fully realize its revitalization potential, connection to a pathway system along the Kootenai River is important. The Downtown should seek to encourage and benefit from activities along the river.

Figure 4.10: Riverwalk trail segments.



The riverfront, downtown, and the Kootenai Casino area should be visually and functionally connected through a riverfront system trail, pathways, and related signage (see Figure . A riverside greenbelt should be constructed along the levee adjacent to the casino and along the banks of the Kootenai River across the highway. A pedestrian connection between the two is possible via the pedestrian walkway under the viaduct as already planned by the City. The recommended Kootenai River greenbelt includes nine distinct segments (see Figure 4.10 for the segments and Figure 11 for an outline of actions):

Segment 1: Levee/Dike (approximately 750 lineal feet)

Segment 2: Kootenai Casino Promenade (approximately 760 lineal feet)

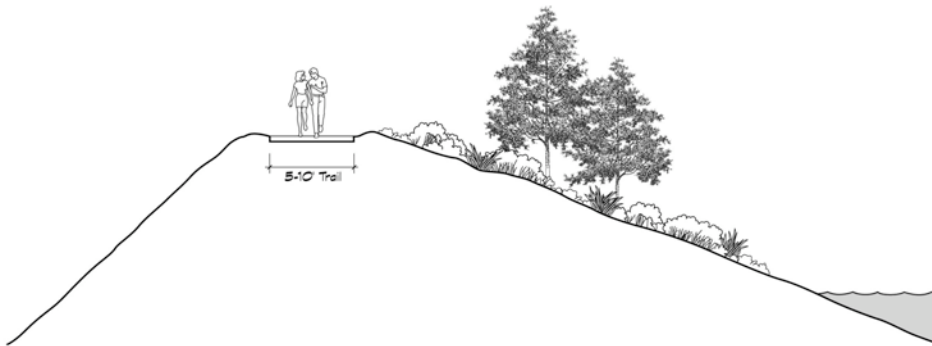
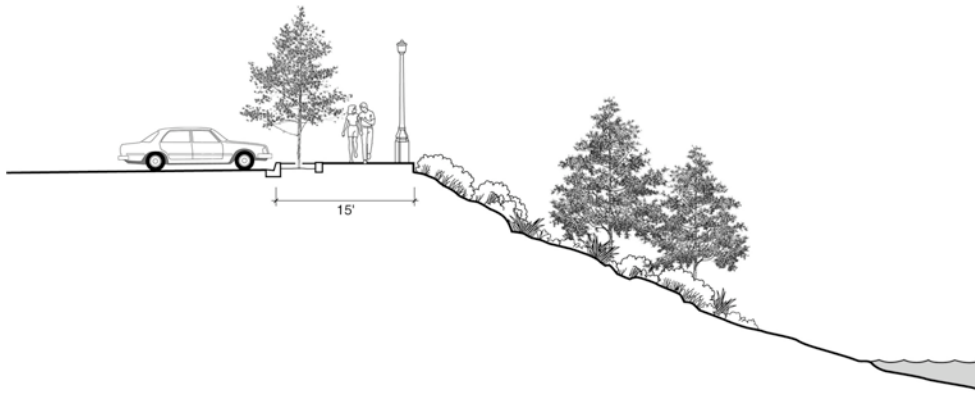
Segment 3: Underpass (approximately 185 lineal feet)

Segment 4: Downtown (approximately 785 lineal feet)

Segment 5: Riverside Road to railroad (approximately 900 lineal feet)
Segment 6: Railroad to Kootenai River (not applicable)
Segment 7: Bridge (approximately 1,390 lineal feet)
Segment 8: Bridge east (approximately 950 lineal feet)
Segment 9: Bridge west (approximately 1,600 lineal feet)

Figure 4.11: Riverwalk Actions

Program Action	TIMING						Suggested Lead: Partners (See Key to Codes Below)
	2001	2002	2003	2004	2005	Later	
F. RIVERWALK							
F1. Organize to Create Riverwalk							City,RWB,CC,Clubs
a. Establish a Riverwalk Brigade of Volunteers to Create Riverwalk							City
b. Promote Riverwalk Concept in Community							City,RWB,CC,Clubs
c. Acquire Narrow Easements Along River as Necessary							City
d. Design Riverwalk; Identify Materials Needs & Costs							RWB
F2. Acquire Resources to Build Riverwalk in Phases							RWB,City,KTI,BC,MS,Clubs
a. Seek Volunteer Labor and Donated Materials							RWB,City,KTI,BC,MS,Clubs
b. Promote and Thank Donors							RWB,City,KTI,BC,MS,Clubs
F3. Build Riverwalk in Phases							RWB,City,KTI,BC,MS,Clubs
a. Build Segments							RWB,City,KTI,BC,MS,Clubs
1. Dike, KRI to Florida							RWB,City,KTI,BC,MS,Clubs
2. KRI River Promenade							RWB,City,KTI,BC,MS,Clubs
3. Underpass (See Project 1.7)							RWB,City,KTI,BC,MS,Clubs
4. Through Downtown Parking Lot							RWB,City,KTI,BC,MS,Clubs
5. Riverside, Main to Railroad							RWB,City,KTI,BC,MS,Clubs
6. Riverside, Railroad to Refuge							RWB,City,KTI,BC,MS,Clubs
7. 95 Bridge							RWB,City,KTI,BC,MS,Clubs
8. North of Bridge, East Trail							RWB,City,KTI,BC,MS,Clubs
9. North of Bridge, West Trail							RWB,City,KTI,BC,MS,Clubs
b. Promote Successes with Events; Have Fun							RWB,City,KTI,BC,MS,Clubs



Figures 4.12: Cross section for riverwalk along Riverside (above) and the levee/dike (below).

The Kootenai River greenbelt trail system need not be lavish in design or materials. The paths should be laid out in a manner that avoids the need for retaining walls or any additional support. The trail plans should employ “minimization and avoidance” techniques in order to lessen the impact to the river ecosystem while still providing users with an opportunity to enjoy the river. Trail width should average around 10 feet (with a minimum of 8 feet) and should be constructed of a natural and easily maintained material (see Figure 4.12). All trail planning should employ “universal design” strategies to eliminate barriers while providing access to the broadest range of users (Uniform Federal Accessibility Standards and the Americans with Disabilities Act Accessibility Guidelines).

Opportunities to establish lookouts over the river, such as at the old bridge, are encouraged at various points along the trail. Environmental and historical interpretation in the form of signs, markers, binoculars, etc. at various points of interest along the trail may be pursued to educate the public, celebrate the story of Bonners Ferry, and create a more interesting experience. Adequate directional signage should also be a part of the trail development. Maps, brochures, and other information should be developed to promote and publicize the greenbelt and any links to a larger trail system. Figure 4.13, demonstrates the minimalist approach to design for the Riverwalk.

Figure 4.13: Riverwalk along Riverside in Downtown



G South Hill Improvement Program

G1 South Hill Business Development

a. Implement Business Retention/Expansion/Recruitment

Section D1 and D2 described business retention and recruitment activities for Downtown. Similar issues exist on the South Hill, but to a lesser extent. Figure 4.14 outlines actions necessary to set a more stable course for this district.

Business assistance can be provided in areas such as marketing, merchandising, accounting, low-interest loans and employee training. Professional design assistance could help with sign guidelines (see below), buildings improvements and landscaping. The Chamber should take the lead in sponsoring a series of workshops or contracting a specialist to work one-on-one with businesses.

Business retention and recruitment should focus on South Hill's niches:

- ❖ Auto Services (gas, repair)
- ❖ Convenience Retail (fast food, c-store)
- ❖ Youth (schools, pizza, sports-related)
- ❖ Grocery/Food
- ❖ Lodging (motel, RV)
- ❖ Personal services (hair, laundry)
- ❖ Furnishings/ Antique/2nd Hand
- ❖ Equipment Sales/Repair

Key businesses that should be retained and recruited include tourist-oriented services, auto parts, furnishings, convenience goods and services (groceries, repair, banks, etc.) and youth-oriented goods and services.

Figure 4.14: South Hill Improvement

Program Action	TIMING						Suggested Lead; Partners (See Key to Codes Below)
	2001	2002	2003	2004	2005	Later	
G SOUTH HILL							
G1. South Hill Business Development Strategy	■	■	■	■	■	■	CC,MS
a. Implement Business Retention/Expansion	■	■	■	■	■	■	CC,MS
b. Initiate Development of Voluntary Sign Guidelines		■	■	■	■	■	CC,MS
c. Create a South Hill Identity w/ Design Consistency			■	■	■	■	CC,MS
d. Address Customer Comforts	■	■	■	■	■	■	CC,MS
e. Implement Strategic Promotion					■	■	CC,MS
G2. Improve Highway Corridor							City,ITD
a. South Hill 95 to 3 Lanes, Tamarack to Madison		■	■	■	■	■	City,ITD
b. Signal at Tamarack							City,ITD
c. South Hill 95 to 3 Lanes, Tamarack to S. City					■	■	City,ITD

b. Initiate Development of Voluntary Sign Guidelines

The sign clutter on the South Hill is detrimental to businesses and unsafe for drivers and pedestrians. Many of the signs are difficult to read because of their color, lettering style, size, shape, height or placement. If potential customers have difficulty reading signs, they are less likely to stop. There are particular sizes, colors and lettering styles of signs that work better than others from a business standpoint (to attract the most customers). The Partnership should consult with a sign design expert to assist in the development of voluntary sign guidelines. The guidelines would not be mandatory; however, they would help businesses to maximize their investment in signs by utilizing the most effective designs. Incentives could be offered to encourage businesses to upgrade their signs, such as a three-year tax credit for the amount of the sign. Traffic and pedestrian safety would be improved by reducing the “cluttered” effect of poorly designed or placed signs.

c. Create a South Hill Identity Through Theme/Design Consistency

South Hill is an auto-oriented district (vs. pedestrian-oriented). However, it does not have to feel like just a “strip”. The area would be more attractive (and

safe) if businesses were linked with a sidewalk along the highway, some consistent pedestrian-scale lighting to improve visibility, low-maintenance landscaping and perhaps banners on the light posts to create a more welcoming and festive look. If the “place” is more attractive and inviting, customers passing by on the highway are more likely to stop. The lighting and banners should be consistent - or at least complementary - in design to those Downtown, to provide an overall look of cohesiveness in the community.

d. Address Customer Comforts and Needs

Pedestrian safety and traffic bottlenecks are severe problems on South Hill. Many citizens interviewed by the planning team indicated that they avoid South Hill if possible because of the traffic, which is detrimental to businesses. The implementation of a three lane highway as recommended in section D4 will improve drivers’ ability to make left turns while allowing through-traffic to continue. Enhanced crosswalks, a sidewalk, lighting and covering of ditches will be safer for pedestrians. The use of gutters and curbs to define and limit ingress and egress points to businesses will better organize traffic and improve business access. If two or three “nodes” of commercial and civic activity are created (such as small pocket parks or plazas), South Hill customers will do more walking from neighborhoods, the schools, etc., and reduce traffic pressure.

In the long term, efforts should be made to link South Hill to Downtown with a pedestrian/bike path and transit shuttle. South Hill has many businesses that provide tourist services, yet there is no tourist information at the south entry to town. Perhaps the Partnership and South Hill businesses could work with the Chamber to install a kiosk near the south entrance (e.g., near the Idaho Dept. of Lands office). If visitors stop for information, they’re more likely to be enticed to stay longer.

e. Implement Strategic Promotion Based on Primary Markets

The Chamber of Commerce coordinates business promotions. The South Hill businesses should work with each other and with the Chamber to

implement promotions that specifically reach their target markets: Highway 95 traffic, surrounding neighborhoods, tourists, youth and county residents. Overall community promotion is most critical, with specific promotions for South Hill and Downtown a secondary priority. With the Chamber of Commerce in the lead to coordinate business promotion, the South Hill and Downtown commercial districts can promote the community collectively, and promote their separate niches as complementary. Section I provides more detailed information about promotion strategies.

G2 South Hill Design

a. Overall Design System

South Hill's greatest obstacles to positive development are traffic congestion, a negative visual environment and impaired public safety along the highway. These obstacles can be addressed and should be as a top priority in the Connection program.



Angled intersections contribute to a challenging Highway 95 corridor in South Hill.

Highway 95 design and traffic volumes currently make it difficult for pedestrians (locals and visitors alike) to move around the community comfortably. South Hill's local street network also contributes to circulation challenges (i.e. few, if any, "T" intersections with Highway 95). However, with the concentration of neighborhoods and schools in South Hill, it is time for this corridor to become a pedestrian priority area, while also accommodating vehicles. Sidewalks, crosswalks, parking, traffic signals (including pedestrian activated signals), street furniture, lighting and other amenities need to be ultimately integrated to maximize pedestrian comfort, convenience, safety – and image. When this is done, South Hill will regain much of its attractiveness both as a visitor destination and as a place to live. The driver, too, will be rewarded through a more attractive, safe and organized environment.

The design system for South Hill is contained in Figure 4.15. The intent is to create a continuous pedestrian network within the corridor that provides safe crossings and an enhanced human scale commercial environment. Two 1/4-mile nodes have been identified that should receive focused treatment in order to create identifiable, unique character areas. (Note: These nodes are approximately the same geographic size as Downtown.) Businesses within these nodes can join together in a collective spirit to improve their form and function. The following key strategies reinforce these points.

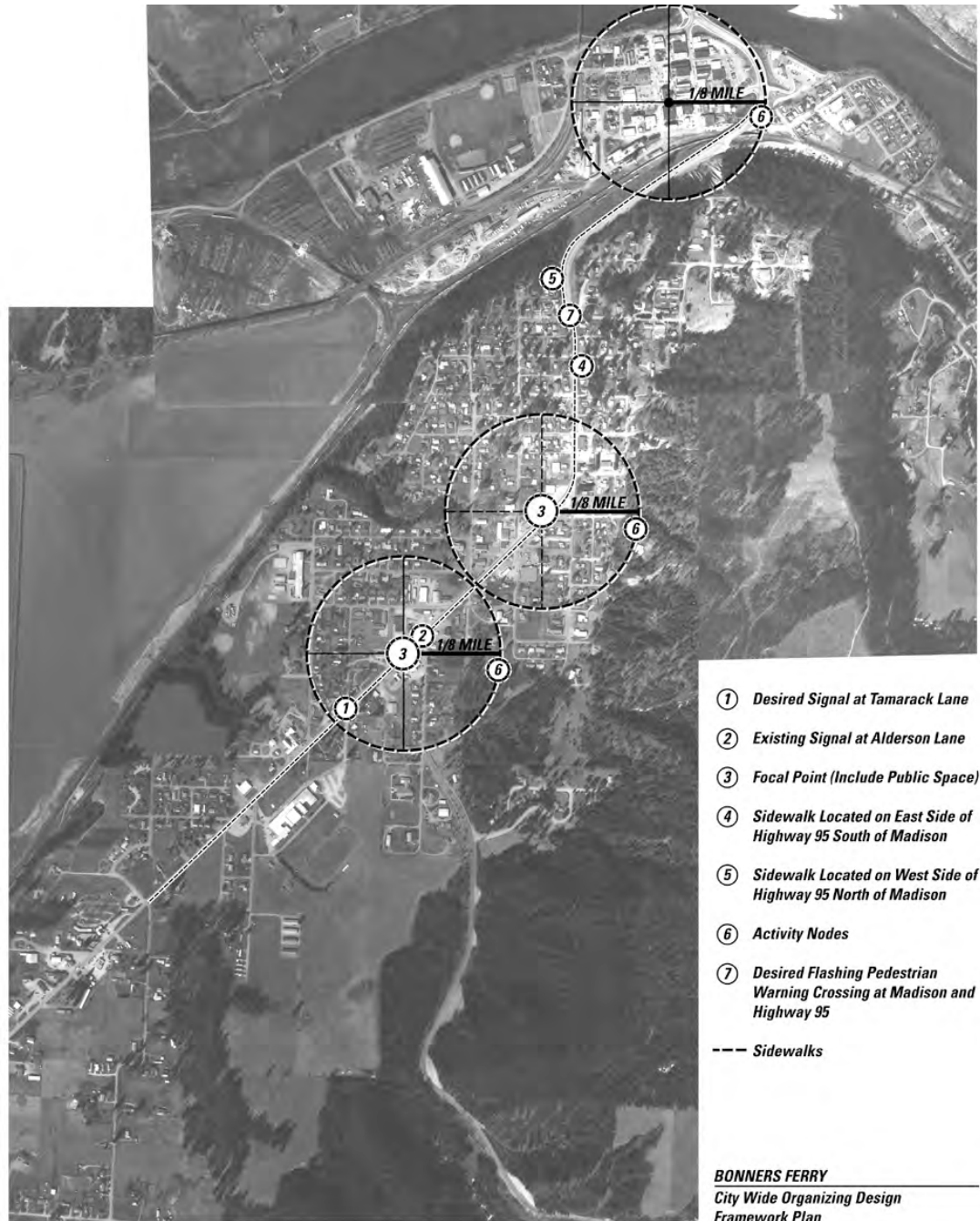


Figure 4.15: Organizing Citywide Strategy with a Focus on South Hill



Figure 4.16:
All of the primary pedestrian-priority design strategies for South Hill are embodied in this before and after of Highway 95.

Design Elements (See Figure 4.16)

Make Pedestrians A Priority – To facilitate increased pedestrian movement and security along South Hill Road, install sidewalks, curbs, and gutters where none currently exist. Priority should be placed on ensuring a continuous, safe, and adequately wide (minimum 5-foot passable at any given point) sidewalk system, with safe pedestrian crossings located no more than 1/4 mile apart.

Establish a Positive Identity – While some central theme might work for each of the South Hill nodes, any theme has to be "original" and "grounded" in Bonners Ferry's history. Certainly the Highway 95 corridor should not become an Alpine Village or Old West Town. However, a consistent level of design quality, coupled with the surrounding natural beauty of the hills and mountains should form the basis for a unique and identifiable "theme".



Install Consistent Streetscape – South Hill should employ the same furniture palette as Downtown to create consistency between the two areas. A series of seasonal banners should be created for acorn-style streetlight poles to use as a unifying element throughout all of Bonners Ferry. The banners can be used to promote local events, resources, etc.

Introduce Simple Directional Signs to South Hill Businesses and Destinations – One of the key issues along Highway 95 is sign clutter. In conjunction with ITD, property owners, and businesses, the City should develop a comprehensive system of informational and directional signs throughout South Hill to help drivers and pedestrians find their way to businesses and activity areas (such as the High School). Integrate color, graphics, and Bonners Ferry's history into a signage system that brings people into the area.

Protect and Enhance Neighborhoods – Protect the identity and stability of neighborhoods. As part of improvements made to South Hill, neighborhood entry monuments should be constructed to delineate where businesses end and residential uses begin.

G3. South Hill Circulation Must be Enhanced

The most pressing needs on South Hill are related to traffic and pedestrian safety, as well as transportation capacity along U.S. 95. Near term improvements should focus on completing the three-lane cross-section (two through lanes plus a continuous center turn lane), and a continuous pedestrian sidewalk between Tamarack Street and Madison Street. Enhanced illumination on U.S. 95 along South Hill would also improve safety and attractiveness of the commercial corridor.

A secondary priority would include completing a three-lane cross-section on U.S. 95 from Tamarack Street to the south city limits.

On January 11, 2001 a public meeting was held with South Hill business and property owners, with over 80 people in attendance. The following options for long-term transportation corridors for U.S. 95 were presented, discussed, and voted on in a preference poll format.

Option	Votes in Favor
1. 95 stays "as is"	0
2. 95 corridor remains same with improvements	74
3. 95 corridor remains "As Is" with Valley Truck Route	3
4. 95 moves to Valley	0
5. 95 moves to hillside	2

South Hill U.S. 95 Options - Preference Poll (1/11/01)

The preference of businesses, citizens, and property owners on South Hill was shown to be overwhelmingly in favor of U.S. 95 remaining on the present alignment. This support was expressed even though future widening of the highway to five lanes would require significant right-of-way acquisition from commercial properties fronting 95, as well as significant reconfiguration of access approaches into existing businesses. Since the commercial character of South Hill is largely geared toward auto oriented business, property owners expressed serious concerns about future U.S. 95 corridor options which might by-pass traffic around the existing corridor.

Since U.S. 95 is a state highway owned and managed by the Idaho Transportation Department, the definitive determination about the future alignment and design criteria must be made by ITD, with local input. Bonners Ferry Mayor Darrell Kerby wrote to ITD in December 2000 requesting that the Transportation Department initiate a formal "Corridor Study" for U.S. 95 through Bonners Ferry. A corridor study is a thorough analysis of alternatives, costs, feasibility, social and environmental impacts. Once begun by ITD, a detailed corridor study of U.S. 95 will take 1 ½ to 2 years to complete.

Improvements to U.S. 95 through South Hill have been suggested in a phased - near term and long-term strategy:

a. Near Term Improvements – Complete the three-lane cross-section with a continuous concrete pedestrian sidewalk on one side. Refer to the typical cross-section in Figure 4.17. A key element in making the three-lane cross-section feasible, is the construction of a central storm drainage pipeline, which would allow elimination of the existing open ditch. Properly planned and designed, this central storm-drainage system would serve the needs of the three-lane near term roadway section on U.S. 95, as well as the ultimate five-lane section.

b. Long Term Improvements – Figure 4.18 presents the suggested alternate five-lane cross-section for U.S. 95 through South Hill. In addition to the considerable right-of-way acquisition required, the conversion of the roadway from three to five lanes will require relocation of the sidewalk, illumination, and overhead utilities. The main line storm drain constructed during the near term three-lane project should not be disturbed: only local catch basins and drainage leader lines would need to be relocated.

Recommended Ultimate Roadway Cross Section

- ❖ Expand right-of-way to 78 ft. (Acquire 14 ft. additional both sides)
- ❖ Construct 5-lane urban arterial standard
- ❖ Maintain storm sewer constructed during interim improvement
- ❖ Relocate walk and illumination from East Side; add sidewalk and illumination on West Side
- ❖ Convert center turn lane to landscape median with protected turn pockets

Traffic Capacity Data on U.S. 95 at South Hill (ADT)

- ❖ Current volumes: 9,500 (1999)
- ❖ Capacity of existing 2 lane: 12,000 (Los D)
- ❖ Capacity of proposed interim 3 lane: 19,000 (Los D)
- ❖ Capacity of ultimate 5 lane: 36,000 (Los D)

(Los: “Level of service”)

Figure 4.17: Two and Three Lane Cross Sections of Highway 95 in South Hill

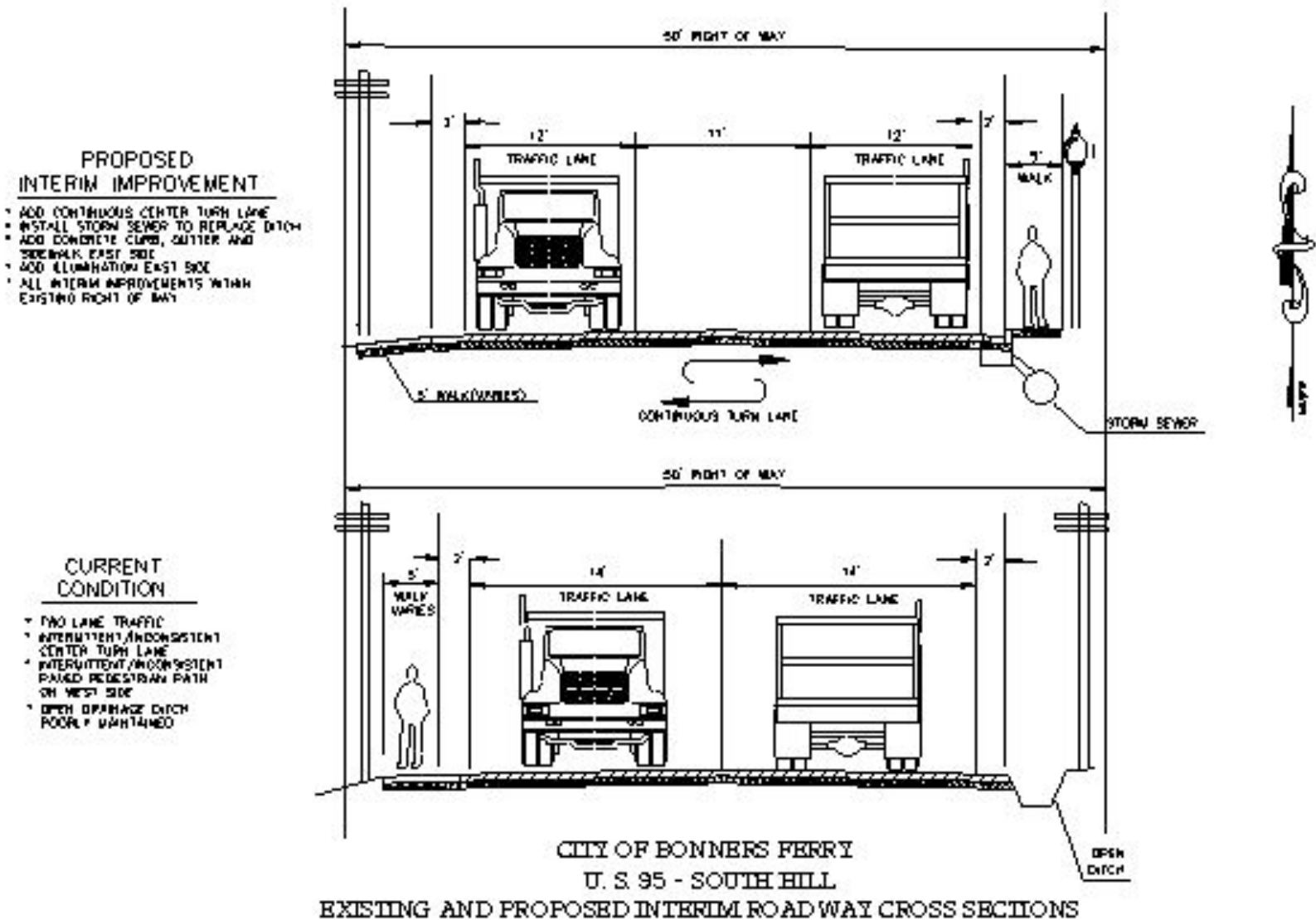
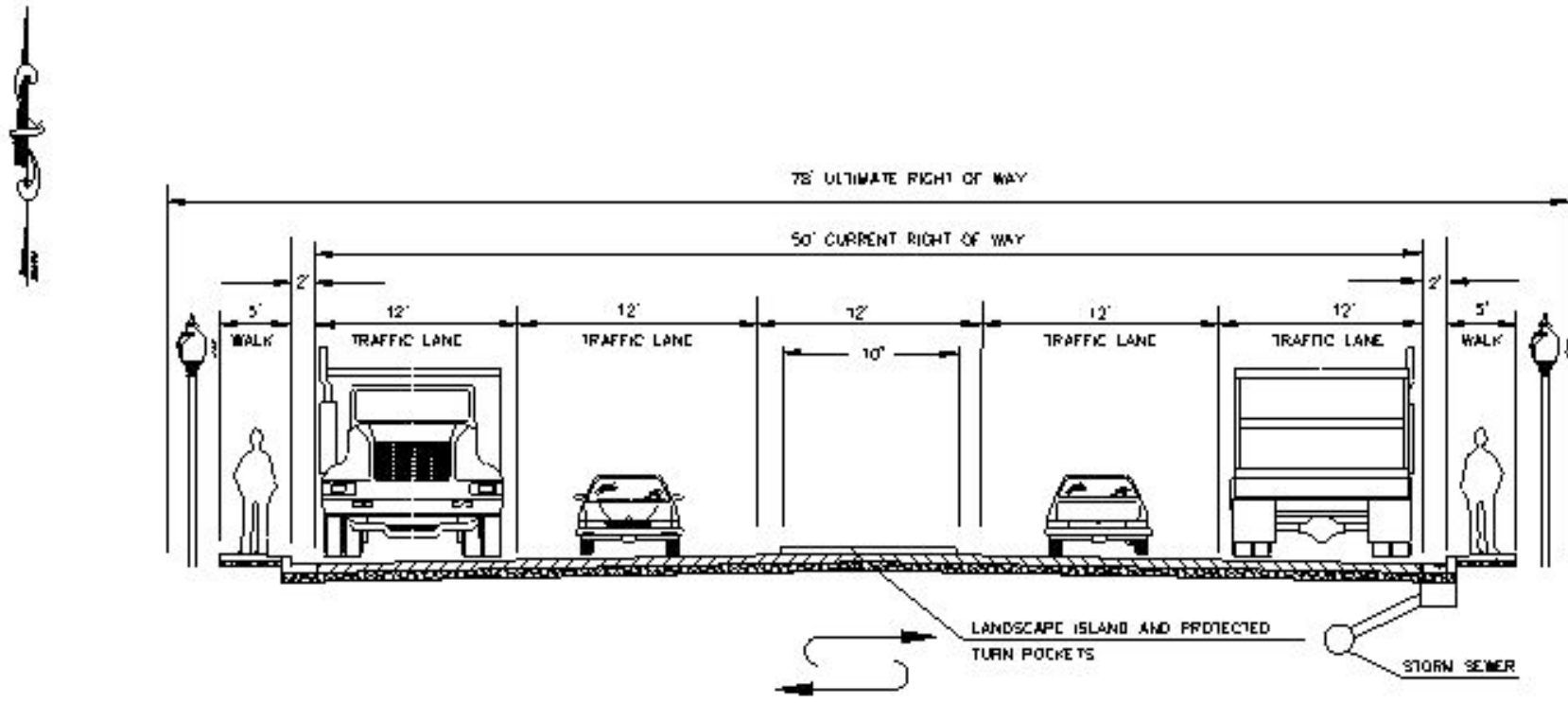


Figure 4.18: Five Lane Cross Section of Highway 95 in South Hill



CITY OF BONNERS FERRY
 U. S. 95 - SOUTH HILL
 ULTIMATE PROPOSED ROADWAY CROSS SECTION

- * 5 LANE CROSS SECTION; 2 LANES NORTH AND SOUTHBOUND
- * CENTER MEDIAN WITH PROTECTED TURN POCKETS
- * 14' ADDITIONAL RIGHT OF WAY REQUIRED BOTH SIDES
- * ADD SIDEWALK AND ILLUMINATION ON WEST SIDE
- * MOVE SIDEWALK AND ILLUMINATION ON EAST SIDE
- * STORM SEWER MAIN REMAINS AS INSTALLED IN INTERIM PLAN

H Cultural Center

Organization is the key to creating a cultural center in Bonners Ferry. Such a facility is best suited for development and management by a nonprofit corporation. Given the unique nature of a cultural center, a new nonprofit exclusively focused on this one mission is recommended. (See Figure 4.19 for an outline of Cultural Center actions.)

The nonprofit will need three main ingredients for success in fundraising:

1. Broad community support
2. A team of local volunteers
3. A professional business plan, including architectural renderings, capital improvement budget, operating budget and fundraising plan

Boundary County residents have consistently demonstrated interest in public facilities that serve a broad range of users. In this context, it will be important to demonstrate that the cultural center will:

- ❖ Attract tourism dollars
- ❖ Provide jobs
- ❖ Enhance the vitality of Downtown Bonners Ferry
- ❖ Complement school programs in the arts
- ❖ Provide cultural opportunities for people of all ages
- ❖ Provide an auditorium for a wide range of community events
- ❖ Support continuing education

The first step in the development process will be to create a taskforce of advocates to address basic organizational needs. The taskforce will expand public outreach to build awareness and enthusiasm for the center. Fundraising for a series of steps will be needed, the first of which is application for nonprofit 501(c)3 corporate status. This will cost between \$500 and \$1100, depending upon

the degree of legal assistance requested. Once nonprofit status is attained, a more formal business plan should be completed. Without the plan, serious fundraising will be impossible.

Major grantors exist for capital improvements. (See Appendix 6, Potential Resources for Development.) However, practically all of them require demonstrated local support, both from citizens and from government. It is therefore necessary to conduct ongoing local fundraising, with an emphasis on building partnerships with other organizations around the county. Volunteerism will be essential; all volunteer time should be tracked as in-kind contributions.

Cultural center advocates should solicit support and guidance from the Kootenai Tribe of Idaho, service clubs, City, County and the County's economic development manager. Without such support, the program will be very difficult to accomplish.

While a Downtown location is recommended, the junior high school auditorium building should not be ruled out as an alternative site. With a gymnasium, auditorium, and support facilities, the building has great potential to be adaptively reused as a cultural center. Upgrades to the structure, an elevator, and other improvements will be expensive. However, the cost may be lower than an entirely new building. Reuse of an existing building may be more attractive to citizens.

Figure 4.19: Cultural Center Actions

Program Action	TIMING						Suggested Lead; Partners (See Key to Codes Below)
	2001	2002	2003	2004	2005	Later	
H. CULTURAL CENTER							
Organize to Build & Manage the Cultural Center							CCN;KTI,Clubs
a. Create Formal Design of Facilities; Select Site	■	■					CCN;KTI,Clubs
b. Seek Grants for Construction & Programming		■					CCN;KTI,Clubs
c. Conduct local fundraising to obtain local matching funds			■	■			CCN;KTI,Clubs
d. Build Cultural Center					■		CCN;KTI,Clubs

I. Town and Regional Promotion

I1 Strategic Framework

Effective promotions will benefit Boundary County businesses and organizations if they are developed and implemented strategically. They must be market-driven, or targeted. They must be integrated – each promotion action taken should complement and enhance other promotion actions so that there is an overall “system” of promotions that collectively speak to the appropriate markets. Finally, promotion actions must be consistent. Consumers will be confused if the promotion strategy changes direction every few months with no consistent messages over time.

Promotion Strategy Phases:

1. Organize for Promotion
2. Implement Promotion
Actions Targeting
Strategic Markets
3. Track and Evaluate
Promotion Effectiveness
and Adjust

There are essentially three phases to the promotion strategy:

1. Organize for promotion
2. Implement promotion actions targeting strategic markets
3. Track and evaluate promotion effectiveness and adjust

Each of the three phases requires oversight from the Partnership with input from key players (businesses and organizations). Development and implementation of promotional image, themes and actions will require professional management by a contracted marketing/advertising agency. Implementation also will require the enthusiastic support and participation of local businesses and organizations.

Phase One, Organize for Promotion, involves formalizing a standing Promotion Committee to oversee development and implementation of the strategy. Once organized, the Committee will agree on components of the conceptual strategy, decide on an image, or “brand” for Boundary County and Bonners Ferry, meet with an advertising agency to discuss implementation details, and solicit support of local businesses and organizations.

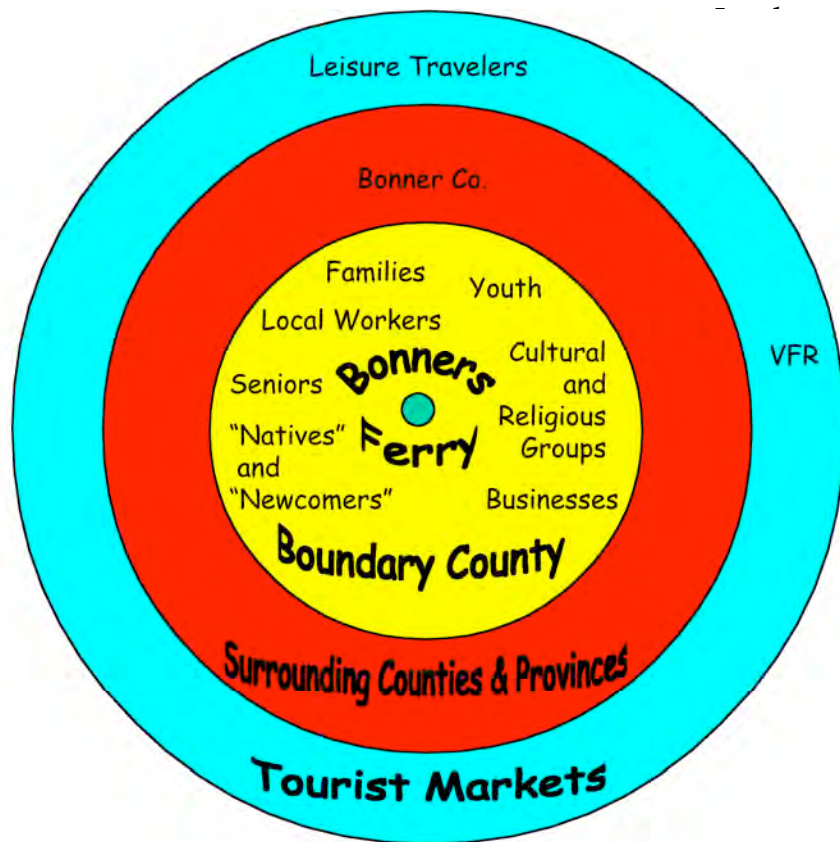


Figure 4.20: Target Markets

ation of the promotion strategy will target strategic markets in circles surrounding Bonners Ferry and Boundary County. The primary target markets include Boundary County residents, regional markets in surrounding counties and provinces, and visitors from greater distances. Within each of these geographic markets, there are a number of important demographic sub-segments with varying needs for products and services. Figure 4.20 depicts the key target markets graphically.

Promotion actions will be identified to reach each of the target markets, and an implementation calendar and budget of actions developed. The Committee will oversee implementation, but will work with professional staff of the Partnership and the advertising agency to ensure timely and professional implementation.

Once promotion actions, listed in Figure 4.21, are implemented, they should be tracked and evaluated for effectiveness. The Committee needs to solicit volunteer assistance and participation from businesses and organizations (such as youth

groups) to monitor the results of promotion activities, and then evaluate the return on investment over time. Results will not always be immediate – it takes time to enhance a community image and “get the word out”; however, with perseverance, strategic promotions will increase business sales in Boundary County.

Figure 4.21: Town & Regional Promotion Actions

Program Action	TIMING						Suggested Lead: Partners (See Key to Codes Below)
	2001	2002	2003	2004	2005	Later	
I TOWN AND REGIONAL PROMOTION							
(Numbers refer to Sections where actions are discussed)							
I2. Organize for Promotion							
a. Formalize a Promotion Committee	■						PC; CC
b. Agree on Conceptual Promotion Strategy							PC; Biz
c. Develop an Overall Promotion Image, or "Brand"							PC; Biz, ED
d. Meet with Ad Agency, Develop Action Plan, Budget		■					PC; Biz, ED
e. Obtain Support from Businesses, Organizations	■		■	■	■	■	PC; ED, Biz
I3. Promote to Local Residents							
a. Create Awareness Piece for Cmty Improvements	■	■	■				PC; City, ED, Biz
b. Develop Rack Brochures for Local Goods/Services	■	■					PC; Biz, CC
c. Implement Publicity Campaign		■	■	■	■	■	PC; ED
d. Promote the Community Brand							Biz; PC
e. Create Theme Promotions/Events to Build Business	■	■	■	■	■	■	PC; Biz, CC
f. Enhance Web Site to Promote Local Businesses		■	■				PC
g. Encourage Business-to-Business Cross-Promotion	■		■	■	■	■	Biz; PC
h. Encourage Citizen Participation in Improvements	■	■	■				City; Biz, CC
I4. Promote to Resident Regional Markets							
a. Create Weekend/Mid-Week Getaway Packages	■	■	■	■			Biz; PC, CC
b. Link to Regional Promotions (e.g., Selkirk Loop)		■	■	■	■	■	PC; CC
c. Target Regional Residents for Major Retail Events							PC; CC, Biz
I5. Promote to Tourist Markets							
a. Assist Potential Visitors During Trip Planning	■	■	■	■	■	■	CC
b. Promote Local Attractions and Activities							PC; CC, Biz
c. Follow-up with Mailings & E-mailings After Stay							CC
I6. Manage the Promotion Program Professionally							
a. Secure Funding to Implement Promotion Program	■	■	■	■	■	■	PC; ED, Biz, City, BC
b. Assign Responsibilities for Implementation	■	■					PC
I7. Track and Evaluate Results of Promotion Program							
a. Decide on Tracking Methods, Establish Benchmarks	■						PC; CC, ED, Biz
b. Set up Tracking and Reporting Logistics		■	■	■	■	■	ED; PC, CC, Biz
c. Conduct Annual Consumer Survey to Gauge Behaviors			■	■	■	■	PC; CC, ED, Biz
d. Evaluate Promotion Efforts and Adjust	■	■	■	■	■	■	PC; CC, ED, Biz

The Promotions Committee should include representatives from businesses, community organizations (civic clubs, arts, school, hospital), the Kootenai Tribe, Fair Board and others. They will oversee development and implementation of an overall strategy to promote local businesses, services and events in the community.

I2 Organize for Promotion

a. **Formalize a Promotion Committee**

The Partnership and Bonners Ferry Chamber of Commerce should initiate a standing Promotion Committee to oversee implementation of community marketing and promotion efforts as outlined in this plan. Volunteer members will work with the professional staff of the Partnership and a contracted marketing firm to finalize a detailed promotion plan, including themes, actions, budget, timeline and sources of funds. The Committee should include representatives from a variety of businesses and organizations in the city and county (retail, service, tourism, professional, medical, education, arts/culture, Kootenai Tribe). A sound organizational foundation will be necessary for success of the cooperative promotion program recommended in this plan. Businesses and organizations will benefit most effectively from promotion efforts by working together.

b. **Agree on Conceptual Promotion Strategy**

The first action of the Committee will be to review and discuss the promotion recommendations in this plan, and reach agreement on the conceptual strategy. The discussion should include examination of promotion goals, target markets and promotion actions proposed to achieve the goals (sections I3-I5). Once the Committee has agreed to the conceptual strategy, they should proceed with creation of an overall promotion image for Bonners Ferry/ Boundary County, and meet with an advertising agency to discuss implementation.

c. **Develop an Overall Promotion Image, or “Brand”**

Consumers respond best to product promotions that include familiar themes and images (Mickey Mouse, Golden Arches, Nike “Swoosh”). Companies and organizations use brands to promote their products and services to specific segments of consumer markets. In this case, the “product” is the

Sidebar 4.1. Building a Brand

Typically, a “brand” consists of two main components: a marketing position statement or “slogan”, and a graphic image, or “logo”, which depicts the product in a visual way. The slogan is a concise (2-5 words) and catchy expression of the product’s unique position in the marketplace. It promotes the product’s benefits to the consumer. The logo is a graphic representation of the product, and should be a clean and simple design for maximum flexibility in its use.

Designing the logo includes selection of colors, shapes and images that speak most effectively to specific target markets. Various design styles, shapes, colors and text fonts convey different messages to consumers through subliminal nuances (e.g., red is an “exciting” color, blue is “tranquil”, round conveys wholeness, etc.).

Therefore, the brand should be developed with the assistance of a professional marketing/advertising agency who understands these principles and can design a logo that will be effective in speaking to target markets (*an amateur “logo contest” is not advised*).

Examples of familiar brands include Nike’s “swoosh” logo and “Just Do It” slogan, Disney’s mouse ears logo and “Re-live the Magic” slogan, United Airlines’ red/white/blue logo and “Fly the Friendly Skies” slogan.

Bonnars Ferry/ Boundary County community, its businesses, services and events. Boundary County is a special place. The Promotion Committee should develop a “brand” for

Bonnars Ferry/ Boundary County, and encourage all businesses, organizations (such as the hospital and schools) and events to use it. The brand will reinforce local citizens’ pride in their community – they’ll feel good about their home and want to support it. That support will include shopping in local businesses, support of schools and hospital, and participation in local events. The brand also will be used for promotions to attract visitors to the community.

The brand should be focused on the markets, both local and visitor, and “speak” to those markets both graphically and verbally. In other words, the brand should appeal to the values of Boundary County citizens and visitors, and reflect the uniqueness of the place (its niche) and its most important assets. Sidebar 4.1 describes the components of a brand.

Downtown Bonnars Ferry needs to develop its own identity as the social, civic and cultural center of the county. In order to position itself as a unique commercial and civic district, Downtown could use the logo developed for the community as a whole, but add the word “Downtown” to it for use in Downtown promotions and events. Downtown even may want to develop a special slogan. Use of a Downtown image that is complementary to the overall brand will help identify Downtown as a unique place, while still retaining continuity in community-wide promotions. All Downtown businesses and organizations should use the Downtown image in their individual and cooperative promotions, to ensure that consumers receive a clear and consistent message about the place and its benefits.

d. Meet with an Ad Agency: Develop Detailed Action Plan & Budget

Effective promotion strategies require expertise. A marketing and advertising professional understands promotion principles, and how to balance

various strategies to create a comprehensive promotion program. A marketing/advertising agency can advise, create, implement and oversee a successful promotion program cost-effectively. The Promotion Committee should meet with an advertising agency to discuss the conceptual promotion strategy and ask them to develop a detailed proposal for an annual promotion program. The proposal should include themes, design ideas, campaign components (brochures, ads, mailing, Internet, billboards, etc.), timeline and estimated budget (with cost options).

e. Obtain Support for Promotion from Businesses, Organizations

When the Committee has reviewed agency proposals, and made preliminary decisions on action, they need to gain support of local businesses and organizations. In 1999, Boundary County retail and service businesses cumulatively spent approximately \$750,000 on advertising (based on 1%-3% of gross sales, depending on the business category). If businesses are presented with a high-quality, comprehensive promotion program for the community, and they invest only 10% of their annual advertising budget to support it, the cooperative marketing budget would be \$75,000 (15% would exceed \$112,000). A budget of \$75,000 - \$100,000 (or more) could create an effective promotion program. If done well, it would be *more* effective than the sum of all current advertising by individual businesses.

To be successful in soliciting commitments, Committee members will need to be prepared and persuasive. The advertising agency can assist by giving a formal presentation at a Chamber general membership meeting, and providing effective information materials about the program. Businesses should be approached to participate by committing to invest: this is not a donation - it is an investment from which they can expect a monetary return in the form of increased business. Monetary commitments are necessary for the success of the program, but "in-kind" support also can be helpful (labor or materials, distribution assistance, etc.).

If businesses invest 10%-15% of their current annual advertising budgets into a cooperative marketing campaign, the campaign budget would be \$75,000 - \$100,000 or more. With this budget, marketing for the community would be *more* effective than the sum of all current advertising by individual businesses.

An important component of the promotion program is a formal mechanism for tracking and measuring results. Businesses should be told up front how the results will be measured, and what role they need to play in helping to measure results (e.g., tracking customer traffic, sales, etc.). Once the promotion program implementation has begun, the Committee will need to maintain regular communication with partners and supporters to solicit feedback on the impact of the program.

I3 Promote to Local Residents

This section and the following ones provide suggested promotion goals, target markets, themes and actions focused on building business from local and regional residents and tourists. The Promotion Committee will prioritize and refine this list as they develop a detailed annual promotion program.

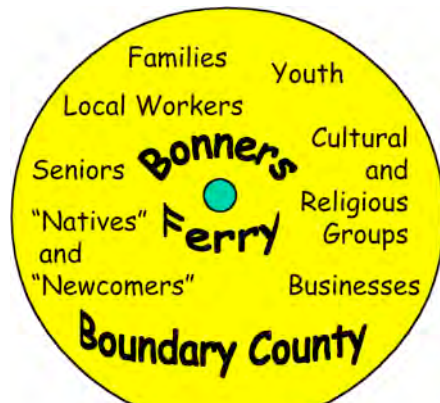


Figure 4.22:
Local Resident
Markets

Local Resident Promotion Goals:

- ❖ Build awareness of planned community improvements, goods and services available locally
- ❖ Enhance the image of Boundary County and Bonners Ferry
- ❖ Reduce retail leakage from Boundary County (increase local spending)
- ❖ Attract new local customers through promotion
- ❖ Create excitement (“buzz”) and build momentum

Target Markets (Figure 4.22):

City & County residents: families, youth, seniors, cultural and religious groups, “natives”/“newcomers”, Downtown workers

Themes:

- ❖ “Big Things Are Happening!”
- ❖ Convenience of Doing Business Locally
- ❖ More Than Meets the Eye (large variety of products/services available)
- ❖ Social Benefits: Personal Service, Friendly People, Meet Friends

Suggested Actions:

a. Create Awareness Piece for Planned Community Improvements

Inform county and city residents of plans for Downtown, South Hill, industrial development/job creation, river walk and cultural center through a direct mail newsletter or newspaper insert containing “Today” and “Coming Soon” photos (before/after) as presented in this document. Use the promotion piece also to list upcoming events, meetings and other ways for citizens to become involved. As implementation efforts progress, create follow-up promotion pieces to celebrate successes and give updates on further improvements.

Build awareness of
community improvements
“Coming Soon”

b. Develop Rack Brochures About Local Goods & Services

Many residents do not realize the quantity and variety of goods and services that are available locally. An inexpensive series of topical 3-fold rack brochures (produced on a PC to be updated and copied regularly) would help citizens and visitors to know what is available. Potential brochure topics include:

- ❖ *Dining & Entertainment* (restaurants, bars, regular ongoing activities such as movies, pool, bowling, music, etc.)
- ❖ *Shopping Guide* (retail stores listed by category)
- ❖ *Auto Services* (sales, service, repair, etc.)
- ❖ *Business Services* (printing, copying, fax, computer, etc.)
- ❖ *Professional Services* (legal, financial, medical, etc.)
- ❖ *Events & Recreation* (event calendar with details, outdoor recreation activities, outfitters & guides, golf course, etc.)

Highlight local goods
& services with
inexpensive rack
brochures

c. Implement Publicity Campaign

Regular publicity about “What’s Happening” will build and maintain momentum as project implementation moves forward. Activities like press releases, ribbon-cuttings, media interviews and community web site bulletins/e-mailings will keep citizens informed of progress (e.g., “Big Things are

Celebrate success
with media events

Happening in Downtown Bonners Ferry!”), and encourage them to “come and see for themselves.”

Use of a community
“brand” reinforces a
positive image

d. Promote the Community Brand

The community brand (logo and slogan) should be distributed to local businesses and organizations to use in all of their promotions. Examples of cooperative uses for the brand are:

- ❖ *Shopping bags with the brand and list of local retail businesses*
- ❖ *Seasonal and event banners to hang Downtown and on South Hill*
- ❖ *Image/theme advertising for the community, Downtown, etc.*
- ❖ *Specialty give-away items such as pens, key chains, etc., and souvenir items sold in stores and at the visitor center (t-shirts, hats, post cards)*

e. Create Theme Events to Build Business Community-Wide

Theme events provide residents a “reason” to do business locally – they create something special to do and encourage social interaction. The list of possible themes or events is endless; however, any events that are planned should be *market-driven* – targeted to specific customer segments. Theme events do not have to be major productions. They can be as simple as a sidewalk chalk art activity for kids. The goal is to generate excitement, involvement, and most importantly, business sales. Events must be planned to *encourage* business sales – not detract from them. Examples of theme events are the following:

Theme promotions and
events create activity &
excitement

- ❖ *Boundary County Dine-Around: restaurants provide sample-size portions of specialties. Attendees buy tickets, go from restaurant to restaurant to sample the foods, or gather in one place where restaurants set up booths. Restaurants that are located some distance from Bonners Ferry could set up temporary “restaurants” in town, or partner with another restaurant.*
- ❖ *Teen Days: job shadowing, dance/social (street dance Downtown), teen fair in Georgia Mae Plaza (booths, music, food, outdoor movie)*

- ❖ Senior Specials: mid-week or morning promotions, combine with service or health-related activities (blood pressure checks, etc. – co-op with hospital), workshops and social activities related to businesses (senior book club, investment club, etc.)
- ❖ Spring “Spruce-Up”: promotions built around all aspects of improving home/ garden (cleaning, lawn, furnishings, paint, fix-up), personal appearance (hair, nails, wardrobe), auto (purchase, tune-up, repair), family future (financial, legal wills/trusts, household budget) and health (diet, exercise, medical/dental, spiritual). “Community Spruce-Up” could be a 5 or 6-week series of community improvement, each week focusing on a different theme. The Partnership could begin by offering to haul yard waste, unwanted items, etc. for cash or donation to the needy.
- ❖ “Back-to-School Checklist”: mailer or large ad with items listed by category, along with business locations to find them
- ❖ “Village Christmas”: events, roasted chestnuts, gift list ads (item/place by category – “Gifts for Him”, “Gifts Under \$20”, etc.)
- ❖ Farmers’ Market: Saturdays, expand to other days, with entertainment
- ❖ Music on the Plaza: invite local musicians (youth, seniors, etc.) to play for “Brown Bag Lunches”, “Live After Five” one day per week in Summer, etc.
- ❖ Grandparents/Grandkids Day: organized activities, plus shopping time
- ❖ Cultural Celebrations: celebrate together: Kootenai Tribe Pow Wow, Hispanic holidays (Mexican Independence Day - Sept. 16, Revolution Day - Nov. 20, Flag Day - Feb. 24 and Cinco de Mayo - May 5). Other cultural events include arts festivals, dinner theater, etc.
- ❖ Kids’ Activities: parade, treasure hunt, Santa, art contest/display, sidewalk chalk art, theme competitions, etc.
- ❖ Winter Blues-Beaters: local residents stay close to home in winter due to weather and road conditions. Target locals with themes to beat winter doldrums: January “Beach Party”, Snow Festival, etc.

- ❖ “Neighborhood Shopping” for South Hill: focus on youth, neighborhood residents, walking for health (after sidewalks installed)
- ❖ VFR (Visiting Friends & Relatives) Campaign: ask residents to invite friends and relatives by submitting names to Chamber to mail visitor packets. Resident is entered in drawing to win trip for winner and guests
- ❖ Coupon Books: encourage patronage of local businesses with coupon books provided to locals, VFR, tourists – hotels, outfitters

f. Enhance the Web Site to Promote Local Products & Services

Bonnors Ferry has a web site which provides information to potential visitors, plus a list of Chamber members. The addition of a searchable database of goods/services available locally, and some web-based events to increase site traffic, would promote businesses more effectively. Perhaps BFHS students could work with site hosting firm Koeke Creative Group to update, maintain and create marketing programs for the site.

g. Encourage Business-to-Business Cross-Promotion

For Bonners Ferry/Boundary County to reduce the amount of retail leakage from the community, local businesses need to support each other – including their competition. They need to know which products and services are provided by other businesses, and direct customers there if they do not offer what the customer needs. Businesses even could set up displays of products/services in each others’ businesses, or “adopt a vacant storefront” Downtown and set up displays. Additionally, the Chamber should sponsor a “familiarization tour” for visitor center volunteers and hotel desk clerks to do a walking/driving tour of local attractions and businesses.

h. Encourage Citizen Participation in Improvements

Citizens will spend more money locally if they have an investment in the community. Local residents can participate in improvements by helping construct the river walk, painting a building for the farmers’ market, planting

Business cross-promotion helps consumers find what they need and builds cohesiveness

Citizen involvement creates “buy-in” to the community - and a higher likelihood of buying local goods and services

trees/flowers, and buying engraved bricks for a sidewalk strip or plaza. Volunteer involvement also promotes a sense of community.

I4 Promote to Resident Regional Markets

Regional Resident Promotion Goals:

- ❖ Encourage more frequent visitation
- ❖ Create “Weekend Getaways” or “Mid-Week Getaways”
- ❖ Extend the duration of day trips or overnight trips
- ❖ Increase spending (net revenue gain to county)

Target Markets (Figure 4.23):

- ❖ Neighboring counties
- ❖ Surrounding states & provinces
- ❖ “To” travelers (destination) and “Thru” (pass-through) regional resident travelers

Themes:

- ❖ Something unique/special in Boundary County
- ❖ Convenience (next door, nearby, “just down the road”)
- ❖ Uncrowded
- ❖ Friendly service, appreciate your business, Canadian at par

Suggested Actions:

a. Create Weekend & Mid-Week Getaway Packages

Encourage this market to visit more frequently and stay one or two nights by packaging rooms, meals and activities (golf, Refuge tour, theater/event, guided recreation, shopping, etc.).

b. Link to Regional Promotions (e.g., “Do The Loop”)

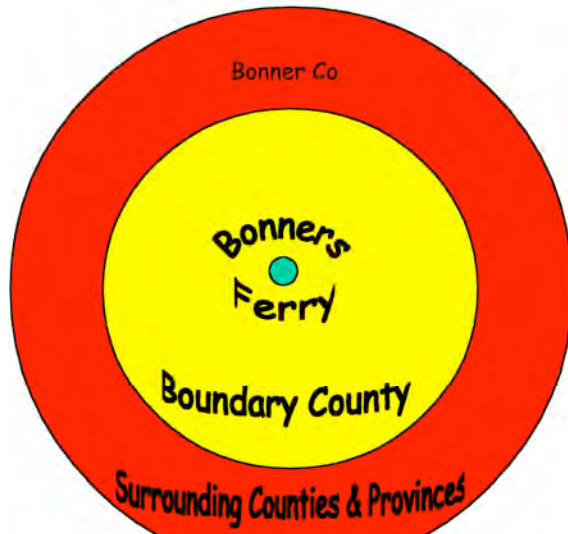


Figure 4.23.
Regional Resident
Markets

Participate in regional promotions sponsored by The International Selkirk Loop, NITA and others.

c. Target Regional Residents for Major Retail Events

Boundary County is “just next door” to these markets, so promotions for local residents (previous section) can be expanded in reach to target neighboring counties and provinces when events would be of particular interest to them. Events such as the farmers’ market, cultural celebrations, dine-around, etc. would entice regional residents. Mail lists of visitors could be compiled for follow-up mailings to entice repeat visits during slow months.

Canadian at Par Week/Month: slow times of year might be targeted to offer limited community-wide “Canadian At Par” events to draw visitors.

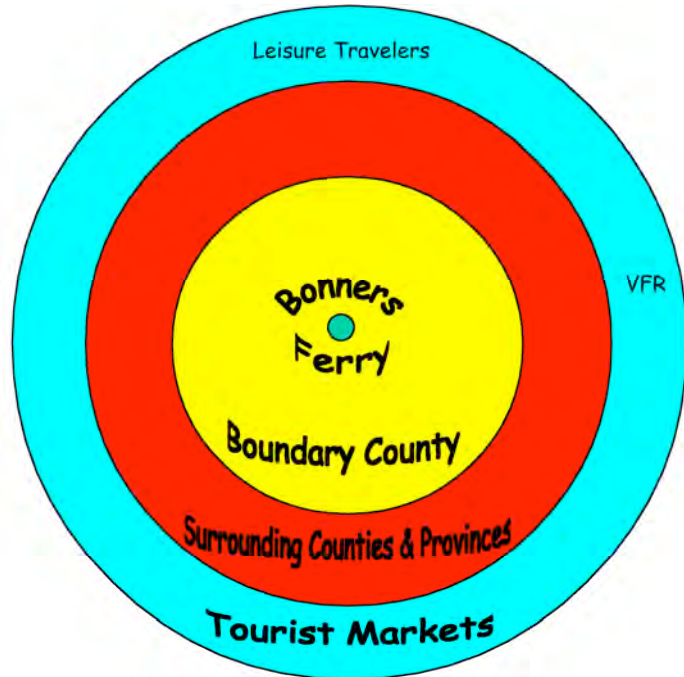


Figure 4.24:
Regional Tourist Markets

Promote to Tourist Markets

Tourist Promotion Goals:

- ❖ Extend Length of Stay (LOS) of existing visitors
- ❖ Increase average spending
- ❖ Capture more pass-through travelers
- ❖ Enhance/diversify tourism activities and attractions

Target Markets (Figure 4.24 and Sidebar 4.2, next page):

- Leisure Travelers
- Recreationists
- Heritage/Cultural Visitors
- Commercial Travelers

Themes:

- ❖ Beautiful scenery, mountain setting, river amenity
- ❖ Fun activities - things to see and do

Sidebar 4.2. Key Tourist Segments

- ❖ Leisure Travelers: retirees, RVer's, families, visiting friends & relatives, pass-thru travelers who are sight-seeing, gaming, participating (golf, rodeo, shopping, farmers market, parade, river walk, dining, shopping).
- ❖ Recreationists: younger, more male, active, interested in outdoor recreation and sports who are hunting, fishing, camping, hiking, biking, skiing, wildlife viewing, rafting, relaxing.
- ❖ Heritage/Cultural Visitors: older, more affluent, educated who seek history, culture, fine dining, shopping, quality interpretation, guided tours, arts events, learning experiences.
- ❖ **Commercial Travelers:** truckers and business/government travelers who seek comfortable, safe accommodations, support services (business supplies, sundry items, motel rooms with data ports, copy/fax services, quick printing, auto/truck repair, audio/visual support, places to relax and socialize, friendly staff ("home away from home").

- ❖ Friendly people, good service, visitors welcome
- ❖ Idaho's International Gateway

Suggested Actions:

a. **Assist Potential Visitors During Trip Planning Stage**

Promotion to visitors begins during their trip planning, when they contact travel information resources such as state and regional tourism organizations (e.g., NITA, Loop), AAA, magazines, travel agents and the Internet. Boundary County needs to be included/linked with updated information for travelers.

The Promotion Committee can assist and oversee this process, but volunteers have limited time. The Partnership staff, advertising agency and perhaps a BFHS class need to ensure that appropriate contacts are made. They can be assisted by staff from the Loop, NITA, Idaho Department of Commerce and others who are promoting regional tourism. Essential components of trip planning are the following:

- ❖ Internet sites and links: Bonners Ferry, Selkirk Loop, NITA, IDOC
- ❖ Visitor Guide to Boundary County
- ❖ Visitor Information Center (VIC)
- ❖ Selkirk Loop ("Do The Loop"): Bonners Ferry rack cards placed in brochure racks around Loop
- ❖ NITA: regional advertising, trade shows, rack cards around N. Idaho
- ❖ Tour operator and travel agent familiarization tours
- ❖ Media kits and familiarization tours for travel writers
- ❖ For pass-through travelers: billboards to draw visitors into town (esp. Hwy 2 to/from Canada and Glacier Park), enhanced entrances, wayfinding signs

b. Promote Local Attractions and Activities

Once visitors have arrived, they need good maps and information about area attractions, events and activities:

- ❖ “50 Things to See and Do in Boundary County”: golf, museum, Wildlife Refuge, river walk, cultural center, Downtown historic walking tour, farm tours, packages with outfitters, shopping, dining, etc.
- ❖ Maps and Visitor Guide
- ❖ Opportunities to book guided activities (raft trips, hiking, etc.)
- ❖ Information placed in motel rooms
- ❖ Bi-lingual brochures
- ❖ Downtown business directory signboard with map and list showing locations of businesses

c. Follow-up with Mailings and E-mailings After Stay

For a personal touch, post cards and e-mails could be sent to visitors to thank them for coming and invite them to return. The post cards or emails could be sent by the Chamber, motels, outfitters, etc. Idaho Travel Council grant funds can pay for the cost of printing, postage and labor.

I6 Manage the Promotion Program Professionally

a. Secure Funding to Implement Promotion Program

Implementation of key elements in the promotion program outlined above will require \$85,000 - \$120,000 per year in funding. Grant funds can be obtained from the Idaho Travel Council Travel Promotion program, Idaho Department of Commerce Gem Community Action program, USDA-Rural Development Rural Business Enterprise program, the Economic Development Administration and the businesses themselves. During lean economic times, it is difficult to convince businesses to commit to share a portion of their advertising budget for a cooperative effort. However, with \$76 million in retail leakage from Boundary County, businesses cannot afford not to act cooperatively. Efforts to reverse the

True success in promotion efforts requires an investment - and effective implementation will ensure a high return on that investment over time

trend will not succeed without cooperation, and such efforts will support business and industrial recruitment efforts to diversify the economy and create more jobs.

b. Assign Responsibilities for Implementation

The Promotion Committee will oversee implementation of the program; however, as volunteers, they cannot be expected to do all of the implementing. The Partnership's professional economic development director can assist, and a large share of the coordination can be handled by the advertising agency. Business owners and organization volunteers can help with creative ideas, organizing for events, etc. – the Committee won't be able to afford agency staff time to do everything. However, with prioritization of actions, and identification of specific goals and timelines, a comprehensive program can be implemented cost-effectively.

Promotion Committee volunteers will oversee implementation, with the assistance of professional staff and agency

I7 Track and Evaluate Results of Promotion Program

The results of promotion program efforts should be tracked and quantified in order to evaluate their effectiveness (e.g., return on investment). Examples of tracking methods are the following:

- ❖ Retail sales by category
- ❖ Hotel sales and occupancy
- ❖ Outfitter sales and guest days
- ❖ Traffic counts
- ❖ Event attendance
- ❖ Foot traffic counts (in Downtown)
- ❖ Parking space occupancy
- ❖ Visitation to attractions (Wildlife Refuge, museum, etc.)
- ❖ Number and source of phone, e-mail, mail and walk-in inquiries at the visitor center
- ❖ Business customer counts and average spending per customer

Effectiveness of the promotion program can be measured by tracking results

a. Decide on Tracking Methods to Use, Establish Benchmarks

The Promotion Committee should work with Partnership and ad agency staff, local businesses and organizations, and visitor center volunteers to decide which tracking methods will work best. The Committee should obtain commitments from participants, and then provide a format (printed forms or electronic format) for tracking. Businesses can report results as percentage increases rather than actual sales or customer counts to protect their privacy (overall sales figures by category are available from the Idaho Department of Commerce).

Counts of traffic, foot traffic, parking occupancy and event attendance can be conducted by youth volunteers (or juvenile offenders doing community service). Visitor center volunteers can track inquiries and walk-in visitors.

Tracking will need to be supervised by the Partnership staff, and data should be compiled and reported at least on a quarterly basis (to reflect seasons). The first year of tracking should establish benchmarks (baseline figures) against which future performance will be measured. Tracking data for many of the categories listed above is included in this document for the years 1990-1999 (and most is available in monthly or quarterly breakdowns if desired). Each subsequent year can then be tracked to see trends over time as promotions are implemented.

b. Set Up Tracking and Reporting Logistics

A central tracking database or spreadsheets should be established and maintained by the Partnership staff as it is collected from various sources. Perhaps a Chamber volunteer or high school student could assist with the data management and reports. Regular reporting of results should be made to the community, Chamber of Commerce members, to local/tribal elected officials and to tourism partners (such as Selkirk Loop, NITA, etc.).

Businesses and organizations will need to assist in tracking results effectively

An annual consumer survey would track changes in buying behaviors and opinions

Based on evaluation of promotion program results, adjust accordingly

c. Conduct Annual Consumer Survey to Gage Behaviors, Opinions

Another way to measure performance is to conduct a consumer survey of Boundary County residents and/or visitors. Volunteers could assist with a resident consumer survey which would involve brief telephone interviews of randomly-selected households. Questions would gather information about shopping habits, impressions about the community, involvement in events and activities, media which influence their buying decisions and desired products and services. A visitor survey could be conducted by periodically distributing brief questionnaires to motel guests and tourists at the visitors center. Results would help measure effectiveness of tourism promotions and consumer satisfaction with the community.

d. Evaluate Promotion Efforts and Adjust

Various promotion actions undertaken by the Committee should be evaluated for effectiveness and adjusted as necessary. Every promotion effort will not be successful the first time. When an action does not bring desired results over time, Committee members should decide its future use.

Appendices

Appendix 1: Sewage Treatment Capacity Trends

Appendix 2: Parking Survey

Appendix 3: Youth Survey

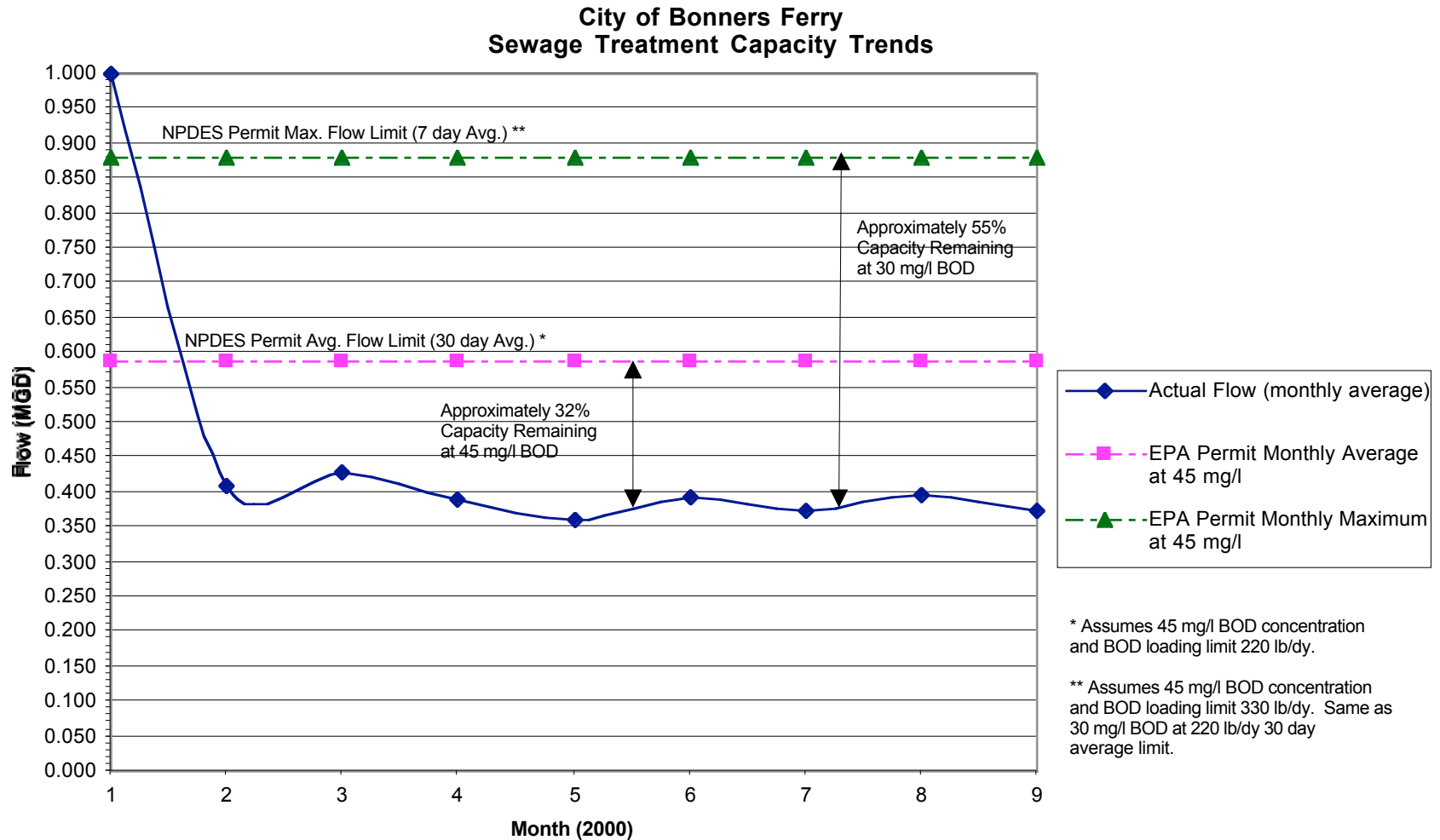
Appendix 4: Sidewalk Inventory

Appendix 5: Preliminary Project Costs

Appendix 6: Potential Resources for Development

Appendix 1: Sewage Treatment Capacity Trends

Figure A1



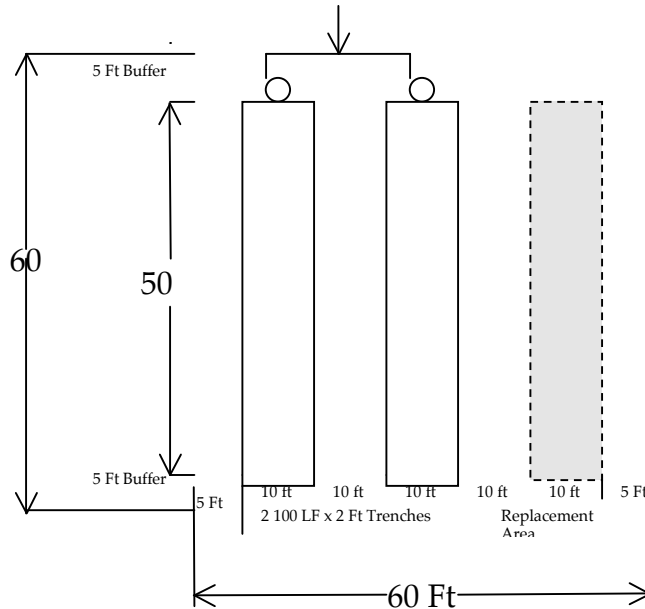
Boundary County Airport Industrial / Commercial Park On-Site Sewage Disposal Criteria

Soil Conditions Per Panhandle Health District: Class B Soil From 0 to 5 feet;
Class A2 Soil Below 5 feet.

Suggested Design Criteria:

- 1.) Construct Drain field Trenches at Least 5 feet Deep to Penetrate Class A2 Soil (Sand) Zone.
- 2.) Design Loading Rate of 1 Gal/SF/Day
- 3.) Two Alternating Drain fields, Both Sized for 100% of the Design Flow.
- 4.) Reserve Land For Future Replacement Area Equal to 100% of Design Flow.
- 5.) Use Airport Clear Zone Property For Phased Drain field

Schematic of Drain Field Area For 10 Employees Construction as Development Demands.



Typical Drain field Requirement for Industrial / Commercial Operation (Domestic Waster Only) with 10 Employees Equals 1.0 Equivalent Residential Unit (ER's) and 1 Employee Equals 20 Gal/Day.

Design Flow: $1.0 \text{ ER's} \times 200 \text{ Gal/Day} = 200 \text{ Gal/Day}$

Absorption Area Required: $200 \text{ Gal/Day} \times 1 \text{ Gal/Day/SF} = 200 \text{ SF}$
Drain Field Area Times 2 Fields

Gross Drain Field Area Required For 10 Employees: $60 \text{ Ft} \times 60 \text{ Ft} = 3600 \text{ SF} = 0.08 \text{ Ac.}$

Appendix 2: Parking Survey

Figure A2

Street	Segment	Width	Side	On Street		Public Off-Street Occ./Total	Private Off-Street Occ./Total	Total Occ./Total ²	Percent Occupancy
				Parallel Occ./ Total	Angle Occ./Total				
Riverside	3 rd - 2 nd	-	North	-	-	-	-	-	0.0%
"	" "	-	South	-	-	-	-	-	0.0%
Riverside	2 nd - 1 st	28'	North	1/6 dirt lot	-	-	-	1/6	16.7%
"	" "	-	South	-	-	-	-	-	0.0%
Riverside	1 st - Main	33'	North	-	-	-	3/14 Crown Pacific	3/14	21.4%
"	" "	-	South	3/3	-	-	-	3/3	100.0%
Bonner	Pkg - Main	26'	North	-	-	47/106 City	-	47/106	44.3%
"	" "	-	South	1/2	-	-	8/16 Napa	9/18	50.0%
Bonner	Main - 1st	34'	North	-	-	-	2/6 Store	2/6	33.3%
"	" "	-	South	0/2	-	-	-	0/2	0.0%
Bonner	1 st - 2 nd	36'	North	4/14	-	-	-	4/14	28.6%
"	" "	-	South	2/7	-	-	4/38 Zion Bank	6/1	13.3%
Bonner	2 nd - 3 rd	32'	North	0/3	-	-	-	0/3	0.0%
"	" "	-	South	-	-	-	-	-	0.0%
Kootenai	3 rd - 2 nd	28'	North	-	-	-	-	-	0.0%
"	" "	-	South	-	-	-	-	-	0.0%
Kootenai	2 nd - 1 st	42'	North	7/13	-	-	37/60 Safeway	44/73	60.3%
"	" "	-	South	8/13	-	-	5/15 Ct. House	13/28	46.4%
Kootenai	1 st - Main	37'	North	9/11	-	-	-	9/11	81.8%
"	" "	-	South	9/11	-	-	-	9/11	81.8%
Kootenai	Main - Pkg.	33'	North	-	-	-	5/6 Farm & Feed	5/6	83.3%
"	" "	-	South	-	-	-	-	-	0.0%
Arizona	Overpass - Main	47'	North	1/8	-	-	-	1/8	12.5%
"	" "	-	South	5/6	-	-	-	5/6	83.3%
Arizona	Main - 1st	43'	North	1/1	-	-	5/10 Pharmacy	6/11	54.5%
"	" "	-	South	0/5	-	-	-	0/5	0.0%
Railroad	1 st - 2 nd	35'	North	dirt	-	-	-	-	0.0%
"	" "	-	South	4/4 dirt	-	-	-	4/4	100.0%
Railroad	2 nd - 3 rd	27'	North	dirt	-	-	-	-	0.0%
"	" "	-	South	dirt	-	-	-	-	0.0%

Street	Segment	Width	Side	On Street		Public Off-Street Occ./Total	Private Off-Street Occ./Total	Total Occ./Total ²	Percent Occupancy
				Parallel Occ./ Total	Angle Occ./Total				
3rd	Railroad -	27'	East	-	-	-	-	-	0.0%
"	" "	-	West	-	-	-	-	-	0.0%
3 rd	Kootenai -	16'	East	-	-	-	-	-	0.0%
"	" "	-	West	-	-	-	-	-	0.0%
3 rd	Bonner -	-	East	-	-	-	-	-	0.0%
"	" "	-	West	-	-	-	-	-	0.0%
2 nd	Railroad -	28'	East	-	-	-	-	-	0.0%
"	" "	-	West	-	-	-	-	-	0.0%
2 nd	Kootenai -	47'	East	0/4	-	-	-	0/4	0.0%
"	" "	-	West	3/6	-	-	-	3/6	50.0%
2 nd	Bonner -	-	East	-	-	-	-	-	0.0%
"	" "	-	West	-	-	-	-	-	0.0%
1 st	Arizona -	45'	East	4/4	-	-	-	4/4	100.0%
"	" "	-	West	-	9-Jul	-	-	7/9	77.8%
1 st	Kootenai -	44'	East	5/8	-	-	-	5/8	62.5%
"	" "	-	West	2/6	-	-	-	2/6	33.3%
1 st	Bonner -	45'	East	0/3	-	-	-	0/3	0.0%
"	" "	-	West	2/7	-	-	-	2/7	28.6%
Main	Arizona -	43'	East	3/5	-	-	-	3/5	60.0%
"	" "	-	West	4/5	-	-	-	4/5	80.0%
Main	Kootenai -	43'	East	9/11	-	-	3/6 First Security	12/17	70.6%
"	" "	-	West	7/10	-	-	-	7/10	70.0%
Main	Bonner -	45'	East	4/8	-	-	-	4/8	50.0%
"	" "	-	West	5/6	-	-	-	5/6	83.3%
TOTAL:				103/192	9-Jul	47/106	72/171	229/478	
TOTAL PERCENTAGE OCCUPIED:				53.6%	77.80%	44.30%	42.10%	48.00%	

Legend:

- 1) Counts were taken between the times of 11:00 a.m. and 2:00 p.m. on Thursday, November 16, 2000
- 2) The ratios noted are: number occupied/total spaces available

APPENDIX 3: YOUTH SURVEY

February 2001 Bonners Ferry Youth Survey Results Summary

In February 2001, the planning team collaborated with the Boundary County School District to obtain opinions of Boundary County's youth about the future of their community. A random sampling of 48 eighth-graders and 51 eleventh-graders were surveyed by The Hingston Roach Group. Below is a summary of the students' answers.

1. What three things do you like most about living in Bonners Ferry or Boundary County?

<u>Like Most</u>	<u>Overall</u>	<u>8th Grade</u>	<u>11th Grade</u>
Scenery/Attractions	53%	45%	62%
People/Friends/Friendliness	44%	47%	49%
Small Town	34%	42%	26%
Safety/Low Crime	20%	15%	26%

2. What three things do you like least about living in Bonners Ferry or Boundary County?

<u>Like Least</u>	<u>Overall</u>	<u>8th Grade</u>	<u>11th Grade</u>
Lack of shopping opportunity	50%	55%	45%
Boring, nothing to do, no place to hang out	43%	40%	47%
Schools	32%	36%	28%
Lack of recreation/entertainment	30%	32%	28%
Small town	28%	17%	40%

3. How would you make life better for youth in Bonners Ferry and Boundary County?

<u>Make Life Better for Youth</u>	<u>Overall</u>	<u>8th Grade</u>	<u>11th Grade</u>
Recreation, things to do	73%	70%	77%
More Shopping Opportunities	27%	38%	15%
Improve Schools	24%	25%	23%
Expand Fairgrounds	2%	4%	0%
Other*	22%	19%	26%

***Question 3 - 8th Grade “Other” Comments**

- ◆ Put lights in, donate money
- ◆ Spend some money on something beneficial, get some money for the town.
- ◆ A way to cross the highway safely without going under it, which is usually out of the way.
- ◆ Enlarge the town
- ◆ Better condition of places.
- ◆ More discipline,
- ◆ I would have a meeting and see what people want.
- ◆ More town events
- ◆ More community input into what goes on and more support.

***Question 3 - 11th Grade “Other” Comments**

- ◆ Introduce open mindedness. Lower gas costs.
- ◆ Take away the drugs
- ◆ Lower drinking age.
- ◆ Rid the county of ringworm,
- ◆ Higher speed limits
- ◆ Better job opportunities
- ◆ Share the gospel of Jesus Christ and live to be a witness to those who are hurting and filling their lives with void.
- ◆ I help as a counselor for young kids at different clubs.
- ◆ More possibilities/variety, chances to meet other culture people.
- ◆ I'm not sure

4. What sports, community organizations or clubs (4-H/FFA, Boy/Girl Scouts, Babe Ruth Baseball, Jobs Daughters, church youth groups, etc.) do you participate in?

<u>Activity</u>	<u>Overall</u>	<u>8th Grade</u>	<u>11th Grade</u>
Sports	58%	60%	55%
Church/Youth Group	40%	38%	43%
4H/FFA	24%	21%	28%
Community Activity	9%	4%	15%
Boy/Girl Scout	9%	4%	15%

5. If more recreation or fun activities were created in Bonners Ferry, what should they be, and where should they be located?

	<u>8th Grade</u>	<u>11th Grade</u>
◆ Sports (12)	Summer Sports/Fairgrounds (1) Jr. High School Soccer (1) 3X3 BB High School Basketball (1) Swimming Team/School (1)	Paintball Rec/In Town (2) Tournaments/School (1) Basketball Court/Park (1) Pool: Fairgrounds (1)/Town (1) Smoke Free Bowling/Town (1) Lazar Tag/High School (1)

- ◆ Skate park (10) Fairgrounds (3) Fairgrounds (1)
 Downtown (4) Other (1)
 In Town (1)
- ◆ Mall (9) 3 Mile/No. Hill/Airport (2) In Town (2)
 Downtown (2) 3 Mile/No. Hill/Airport (1)
 Old High School site (1)
 Fairgrounds (1)
- ◆ Teen Dance Other (3) In Town (3)
 Club (8) 3 Mile/No. Hill/Airport (1)
 Anywhere (1)
- ◆ Arcade (7) Downtown (2) In Town (1)
 Other (1) Other (3)
- ◆ Roller and Ice 3 Mile/No. Hill/Airport (1) In Town (2)
 Skating Rink (7) South Hill (1) Downtown (1)
 3 Mile/No. Hill/Airport (1)
 Other/Anywhere (1)
- ◆ Other Activities: Recreation/Fitness Center (5); Climbing Wall (4); Baseball fields/batting cages (2)

6. a. How often do you go to Downtown Bonners Ferry?

	<u>Overall</u>	<u>8th Grade</u>	<u>11th Grade</u>
Often	56%	82%	38%
Sometimes	42%	25%	62%
Never	1%	1%	0%

b. Why do you go to Downtown Bonners Ferry?

<u>Reason</u>	<u>Overall</u>	<u>8th Often</u>	<u>11th Often</u>	<u>8th Sometimes</u>	<u>11th Sometimes</u>
Recreation	37%	53%	22%	46%	24%
Shopping	61%	51%	83%	54%	66%
Other*	32%	26%	55%	0%	38%
School	13%	12%	6%	0%	0%
Hang Out	13%	21%	0%	31%	3%

*** Question 6b. - 8th Grade “Other/Often” Comments**

- ◆ Library (3)
- ◆ To go to the post office.
- ◆ Church, orchestra (2)
- ◆ Eat (2)
- ◆ I go down there just because.
- ◆ 4-H meetings, church youth group, to run errands

***Question 6b - 11th Grade “Other/Often” Comments**

- ◆ Post Office (4)
- ◆ Eat (4)
- ◆ Library (4)
- ◆ Tutor (3)
- ◆ Jr. Miss practice (2)
- ◆ Bank (2)
- ◆ Different things, rent a book, optometrist, just cause, job related
- ◆ Tanning, get my hair cut

***Question 6b - 11th Grade “Other/Sometimes” Comments**

- ◆ Post Office (7)
- ◆ DMV
- ◆ Errands (2)
- ◆ Jr. Miss practice (2)
- ◆ Library
- ◆ Youth group meetings
- ◆ To baby-sit my niece, visit my mother at work, get my hair cut,

c. What things could be added to Downtown that would make you want to go there more often?

<u>Additions</u>	<u>Overall</u>	<u>8th Often</u>	<u>8th Sometimes</u>	<u>11th Often</u>	<u>11th Sometimes</u>
Mall/Stores	42%	32%	21%	15%	15%
Arcade	21%	7%	0%	9%	17%
Other*	20%	15%	4%	13%	9%
Dining	14%	13%	9%	2%	2%
Movie Theater	10%	2%	13%	0%	4%
Hang-out Place	6%	4%	2%	0%	6%
Pool/Rink	6%	8%	2%	2%	0%
Skate Park	4%	6%	0%	0%	2%

Question 6c – 8th Grade “Other” Comments

- ◆ No school
- ◆ Open gym, and laser tag
- ◆ Ring fights
- ◆ Sports, food
- ◆ I do not know
- ◆ Open gyms and a bunch of hotels for out of towners or a water park. Wave pool and indoor beach.
- ◆ Better fairgrounds, more barns, etc.
- ◆ A school with buildings and walkway

Question 6c – 11th Grade “Other” Comments

- ◆ Nothing, I enjoy how old the buildings are and the atmosphere.
- ◆ Youth community center, CLEAN indoor pool (pay to go).
- ◆ If it was renewed and freshened up, also if there were more businesses geared towards young people
- ◆ A better library
- ◆ Clean it up, outdoor stores.
- ◆ Better homes or neighborhoods build down there. A clothing store for teens other than Larson's. Restaurants.

7. What three things do you like most about your school?

<u>Like Most</u>	<u>Overall</u>	<u>8th grade</u>	<u>11th grade</u>
Teachers	50%	38%	64%
Friends/Social Activity	43%	47%	38%
Sports	19%	17%	21%
Other*	17%	15%	19%
Small Size	15%	11%	19%
Curriculum	15%	11%	19%

*Other - 8th Grade: nothing (5); fun (2); safety (1)

*Other - 11th Grade: spirit (4); safety (3); location (2)

8. What changes are needed at your school?

<u>Changes</u>	<u>Overall</u>	<u>8th grade</u>	<u>11th grade</u>
New School	51%	49%	53%
Other*	30%	34%	26%
Curriculum	16%	2%	32%
Gym	14%	11%	17%
Lockers	10%	19%	0%
Teachers	10%	4%	17%
Funding	7%	4%	11%

***Question 8 - 8th Grade “Other” Comments**

- ◆ Needs to be indoor, needs fire escape in gym/auditorium, needs lockers (could build a building for them).
- ◆ They just need a new school but they need a new gym a fire escape in the gym and lockers.
- ◆ Everything
- ◆ We needed to get more money.
- ◆ Looks of it
- ◆ Everything
- ◆ Cover the basketball court, fix gym so we can have dances in there.
- ◆ New building, escape routes for Mr. Reynolds room and the health room, new computer system
- ◆ The building, attitude of kids, no better seats in auditorium, a study hall
- ◆ A real school, new tiles on the ceiling of the gym, lots and lots of things.
- ◆ It's beyond help!
- ◆ More discipline, longer social time
- ◆ We need a new gym, or better gym and maybe roofs over walkways to classes, nice library.
- ◆ Better food and more of it, lockers
- ◆ Lots
- ◆ Better food selection, better campus and new teachers.
- ◆ To have actual buildings, lockers and sports equipment.
- ◆ There is a lot of things that could be changed.

***Question 8 - 11th Grade “Other” Comments**

- ◆ 4 day week with longer school hours
- ◆ Better equipment, stop threatening to cut drama, bring back newspaper, stop over funding sports
- ◆ Better facilities, equipment, more financial support for sports, clubs, etc.
- ◆ Better facilities, wear hats/handkerchiefs, new learning material
- ◆ Better school spirit! We need a better cheerleading program. Bigger building - with a pool! We need a swim team. Wear hats!
- ◆ New football field, bigger weight room
- ◆ Stricter dress code, new parking lot
- ◆ Teachers, wear hats, new school
- ◆ The dress code
- ◆ We need a better heating/cooling system and better desks.
- ◆ We need new heaters and windows. Too much money is spent on computers. Better classrooms.

Appendix 4: Sidewalk Inventory

Fibure A3: Sidewalk Inventory

	North		South	
	Width (Ft)	Condition	Width (Ft)	Condition
Riverside				
Main/1 st	8'(E1/2)	Good	None	None
1 st /2 nd	None	None	None	None
Bonner				
Bonner Port/Main	6	Fair	6'	Fair
Main/1 st	5.5	Fair	6	Fair
1 st /2 nd	6	Fair	6	Fair
Kootenai				
Bonner Port/Main	7.5	Poor	7.5	Poor
Main/1 st	6	Fair	13(E1/2)	Fair
			6(W1/2)	Fair
1 st /2 nd	8.5	Fair	6.5	Poor
Bonner Port/95	5	Poor	5	Poor
Arizona				
Library/Main	7	Fair	None	None
Main/1 st	(W1/2) 4.5	Good	None	None
	E1/2) 4.5	Poor		
	East		West	
	Width (Ft)	Condition	Width (Ft)	Condition
Main St.				
A2/Kootenai	9.5	Poor	15.5	Good
Kootenai/Bonner	10	Fair	10	Good
Bonner/Riverside	10	Fair	10	Good
First St.				
A2/Kootenai	7.5	Poor	9.5	Good
Kootenai/Bonner	7.5	Poor	7	Good
Bonner/Riverside	7.5	Poor	8	Fair

Legend

Good - Concrete is not cracked or deteriorated; these segments can be saved.

Fair - Concrete is deteriorated, has cracks and little remaining useful life; these segments should be replaced.

Poor - Concrete is fully depreciated and must be replaced.

Appendix 5: Preliminary Project Costs

CITY OF BONNERS FERRY					
DOWNTOWN REVITALIZATION					
ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS					
April 3, 2001					
Prepared By:	F. PARKER				
Description	Unit	Quantity	Unit Price	Total	
PRIORITY 1					
1.1 (Parking Lot Enhancement, Bonner Port Rd.)					
STORM SEWER:					
Trench Excavation	LF	200	\$12.00	\$2,400.00	
12" CHDPA Pipe	LF	200	\$10.00	\$2,000.00	
Bedding	LF	200	\$2.00	\$400.00	
Type I Catch Basin	EA	2	\$1,100.00	\$2,200.00	
Connect to Existing Storm Sewer	EA	2	\$800.00	\$1,600.00	
PARKING LOT: (400'x200')					
Site Prep.	LS	1	\$2,000.00	\$2,000.00	
Base Rock (4")	CY	978	\$14.00	\$13,692.00	
Asphalt Pavement (2")	TON	1108	\$48.00	\$53,184.00	
Striping	LF	1200	\$2.00	\$2,400.00	
Illumination	EA	9	\$8,000.00	\$72,000.00	
BONNER PORT RD: (36'x500')					
Site Prep	LS	1	\$3,000.00	\$3,000.00	
Base Rock	CY	518	\$14.00	\$7,252.00	
Concrete Curb/Gutter (east/west)	LF	1000	\$9.00	\$9,000.00	
Concrete Sidewalk (east/west)	SY	555	\$21.00	\$11,655.00	
Asphalt Pavement	TON	367	\$48.00	\$17,616.00	
Illumination	EA	13	\$8,000.00	\$104,000.00	
Striping	LF	1500	\$2.00	\$3,000.00	
Mobilization	LS	1	\$21,517.00	\$21,517.00	
			Subtotal	\$328,916.00	
			10% Construction Contingency	\$32,892.00	
			Construction Estimate Subtotal	\$361,808.00	
ENGINEERING					
Preliminary Engineering				\$7,236.00	
Design Phase Services				\$43,417.00	
Construction Phase Services				\$43,417.00	
ESTIMATED TOTAL PROJECT COSTS				\$455,878.00	
DISCRETIONARY:					
Landscape	LS	1	\$15,000.00	\$15,000.00	
Banners	EA	13	\$100.00	\$1,300.00	
Benches	EA	2	\$1,500.00	\$3,000.00	
Trash Receptacles	EA	2	\$1,000.00	\$2,000.00	
Information Kiosk	EA	1	\$4,000.00	\$4,000.00	
			Subtotal	\$25,300.00	
			10% Construction Contingency	\$2,530.00	
			Construction Estimate Subtotal	\$27,830.00	

**CITY OF BONNERS FERRY
DOWNTOWN REVITALIZATION
ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS**

April 3, 2001

Prepared By:	F. PARKER				
Description	Unit	Quantity	Unit Price	Total	
PRIORITY 1					
1.4 MAIN ST. ENHANCEMENT (Riverside to Arizona)					
Asphalt Pavement Overlay 2"	TON	487	\$48.00	\$23,376.00	
Tack Coat	TON	5.28	\$350.00	\$1,848.00	
Asphalt Patch:					
Saw Cutting	LF	1600	\$1.50	\$2,400.00	
Asphalt Removal	SY	356	\$1.50	\$534.00	
Excavation	CY	118	\$12.00	\$1,416.00	
Base Rock	CY	59	\$14.00	\$826.00	
Asphalt paving	TON	43	\$48.00	\$2,064.00	
Concrete Curb/Gutter (east/west)	LF	1500	\$9.00	\$13,500.00	
Concrete Sidewalk (east)	SY	778	\$21.00	\$16,338.00	
Historical Illumination	EA	20	\$8,000.00	\$160,000.00	
Trees	EA	2	\$500.00	\$1,000.00	
Striping	LF	2400	\$2.00	\$4,800.00	
Mobilization	LS	1	\$15,190.00	\$15,190.00	
			Subtotal		\$243,292.00
			10% Construction Contingency		\$24,329.00
			Construction Estimate Subtotal		\$267,621.00
ENGINEERING					
					\$5,352.00
					\$32,115.00
					\$32,115.00
ESTIMATED TOTAL PROJECT COSTS					
					\$337,203.00
DISCRETIONARY:					
Bulbs @ Intersections,	LF	140	\$11.00	\$1,540.00	
Colored, Stamped Concrete Sidewalk	SY	150	\$63.00	\$9,450.00	
Banners	EA	20	\$100.00	\$2,000.00	
Benches	EA	4	\$1,500.00	\$6,000.00	
Trash Receptacles	EA	4	\$1,000.00	\$4,000.00	
Drinking Fountain	EA	1	\$3,500.00	\$3,500.00	
Clock	EA	1	\$13,900.00	\$13,900.00	
Information Kiosk	EA	1	\$4,000.00	\$4,000.00	
			Subtotal		\$44,390.00
			10% Construction Contingency		\$4,439.00
			Construction Estimate Subtotal		\$48,829.00

CITY OF BONNERS FERRY

US 95 - SOUTH HILL

ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS

March 29, 2001

Prepared By:	F. PARKER				
Description		Unit	Quantity	Unit Price	Total
1.5 CURB/GUTTER, SIDEWALK: (east side)					
PRIORITY A (Madison to 300' N. Of Tamarack)					
Clear/Grub		AC	0.77	\$3,000.00	\$2,310.00
Excavation		CY	1244	\$12.00	\$14,928.00
Base Rock		CY	410	\$14.00	\$5,740.00
Concrete Curb/Gutter		LF	4800	\$9.00	\$43,200.00
Concrete Sidewalk		SY	2667	\$21.00	\$56,007.00
Remove Existing Curb		LF	920	\$2.50	\$2,300.00
Remove Existing Sidewalk		SY	467	\$3.00	\$1,401.00
Mobilization		LS	1	\$8,812.00	\$8,812.00
			Subtotal		\$134,698.00
				10% Construction Contingency	\$13,470.00
				Construction Estimate Subtotal	\$148,168.00
ENGINEERING					
	Preliminary Engineering				\$2,963.00
	Design Phase Services				\$17,780.00
	Construction Phase Services				\$17,780.00
ESTIMATED TOTAL PROJECT COST					\$186,691.00
3.3 CURB/GUTTER, SIDEWALK: (east side)					
PRIORITY B (300' S. Of Tamarack to city limit)					
Clear/Grub		AC	0.46	\$3,000.00	\$1,380.00
Excavation		CY	751	\$12.00	\$9,012.00
Base Rock		CY	248	\$14.00	\$3,472.00
Concrete Curb/Gutter		LF	2900	\$9.00	\$26,100.00
Concrete Sidewalk		SY	1611	\$21.00	\$33,831.00
Mobilization		LS	1	\$5,165.00	\$5,165.00
			Subtotal		\$78,960.00
				10% Construction Contingency	\$7,896.00
				Construction Estimate Subtotal	\$86,856.00
ENGINEERING					
	Preliminary Engineering				\$1,737.00
	Design Phase Services				\$10,423.00
	Construction Phase Services				\$10,423.00
ESTIMATED TOTAL PROJECT COST					\$109,439.00

CITY OF BONNERS FERRY

US 95 - SOUTH HILL

ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS

March 29, 2001

Prepared By:	F. PARKER				
Description		Unit	Quantity	Unit Price	Total
1.5 ILLUMINATION: (east side)					
PRIORITY A (Madison to Tamarack)					
Trench Excavation, Wire/Trans, Light Poles		LS	26	\$8,000.00	\$208,000.00
Banners		EA	26	\$100.00	\$2,600.00
1.5 TRAFFIC SIGNALS:					
PRIORITY A					
Signals		LS	0	\$99,999.00	\$0.00
Mobilization		LS	1	\$14,560.00	\$14,560.00
			Subtotal		\$225,160.00
				10% Construction Contingency	\$22,516.00
				Construction Estimate Subtotal	\$247,676.00
ENGINEERING					
Preliminary Engineering					\$4,954.00
Design Phase Services					\$29,721.00
Construction Phase Services					\$29,721.00
ESTIMATED TOTAL PROJECT COST					\$312,072.00
3.3 ILLUMINATION: (east side)					
PRIORITY B (Tamarack to city limit)					
Trench Excavation, Wire/Trans, Light Poles		LS	16	\$8,000.00	\$128,000.00
Banners		EA	16	\$100.00	\$1,600.00
3.3 TRAFFIC SIGNALS:					
PRIORITY B					
Signals		LS	0	\$99,999.00	\$0.00
Mobilization		LS	1	\$8,960.00	\$8,960.00
			Subtotal		\$138,560.00
				10% Construction Contingency	\$13,856.00
				Construction Estimate Subtotal	\$152,416.00
ENGINEERING					
Preliminary Engineering					\$3,048.00
Design Phase Services					\$18,290.00
Construction Phase Services					\$18,290.00
ESTIMATED TOTAL PROJECT COST					\$192,044.00

CITY OF BONNERS FERRY

US 95 - SOUTH HILL

ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS

March 29, 2001

Prepared By:	F. PARKER				
Description		Unit	Quantity	Unit Price	Total
1.5 ROADWORK: (widen to 3 lanes)					
PRIORITY A (Madison to 300' N. of Tamarack)					
Clear/Grub		AC	0.66	\$3,000.00	\$1,980.00
Excavation		CY	2022	\$12.00	\$24,264.00
Import Fill		CY	1000	\$14.00	\$14,000.00
Ballast		CY	2020	\$16.00	\$32,320.00
Sawcut Asphalt		LF	6000	\$1.50	\$9,000.00
Remove Asphalt		SY	6066	\$1.50	\$9,099.00
Base Rock (10")		CY	1678	\$16.00	\$26,848.00
Geo. Fab.		SY	6066	\$2.00	\$12,132.00
Asphalt Pavement (5")		TON	1868	\$48.00	\$89,664.00
Signs		EA	24	\$100.00	\$2,400.00
Striping		LF	14000	\$1.50	\$21,000.00
Mobilization		LS	1	\$16,989.00	\$16,989.00
			Subtotal		\$259,696.00
			10% Construction Contingency		\$25,970.00
			Construction Estimate Subtotal		\$285,666.00
ENGINEERING					
	Preliminary Engineering				\$5,713.00
	Design Phase Services				\$34,280.00
	Construction Phase Services				\$34,280.00
ESTIMATED TOTAL PROJECT COST					\$359,939.00
3.3 PRIORITY B (300' S. of Tamarack to city limit)					
Clear/Grub		AC	0.68	\$3,000.00	\$2,040.00
Excavation		CY	1089	\$12.00	\$13,068.00
Import Fill		CY	1000	\$14.00	\$14,000.00
Ballast		CY	1089	\$16.00	\$17,424.00
Sawcut Asphalt		LF	3480	\$1.50	\$5,220.00
Remove Asphalt		SY	3266	\$1.50	\$4,899.00
Base Rock (10")		CY	903	\$16.00	\$14,448.00
Geo. Fab.		SY	3266	\$2.00	\$6,532.00
Asphalt Pavement (5")		TON	1005	\$48.00	\$48,240.00
Signs		EA	15	\$100.00	\$1,500.00
Striping		LF	9000	\$1.50	\$13,500.00
Mobilization		LS	1	\$9,861.00	\$9,861.00
			Subtotal		\$150,732.00
			10% Construction Contingency		\$15,073.00
			Construction Estimate Subtotal		\$165,805.00
ENGINEERING					
	Preliminary Engineering				\$3,316.00
	Design Phase Services				\$19,897.00
	Construction Phase Services				\$19,897.00
ESTIMATED TOTAL PROJECT COST					\$208,915.00

CITY OF BONNERS FERRY					
US 95 - SOUTH HILL					
ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS					
March 29, 2001					
Prepared By:	F. PARKER				
Description	Unit	Quantity	Unit Price	Total	
1.5 STORM SEWER:					
PRIORITY A (Madison to Tamarack)					
Clear/Grub	AC	0.83	\$3,000.00	\$2,490.00	
Trench Excavation	LF	9000	\$12.00	\$108,000.00	
12" CHDPA Pipe	LF	700	\$10.00	\$7,000.00	
24" CHDPE Pipe	LF	8300	\$20.00	\$166,000.00	
Bedding	LF	9000	\$2.00	\$18,000.00	
Type I Catch Basin	EA	30	\$1,100.00	\$33,000.00	
Remove Asphalt	SY	776	\$1.50	\$1,164.00	
Type A3 Base Rock	CY	697	\$16.00	\$11,152.00	
Asphalt Pavement	TON	776	\$48.00	\$37,248.00	
Remove Existing Storm Sewer	LF	250	\$5.00	\$1,250.00	
Mobilization	LS	1	\$26,917.00	\$26,917.00	
		Subtotal		\$412,221.00	
		10% Construction Contingency		\$41,222.00	
		Construction Estimate Subtotal		\$453,443.00	
ENGINEERING					
		Preliminary Engineering		\$9,069.00	
		Design Phase Services		\$54,413.00	
		Construction Phase Services		\$54,413.00	
EASEMENT ACQUISITION					
		Administration/Negotiations		\$1,500.00	
		Appraisals/Title Reports		\$1,000.00	
		Document Preparation		\$1,000.00	
		Legal Fees		\$1,000.00	
		Records-of-Survey		\$2,000.00	
ESTIMATED TOTAL PROJECT COST					
\$577,838.00					
3.3 PRIORITY B (Tamarack to City limit)					
Clear/Grub	AC	0.49	\$3,000.00	\$1,470.00	
Trench Excavation	LF	4350	\$12.00	\$52,200.00	
12" CHDPE Pipe	LF	400	\$10.00	\$4,000.00	
24" CHDPE Pipe	LF	3950	\$20.00	\$79,000.00	
Bedding	LF	4350	\$2.00	\$8,700.00	
Type I Catch Basin	EA	16	\$1,100.00	\$17,600.00	
Remove Asphalt	SY	164	\$1.50	\$246.00	
Type A3 Base Rock	CY	148	\$16.00	\$2,368.00	
Asphalt Pavement	TON	164	\$48.00	\$7,872.00	
Remove Existing Storm Sewer	LF	300	\$5.00	\$1,500.00	
Mobilization	LS	1	\$12,247.00	\$12,247.00	
		Subtotal		\$187,203.00	
		10% Construction Contingency		\$18,720.00	
		Construction Estimate Subtotal		\$205,923.00	
ENGINEERING					
		Preliminary Engineering		\$4,118.00	
		Design Phase Services		\$24,711.00	
		Construction Phase Services		\$24,711.00	
EASEMENT ACQUISITION					
		Administration/Negotiations		\$1,500.00	
		Appraisals/Title Reports		\$1,000.00	
		Document Preparation		\$1,000.00	
		Legal Fees		\$1,000.00	
		Records-of-Survey		\$2,000.00	
ESTIMATED TOTAL PROJECT COST					
\$265,963.00					

CITY OF BONNERS FERRY

US 95 - SOUTH HILL

ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS

March 29, 2001

Prepared By:	F. PARKER				
Description	(300' north and south of Tamarack)	Unit	Quantity	Unit Price	Total
1.6 TAMARAK LANE IMPROVEMENTS:					
TRAFFIC SIGNALS:					
Signals		LS	1	\$99,999.00	\$99,999.00
ROADWORK: (widen to 3 lanes)					
Clear/Grub		AC	0.15	\$3,000.00	\$450.00
Excavation		CY	311	\$12.00	\$3,732.00
Import Fill		CY	200	\$14.00	\$2,800.00
Ballast		CY	311	\$16.00	\$4,976.00
Sawcut Asphalt		LF	600	\$1.50	\$900.00
Remove Asphalt		SY	934	\$1.50	\$1,401.00
Base Rock (10")		CY	258	\$16.00	\$4,128.00
Geo. Fab.		SY	934	\$2.00	\$1,868.00
Asphalt Pavement (5")		TON	287	\$48.00	\$13,776.00
Signs		EA	6	\$100.00	\$600.00
Striping		LF	1800	\$1.50	\$2,700.00
CURB/GUTTER, SIDEWALK: (east side)					
Clear/Grub		AC	0.1	\$3,000.00	\$300.00
Excavation		CY	129	\$12.00	\$1,548.00
Base Rock		CY	43	\$14.00	\$602.00
Concrete Curb/Gutter		LF	500	\$9.00	\$4,500.00
Concrete Sidewalk		SY	278	\$21.00	\$5,838.00
Mobilization		LS	1	\$7,990.00	\$7,990.00
			Subtotal		\$158,108.00
			10% Construction Contingency		\$15,811.00
			Construction Estimate Subtotal		\$173,919.00
ENGINEERING					
	Preliminary Engineering				\$3,478.00
	Design Phase Services				\$20,870.00
	Construction Phase Services				\$20,870.00
ESTIMATED TOTAL PROJECT COST					\$219,137.00

CITY OF BONNERS FERRY/KOOTENAI RIVER INN

U.S. 95 Pedestrian Underpass

ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS

April 5, 2001

Prepared By:	F. PARKER				
Description	Unit	Quantity	Unit Price	Total	
Mobilization	LS	1	\$37,500.00	\$37,500.00	
Traffic Control	LS	1	\$10,000.00	\$10,000.00	
Concrete Temp. Barrier Stage 1 & 2	LF	1000	\$16.00	\$16,000.00	
Demo and Remove Stage 1 & 2	LS	1	\$2,500.00	\$2,500.00	
Structure Excavation Stage 1 & 2	CY	4700	\$10.00	\$47,000.00	
Structure Backfill Stage 1 & 2	CY	4150	\$8.00	\$33,200.00	
Structure Sub Base	TON	130	\$18.00	\$2,340.00	
Precast Structure/ Wing Walks Stage 1 & 2	LF	140	\$1,500.00	\$210,000.00	
Constant Drainage Stage 1 & 2	EA	2	\$3,000.00	\$6,000.00	
Pedestrian Lighting Tunnel/ Walk	EA	10	\$2,500.00	\$25,000.00	
Aggregate Base Course Hwy	TON	205	\$18.00	\$4,950.00	
Concrete Curb & Gutter Hwy	LF	120	\$18.00	\$2,160.00	
Concrete Curb Only Hwy	LF	120	\$15.00	\$1,800.00	
Concrete Sidewalk Hwy	SY	66	\$24.00	\$1,584.00	
AC Pavement Hwy	TON	140	\$40.00	\$5,600.00	
Striping Hwy	LS	1	\$400.00	\$400.00	
Slope Protection Rip Rap	CY	100	\$35.00	\$3,500.00	
Site Grading	LS	1	\$2,500.00	\$2,500.00	
Site Walkways	SY	66	\$24.00	\$1,584.00	
Ac Patching	TON	25	\$58.00	\$1,450.00	
Bollards	EA	6	\$175.00	\$1,050.00	
Hydroseed	LS	1	\$500.00	\$500.00	
				Subtotal Direct Construction Costs	
				\$416,618.00	
Escalation Costs - Pre Time/ Night Lights	LS	1	\$12,000.00	\$12,000.00	
				Subtotal Construction Costs	
				\$428,618.00	
ENGINEERING/ ADMINISTRATION					
ITD Administration				\$2,000.00	
Environmental				\$21,400.00	
Preliminary Engineering				\$42,800.00	
Construction Engineering & Contingencies				\$65,000.00	
ESTIMATED TOTAL PROJECT COSTS				\$559,800.00	

CITY OF BONNERS FERRY					
DOWNTOWN REVITALIZATION					
ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS					
April 3, 2001					
Prepared By:	F. PARKER				
Description	Unit	Quantity	Unit Price	Total	
PRIORITY 2					
2.1 EXTEND BONNER PORT ST. (Kootenai to Library)					
Clear and Grub	AC	0.23	\$3,500.00	\$805.00	
Fill (embankment)	CY	472	\$14.00	\$6,608.00	
Excavation	CY	157	\$12.00	\$1,884.00	
Ballast	CY	314	\$16.00	\$5,024.00	
Base Rock (6")	CY	134	\$14.00	\$1,876.00	
Asphalt Pavement(4")	TON	161	\$48.00	\$7,728.00	
Concrete Curb/Gutter (East/West)	LF	500	\$9.00	\$4,500.00	
Concrete sidewalk(East)	SY	139	\$21.00	\$2,919.00	
Illumination	EA	7	\$8,000.00	\$56,000.00	
Striping	LF	1500	\$2.00	\$3,000.00	
Signs	LS	1	\$1,000.00	\$1,000.00	
Mobilization	LS	1	\$6,394.00	\$6,394.00	
			Subtotal	\$97,738.00	
			10% Construction Contingency	\$9,774.00	
			Construction Estimate Subtotal	\$107,512.00	
ENGINEERING					
Preliminary Engineering				\$2,150.00	
Design Phase Services				\$12,901.00	
Construction Phase Services				\$12,901.00	
ESTIMATED TOTAL PROJECT COSTS				\$135,464.00	
Discretionary:					
Banners	EA	7	\$100.00	\$700.00	
			Subtotal	\$700.00	
			10% Construction Contingency	\$70.00	
			Construction Estimate Subtotal	\$770.00	

CITY OF BONNERS FERRY					
DOWNTOWN REVITALIZATION					
ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS					
April 3, 2001					
Prepared By:	F. PARKER				
Description	Unit	Quantity	Unit Price	Total	
PRIORITY 2					
2.2 KOOTENAI ST. ENHANCEMENT (US 95 to Safeway Alley)					
Asphalt Pavement Overlay (2")	TON	564	\$48.00	\$27,072.00	
Tack Coat	TON	3.5	\$350.00	\$1,225.00	
Asphalt Patch:					
Saw Cutting	LF	2200	\$1.50	\$3,300.00	
Asphalt Removal	SY	490	\$1.50	\$735.00	
Excavation	CY	163	\$12.00	\$1,956.00	
Base Rock	CY	252	\$14.00	\$3,528.00	
Asphalt Pavement	TON	118	\$48.00	\$5,664.00	
Illumination	EA	29	\$8,000.00	\$232,000.00	
Concrete Curb/Gutter (north/south)	LF	2000	\$9.00	\$18,000.00	
Concrete Sidewalk (north/south)	SY	1111	\$21.00	\$23,331.00	
Striping	LF	3300	\$2.00	\$6,600.00	
Mobilization	LS	1	\$5,937.00	\$5,937.00	
				Subtotal	
				10% Construction Contingency	
				Construction Estimate Subtotal	
				\$329,348.00	
				\$32,935.00	
				\$362,283.00	
ENGINEERING					
				Preliminary Engineering	
				Design Phase Services	
				Construction Phase Services	
				\$7,246.00	
				\$43,474.00	
				\$43,474.00	
ESTIMATED TOTAL PROJECT COSTS				\$456,477.00	
DISCRETIONARY:					
Banners	EA	29	\$100.00	\$2,900.00	
Benches	EA	4	\$1,500.00	\$6,000.00	
Trash Receptacles	EA	4	\$1,000.00	\$4,000.00	
				Subtotal	
				10% Construction Contingency	
				Construction Estimate Subtotal	
				\$12,900.00	
				\$1,290.00	
				\$14,190.00	

CITY OF Bonners FERRY							
DOWNTOWN REVITALIZATION							
ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS							
April 4, 2001							
Prepared By:	F. PARKER						
Description	Unit	Quantity	Unit Price	Total			
PRIORITY 2							
2.3 BONNER ST. ENHANCEMENT (Parking lot to Safeway Alley)							
Asphalt Overlay (2")	TON	366	\$48.00	\$17,568.00			
Tack Coat	TON	4	\$350.00	\$1,400.00			
Asphalt Patch:							
Saw Cutting	LF	1600	\$1.50	\$2,400.00			
Asphalt removal	SY	356	\$1.50	\$534.00			
Excavation	CY	118	\$12.00	\$1,416.00			
Base Rock	CY	187	\$14.00	\$2,618.00			
Asphalt Pavement	TON	86	\$48.00	\$4,128.00			
Striping	LF	2400	\$2.00	\$4,800.00			
Concrete Curb/Gutter (north/south)	LF	1500	\$9.00	\$13,500.00			
Concrete Sidewalk (north/south)	SY	417	\$21.00	\$8,757.00			
Illumination	EA	22	\$8,000.00	\$176,000.00			
Mobilization	LS	1	\$15,982.00	\$15,982.00			
			Subtotal	\$249,103.00			
			10% Construction Contingency	\$24,910.00			
			Construction Estimate Subtotal	\$274,013.00			
ENGINEERING							
			Preliminary Engineering	\$5,480.00			
			Design Phase Services	\$32,882.00			
			Construction Phase Services	\$32,882.00			
ESTIMATED TOTAL PROJECT COSTS				\$345,257.00			
DISCRETIONARY:							
			Banners	EA	22	\$100.00	\$2,200.00
			Benches	EA	4	\$1,500.00	\$6,000.00
			Trash Receptacles	EA	4	\$1,000.00	\$4,000.00
			Subtotal			\$12,200.00	
			10% Construction Contingency			\$1,220.00	
			Construction Estimate Subtotal			\$13,420.00	

CITY OF BONNERS FERRY					
DOWNTOWN REVITALIZATION					
ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS					
April 4, 2001					
Prepared By:	F. PARKER				
Description	Unit	Quantity	Unit Price	Total	
PRIORITY 2					
2.5 EMPLOYEE PARKING (SW corner Main to Arizona)					
STORM SEWER:					
Trench Excavation, Backfill	LF	150	\$12.00	\$1,800.00	
12" CHDPE Pipe	LF	150	\$10.00	\$1,500.00	
Bedding	LF	150	\$2.00	\$300.00	
Type 1 Catch Basin	EA	2	\$1,100.00	\$2,200.00	
Connect to Existing Sewer	EA	2	\$800.00	\$1,600.00	
Demo Existing Building	LS	1	\$10,000.00	\$10,000.00	
Demo Existing Parking Area	SY	833	\$2.00	\$1,666.00	
Site Prep./ Grading	LS	1	\$4,500.00	\$4,500.00	
Base Rock	CY	146	\$14.00	\$2,044.00	
Asphalt Pavement	TON	166	\$48.00	\$7,968.00	
Striping	LF	600	\$2.00	\$1,200.00	
Illumination	EA	4	\$8,000.00	\$32,000.00	
Mobilization	LS	1	\$4,674.00	\$4,674.00	
			Subtotal	\$71,452.00	
			10% Construction Contingency	\$7,145.00	
			Construction Estimate Subtotal	\$78,597.00	
ENGINEERING					
Preliminary Engineering				\$1,572.00	
Design Phase Services				\$9,432.00	
Construction Phase Services				\$9,432.00	
Land Acquisition:					
Acquisition cost	LS	1	\$2,000.00	\$2,000.00	
Appraisal	LS	1	\$3,000.00	\$3,000.00	
Legal Fees	LS	1	\$1,000.00	\$1,000.00	
Title Work	LS	1	\$400.00	\$400.00	
Purchase Property	SF	13,500	\$4.00	\$54,000.00	
ESTIMATED TOTAL PROJECT COSTS				\$159,433.00	
DISCRETIONARY:					
Landscape	LS	1	\$5,000.00	\$5,000.00	
			Subtotal	\$5,000.00	
			10% Construction Contingency	\$500.00	
			Construction Estimate Subtotal	\$5,500.00	

**CITY OF BONNERS FERRY
DOWNTOWN REVITALIZATION
ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS**

April 4, 2001

Prepared By:	F. PARKER				
Description	Unit	Quantity	Unit Price	Total	
PRIORITY 2					
2.6 FIRST ST. ENHANCEMENT (Riverside to Arizona)					
Asphalt Pavement Overlay (2")	TON	499	\$48.00	\$23,952.00	
Tack Coat	TON	5.4	\$350.00	\$1,890.00	
Asphalt Patch:					
Saw Cutting	LF	1600	\$1.50	\$2,400.00	
Asphalt Removal	SY	356	\$1.50	\$534.00	
Excavation	CY	118	\$12.00	\$1,416.00	
Base Rock	CY	142	\$14.00	\$1,988.00	
Asphalt Pavement	TON	86	\$48.00	\$4,128.00	
Striping	LF	2400	\$2.00	\$4,800.00	
Concrete Curb/ Gutter (east/west)	LF	700	\$9.00	\$6,300.00	
Concrete Sidewalk(east/west, Bonner to Riverside)	SY	445	\$21.00	\$9,345.00	
Illumination	EA	20	\$8,000.00	\$160,000.00	
Mobilization	LS	1	\$14,837.00	\$14,837.00	
			Subtotal	\$231,590.00	
			10% Construction Contingency	\$23,159.00	
			Construction Estimate Subtotal	\$254,749.00	
ENGINEERING					
Preliminary Engineering				\$5,095.00	
Design Phase Services				\$30,570.00	
Construction Phase Services				\$30,570.00	
ESTIMATED TOTAL PROJECT COSTS				\$320,984.00	
DISCRETIONARY:					
Banners	EA	20	\$100.00	\$2,000.00	
Benches	EA	4	\$1,500.00	\$6,000.00	
Trash Receptacles	EA	4	\$1,000.00	\$4,000.00	
Information Kiosk	EA	1	\$4,000.00	\$4,000.00	
			Subtotal	\$16,000.00	
			10% Construction Contingency	\$1,600.00	
			Construction Estimate Subtotal	\$17,600.00	

CITY OF BONNERS FERRY					
DOWNTOWN REVITALIZATION					
ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS					
April 4, 2001					
Prepared By:	F. PARKER				
Description	Unit	Quantity	Unit Price	Total	
PRIORITY 2					
2.7 ARIZONA PEDESTRIAN ENHANCEMENT (First St. to Kootenai River Inn lot)					
Remove Existing Sidewalk	SY	450	\$3.00	\$1,350.00	
Site Preparation	LS	1	\$1,500.00	\$1,500.00	
Base Rock	CY	55	\$14.00	\$770.00	
Concrete Sidewalk *	SY	500	\$21.00	\$10,500.00	
Illumination	EA	13	\$8,000.00	\$104,000.00	
Mobilization	LS	1	\$8,268.00	\$8,268.00	
* (existing sidewalk is good from First St. to employee parking lot)					
			Subtotal	\$126,388.00	
			10% Construction Contingency	\$12,639.00	
			Construction Estimate Subtotal	\$139,027.00	
ENGINEERING					
Preliminary Engineering				\$2,781.00	
Design Phase Services				\$16,683.00	
Construction Phase Services				\$16,683.00	
ESTIMATED TOTAL PROJECT COSTS				\$175,174.00	
DISCRETIONARY:					
Banners	EA	13	\$100.00	\$1,300.00	
Benches	EA	2	\$1,500.00	\$3,000.00	
TrashReceptacles	EA	2	\$1,000.00	\$2,000.00	
			Subtotal	\$6,300.00	
			10% Construction Contingency	\$630.00	
			Construction Estimate Subtotal	\$6,930.00	

CITY OF BONNERS FERRY

US 95 - SOUTH HILL

ENGINEER'S OPINION OF PRELIMINARY PROJECT COSTS

April 5, 2001

Prepared By:	F. PARKER	
Description		Total
	GRAND TOTAL PROJECT COSTS:	
	Storm Sewer:	
	Priority A (Madison to Tamarack)	\$577,838.00
	Priority B(Tamarack to City Limits)	\$265,963.00
	Road Work: (widen to three lanes)	
	Priority A (Madison to 300' N. of Tamarack)	\$359,939.00
	Priority B (300' S. of Tamarack to City Limit)	\$208,915.00
	Curb/Gutter, Sidewalk: (east side)	
	Priority A (Madison to (300' N. of Tamarack)	\$186,691.00
	Priority B (300' S. of Tamarack to City Limit)	\$109,439.00
1.5	PRIORITY A BASIC	\$1,124,468.00
3.3	PRIORITY B BASIC	\$584,317.00
	DISCRETIONARY:	
	Illumination: (east side)	
1.5	Priority A (Madison to Tamarack)	\$312,072.00
3.3	Priority B (Tamarack to City Limit)	\$192,004.00
	Tamarack Lane Improvements:	\$219,137.00
	Signal	
	Roadwork	
	Curb/Gutter, Sidewalk	
1.5	TOTAL PRIORITY A	\$143,654.00
3.3	TOTAL PRIORITY B	\$776,312.00
1.6	TOTAL TAMARACK LANE	\$219,137.00

APPENDIX 6
POTENTIAL RESOURCES FOR DEVELOPMENT

Table A1, below and on the next page, refers to resources beginning on page 6-3.

TABLE A1 Part 1
Funding and Other Potential Resources

Program Areas Resource Type	RESOURCES, PER DESCRIPTIONS IN APPENDIX 6									
Organizational	F3 F4 F5 F6 F9	F10 F18 F19 F21 F23	F24 F25 F29 F30 F38	F39 F42						
Federal	S1 S2 S3 S14 S16	S17 S24								
State	L2 L3 L8									
Local	P1 P6 P10 P11 P13	P14 P26 P50 P60 P61								
Private										
Education and Training	F3 F6 F7 F10 F11	F14 F16 F18 F20 F23	F24 F25 F26 F31 F35	F37 F39 F40 F41 F45						
Federal	S1 S2 S11									
State	L2									
Local	P1 P3 P7 P8 P9	P11 P13 P14 P17 P19	P22 P23 P24 P27 P32	P28 P29 P30 P31 P32	P33 P34 P35 P36 P37	P38 P43 P44 P50 P54				
Private	P56 P57 P58 P59 P60	P61								
Downtown	F1 F2 F3 F4 F5	F6 F7 F11 F12 F13	F19 F20 F22 F23 F24	F25 F26 F27 F28 F29	F30 F33 F43 F44 F46	F47 F48				
Federal	S1 S2 S3 S4 S5	S6 S7 S8 S9 S10	S11 S12 S14 S16							
State	L1 L2 L3 L4 L5	L6 L7 L8								
Local	P1 P2 P3 P6 P9	P10 P11 P12 P13 P14	P15 P16 P17 P18 P20	P21 P28 P29 P30 P31	P35 P36 P39 P40 P41	P42 P43 P44 P45 P46				
Private	P47 P48 P50 P51 P52	P54 P55 P57 P58 P59	P60 P61							
Transportation/Corridor	F1 F3 F4 F5 F11	F12 F13 F14 F15 F17	F23 F26 F27 F32 F34	F39						
Federal	S6 S12 S15									
State	L1 L2 L3 L4 L5	L6 L7 L8								
Local	P1 P11 P17 P19 P23	P24 P25								
Private										

**TABLE A1 Part 2
Funding and Other Potential Resources**

Program Areas Resource Type	RESOURCES, PER DESCRIPTIONS IN APPENDIX 6									
Promotion										
Federal	F5 F6 F19 F20 F25	F35 F41 F43								
State	S1 S2 S3 S12 S14	S15 S16								
Local	L2 L3 L5 L6									
Private	P1 P6 P7 P8 P11	P17 P18								
Interpretation/Historic Preservation										
Federal	F1 F3 F4 F5 F6	F7 F9 F10 F11 F12	F13 F14 F15 F17 F18	F19 F20 F23 F26 F27	F28 F31 F34 F38 F40	F41				
State	S1 S2 S3 S6 S9	S10 S12 S13 S14 S15								
Local	L1 L3 L5 L6 L7	L8								
Private	P1 P2 P3 P6 P10	P11 P12 P13 P14 P15	P17 P18 P19 P21 P23	P24 P25 P26 P28 P29	P30 P31 P34 P42 P44	P50 P59 P61				
Planning & Business Development										
Federal	F1 F3 F4 F5 F6	F7 F8 F9 F16 F20	F21 F22 F23 F24 F25	F26 F27 F28 F29 F30	F33 F35 F36 F38 F40	F41 F42 F43 F46 F47				
State	F48	S8 S9 S10 S11 S12	S13							
Local	S1 S2 S3 S4 S7	L6 L7 L8								
Private	L1 L2 L3 L4 L5	P6 P7 P8 P10 P11	P17 P18 P19 P20 P21	P22 P27 P50						

Refer to Table A1 On The Preceding Two Pages For Cross-referencing Between Resources and Project Types

NATIONAL

F1. Community Development Block Grants (CDBG)

DESCRIPTION: Provides partial funding for public infrastructure to support industrial and business expansion. Also downtown revitalization projects, low income housing, physical infrastructure, low income jobs, reduction of blight.

AMOUNT: Variable up to \$500,000

REQUIREMENTS: Grants to cities and counties only, with sub-recipients (nonprofits) common. Project must benefit low and moderate income households, maximum of \$10,000 per new job.

SOURCE: U.S. Department of Housing and Urban Development via Idaho Department of Commerce, 208-334-2470

F2. Rental Rehabilitation Grant

DESCRIPTION: Grant funding from the City to help renovate rental units occupied by low and moderate income families.

AMOUNT: This is a 40% matching grant. The City could fund up to \$5,000-\$15,000 per unit (a duplex could get up to \$10,000).

REQUIREMENTS: Owners of rental property may apply. Tenants are not eligible.

SOURCE: U.S. Department of Housing and Urban Development, 208-334-1990 x 3007.

F3. EDA Economic Adjustment Program

DESCRIPTION: Helps state and local areas design and implement strategies for facilitating adjustment to changes in their economic situation that are causing or threaten to cause serious structural damage to the underlying economic base. Such changes may occur suddenly ("Sudden and Severe Economic Dislocation") or over time ("Long Term Economic Deterioration") and result from industrial or corporate restructuring, new Federal laws or requirements, reductions in defense expenditures, depletion of natural resources or natural disasters.

AMOUNT: Contact source.

REQUIREMENTS: Applicant may be a state, a city or other political subdivision, an Indian Tribe, a designated Redevelopment Area, a community development corporation, or nonprofit organization determined by EDA to be representative of a Redevelopment Area. The area to be assisted must either 1) have experienced, or anticipate, a change in the economic situation resulting in the loss of a significant number of permanent jobs relative to the area's employed labor force and/or other severe economic impacts, or 2) manifest at least one of three symptoms of economic deterioration: very high unemployment, low per capita income, or failure to keep pace with national economic growth trends over the last five years.

SOURCE: Economic Development Administration, 208-334-1521

F4. Economic Development Administration (EDA) Loans and Grants

DESCRIPTION: Grants to communities for site preparation and construction of water and sewer facilities, access roads, railroad spurs, etc.

AMOUNT: Restricted to \$10,000 per created job. Loan guarantees of 80% for loans equal to or greater than \$600,000 for individual enterprises.

REQUIREMENTS: Individual enterprises must demonstrate they are unable to obtain financing through conventional means. Frequently combined with other funding sources (CDBG). Matching funds of varying proportions are required.

SOURCE: Economic Development Districts or Economic Development Administration, 208-334-1521.

F5. Rural Development Through Tourism

DESCRIPTION: The EDA has provided strategy grants to perform regional and local studies for assessing the feasibility of tourism activities.

EDA has also provided public works grants for local public infrastructure necessary to accommodate tourism activity.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: Economic Development Administration, 208-334-1521.

F6. EDA Technical Assistance Program

DESCRIPTION: Provide technical assistance to local communities to assist in solving specific economic development problems, respond to developmental opportunities, build and expand local organizational capacity in distressed areas, and stimulate job and business growth in areas of high unemployment.

AMOUNT: Contact source.

REQUIREMENTS: Benefit areas of severe economic distress. Lead to near-term generation or retention of private sector jobs; be consistent with an EDA-approved Overall Economic Development Program; contact source.

SOURCE: Economic Development Administration, 208-334-1521

F7. EDA Technical Assistance Research Division

DESCRIPTION: Provide technical assistance to local communities to stimulate job and business growth in areas of high unemployment. EDA assists local communities in determining the feasibility of resource development; prepare women for roles as entrepreneurs; conduct national workshops on various aspects of the economy; and provide onsite assistance to local officials in isolated rural areas.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: EDA Technical Assistance Research Division U.S. Department of Commerce, 14th Street & Pennsylvania Avenue, N.W., Herbert C. Hoover Building, Room 7315, Washington, DC 20230. Contact: Director, (202) 482-4085; Economic Development Representative, Boise, ID, 208-334-1521.

F8. EDA Program for Economic Development Districts, Indian Tribes and Redevelopment Areas

DESCRIPTION: Grants support the formulation and implementation of economic development programs designed to create or retain full-time permanent jobs and income for the unemployed and underemployed in areas of economic distress.

AMOUNT: Contact source.

REQUIREMENTS: Eligible applicants are Economic Development Districts, Redevelopment Areas, Indian Tribes, organizations representing Redevelopment Areas or multiple Indian Tribes.

SOURCE: Economic Development Administration, 208-334-1521

F9. Native American Program

DESCRIPTION: To provide business development service to Native Americans interested in entering, expanding or improving their efforts in the marketplace.

AMOUNT: Contact source

REQUIREMENTS: Program funds are restricted to providing management and technical assistance.

SOURCE: Assistant Director for Program Development, Room 5096, Minority Business Development Agency, Department of Commerce, 14th and Constitution Ave. NW., Washington, DC 20230. (202) 482-5770.

F10. Environmental Grants

DESCRIPTION: Funding for projects to meet one or more of the following objectives: to improve environmental education by enhancing environmental teaching skills; to facilitate communication, information exchange, and partnerships; to motivate the general public to be more environmentally conscious, resulting in informed decisions about the environment.

AMOUNT: Grants can range up to \$250,000. EPA is encouraging requests for \$5,000 or less, in keeping with the statutory requirement that 25% of all funds awarded must not be larger than that amount.

REQUIREMENTS: The project should also develop an environmental education practice, method, or technique which is new or significantly improved; may have wide application; addresses an environmental issue which is of a high priority. Individuals are not eligible for grants, only organizations.

SOURCE: Environmental Education Grants, U.S. Environmental Protection Agency, (800) 424-4372.

F11. Transportation Equity Act - Surface Transportation Program

DESCRIPTION: The STP provides flexible funding that may be used by States and localities for projects on any Federal-aid highway, including the National Highway System, bridge projects on any public road, transit capital projects and intra-city and inter-city bus terminals and facilities. A portion of funds reserved for rural areas may be spent on rural minor collectors.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration via Idaho Transportation Department; contact Mary Gray, 208-334-1843.

F12. Transportation Equity Act - Interstate Maintenance Program

DESCRIPTION: The Interstate Maintenance (IM) program provides funding for resurfacing, restoring, rehabilitating and reconstructing (4R) most routes on the Interstate System.

AMOUNT: \$100 million per year for fiscal years 1999-2003

REQUIREMENTS: Projects for 4R work (including added lanes) on any route or portion thereof on the Interstate System. This resource may become significant if State Route 41 is relocated as a better connection between Interstate 90 and U.S. Route 95.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration via Idaho Transportation Department; contact Mary Gray, 208-334-1843.

F13. Transportation Equity Act - National Highway System

DESCRIPTION: This program provides funding for improvements to rural and urban roads that are part of the NHS, including the Interstate System and designated connections to major intermodal terminals.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration via Idaho Transportation Department; contact Mary Gray, 208-334-1843.

F14. Transportation Equity Act - Technology Deployment and Education

DESCRIPTION: To significantly accelerate the adoption of innovative technologies by the surface transportation community.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: U.S. Dept. of Transportation – Federal Highway Administration via Idaho Transportation Department; contact Mary Gray 208-334-1843.

F15. Transportation Equity Act – National Corridor Planning and Development Program and Coordinated Border Infrastructure Program

DESCRIPTION: To provide allocations to States and metropolitan planning organizations for coordinated planning, design, and construction of corridors of national significance, economic growth, and international or interregional trade.

AMOUNT: Contact source.

REQUIREMENTS: Eligibility for funds from the Corridor Program is limited to States and MPOs.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration via Idaho Transportation Department; contact Mary Gray 208-334-1843.

F16. Office of Community Services' Discretionary Grants Program

DESCRIPTION: To provide access for low-income people to employment and business development opportunities, and improving the integration, coordination, and continuity of the various Health and Human Services (and other Federal Departments') funded services potentially available to families living in poverty.

AMOUNT: Approximately \$26,560,000 is available for fiscal year 1999.

REQUIREMENTS: Eligible applicants are private, locally initiated, non-profit community development corporations (CDCs) governed by a board consisting of low-income residents of the community and business and civic leaders that have as a principal focus planning, developing, or managing low-income housing or community development projects.

SOURCE: Office of Community Services. Applications should be mailed to the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Grants Management/OCSE – 4th Floor Aerospace Center, 370 L'Enfant Promenade, S.W., Washington, D.C. 20447: Attention; Discretionary Grants Program. 202-401-9345.

F17. National Heritage Area Act

DESCRIPTION: Encourages local, state, and federal governments to develop heritage areas.

AMOUNT: None

REQUIREMENTS: Contact source.

SOURCE: National Park Service, 208-364-4100.

F18. National Park Service Technical Assistance

DESCRIPTION: Provides technical assistance and/or staff to assist in historic preservation, interpretation, and/or recreation.

AMOUNT: None

REQUIREMENTS: Contact source.

SOURCE: National Park Service, 208-364-4100.

F19. Preservation Tax Incentives for Historic Buildings

DESCRIPTION: A part of the Tax Reform Act of 1986, this act establishes; (1) a 20% tax credit for the substantial rehabilitation of historic buildings for commercial, industrial and rental residential purposes, and a 10% tax credit for the substantial rehabilitation for nonresidential purposes of buildings built before 1936; (2) a straight-line depreciation period of 27.5 years for residential property and 31.5 years for nonresidential property for the depreciable basis of the rehabilitated building reduced by the amount of the tax credit claims.

AMOUNT: Variable

REQUIREMENTS: The 10% tax credit is not available for rehabilitation of certified historic structures, and owners who have properties within registered historic districts and who wish to elect this credit must obtain certification that their buildings are not historic.

SOURCE: U. S. Department of the Interior, National Park Service and National Conference of State Historic Preservation Offices. Call Idaho State Historic Preservation Office, 208-334-3861.

F20. SBA Microloan Program

DESCRIPTION: SBA has made funds available to non-profit organizations for the purpose of lending to small businesses. Money borrowed under this program can be used for the purchase of machinery and equipment, furniture and fixtures, inventory, supplies and working capital. Funds may not be used to pay existing debts.

AMOUNT: Under this program, loans range from less than \$100 to a maximum of \$25,000, averaging about \$10,000. A microloan must be paid on the shortest term possible - no longer than six years - depending on the earnings of the business. The interest rate on these loans cannot be higher than 4% over the New York prime rate.

REQUIREMENTS: Virtually all types of businesses are eligible for a microloan. To be eligible, your business must be operated for profit and fall within size standards set by the SBA. A microloan must be paid on the shortest term possible -- no longer than six years -- depending on the earnings of the business. The organization must at least take as collateral any assets that are bought with the microloan.

SOURCE: U.S. Small Business Administration, 208-334-9641.

F21. Rural Development Program

DESCRIPTION: A program designed to fund rural development and establish planning teams.

AMOUNT: Variable

REQUIREMENTS: Communities must be within 100 miles of a national forest, have a population of less than 10,000, have at least 15% of county income derived from natural resources, and experience substantial job loss due to federal or private land management.

SOURCE: U.S. Forest Service, Northern Region, 406-329-3230.

F22. Cooperative Forestry Assistance

DESCRIPTION: To assist in the advancement of forest resources management; the encouragement of the production of timber; the control of insects and diseases affecting trees and forests; the control of rural fires; the efficient utilization of wood and wood residues; including the recycling of wood fiber, the improvement and maintenance of fish and wildlife habitat; and the planning and conduct of urban and community forestry programs.

AMOUNT: Contact source

REQUIREMENTS: State Forestry or equivalent State agencies are eligible.

SOURCE: U.S. Forest Service, Northern Region, 406-329-3230.

F23. The Forest Service Rural Community Assistance Program

DESCRIPTION: Provides assistance to rural communities dependent on natural resources to develop strategies and implement projects which result in community capacity building and long-term social, environmental, and economic sustainability.

AMOUNT: Planning grants are limited to \$5,000 with project implementation grants limited to \$20,000.

REQUIREMENTS: Contact source.

SOURCE: United States Forest Service; contact, Julie Thomas 208-737-3262.

F24. Cooperative Extension Service (CES) Community Development Technical Assistance Programs

DESCRIPTION: Provide educational and technical assistance to communities on the issues critical to the economic, social, and environmental progress of communities. Cooperative Extension Service (CES) programs assist communities to : Build human capital; improve economic competitiveness; conserve and manage natural resources; assist and promote family and economic well-being; improve nutrition, diet, and health; revitalize rural America; improve and promote water quality.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: (CES) U. S. Department of Agriculture, South Building, Room 3909, 14th Street & Independence Ave. S.W., Washington, DC 20250.
Contact: Marvin Kenyha (202) 720-7947.

F25. Economic Research Service (ERS)

DESCRIPTION: Provide analysis, economic, and social information for measuring and improving the performance of agriculture and the quality of life in rural America. Produce economic and social science information as a service to the general public. Prepare research monographs, situation and outlook reports, professional journals, and computerized databases available for purchase 1-800-999-6779.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: ERS U.S. Department of Agriculture, 1301 New York Avenue, N.W., Washington, DC 20005-4788. Contact: Richard W. Long, Acting Director, (202) 219-0530.

F26. National Forest Dependent Rural Communities (Economic Recovery)

DESCRIPTION: Provide accelerated assistance to communities faced with acute economic problems associated with Federal or private sector land management decisions and policies or that are located in or near a national forest and are economically dependent upon forest resources. Aid is extended to these communities to help them to diversify their economic base and to improve the economic, social, and environmental well-being of rural areas.

AMOUNT: Contact source.

REQUIREMENTS: Applicant must be a general purpose local government having a population of not more than 10,000 individuals or any county having a population of not more than 22,500 individuals. Must be located within the boundary or within 100 miles of the boundary of a national forest. Businesses in jurisdiction must derive income from forestry wood-products and forest related industries such as recreation and tourism.

SOURCE: Dept. of State Lands, Division of Forestry, 208-334-0200.

F27. USDA-Rural Development Facility Loans

DESCRIPTION: USDA is authorized to make loans to develop community facilities for public use in rural areas and towns of not more than 20,000 people. Loans are available for public entities such as municipalities, counties, and special purpose districts.

AMOUNT: Interim commercial financing will normally be used during construction, and USDA funds will be available when the project is completed. If interim financing is not available or if the project costs less than \$50,000, multiple advances of USDA funds may be made as construction progresses.

REQUIREMENTS: Loans are available for public entities such as municipalities, counties and special purpose districts. Nonprofit corporations and Indian Tribes may also receive loan assistance when adequate plans for loan repayment are made. Borrowers must be unable to obtain needed funds from other sources at reasonable rates and terms; have legal authority to borrow and repay loans, to pledge security

for loans, and to construct, operate, and maintain the facilities or services; be financially sound, and be able to organize and manage the facility effectively. Loan repayment must be based on taxes, assessments, revenues, fees, or other satisfactory sources of money sufficient for operation, maintenance, and reserve, as well as to retire the debt. The project also must be consistent with available comprehensive and other development plans for the community, and comply with Federal, State, and local laws.

SOURCE: USDA-Rural Development State Office in Boise at (208)-378-5623.

F28. Rural Business Enterprise Grants (RBEG)

DESCRIPTION: Makes grants to finance and facilitate development of small and emerging private business enterprises outside the boundary of a city with a population of 50,000 or more and its adjacent urbanized area. Priority is given to applications for projects in open country, rural communities, and towns of 25,000 and smaller, and economically distressed communities.

AMOUNT: Variable. Funds may be used to facilitate the development of small and emerging private business enterprises. Costs that may be paid from grant funds include the acquisition and development of land, and the construction of buildings, plants, equipment, access streets and roads, parking areas, utility and service extensions, refinancing, fees, technical assistance, startup operating cost and working capital. Grants may also be made to establish or fund revolving loan programs.

REQUIREMENTS: Eligibility is limited to public bodies and private nonprofit corporations serving rural areas. Priority for such grants will be given to areas having a population of not more than 25,000.

SOURCE: USDA-Rural Development State Office in Boise at (208)-378-5623.

F29. USDA-Rural Development Intermediary Relending Program (IRP).

DESCRIPTION: The purpose of the IRP is to finance business facilities and community development projects in rural areas. This is achieved through loans made by RECD to intermediaries. Intermediaries relend funds to ultimate recipients for business facilities and/or community development. Intermediaries establish revolving loan funds so that collections from loans made to ultimate recipients in excess of necessary operating expenses and debt payments will be used for more loans to ultimate recipients.

AMOUNT: Loans to intermediaries are scheduled for repayment over a period of up to thirty years. The terms of loans from intermediaries to ultimate recipients is set by the intermediary.

REQUIREMENTS: Intermediaries may be private non-profit corporations, public agencies, Indian groups or cooperatives. Loans from intermediaries to ultimate recipients must be for the establishment of new businesses, the expansion of existing businesses, creation of employment opportunities, saving of existing jobs, or community development projects.

SOURCE: USDA-Rural Development State Office in Boise at (208)-378-5623.

F30. Rural Business Opportunity Grants (RBOG)

DESCRIPTION: Provides for technical assistance, training, and planning activities that improve economic conditions in rural areas. Applicants must be located in rural areas (cities of less than 10,000 population). Nonprofit corporations and public bodies are eligible.

AMOUNT: Variable; maximum of \$1.5 million per grant.

REQUIREMENTS: Applicants must be located in rural areas (cities of less than 10,000 population). Nonprofit corporations and public bodies are eligible

SOURCE: USDA-Rural Development State Office in Boise at (208)-378-5623.

F31. Rural Economic and Community Development Soil and Water Loans

DESCRIPTION: To help individual farmers develop, conserve, and properly use their land and water resources and abate pollution.

AMOUNT: Loan limits are \$200,000 for insured loans and \$300,000 for guaranteed loans. The maximum repayment term is 40 years.

REQUIREMENTS: Loans are made to persons with experience in farming, who will be the owners or operators of a farm when the loan is made, and who make a living from farming. USDA lends to the qualified farmer who cannot get necessary credit elsewhere.

SOURCE: USDA-Rural Development State Office in Boise at (208)-378-5623.

F32. USDA-Rural Development Watershed And Flood Protection Loans

DESCRIPTION: These loans are made to cover costs of local organizations for projects under the Small Watershed Protection and Flood Prevention Act or the Flood Control Act of 1944. The Soil Conservation Service (SCS) of USDA provides primary guidance and financial support to these programs.

AMOUNT: Repayment terms can be as long as 50 years. Interest rates are adjusted annually to the cost of U.S. Treasury borrowings.

REQUIREMENTS: Contact source.

SOURCE: USDA-Rural Development State Office in Boise at (208)-378-5623.

F33. USDA-Rural Development Nonfarm Enterprise Loans

DESCRIPTION: To help farmers develop and operate nonagricultural enterprises to supplement farm income. This resource may serve the development of a public market program in Downtown Rathdrum.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: USDA-Rural Development State Office in Boise at (208)-378-5623.

F34. Rural Business-Cooperative Service – Rural Economic Development Grants

DESCRIPTION: Provides grants from the Rural Business-Cooperative Service (RBS) to rural communities through Rural Utilities Service (RUS) borrowers to be used for revolving loan funds for community facilities and infrastructure and for assistance in conjunction with rural economic development loans.

AMOUNT: Maximum size of grant: 3 percent of projected total funds available under Section 313 of the Act, during that fiscal year, rounded to nearest \$10,000. Current maximum is \$330,000; current minimum is \$10,000.

REQUIREMENTS: Funds may be granted to any electric or telephone RUS borrower that is not financially distressed, delinquent on any Federal debt, or in bankruptcy proceedings.

SOURCE: The program is administered at the State level by Rural Development State Offices. Addresses and telephone numbers of State Offices can be obtained by calling the RBS National Office 202-720-0813.

F35. "Information Superhighway" Grants to Nonprofits and State and Local Governments

DESCRIPTION: The National Telecommunications and Information Administration (NTIA), Department of Commerce serves as the President's principal advisor on telecommunications and information policy. Through its Office of Telecommunications and Information Applications, NTIA administers four Federal assistance programs, including the Telecommunications and Information Infrastructure Assistance Program (TIIAP), to support the development of educational, economic, and cultural telecommunication services to the public. The TIIAP was created by the Congress in 1993 to promote the widespread use of telecommunications and information technologies in the public and non-profit sectors.

AMOUNT: Funds must be matched by contributions generated by the applicant.

REQUIREMENTS: Contact source.

SOURCE: Dept. of Commerce, NTIA/TIAP; 14th and Constitution Ave., NW; Washington, D.C. 20230 (202) 482-2048.

F36. Rural Electrification Administration (REA) Loans & Grants

DESCRIPTION: The REA has a Rural Economic Development Loan and Grant Program that provides zero interest loans and grants to REA borrowers for the purpose of promoting rural economic development and job creation projects. Feasibility studies, start-up costs, and incubator projects can be included.

AMOUNT: Preference is to zero interest loans rather than grants.

REQUIREMENTS: Contact source.

SOURCE: Administrator, Rural Electrification Administration, Dept. of Agriculture, Washington, DC 20250; (202) 720-9540.

F37. National Rural Development and Finance Corporation (NRD&FC)

DESCRIPTION: A private nonprofit rural lender that provides technical assistance and loans for rural business expansion and creation.

AMOUNT: Average loan size is \$125,000 with terms of 5 to 7 years and an interest rate of prime rate plus 1.5 points.

REQUIREMENTS: Contact source.

SOURCE: Neal Nathanson, President; 1818 N Street, NW, Suite 410; Washington, DC 20036; 1-800-233-3518.

F38. Community Reinvestment Fund (CRF)

DESCRIPTION: A nonprofit organization that purchases development loans from community-based development organizations and government agencies. This secondary market function makes it possible for local communities and nonprofit organizations to raise money for new projects by selling their existing loans. CRF purchases a variety of loan types. In addition, CRF also offers contract portfolio management, portfolio review, training, and capacity building.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Frank Altman; 2400 Foshay Tower; 821 Marquette Ave.; Minneapolis, MN 55402; 612-338-3050.

F39. Resource Conservation and Development

DESCRIPTION: To encourage and improve the capability of State and local units of government and local nonprofit organizations in rural areas to plan, develop and carry out programs for resource conservation and development. Technical and limited financial assistance is available only to RC&D sponsors within areas authorized by the Secretary of Agriculture for assistance. Grants are not available to individuals. Technical and limited financial assistance is available for the planning and installation of approved projects specified in RC&D area plans, for land conservation, water management, community development and environmental enhancement elements.

AMOUNT: Financial assistance funds are available for 25% (not to exceed \$50,000) of the total cost of projects.

REQUIREMENTS: State and local governments and nonprofit organizations with authority to plan or carry out activities relating to resource use and development in multi-jurisdictional areas may be eligible.

SOURCE: State and field offices of the Soil Conservation Service via Idaho District, 208-365-4020.

F40. SCORE (The Service Corps Of Retired Executives)

DESCRIPTION: SCORE, sponsored by SBA, comprises 13,000 person volunteer program with over 750 locations nationwide. They provide technical assistance to small business owners, managers, and potential owners to solve operating problems through free one-on-one counseling and a wide variety of free or low-cost workshops.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: 1-800-634-0245, (202) 205-6762.

F41. Rural Information Center (RIC)

DESCRIPTION: RIC, a joint project of the Extension Service and NAL, serves as a nationwide information and referral service for rural issues.

The Rural Information Center Health Service (RICHS), jointly created by NAL and the Dept. of Health and Human Services serves as the health component of RIC and collects and disseminates information on rural health issues and research findings. They provide information and referral services and refer users to organizations or experts in the field who can provide additional information. RIC will process a broad array of general and funding information requests on such topics as: Small business attraction, retention, and expansion; tourism promotion and development; recycling programs; and health programs. They also perform brief database searches of requested topics on a complimentary basis.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: NAL Internet: gopher.gopher@nalusda.gov; Select NAL Information Centers; Select Rural Information Center/RIC Health Service; proceed as desired.

F42. Health and Human Services Community Services Block Grant (CSBG)

DESCRIPTION: Helps states, territories, and Indian Tribes fund services for low-income people including employment, education, and housing.

Eligible groups receive funding to ameliorate the causes of poverty in their communities.

AMOUNT: Each year the Office of Community Services makes available up to \$30 million for community economic revitalization and development activities.

REQUIREMENTS: States must pass 90% of their CSBG funds to eligible entities including community action agencies and other local organizations or organizations that serve migrant farm workers.

SOURCE: HHS State Assistance, Contact Bill Reily at (202) 401-5529.

F43. Rural Utilities Service (RUS) Water and Waste Loans and Grants

DESCRIPTION: Provide loan and grant funds for water and waste projects serving the most financially needy communities. Financial assistance should result in reasonable user costs for rural residents, rural businesses, and other rural users.

AMOUNT: Contact source.

REQUIREMENTS: An applicant must be: (1) a public body, such as a municipality, county, district, authority, or other political subdivision of a state, territory or commonwealth; (2) An organization operation on a not-for-profit basis, such as an association, cooperative, or private corporation. The organization must be an association controlled by a local public body or bodies, or have a broadly based ownership by or membership of people of the local community; or (3) Indian tribes on Federal and State reservations and other Federally recognized Indian tribes.

SOURCE: Rural Utilities Service, United States Department of Agriculture, Washington, D.C. 20250-1500

F44. Rural Utilities Service (RUS) Technical Assistance and Training Grants

DESCRIPTION: Technical Assistance and Training Grant Program objectives are to; (1) identify and evaluate solutions to water and waste disposal problems in rural areas; (2) assist applicants in preparing applications for water and waste grants; (3) improve operation and

maintenance of existing water and waste disposal facilities in rural areas. Objectives of the Solid Waste Management Grant Program are to; (1) reduce or eliminate pollution of water resources; and (2) improve planning and management of solid waste sites.

AMOUNT: Contact source.

REQUIREMENTS: Entities eligible for Technical Assistance and Training (TAT) grants are private nonprofit organizations that have been granted tax exempt status by the Internal Revenue Service (IRS) of the United States. Entities eligible for Solid Waste Management (SWM) grants are nonprofit organizations including; (1) private nonprofit organizations that have been granted tax exempt status by the IRS; and (2) public bodies including local government-based multi-jurisdictional organizations. Applicants for either TAT or SWM grants must also have the proven ability, background, experience, legal authority, and actual capacity to provide technical assistance and/or training on a regional basis to associations described above.

SOURCE: Rural Utilities Service, United States Department of Agriculture, Washington, D.C. 20250-1500

F45. Rural Utilities Service (RUS) Distance Learning and Telemedicine Projects

DESCRIPTION: Programs provide funding for Distance Learning and Telemedicine projects. This resource may aid in the creation of a Downtown business incubator.

AMOUNT: \$12.5 million in grants and \$150 million in Treasury rate loans.

REQUIREMENTS: Contact source.

SOURCE: Rural Utilities Service, United States Department of Agriculture, Washington, D.C. 20250-1500; contact Lawrence L. Bryant, Chief, DLT Branch, 202-720-0413

F46. Rural Utility Service (RUS) - Emergency Community Water Assistance Grants

DESCRIPTION: To assist the residents of rural areas that have experienced a significant decline in quantity or quality of water to obtain adequate quantities of water that meet the standards set by the Safe Drinking Water Act.

AMOUNT: Contact source; grants cannot exceed \$500,000.

REQUIREMENTS: Grants may be made to public bodies and private nonprofit corporations serving rural areas. Public bodies include counties, cities, townships, incorporated towns and villages, boroughs, authorities, districts, and other political subdivisions of a State. Public bodies also includes Indian tribes on Federal and State reservations and other Federally recognized Indian Tribal groups in rural areas.

SOURCE: Rural Utility Service, United States Department of Agriculture, Washington D.C. 20250-1500

F47. Office of Community Services Urban and Rural Community Economic Development - Operational Grants

DESCRIPTION: Funds are awarded for the purpose of providing employment and ownership opportunities for low-income people through business, physical or commercial development.

AMOUNT: \$17 million for fiscal year 1999.

REQUIREMENTS: Eligible applicants are private, locally initiated, non-profit community development corporations (CDCs), governed by a board consisting of low income residents of the community and business and civic leaders which have as a principal purpose planning, developing, or managing low income housing or community development projects.

SOURCE: Office of Community Services, 370 L'Enfant Promenade, S.W. Washington, D.C. 20447; contact Thelma Woodland 202-401-5294

F48. Office of Community Services Pre-Development Grants

DESCRIPTION: Funds are provided to recently established CDCs which need funds for evaluating the feasibility of potential projects which address identified needs in low income communities, develop a business plan related to one of those projects, and mobilize resources to be contributed to one of those projects.

AMOUNT: Maximum grant award shall not exceed \$75,000.

REQUIREMENTS: Eligible applicants are private, locally initiated, non-profit community development corporations (CDCs), governed by a board consisting of low income residents of the community and business and civic leaders.

SOURCE: Office of Community Services, 370 L'Enfant Promenade, S.W. Washington, D.C. 20447; contact Thelma Woodland 202-401-5294

STATE

S1. Idaho Commission on the Arts Cultural Facilities

DESCRIPTION: Encourages local support, both public and private, for feasibility studies, renovation or construction of performance, exhibition, or artist spaces, and for capital purchases for those facilities.

AMOUNT: Qualified organizations may apply for up to \$10,000. Grant funds must be matched with an equal amount of cash. In-kind contributions are not allowed under this category.

REQUIREMENTS: Not for profit organizations, 501(c)3, or is an agency/ department of city, county, tribal, or state government. Applicants for renovation/construction projects must have completed a feasibility study. Plans must comply with Section 504 regulations.

SOURCE: Idaho Commission on the Arts, (208) 334-2119.

S2. Idaho Travel Council Tourism Development Grants

DESCRIPTION: Supports tourism planning and promotion activities among communities and community development organizations..

AMOUNT: Varies. Contact Source.

REQUIREMENTS: Contact Source.

SOURCE: Idaho Travel Council, (208) 334-2470.

S3. Arts in Rural Towns (A. R. T. s)

DESCRIPTION: This program encourages the creation and growth of local arts councils and presenters in Idaho's rural communities. It is a three-year commitment on the part of the Commission and the participating council. During this period the Commission provides fee support for performances, residencies, festivals, and exhibits.

AMOUNT: Year One - All of the artist or exhibition fees, up to \$1,500

Year Two - Two-thirds of the artist or exhibition fees, up to \$1,200

Year Three - One half of the artist or exhibition fees, up to \$1,000

REQUIREMENTS: A not for profit organization, 501 (c)3. Applicants must be based in a community with a population of 5,000 or less OR serve a rural county. Tribal, ethnic, occupational, and generational groups are encouraged to apply under this category.

SOURCE: Idaho Commission on the Arts, (208) 334-2119.

S4. IDOC Idaho Business Network (IBN)

DESCRIPTION: The foundation of the IBN is a computerized data bank that matches detailed information about Idaho companies' products, services, and capabilities with the current purchasing needs of private companies and government agencies. The objectives of the Network are to bring buyers and sellers in Idaho together, to stimulate new economic growth, to help increase the capability of local firms, and to create more Idaho jobs.

AMOUNT: None

REQUIREMENTS: Enrollment Form

SOURCE: Idaho Department of Commerce, 1-800-842-5858.

S5. IDOC Gem Communities

DESCRIPTION: A program to provide focused technical assistance in economic development to Idaho's communities. The goal is to build a lasting ability within Idaho communities to meet the economic development challenges they face in a changing global economy.

AMOUNT: Gem Communities may apply for up to \$10,000 as a matching grant (subject to availability) for implementing their economic development strategy and will qualify for extra planning points on CDBG projects.

REQUIREMENTS: Communities desiring certification as a Gem Community must complete the following: Gem Community Training; Community Profile and Land and Building Inventory; Long-Term Plan; One-Year Operational Plan; and a Community Visit Test.

SOURCE: Idaho Department of Commerce, 1-800-842-5858.

S6. Idaho Department of Lands Urban Forestry Program

DESCRIPTION: Small technical assistance grants and trees for urban forestry.

AMOUNT: Varies but most technical assistance grants are under \$1000.

REQUIREMENTS: Recipients must qualify with Source.

SOURCE: Idaho Department of State Lands, 208-334-0200.

S7. Small Business Development Center

DESCRIPTION: Offers business counseling, technical resources, training, contract training and referrals to assist Idaho firms in business development. Most services are free. There are charges for most workshops and seminars, contract training and other special services.

AMOUNT: N/A

REQUIREMENTS: Contact source.

SOURCE: SBDC, Lewis-Clark State College, 208-799-2465

S8 ISBDC Idaho Premier Fast Trac Course

DESCRIPTION: The Fast Trac program is an intensive 40 hour training course that equips entrepreneurs with skills to develop and run successful business ventures.

AMOUNT: *Cost:* \$240.00

REQUIREMENTS: Contact source.

SOURCE: Idaho Small Business Development Center; LCSC; 1-800-933-5272, ext. 465.

S9. AmeriCorps

DESCRIPTION: The mission of the Corporation is to engage Americans of all ages and backgrounds in community based service. As a result, the Corporation will foster civic responsibility, strengthen the cords that bind us together as a people and provide educational opportunities for those who make a substantial commitment to service. AmeriCorps programs will provide members with a full or part-time service experience, a living stipend and education award from the National Service Trust Fund.

AMOUNT: Americorps Members serving one full year of service, 1,700 hours of volunteer time, shall receive a living stipend of \$7,650; basic Health Insurance; Child care allowance, if needed; and education award of \$4,725 to be used to pay for higher education or vocational training. Those choosing part-time service of 900 hours over 1-2 years will receive a living stipend of \$3,825 and education award of \$2,362 without benefits.

REQUIREMENTS: A member must have U.S. Citizenship or legal alien status in the U.S.; be 17 years of age or older; and must be a high school graduate or agree to achieve a GED prior to receiving education awards.

SOURCE: Idaho Commission for National & Community Service; Boise, Idaho; 1-800-588-3334; Washington State Department of Community Trade and Economic Development, 360-753-7426.

S10. Idaho TRIO AmeriCorps Program

DESCRIPTION: The three program pillars: AmeriCorps, Learn & Serve and the National Senior Service Corps have a core mission in common. This is: To strengthen communities, encourage responsibility and to expand opportunity. While there is a broad array of programs and strategies, they are all built upon the belief that citizens who join together in genuine partnership are capable of creating safe and healthy communities in which we can all prosper and grow.

AMOUNT: Contact source

REQUIREMENTS: Contact source.

SOURCE: Idaho Commission for National & Community Service; Boise, Idaho; 1-800-588-3334.

S11. American Communities

DESCRIPTION: The information center of HUD's Office of Community Planning and Development, American Communities serves State and local agencies, nonprofit organizations, public interest and intermediary groups, and others interested in housing and community development.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: American Communities; P.O. Box 7189; Gaithersburg, MD 20898-7189; 1-800-998-9999.

S12. Land and Water Conservation Fund

DESCRIPTION: To increase individual active participation in outdoor recreation by acquiring land and/or developing outdoor park and recreation facilities such as: swimming pools, ball fields, picnic areas, playgrounds, beaches, boating facilities, bike paths, restrooms/concession buildings, and acquire wildlife habitat.

AMOUNT: Varies annually. Requires a 50% matching grant from local sources.

REQUIREMENTS: A contract with qualifying conditions must be signed between the project sponsor, county and the state in order to receive these moneys. Title restrictions must be placed on all property assisted through the L&WCF program. Projects must be maintained so as to be open and inviting to the public.

SOURCE: Idaho Department of Parks and Recreation, 208-327-7444.

S13. General Operating Support Grant

DESCRIPTION: General Operating Support is designed to stabilize the financial base and assist in long-range planning for Idaho's arts organizations.

AMOUNT: Single year request - 15% of cash revenue - up to \$15,000

Multi-year request - 15% of cash revenue - up to \$25,000

REQUIREMENTS: Not for profit organization 501 (c) (3), as determined by IRS for at least one year, or is an agency/department of city, county, tribal, or state government. Compensates professional performers and support personnel. Its primary purpose is the production or presentation of the arts. Demonstrated history of maintaining high artistic standards.

SOURCE: Idaho Commission on the Arts, (208) 334-2119.

S14. Certified Local Government Program (CLG)

DESCRIPTION: The purpose of the CLG program is to assist local governments in the identification and preservation of local historic and pre-historic resources.

AMOUNT: Allocations are based on population. An average grant ranges from \$1500 to \$3500. All grants must be matched with cash or in-kind sources.

REQUIREMENTS: To achieve a long-term working relationship between the SHPO and the local government, a historic preservation commission must be established by ordinance.

SOURCE: State Historic Preservation Office (SHPO), 208-334-3861; Washington State Historic Preservation Office (SHPO), 360-753-5010.

S15. State Scenic Byways Technical Assistance (TA)

DESCRIPTION: Three different agencies are available to provide technical assistance for the creation, design and maintenance of scenic byways.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: Idaho Department of Transportation, Rose Lee Roberts, Design Division, 208-334-8480;

U.S. Forest Service, Nez Perce National Forest, Supervisors Office, (208) 983-1950; Back County Byways, Bureau of Land Management, (208) 962-3246.

S16. Rural Business On-line (RBO)

DESCRIPTION: Provides a platform for Idaho and Oregon businesses to compete in the global marketplace. RBO has created a searchable, user-friendly, interactive database that can be utilized by any small business or community/economic development organizations.

AMOUNT: None

REQUIREMENTS: Contact source.

SOURCE: Contact Jessica Stone 208-799-2465 or www.ruralbusinessonline.org

LOCAL

L1. Assessment-backed Debt

DESCRIPTION: Debt undertaken for public improvements wherein payback is tied to LIDs, ULIDs, or BIAs.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City coordinates assessment of property owners and/or businesses.

L2. Business Improvement Areas (BIA)

DESCRIPTION: Self-taxing business districts. Business and property owners pay for capital improvements, maintenance, marketing, parking, and other items as jointly agreed to through systematic, periodic self-assessment.

AMOUNT: Variable

REQUIREMENTS: BIAs tend to be controversial since taxation is involved. Considerable communication and consensus building should be conducted prior to launching a BIA creation program.

SOURCE: Individual Businesses, Coordinated through City Government.

L3. City/County General Fund

DESCRIPTION: General revenue funding is recommended for those improvements or ongoing projects which have general community-wide benefits.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City or County.

L4. Development Fees

DESCRIPTION: A system of fees on private development to address infrastructure impacts.

AMOUNT: Variable

REQUIREMENTS: A difficulty of establishing equitable fees: those which are fair and do not eliminate the viability of desirable new projects.

SOURCE: Developers.

L5. Development Incentive Programs

DESCRIPTION: Incentives encourage the private sector to provide the desired public improvement.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City.

L6. Local Improvement Districts (LID)

DESCRIPTION: Property owners pay for such projects as capital improvements, parking lots, landscaping and public parks through systematic, periodic self-assessment.

AMOUNT: Variable

REQUIREMENTS: Self-taxing districts

SOURCE: City.

L7. Revenue Allocation Financing

DESCRIPTION: Also known as tax increment financing. Most tax revenues from any increase in property values within the urban renewal area are dedicated to servicing the bonds.

AMOUNT: Funding dependent upon increased property values within revenue allocation area.

REQUIREMENTS: Facilities must be located within designated revenue allocation area boundaries. Only available within incorporated cities.

Requires vote of city council to establish urban renewal area and dedicate any increased revenues to the project.

SOURCE: City ordinance.

L8. General Obligation Bonds

DESCRIPTION: Tax-supported bonds used to finance governmental capital improvements such as public buildings, roads, infrastructure improvements, community centers, etc.

AMOUNT: Variable

REQUIREMENTS: This form of debt requires a public vote for approval.

SOURCE: Loan. Private banking industry.

PRIVATE

P1. 501 (c)(3) Bonds

DESCRIPTION: Nonprofit, 501 (c)(3) organizations may now borrow for land purchases, acquisition and/or improvement of facilities, design and financing of same. Museums, performing arts, theaters, social services (e.g., teen centers), historical societies and others are included.

AMOUNT: Variable

REQUIREMENTS: Must be 501 (c)(3) organization.

SOURCE: Non-profit organization.

P2. Revenue Bonds

DESCRIPTION: Debt undertaken wherein payback is tied to specific revenue streams. This form of debt does not require a public vote. Common uses include industrial development, housing and social services.

AMOUNT: Variable

REQUIREMENTS: Requires local government support.

SOURCE: Private banking industry.

P3. Revolving Loan Funds

DESCRIPTION: This (RLF) Program provides for up to 50% of the financing requirement for a term of up to 7 years at a fixed, below-market interest rate. The purpose of the RLF is to assist private business and industry to finance capital improvements and expansion.

AMOUNT: Loans from the RLF require a 15% capital injection from the borrower. There must be a 50% financing match by a bank or other lending institution. Their collateral consists of a first lien position on assets. PAC is the subordinate lender. The interest rate is negotiable and will fall between 8% and two percentage points below the prime rate. The established minimum RLF portion is \$25,000 with a maximum of \$350,000. The term of the loans are for a period not to exceed 7 years. Working capital and fixed loans should not be for more than 5 years.

REQUIREMENTS: An eligible small business must be a for-profit corporation, partnership or proprietorship, and must be unable to obtain comparable funding for the project from private sources. The net worth of the business may not be in excess of \$6,000,000 and its net

profit after taxes must have averaged less than \$2,000,000 during the previous 2 years. The project must create/retain one full-time, permanent job for every \$15,000 borrowed from the RLF, within a two year period.

SOURCE: Provided, in part, through the Idaho Dept. of Commerce 208-334-2470, Federal EDA, HUD, SBA, and DOL.

P4. SBA 504 Program Loans

DESCRIPTION: The fund is fixed asset financing for land and building purchases, new construction, long-term leasehold improvements and equipment purchases. Must be a for-profit business and unable to obtain comparable funding for the project from private sources.

AMOUNT: Maximum SBA share \$750,000 or 40% of project cost. The term of the loan is up to 20 years at a fixed, below-market interest rate. The borrower's capital injection requirement is 10% of the project total.

REQUIREMENTS: Working capital, debt refinancing and real estate speculation are not allowed under this program. Must create/retain approximately one job for each \$35,000 of SBA financing. Net worth of less than \$6,000,000 and net earnings of less than \$2,000,000 (after taxes) on average of last 2 years.

SOURCE: Banks; Contact Idaho Department of Commerce, 208-334-2470.

P5. SBA Guaranteed Loans (7a Program)

DESCRIPTION: To provide assistance to small businesses in obtaining financing for up to 90% of a loan made by a commercial lending institution.

Projects might include: land and/or building purchases; new building construction and/or building renovation; machinery and equipment purchases; leasehold improvements; acquisition of inventory; financing of working capital; or reduction of trade debt.

AMOUNT: This program allows real estate loans of up to 25 years and working capital loans of up to 7 years. The rate for SBA 7(a) Guaranteed Loans may not exceed the prime rate by more than 2.75%. Loans may be either fixed or variable rate.

REQUIREMENTS: For-profit businesses meeting the following size limitations:

Retail and service: Sales do not exceed \$3.5 million.

Wholesale: Employees do not exceed 100 people.

Manufacturing: Employees do not exceed 500 people.

Construction: Sales average of less than \$17.0 million for past 3 years.

SOURCE: Banks; Contact Idaho Department of Commerce, 208-334-2470.

P6. Northwest Area Foundation

DESCRIPTION: The Foundation contributes to the vitality of its eight-state area by promoting economic revitalization and improving the standards of living. Programs are public policy, economic development, community building, arts and culture, sustainable development, sustainable agriculture and water and Fisheries

AMOUNT: Variable, up to six digits

REQUIREMENTS: Contact Source

SOURCE: Northwest Area Foundation, E-1201 First National Bank Bldg., 332 Minnesota St., St. Paul, MN 55101-1373, (612) 224-9635.

P7. Alfred P. Sloan Foundation

DESCRIPTION: Private nonsectarian supporting conferences/seminars.

AMOUNT: Variable, up to five digits

REQUIREMENTS: Contact source

SOURCE: Alfred P. Sloan Foundation, 630 Fifth Ave., Suite 2550, New York, NY 10111, (212) 649-1649.

P8. The Robert Wood Johnson Foundation

DESCRIPTION: Support of film/video/radio. Substance abuse, prevention; medicine/medical care, information services; public health.

AMOUNT: Variable, up to five digits

REQUIREMENTS: Contact source

SOURCE: The Robert Wood Johnson Foundation, PO Box 2316, Princeton, NJ 08543, (609) 452-8701.

P9. The Public Welfare Foundation, Inc.

DESCRIPTION: Priority areas are: Environment, population, criminal justice, disadvantaged youth, disadvantaged elderly and health, and telecommunications.

AMOUNT: Variable, up to five digits

REQUIREMENTS: Contact source

SOURCE: The Public Welfare Foundation, Inc., 2600 Virginia Ave., NW, Room 505, Washington, DC 20037-1977, (202) 965-1800.

P10. Critical Issues Fund

DESCRIPTION: The CIF was created to help local communities resolve major disputes involving historic preservation and urban development.

CIF model project and research grants are intended to support studies or other activities that address widespread, pressing preservation problems(or common community-development problems to which preservation may offer a solution).

AMOUNT: Competitive model project grants range from \$5,000 to \$25,000 and must be matched on at least a 1-to-1 basis.

REQUIREMENTS: Eligible grant recipients include nonprofit organizations, local public agencies, and universities. For-profit entities may carry out CIF commissioned research on a contractual basis. Projects may address urban, rural and suburban issues.

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861.

P11. Heritage Tourism Initiative

DESCRIPTION: Offers comprehensive technical assistance for heritage tourism development and marketing.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861.

P12. Inner City Ventures Fund

DESCRIPTION: ICVF awards may be used for acquisition and rehabilitation and related capital costs for projects that offer housing, neighborhood services and commercial opportunities for area residents and, to a limited degree, architectural costs. ICVF awards may not be used for administrative costs.

AMOUNT: ICVF awards consist of a grant and a low-interest loan in equal amounts; the maximum term for an ICVF loan is five years. Each ICVF award package ranges from \$40,000 to \$100,000.

REQUIREMENTS: At no time can ICVF funds be the only money invested in a project. ICVF funds are intended to provide up to one-sixth of the rehabilitation funds needed to finance a project; therefore, ICVF awards have matching and leveraging requirements. Every ICVF dollar awarded must be matched with 50 cents in cash or equity and \$5 in other loans or grants for the project. This translates into a minimum project budget of \$240,000 to qualify for the smallest ICVF award.

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861.

P13. National Preservation Loan Fund

DESCRIPTION: A flexible financing program to promote the revitalization of commercial and industrial centers, the conservation of neighborhoods and rural communities, and the preservation of archaeological and maritime resources. Through the NPLF, the National Trust provides financial and technical assistance to help preserve historic resources as well as strengthen the real estate development capabilities of recipient organizations. NPLF awards can be used to; acquire, stabilize, rehabilitate or restore a National Register-listed or eligible property for use, lease or resale; establish or expand a revolving fund either to acquire and resell properties or to re-lend for acquisition and rehabilitation costs; purchase options to acquire historic properties. Funds may not be used to support administrative expenses or planning costs incurred prior to a NPLF award.

AMOUNT: NPLF funds are awarded as below-market rate loans, loan guaranties or lines of credit. Low-interest loans and loan guaranties up to \$100,000 to nonprofits, public agencies and owners of endangered National Historic Landmarks.

REQUIREMENTS: A minimum dollar-for-dollar match of National Trust funds is required and projects with high local-to-Trust leverage will be most likely to receive NPLF awards. Matching funds must be available to spend at the time of loan disbursement. Financing requirements will be tailored to individual projects. All applicants must be members of the National Trust's preservation Forum.

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861.

P14. Preservation Services Fund

DESCRIPTION: These grants are intended to increase the flow of information and ideas in the field of preservation. Emphasis is on stimulating public discussion, enabling local groups in gaining the technical expertise needed for particular projects, introducing students to preservation concepts and crafts, and encouraging participation by the private sector in preservation.

AMOUNT: Maximum grant awards are \$5,000, but because of strong competition and limited resources, most will be \$1,000 to \$1,500. All grants must be matched on a dollar-for-dollar basis, primarily using cash contributions.

REQUIREMENTS: Applicants must be a nonprofit incorporated organization or public agency and members of the National Trust's Preservation Forum program.

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861.

P15. The National Trust for Historic Preservation

DESCRIPTION: Provides grants for projects that contribute to the preservation or the recapture of an authentic sense of place.

AMOUNT: Grants range from \$2,500 to \$25,000.

REQUIREMENTS: Nonprofit organizations, government agencies, for-profit businesses and individuals.

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861. Contact <http://www.nthp.org/main/frontline/departments/finacial.htm>

P16. Local Government Environmental Assistance Network (LGEAN)

DESCRIPTION: LGEAN is a clearinghouse of environmental information designed as a "first stop shop." It's a place to learn about and discuss environmental issues affecting local governments. LGEAN can assist local governments meet the challenges they face in protecting the environment, public health, and the quality of life in communities.

AMOUNT: None.

REQUIREMENTS: Contact source.

SOURCE: The website is managed by the International City/County Management Association; contact 1-877-865-4326 or www.lgean.org

P17. The Idaho Company Loans

DESCRIPTION: The Idaho Company promotes economic growth by lending to and counseling with new and expanding businesses. The Company is publicly held by shareholders throughout Idaho and the Northwest.

AMOUNT: Contact source

REQUIREMENTS: Good credit history; Experienced management; Owner equity and/or substantial collateral base.

SOURCE: The Idaho Company, 701 W. Franklin Street, Boise, ID 83707. (208) 344-6308.

P18. Inland Northwest Small City Grant Program

DESCRIPTION: Avista Corporation (formerly Washington Water Power) has created a small fund to assist the communities and organizations in the Inland Northwest to build capacity to carry on economic development activities.

AMOUNT: The amount requested from Avista can not be the sole largest amount given by the private industry sector for the project. It is recommended that at least 50% of the total cost of the project be funded by local fundraising.

REQUIREMENTS: The requestor must apply through a city or county government or a recognized economic development organization of a city, county or region within the geographical boundaries of Avista's service area.

SOURCE: Local Avista office or 1-800-727-9170 ext. 8076.

P19. US West Foundation

DESCRIPTION: Provides funding for area of interests that include; arts and culture, education, economic development, and support for human service organizations through United Way.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: US West Foundation; 1801 California St., Suite 1360; Denver, CO 80202; contact Jeanne Bistranin, Regional Program Officer for Colorado, Idaho, Montana and Wyoming, 303-896-9967.

P20. American Communities

DESCRIPTION: The information center of HUD's Office of Community Planning and Development, American Communities serves State and local agencies, nonprofit organizations, public interest and intermediary groups, and others interested in housing and community development.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: American Communities; P.O. Box 7189; Gaithersburg, MD 20898-7189; 1-800-998-9999.

P21. U.S. Bank Grants

DESCRIPTION: Provides support to organizations that (1) improve the educational and economic opportunities of targeted individuals and families, and (2) enhance the cultural and artistic life of communities.

AMOUNT: Contact source

REQUIREMENTS: Organizations in US Bank operating areas and are designated as 501 (3) (c) organizations by the IRS.

SOURCE: Local US Bank branch or 206-344-2248

P22. Cunningham, Laura Moore Foundation, Inc.

DESCRIPTION: Provides grants and scholarships to Idaho institutions, primarily hospitals and businesses.

AMOUNT: Contact source.

REQUIREMENTS: Institution must originate from Idaho.

SOURCE: Joan D. Carley; 510 Main Street; Boise, ID 83702.

P23. Global Environment Project Institute, Inc.

DESCRIPTION: Promotes the conservation of biodiversity and sustainability of life on earth. Areas of funding are: Environmental education, citizen participation, sustainable development, and wildlife protection.

AMOUNT: Average grant size is \$10,000.

REQUIREMENTS: Contact source

SOURCE: Michell Richer Stennett, Grants Coordinator; P.O. Box 1111; Ketchum, ID 83340; 208-726-3025.

P24. Idaho Community Foundation

DESCRIPTION: The Foundation supports charitable activities that benefit the citizens of Idaho. Grants are made in a wide variety of categories including arts, education, health, environment, public projects and social services.

AMOUNT: Usual grant range: \$500 to \$5,000.

REQUIREMENTS: Contact source.

SOURCE: Idaho Community Foundation; P.O. Box 8143; Boise, ID 83707; 208-342-3535 or 1-800-657-5357.

P25. Idaho Heritage Trust

DESCRIPTION: Funds non-profit organizations seeking to preserve historic buildings, archeological sites and artifacts.

AMOUNT: Varies; requires a 50% cash match.

REQUIREMENTS: Contact source.

SOURCE: Idaho Heritage Trust; P.O. Box 352; Bellevue, ID 83313; 208-788-7529.

P26. Idaho Humanities Council

DESCRIPTION: Funds non-profit organizations, associations, or ad hoc groups.

AMOUNT: Contact source

REQUIREMENTS: Contact source.

SOURCE: Idaho Humanities Council: 217 West State Street; Boise, ID 83702; 208-345-5346 or 1-888-345-5346.

P27. Micron Technology, Inc.

DESCRIPTION: Provides funding for projects and programs which promote growth and enhance the quality of communities with primary emphasis on educational programs related to math and science.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Micron Technology, Inc. Corporate Affairs Department MS #407; 8000 S. Federal Way; P.O. Box 6; Boise, ID 83707-0006; contact Ms. Marilyn Whitney, 208-368-4401.

P28. Richard H. Jones Foundation

DESCRIPTION: Provides funding for non-profit organizations in Northern Idaho.

AMOUNT: Variable.

REQUIREMENTS: Non-profit organizations.

SOURCE: Richard H. Jones Foundation, C/O Thomas Prohaska, P.O. Box 2086, Coeur d'Alene, ID 83816. 208-664-6448.

P29. Harry W. Morrison Foundation

DESCRIPTION: Funds non-profit organizations.

AMOUNT: Variable.

REQUIREMENTS: Completed application form should be accompanied by statement of organization purpose, copy of financial reports including major sources of funding, an explanation of request and proof of tax exempt status.

SOURCE: The Foundation, Attention: Velma Morrison, 3505 Crescent Rim Drive, Boise, ID 83706 208-345-5225.

P30. Margaret W. Reed Foundation

DESCRIPTION: Provides funding for non-profit organizations.

AMOUNT: Variable.

REQUIREMENTS: Contact source.

SOURCE: Margaret W. Reed Foundation, C/O Scott Reed, P.O. Box A, Coeur d'Alene, ID 83816. 208-664-2161.

P31. J.R. Simplot Foundation

DESCRIPTION: Funds non-profit organizations and associations.

AMOUNT: Grants range from \$100 - \$5,000.

REQUIREMENTS: Approximately \$150,000 is managed and distributed under supervision of public relations department. Contribution requests are reviewed by the Corporation Committee on a case-by-case basis.

SOURCE: Adelia Garro Simplot, Community Relations Coordinator, P.O. Box 27, Boise, ID 83707 208-336-2110.

P32. J.A. and Kathryn Albertson Foundation

DESCRIPTION: To foster improvement of K-12 education in Idaho. The Foundation awards grants through announced initiatives.

AMOUNT: Variable.

REQUIREMENTS: Contact source.

SOURCE: The Foundation, Attention: Grant Making; P.O. Box 70002, Boise, ID 83707. 208-424-2621; fax: 208-424-2626.

P33. Claude R. and Ethel B. Whittenberger Foundation

DESCRIPTION: Funding for organizations that provide services to youth and children.

AMOUNT: Variable.

REQUIREMENTS: Qualified Idaho organizations; contact source for organization requirements.

SOURCE: William Rankin, P.O. Box 1073, Caldwell, ID 83606. 208-459-0091.

P34. The David and Lucile Packard Foundation

DESCRIPTION: A private foundation that awards grants to tax-exempt and/or charitable organizations promoting the development and preservation of the arts and sciences.

AMOUNT: Contact source.

REQUIREMENTS: Grant proposals must not benefit specific individuals or serve religious purposes. Grants are typically awarded to those organizations operating in the Western United States.

SOURCE: The David and Lucile Packard Foundation, Attention: Nancy Glaze, 300 Second Street, Suite 200, Los Altos, CA 94022 650-948-3696.

P35. Greenville Foundation

DESCRIPTION: The foundation normally provides support for special projects, not for general operations. Current program priorities are; education, environment, human and social issues, international, and religion.

AMOUNT: Grant amounts generally range from \$5,000 to \$25,000. A typical grant is \$15,000.

REQUIREMENTS: Applicants must be non-profit organizations as classified under section 501 (c) (3) of the Internal Revenue Service Code. Grants are made for a one-year period.

SOURCE: The Greenville Foundation, 283 Second Street East, Sonoma, CA 95476. 707-938-9377.

P36. The Paul G. Allen Foundation - Community Service Grant

DESCRIPTION: Improve the quality of life in the Pacific Northwest through programs designed to create new opportunities for community service. Special areas of interest: education, environmental research, youth services, social services, and aid to the disabled and disadvantaged.

AMOUNT: Variable; contact source.

DESCRIPTION: To be eligible, organizations must qualify under section 501 (c) (3) of the Internal Revenue Service code.

SOURCE: The Paul G. Allen Foundation, Attention: Jody Patton; 110 110th Avenue N.E., Suite 550, Bellevue, WA 98004.

P37. The Paul Allen Foundation - Arts Grant

DESCRIPTION: Promote a creative and flourishing arts community in the Pacific Northwest.

AMOUNT: Variable; contact source.

DESCRIPTION: Non-profit organizations whose projects serve the Pacific Northwest.

SOURCE: The Paul G. Allen Foundation, Attention; Jody Patton; 110 110th Avenue N.E., Suite 550, Bellevue, WA 98004.

KEY: 4, 8, 9

P38. The Kresge Foundation

DESCRIPTION: Provides funding for tax-exempt, charitable organizations operating in the fields of higher education, health care and long-term care, human services, science and the environment, arts and humanities, and public affairs.

AMOUNT: Variable; grants typically range from \$150,000 to \$500,000.

REQUIREMENTS: Tax-exempt, charitable organizations.

SOURCE: The Kresge Foundation, John E. Marshall, III, President; 3215 W. Big Beaver Road, P.O. Box 3151, Troy, MI 48007-3151.

P39. The Rockefeller Foundation

DESCRIPTION: Supports groups and communities undertaking change that is culturally informed and builds on diversity. The Foundation identifies community-based, cooperative and culturally grounded initiatives that are building on diversity.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Rockefeller Foundation, 420 Fifth Avenue, New York, NY 10018.

P40. The AT&T Foundation – Civic and Community Service

DESCRIPTION: To promote diversity and advance equal opportunity; support projects that promote economic capacity building in local communities; support organizations that aim to protect the environment.

AMOUNT: Contact source.

REQUIREMENTS: Funding awarding to non-profit organizations.

SOURCE: AT&T Foundation, 1875 Lawrence Street, Suite 750, Denver, CO 80202; 303-298-6559.

P41. The American Honda Foundation

DESCRIPTION: Supports organizations working in the areas of youth and scientific education, minorities, and human services.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: American Honda Foundation, P.O. Box 2205, Torrance, CA 90509-2205. Contact: Kathryn A. Carey, Manager, 310-781-4090.

P42. The Ben and Jerry's Foundation

DESCRIPTION: Supports projects which facilitate progressive social change in the following areas: children and families, disadvantaged groups, minorities, civil rights, community development, the environment and grass roots organizing.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Ben and Jerry's Foundation, P.O. Box 299, Waterbury, VT 05676. Contact; Rebecca Golden, Foundation Director, 802-882-1240.

P43. Otto Bremer Foundation

DESCRIPTION: Emphasis on rural poverty and combating racism. Support also for post-secondary education, human services, health, religion and community affairs.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Otto Bremer Foundation, 445 Minnesota Street, Suite 2000, St. Paul, MN 55101-2107. Contact; John Kostishack, Executive Director, 651-227-8036.

P44. First Bank System Foundation

DESCRIPTION: Supports community development, elementary and secondary education, arts and cultural programs, low-income housing, and local economic development.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: First Bank System Foundation, P.O. Box 522 MPFP 1750, Minneapolis, MN 55480. Contact; Cheryl L. Rantala, President, 612-973-2440.

P45. Morrison Knudsen Corporation Foundation, Inc.

DESCRIPTION: Supports education, health care, human services, children and youth services, and community development.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Morrison Knudsen Corporation Foundation, P.O. Box 73, Boise, ID 83729. Contact; Mary Cunningham-Agee, Chair and Director, 208-386-8100.

P46. Charles Stewart Mott Foundation

DESCRIPTION: Support in community organizing and development, community leadership development, racism and race relations, violence prevention, teenage pregnancy prevention, family and parenting support, early childhood development, and improving education.

AMOUNT: Contact source.

REQUIREMENTS; Contact source.

SOURCE: Charles Stewart Mott Foundation, Office of Proposal Entry, 1200 Mott Foundation Building, Flint, MI 48502-1851. Contact; Office of Proposal Entry, 810-238-5651.

P47. Minnesota Mining and Manufacturing Foundation, Inc.

DESCRIPTION: Primary areas of interest include community funds, higher and vocational education programs for minorities, the performing arts, drug abuse programs, and the elderly.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Minnesota Mining and Manufacturing Foundation, 3M Center Building, 591-30-02, St. Paul, MN 55144-1000. Contact; Automated Fax (Call to request guidelines by fax.) 800-4876744 or 651-733-8335 to speak with someone.

P48. The William and Flora Hewlett Foundation

DESCRIPTION: To promote the well-being of mankind by supporting selected activities of charitable nature, as well as organizations or institutions engaged in such activities. The Foundation concentrates its resources on activities in education, performing arts, population, environment, conflict resolution, family and community development, and U.S.-Latin American relations.

AMOUNT: Variable; contact source.

REQUIREMENTS: Contact source.

SOURCE: The William and Flora Hewlett Foundation, 525 Middlefield Road, Suite 200, Menlo Park, CA 94025; 650-329-1070, fax; 650-329-9342 www.hewlett.org.

P49. The Andrew W. Mellon Foundation

DESCRIPTION: The purpose of the Foundation is to aid and promote such religious, charitable, scientific, literary, and educational purposes as may be in the furtherance of the public welfare or tend to promote the well-doing or well-being of mankind. The Foundation currently makes grants on a selective basis to institutions in higher education: in cultural affairs and the performing arts: in population; in conservation and the environment; and in public affairs.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Andrew W. Mellon Foundation, 140 East 62nd Street, New York, NY 10021. 212-838-8400.

P50. The John D. and Catherine T. MacArthur Foundation

DESCRIPTION: Program supports efforts to; Generate new knowledge about community dynamics and community-building, and about the relationships between community characteristics and individual development. Enhance the capacity of community residents to organize, to mobilize their own resources, and to obtain and use external resources. Support, evaluate, and strengthen community-improvement initiatives, especially in education, public safety, economic opportunity, and recreation.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The John D. and Catherine T. MacArthur Foundation, 140 South Dearborn Street, Suite 1100, Chicago, IL. 60603-5285. 312-920-6285

P51. DeWitt Wallace-Reader's Digest Fund

DESCRIPTION: To foster fundamental improvement in the quality of educational and career development opportunities for all school-age youth, and to increase access to these improved services for young people in low-income communities.

AMOUNT: Contact source.

REQUIREMENTS: Limited to non-profit organizations.

SOURCE: The DeWitt-Reader's Digest Fund 914-238-1000.

P52. Weyerhaeuser Company Foundation

DESCRIPTION: Through education, employee volunteer efforts, arts and cultural programs, and health and human services grants, Weyerhaeuser Company Foundation participates in community efforts to create a better place to live, play and work.

AMOUNT: Contact source.

REQUIREMENTS: Private, non-profit, tax-exempt organizations with certified IRS 501 (c) (3) public charity status; or public entities qualifying under Section 170 (c) of the Internal Revenue Code. In addition, the funded organizations must practice equal opportunity employment.

SOURCE: Weyerhaeuser Company Foundation, CH1 L32, P.O. Box 2999, Tacoma, WA 98477-2999. 253-924-3159.

P53. The Nathan Cummings Foundation

DESCRIPTION: The Foundation seeks to build a society that values nature and protects ecological balance for future generations: promotes humane health care; and fosters arts to enrich communities.

AMOUNT: Grants range from \$5,000 to \$300,000.

REQUIREMENTS: Contact source.

SOURCE: The Nathan Cummings Foundation, 1926 Broadway, Suite 600, New York, NY 10023. 212-787-7300 www.ncf.org.

P54. PacifiCorp Foundation

DESCRIPTION: The Foundation intends to support the betterment of communities where PacifiCorp, its divisions, and its subsidiaries have operations, employees and interests. The objective is to link company and community goals to determine- and then fulfill - it's responsibility to improve the quality of life in areas it serves.

AMOUNT: Contact source.

REQUIREMENTS: Grants are limited to charitable non-profit, tax-exempt organizations that have obtained a letter of determination from the IRS under Section 501 (c) (3) of the Internal Revenue Code, and are not classified as private foundations.

SOURCE: PacifiCorp Foundation, 825 N.E. Multnomah, Suite 2000, Portland, OR 97232. 503-813-7257.

P55. Metropolitan Life Foundation

DESCRIPTION: Emphasizes projects that build or stabilize community resources, such as new or renovated housing for low and moderate income people; revitalize deteriorated commercial districts; or provide service enriched facilities for groups with special needs, such as the homeless and mentally ill.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Social Investment Program, MetLife/Metropolitan Life Foundation, One Madison Avenue, New York, NY 10010-3690 212-375-1735.

P56. The Annenberg Foundation

DESCRIPTION: The Annenberg Foundation provides support for program development and other pilot projects.

AMOUNT: Contact source.

REQUIREMENTS: The Foundation makes grants only to nonprofit organizations that are defined as tax-exempt under Section 501 (c) (3) of the Internal Revenue Code and are not classified as private foundations.

SOURCE: The Annenberg Foundation, St. Davids Center, Suite A-200, 150 Radnor-Chester Road, St. Davids, PA 19087 (610)-341-9066
www.whannenberg.ofg.

P57. Robert W. Woodruff Foundation, Inc.

DESCRIPTION: Focuses its giving in the areas of elementary, secondary, and higher education; health care; human services, particularly for children and youth; economic development and civic affairs; art and cultural activities; and conservation of natural resources and environmental protection.

AMOUNT: Contact source.

REQUIREMENTS: Limited to tax-exempt organizations.

SOURCE: www.woodruff.org/

P58. M.J. Murdock Charitable Trust

DESCRIPTION: The Foundation generally supports activities which promote solutions to problems, preventive approaches, or new opportunities; endeavors which expand our knowledge of ourselves and our world and which promote those values and activities that are likely to lead to happier, healthier, feer and more productive lives. Other factors the Trust finds attractive in considering support include a value-based mission, approaches to self-help, the concepts of free enterprise, sound management, organizational strength and credibility, highly qualified and well-received leadership and the ability to generate other support, thus assuring self-sufficiency and strength.

AMOUNT: Variable; contact source.

REQUIREMENTS: Applications for grants are considered only from organizations which have been ruled to be tax-exempt under Section 501 (c) (3) of the Internal Revenue Code and which are not private foundations as defined in Section 509 (a) of the Code. Priority is given to applications for the support of projects and programs conducted by qualified institutions within five states of the Pacific Northwest: Alaska, Idaho, Montana, Oregon and Washington. Of major interest are organizations and projects which are not primarily or normally financed by tax funds. Grants usually are awarded for a limited period of time, such as one or two years.

SOURCE: Dr. John Van Zytveld, Senior Program Director; M.J. Murdock Charitable Trust, P.O. Box 1618, Vancouver, WA 98668 (360)-694-8415.

P59. Aetna Foundation

DESCRIPTION: Provides funding in the following areas; Matching funds, employee matching gifts, employee-related scholarships, scholarship funds, special projects, annual campaigns, and renovation projects. Urban affairs, minorities, law and justice, youth, education, arts, community development, employment, AIDS, higher education, disadvantaged, housing, insurance education, leadership development, international affairs, literacy, performing arts, educational associations, and urban development.

AMOUNT: Contact source.

REQUIREMENTS: Giving limited to organizations in the U.S. No support for religious organizations for religious purposes, private secondary schools, political activities, or sporting events.

SOURCE: Aetna Foundation, 151 Farmington Avenue, Hartford, CT 06156-3180; www.aetna.com.

P60. Community Development Institute

DESCRIPTION: Helps low-income communities combat the causes of racism and poverty. Offers training, technical assistance, and consultation in management, organizational development, resource development, program planning and evaluation, public relations, conflict resolution, and research and policy analysis. Also provides professional services.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Community Development Institute, P.O. Box 5099, Palo Alto, CA 94303; 650-327-5846; fax 650-327-4430.

P61. Amoco Foundation

DESCRIPTION: Provides funding in the following areas; Seed money, operating budgets, continuing support, annual campaigns, emergency funds, building funds, equipment, scholarship funds, fellowships, special projects, general purpose, capital campaigns, and employee matching gifts. Higher education, education, social services, community development, cultural programs, youth urban affairs, conservation, energy, science and technology, engineering, and medical research.

AMOUNT: Contact source.

REQUIREMENTS: Giving primarily in areas of company representation to assist communities. No support for primary or secondary schools, religious, fraternal, social, or athletic organizations; generally no support for organizations already receiving operating support through United Way. No grants to individuals, nor for endowments, research, publications, or conferences; no loans.

SOURCE: Amoco Foundation, 200 East Randolph Drive, Chicago, IL 60690; 312-856-6306.