



Community Review Report

for the City of Bonners Ferry, Boundary County,
and Kootenai Tribe of Idaho

September 21-23, 2010

Community Review

for the

City of Bonners Ferry

Boundary County

Kootenai Tribe of Idaho

September 21-23, 2010

A report presented to the people
of Bonners Ferry, Boundary County,
and the Kootenai Tribe of Idaho



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

TABLE OF CONTENTS

Part I: Background and Overview

Description of the Idaho Community Review Program	9
Recent Community and Economic Development Efforts in Bonners Ferry	10
Pre-Review Community Survey	15
Community Expectations and Identification of Focus Areas	16
Key Participating Individuals	18
Review Itinerary	19
Publicity and Public Participation	20
Summary of Community Listening Sessions	21

Part II: Team Reports

Arts, Historic, and Recreation Resources	25
Community Concerns and Comments	25
Observations, Recommendations, & Resources Related to Arts, Historic, and Recreation Resources	27
Infrastructure	36
Community Concerns and Comments	36
Observations, Recommendations, and Resources Related to Infrastructure	36
Economic Development	44
Community Concerns and Comments	44
Observations, Recommendations, and Resources Related to Economic Development	45

Part III: Final Thoughts

The 2001 Hudson Study: A Brief Evaluation	55
Collaboration, Consensus Building, and Conflict Resolution	57
Appreciative Inquiry	58
Keys to Successful Collaboration	59

When Conflict Happens.....	61
Resources Related to Collaboration, Consensus Building, and Conflict Resolution	62
Why it Matters.....	63

Appendices

Appendix A: Application submitted by Boundary Economic Development Council.....	65
Appendix B: Boundary County Community Review Summary of Results.....	71
Appendix C: Contact and biographical information for Visiting Team members	135
Appendix D: Listening Session Notes.....	144
Appendix E: Community Center How-to Guide	157
Appendix F: Typical outline for Parks and Recreation Master Plans	160
Appendix G: School Crossing Guard Program: Supplemental Information	161

ACKNOWLEDGEMENTS

The success of the community review completed on behalf of the people and leaders of the City of Bonners Ferry, Boundary County, and Kootenai Tribe of Idaho is in large part due to the many individuals and organizations who generously shared their time, opinions, and knowledge. We, the Visiting Team, are grateful and wish you well as you reflect, act, and build on the observations, recommendations, and resources found in this report.

We especially appreciate Michael Sloan, Executive Director of the Boundary Economic Development, Anita Stockdale-Woods, Relationship Services Officer for Panhandle State Bank, and the rest of the Home Team for their efforts to prepare for our visit and to provide support during our time in your community. The members of the Home Team are identified below, by focus area. We also thank Senator Joyce Broadsword, Boundary County Commissioner Walt Kirby, and Bonners Ferry Mayor David Anderson for their participation.

HOME TEAM FOR THE BONNERS FERRY, BOUNDARY COUNTY, AND KOOTENAI TRIBE OF IDAHO COMMUNITY REVIEW

COORDINATING TEAM

Michael Sloan	Boundary Economic Development Council
Anita Stockdale-Woods	Panhandle State Bank

ARTS, HISTORIC, AND RECREATION RESOURCES

Colet Allen (Leader)	Private Citizen
Suzanne Lubin	Naples Gallery
Brad Holifield	Private Citizen
Gary Stueve	3 Hearts
Linda McFadden	U.S. Forest Service

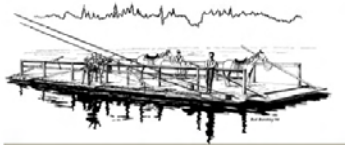
INFRASTRUCTURE

David Sims (Leader)	City of Bonners Ferry
Jeff Gutshall	Boundary Co. Road and Bridge
Claine Skeen	Boundary County Solid Waste
Mike Woodward	City Manager – Retired
Eric Lederhos	E.L. Automation

ECONOMIC DEVELOPMENT

Jennifer Jensen (Leader)	UI Extension
Carolyn Testa	Commercial Property Owner
Dave Gray	Ex-City Council/Retired Teacher
Jennifer Porter	Kootenai Tribe of Idaho
Dave Darrow	Idaho Department of Labor

SPONSORING AGENCIES AND ORGANIZATIONS



- Idaho Department of Agriculture
- Idaho Department of Commerce
- Idaho Transportation Department
- Idaho Department of Environmental Quality
- University of Idaho
- Panhandle Area Council
- Panhandle Lakes RC & D

- Rural Community Assistance Corporation
- Idaho TechConnect
- City of Plummer
- City of Caldwell
- City of New Meadows
- Clearstory Studios

PART I: BACKGROUND AND OVERVIEW

DESCRIPTION OF THE IDAHO COMMUNITY REVIEW PROGRAM

The Idaho Community Review Program provides observations, recommendations, and potential resources to Idaho communities with populations of 10,000 or less. The communities participate in the program to better understand how they might effectively approach long-standing and emerging community issues and opportunities. To initiate a review, community leaders begin assembling a “Home Team” and select three subject areas that will be the focus of the review. These “focus areas” become the basis for the creation of the “Visiting Team”, a group of 12-18 community and economic development professionals employed by public agencies, non-profit organizations, and private businesses. The Visiting Team spends three days in the community learning about issues through tours, meetings, and interviews with community leaders and residents. The review concludes on the evening of the third day with a public presentation.

The program cannot instantly resolve all issues, but it has been evaluated as an invigorating, validating, and unifying experience by the 20 communities that have participated before the Bonners Ferry, Boundary County, and Kootenai Tribe of Idaho Community Review. Community reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow-up activities.

Coordinated by the Idaho Rural Partnership (IRP), the Bonners Ferry, Boundary County, and Kootenai Tribe of Idaho Community Review was a collaborative project of IRP, City of Bonners Ferry, Boundary County, Kootenai Tribe of Idaho, Boundary Economic Development Council, Panhandle State Bank, Idaho Department of Commerce, Idaho Housing and Finance Association, Idaho Transportation Department, U.S. Department of Housing and Urban Development, USDA Rural Development and its Rural Business Enterprise Grants (RBEG) program, University of Idaho Extension Service, and other federal, state, local, nonprofit, and consulting organizations identified in the front of this report.

PRE-REVIEW TRAINING

On August 11, 2010 available members of both the Home and Visiting Teams participated in pre-review training session conducted by Mary Randolph, President of the Partners for Rural America and Executive Director of the Wyoming Rural Development Council. Craig Nolte, Regional Manager for Community Development from the Seattle Branch of the Federal Reserve Bank of San Francisco, sponsored the event. A total of 21 people took advantage of this opportunity.

Mary asked Mike Field, Executive Director of the Idaho Rural Partnership, to provide introductions and explain the purpose of the community review. Mary then gave an overview of the National Rural Development Partnership, the Partners for Rural for Rural America and the Wyoming Rural Development Council. She helped the team members understand how the community review can be

used by the citizens of Boundary County. She explained the importance of the listening sessions and the roles and responsibilities of the Home Team and the Visiting Team. Mary then addressed any questions or concerns of the team members and then ended the session with an amazing story about a woman named Maisie, whose determination provided the catalyst to build a new swimming pool in her rural community.

The Visiting Team extends our appreciation to Mary for her willingness to help make the community review in Bonners Ferry more successful by helping to train the new team members regarding their responsibilities. We also thank Craig Nolte for his sponsorship of the training session.

MONETARY VALUE AND COSTS PAID BY CITY OF BONNERS FERRY, BOUNDARY COUNTY, AND KOOTENAI TRIBE OF IDAHO

The in-kind value of a community review is estimated at \$50,000-\$75,000. Imagine the cost of hiring 16 professionals in land use planning, transportation, civil engineering, economic development, arts and cultural resources, communication, grant funding, and other fields of expertise for three 14-hour work days. Now add in the cost of preparation, follow-up, and report production. These costs are generously donated to the community by various state and federal agencies or are underwritten by private industry donations.

As with other community reviews, the direct costs to the City of Bonners Ferry, Boundary County, Kootenai Tribe of Idaho, and Boundary Economic Development Council were limited to food and transportation for the Visiting and Home Teams during the actual review, and any additional staff time spent on planning and preparation. A copy of the community review application submitted by the Boundary Economic Development Council in March 2010 is attached as Appendix A.

RECENT COMMUNITY AND ECONOMIC DEVELOPMENT EFFORTS IN BONNERS FERRY

The people of Boundary County should be proud of their successful efforts to ensure the community's current and future well-being. These efforts consist of capital improvement projects, organizational development efforts, and planning initiatives.

RECENT CAPITAL PROJECTS

To the community's credit, several capital improvement projects have been completed in the last few years or were underway at the time of the community review. Collectively and individually, these projects are undeniable examples of a forward-thinking community that wants to improve. Several notable examples are summarized below.

WATER SYSTEM IMPROVEMENTS

Currently in its final phases, this nearly \$4 million project includes the purchase of two adjoining water districts, a new reservoir, chlorine contact tank, clarifier, and distribution lines. Funding partners

included USDA Rural Development, U.S. Army Corps of Engineers, Idaho Department of Environmental Quality, Idaho Department of Commerce, and the City of Bonners Ferry.

MAIN STREET REVITALIZATION PROJECT

The project was completed in 2004 following the creation of a local improvement district and receipt of an Idaho Community Development Block Grant necessary to fund it. The project included facade, street, and sidewalk improvements. It also encompassed landscaping and enhancement of a small downtown park.

INTERNATIONAL GATEWAY VISITOR'S CENTER

This 2,600 square-foot building was completed in 2007. In addition to providing information to visitors about area activities and amenities, it includes restrooms and an accessible second-floor meeting room. It also provides a home for the Bonners Ferry Chamber of Commerce.

DOWNTOWN PARKING AREAS

Three new highly visible parking areas adding a total of 170 new spaces (including some spaces for RV's) have been constructed at the south end of Main Street, between US-95 and Main Street, and along Riverside Street just west of city hall. This project was completed in 2007 in conjunction with the Visitor's Center and downtown revitalization project.



US-95 PEDESTRIAN TUNNEL

This project was funded by the Kootenai Tribe of Idaho, City of Bonners Ferry, and Idaho Transportation Department's Enhancement Program in 2005. It allows visitors, residents, and employees to safely, conveniently move between the Kootenai River Inn area and the downtown without having to drive or walk across the busy highway.

SOUTH HILL TRANSPORTATION IMPROVEMENTS

In 2004 a section of US-95 was widened to add a center turn lane using funding provided by the Idaho Transportation Department. The project also included sidewalks, pedestrian crossing improvements, new signalization, and street lights.

US-95 PATHWAY

The City of Bonners Ferry and Boundary County are currently working to provide a protected trail connection along US-95 linking Bonners Ferry and the old US-95 alignment. The project is listed in the Local Mobility Management Network (LMMN) Plan. It will include a trailhead and parking area. The project is funded by the local jurisdictions, and is in partnership with the Idaho Transportation Department.

NORTH IDAHO COLLEGE (NIC) OUTREACH CENTER

NIC's Outreach Center in Bonners Ferry opened in 2006. It offers a variety of workforce and adult basic-education courses as well as student support and administration services.

SWIMMING POOL RENOVATION

A new pool liner to prevent leaking was installed and new turf irrigation system was added to the surrounding grass area in 2009.

FAIRGROUND IMPROVEMENTS

The construction of new barns at the fairgrounds over the last several years has been made possible by donations of time and materials from within the community.

RECENT ORGANIZATIONAL DEVELOPMENT AND PLANNING INITIATIVES

In addition to the capital projects above, residents and City and County officials have come together to increase the effectiveness of existing organizations and, in some cases, create new organizations and events. Examples of such initiatives include the following.



- Reorganizing the Chamber of Commerce
- Creation of the farmer's market in the Visitor Center parking area.
- Production of high-quality cultural and performing arts events offered by Bonners Ferry Arts Council.
- Creation of Kootenai Valley Resource Initiative
- Creation of Boundary County Community Foundation
- Passage of a bond levy to upgrade beds and needed operating equipment at Boundary County Hospital
- Creation of "3 on 3 Swish" basketball tournament

Most, if not all, of the capital improvement and organizational development successes describe above represent actions taken and investments made as a result of two major community planning and leadership development efforts undertaken in the last 10 years.

"CONNECTIONS" STRATEGIC PLAN

The Bonners Ferry "Connections" Strategic Plan was completed in 2001 as a joint project between Boundary County, the City of Bonners Ferry, and the Kootenai Tribe of Idaho. These governmental entities contributed equally to fund the plan. This plan is sometimes referred to as the "Hudson Study"

after Tom Hudson, lead consultant on the project's planning team. By consensus of the County, City, Tribe, and other funding partners, the plan focused on the following five key planning elements.

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

BOUNDARY ECONOMIC DEVELOPMENT COUNCIL

The Boundary Economic Development Council (BEDC) was formed in 2001. An executive director was hired at the time to support the implementation of the Hudson Study. The BEDC board is composed of elected officials from Bonners Ferry, Boundary County and Moyie Springs and is also financially supported and represented by the Kootenai Tribe of Idaho. The BEDC is also supported by the Boundary County School District and representatives from the local business community. In 2001 the BEDC applied for and was granted funds through the Idaho Rural Economic Development Professional Program and has been funded on a yearly basis ever since. Michael Sloan is the current Executive Director for the BEDC.

HORIZONS COMMUNITY LEADERSHIP PROGRAM

The Horizons Community Leadership Program was and is aimed at reducing poverty in Idaho and other states in the region. Facilitated by University of Idaho Extension, the program included: (1) community conversations focused on poverty reduction; (2) inclusive, broad-based community development; and, (3) community visioning and action. Fourteen rural communities in northern Idaho participated in the program from 2007-2008. About 108 Bonners Ferry residents and leaders created the following community vision statement at a visioning rally held on September 10, 2007.

**Vision Statement created by 108 Residents of Bonners Ferry
Horizons Program Visioning Rally, September 10, 2007**

"Bonners Ferry is a relaxed, alive, and inviting rural community that values its youth. We promote open communication to keep our community connected. We value our citizens and strive to preserve our quality of life. We prize education and recreational opportunities.

As a unique destination for visitors we promote exploration of our natural landscape. We achieve a balanced growth that builds on our strengths and the sustainability of our existing natural resources. We nurture innovative ideas and environmentally friendly small businesses that will shape our future for generations to come."

Specific concerns about the following issues came up prominently during discussions conducted as part of the Horizons Program.

- Economic opportunities
- Participation in community leadership
- Youth
- Balanced growth
- Infrastructure
- Workforce housing

Horizons achieved the goal of engaging a large number of citizens in in-depth discussion about Bonners Ferry's greatest assets and areas for improvement. The program also heightened awareness of opportunities for collaboration and coordination, opening up and improving the quality of dialog among existing community institutions. The creation of the Boundary County Community Foundation in 2009 is one tangible result of the Horizons program.

The Horizons Program and the Idaho Community Review Program are different in important and complimentary ways. Horizon's places emphasis on building civic participation and leadership capacity in a community, while the Community Review Program tends to focus more on physical infrastructure, planning, and economic development issues. These two starting points or areas of emphasis are interdependent —leveraging, informing, and adding value to each other. A community's well being and sustainability can be enhanced by using both the Horizon's and the Idaho Community Review processes. One compliments the other. In other words, the Horizons and Idaho Community Review Programs, working in tandem, recognize the development of a community's social and physical infrastructure go hand-in-hand. Additional information about the Horizons Program is found here:

<http://www.extension.uidaho.edu/horizons/>.

REGIONAL TRANSPORTATION PLANNING

The City of Bonners Ferry and Boundary County are very active in the State's I-Way planning process. They have two representatives on the Local Mobility Management Network (LMMN) 1A Steering Committee. The community gives input to the Mobility Plan for Boundary and Bonner Counties. The County has a transportation team known as Boundary Area Transportation Team (BATT). They meet monthly on the fourth Wednesday at the Visitor's Center in Bonners Ferry. The regular attendees include representation from Bonners Ferry, the County (including a County Commissioner), Idaho Transportation Department, Frontier Communications, Community Transportation Association of Idaho's local Mobility Manager, Clif Warren, and others.

PRE-REVIEW COMMUNITY SURVEY

As part of the community review process, residents of Boundary County were invited to complete a survey partially funded by the Horizons Program to indicate their level of satisfaction with various public services and issues. The survey was coordinated and the results were tabulated by the Social Science Research Unit (SSRU) in the College of Agriculture and Life Sciences at the University of Idaho. It was distributed in the August public utility (water) bills. This meant all homes in the County received a survey, except for homes with private well water systems. Approximately 4,400 surveys were mailed, with about 2,400 of them going to homes in Bonners Ferry. The questionnaire was returned complete or partially complete by 415 individuals, resulting in a 9.4% response rate. Item nonresponse varied by question with as few as eight or as many as 228 individuals omitting a question. The complete survey results and an analysis of the demographic characteristics of the respondents are attached as Appendix B.

SURVEY RESULTS REGARDING INFRASTRUCTURE

The five City and County infrastructure facilities with the highest level of satisfaction (as measured by the percent of residents stating they are either “somewhat” or “highly” satisfied with that service) are as follows.

- Library (79 percent),
- Garbage collection and disposal (69 percent)
- Fire Department (68 percent)
- Water Department (62 percent)
- Wastewater treatment (52 percent)

The five City and County infrastructure facilities with the lowest level of satisfaction (as measured by the percent of residents stating they are either “somewhat” or “highly” dissatisfied-with that service) are listed below.

- the availability of public transit (4 percent satisfied, 58 percent dissatisfied)
- the availability of high speed Internet (27 percent satisfied, 51 percent dissatisfied)
- amount of traffic (28 percent satisfied, 37 percent dissatisfied)
- availability of mental health care facilities (20 percent satisfied, 20 percent dissatisfied)
- the availability of drug and alcohol treatment programs (18 percent satisfied, 18 percent dissatisfied)

SURVEY RESULTS REGARDING ECONOMIC DEVELOPMENT

The three aspects of economic development residents responding have the highest level of satisfaction are shown below.

- Appearance of downtown Bonners Ferry (83 percent satisfied)

- Quality of banks and/or financial institutions (68 percent satisfied)
- Quality of restaurants (53 percent satisfied).

The three aspects of economic development residents responding have the lowest level of satisfaction as follows.

- Availability of jobs (6 percent satisfied, 76 percent dissatisfied)
- Quality of local jobs (11 percent satisfied, 63 percent dissatisfied)
- Availability of vocational or workforce training programs (15 percent satisfied, 47 percent dissatisfied)

SURVEY RESULTS REGARDING A COMMUNITY CENTER

Residents responding to the survey indicated they are most likely to use a community center for the following purposes. The figure shown indicates the percentage of respondents who said they are “very likely” or “somewhat likely” to use a community center for the stated purpose.

- To attend events (68%)
- For sports or athletic recreation (55%)
- To hold meetings for community groups (52%)

With respect to a source of funding to build and operate a community center, only 29 percent of residents favor a property tax levy , with 61 percent favoring funding through individual memberships.

COMMUNITY EXPECTATIONS AND IDENTIFICATION OF FOCUS AREAS

The request for this community review originated with the Boundary Economic Development Council with the support of the City, the County, and the Tribe. As with all community reviews, the community and economic development leaders associated with these entities asked the review to concentrate on three high-priority “focus areas.” Professionals were recruited to the Visiting Team based on their expertise in these areas. The three focus areas for the Bonners Ferry, Boundary County, and Kootenai Tribe of Idaho Community Review were as follows.

ARTS, HISTORIC, AND RECREATION RESOURCES

Leading up to the review, much of the discussion with respect to this focus area revolved around the desires, opportunities, and feasibility regarding the creation of a community and/or recreation center. Specifically, the Visiting Team was asked to provide observations, recommendations, and resources related to building community consensus, planning, funding, and constructing such a project. In its application, the community also expressed a desire to link this potential new amenity to both quality of life for existing residents and to the attraction of new employers and families to the area.



Other issues the community asked the Visiting Team to explore under this focus area included: historic preservation and interpretation, performing and visual arts, outdoor recreation, and the link between arts, history, culture, and tourism.

INFRASTRUCTURE

The leaders of the City, County, and the Tribe asked the Visiting Team to look at all of the area's infrastructure systems, with special attention to recommendations and resources that would position the community to support the expansion of existing businesses and attract new employers. Specific infrastructure issues the community requested help with included: the potential to develop the old mill site property immediately west of the fairgrounds, sewer and water issues with special focus on the North Hill/Three Mile area, solid waste management, and transportation.

ECONOMIC DEVELOPMENT

The need and desire for more living-wage employment opportunities was made clear in the community's application. It also came up repeatedly, across all three focus areas and in listening sessions, throughout the review. Community leaders asked the Visiting Team to assist with the identification of strategies and resources that could help support entrepreneurs, retain and expand existing businesses, and recruit compatible new employers given current and anticipated infrastructure.

COMMUNITY LISTENING SESSIONS

In addition to the focus areas, the community review also included six “listening sessions.” These focus group-like gatherings provided citizens an opportunity to share about changes they want to see and don’t want to see in the community. A summary of ideas and feedback gathered during these sessions are included in this report.

KEY PARTICIPATING INDIVIDUALS

Locally, substantial credit for the success of this community review should go to Michael Sloan, Boundary Economic Development Council Director and Anita Stockdale-Woods, Relationship Services Officer for Panhandle State Bank. As coordinators for the Home Team, Michael and Anita played a major role in planning the review, working with focus area leaders to create the Home Team, developing the itinerary, securing meeting spaces, providing for meals, and seeing to the needs of the Visiting Team in general. Additional credit and thanks goes to the following focus area leaders for both the Home and Visiting Teams.

HOME AND VISITING TEAM LEADERS BY FOCUS AREA

<i>Arts, Historic, and Recreation Resources</i>
Home Team: Colet Allen, Community Volunteer
Visiting Team: Donna Spier, City of Plummer
<i>Infrastructure</i>
Home Team: David Sims, City of Bonners Ferry
Visiting Team: Howard Lunderstadt, USDA Rural Development
<i>Economic Development</i>
Home Team: Jennifer Jensen, UI Extension
Visiting Team: Greg Seibert, Idaho Department of Commerce
<i>Listening Sessions</i>
Home Team: Anita Stockdale-Woods
Visiting Team: Lori Higgins, University of Idaho
Visiting Team: Erik Kingston, Idaho Housing and Finance Association

The Visiting Team also wishes to thank all members of the Home Team for their time and contributions. These individuals are identified by focus area at the beginning of this report. Finally, this community review would not have been possible without the active participation of over 100 community residents and leaders who chose to spend time informally and formally meeting with various Visiting Team members.

The Visiting Team was comprised of 18 community and economic development professionals who were recruited based on their experience and expertise with the three selected focus areas. They came from local, state, regional, and federal agencies, the University of Idaho, non-profit organizations, and private

businesses. The Visiting Team was pleased City of New Meadows City Administrator, John Franks, was able to join us as our guest, since a community review is planned for New Meadows in the spring of 2011. Contact and biographical information for all Visiting Team members are included with this report as Appendix C.

The following individuals worked with the Home and Visiting Teams to coordinate preview planning and creation of the Visiting Team in the months and weeks leading up to the review.

VISITING TEAM PLANNING COMMITTEE

Erik Kingston	Idaho House and Finance Association
Brian Dale	U.S. Department of Housing and Urban Development
Randy Schroll	Idaho Department of Commerce
Jerry Miller	Idaho Department of Commerce
Ken Harward	Association of Idaho Cities
Leon Duce	Association of Idaho Cities
Lorie Higgins	University of Idaho
Mike Field	Idaho Rural Partnership
Vickie Winkel	Idaho Rural Partnership

REVIEW ITINERARY

The detailed itinerary for the Bonners Ferry, Boundary County, and Kootenai Tribe of Idaho Community Review was cooperatively developed by the focus area leaders and planning team members named above. The review officially began at 3:30 pm on Tuesday, September 21, with a listening session involving the entire Home Team. The Home and Visiting Teams then met for dinner at the Chic-N-Chop. Breakfast on Wednesday morning was held in the High School library, where there were brief presentations concerning the school in general and about a proposal for a combined school/commercial incubator kitchen. Following breakfast, the Visiting Team split up into the three focus areas to tour existing facilities and met with individuals associated with them. Highlights, by focus area, include the following:

ARTS, HISTORIC, AND RECREATION RESOURCES

- Meet at U.S. Forest Service offices for discussion about outdoor, recreation, fish and wildlife, and other natural resource-related issues.
- Tour and discussion at Visitor's Center
- Lunch meeting at museum for presentations and discussion about history, the museum, and the visual and performing arts
- Guided tour of fairgrounds and adjoining park
- Visit potential north side park area

INFRASTRUCTURE

- Tour of wastewater plant
- Tour of County-owned landfill
- County road and bridge tour and information
- Joined the Arts, Historic, and Recreation team for lunch at the museum
- Tour of water treatment plant
- Visit former mill site west of fairgrounds
- Meeting with people in agriculture
- South Hill tour



ECONOMIC DEVELOPMENT

- Meet with leadership at Idaho Forest Group and City of Moyie Springs
- Visit County-owned airport
- Tour of Kootenai River Inn
- Visit to hospital
- Visit former mill site west of fairgrounds
- Meet with Frontier Communications staff

On Wednesday evening, citizens of Bonners Ferry were invited to participate in a town hall forum at which they offered their ideas and concerns for each of the three focus areas. The turnout was excellent, exceeding 60 people.

The Visiting Team spent most of Thursday, September 23, preparing three individual presentations (one for each focus area) to be given to community leaders and residents following dinner at the Memorial Hall located at the fairgrounds. These presentations were used as the basis for this report.

PUBLICITY AND PUBLIC PARTICIPATION

Home Team leaders made citizens of Boundary County aware of the review and invited their participation through the publicity efforts listed below. These measures played a major role in bringing out over 60 people to the town hall forum that occurred Wednesday evening, September 22.

- A display ad placed in the Bonners Ferry Herald for several weeks leading up to the review.
- An announcement inserted in the *Flatland* newspaper, which went out to every household at no cost.
- Article in the Bonners Ferry Chamber of Commerce newsletter
- Two interviews on local radio.
- Presentations at Chamber of Commerce and Rotary meetings.

SUMMARY OF COMMUNITY LISTENING SESSIONS

The individual community listening sessions were conducted with the following stakeholder groups during the review to ask people what they didn't want for Bonners Ferry, what they did want, and to identify perceived obstacles and assets.

- Community review Home Team members
- Students from Bonners Ferry High School
- Students from Riverside Alternative School
- Seniors (at the Senior Center)
- Medical professionals
- First responders

In addition to these meetings, Listening Team leaders Erik Kingston and Lorie Higgins also had conversations with and received completed questionnaires from several community members.

Listening session participants were not prompted to talk about any specific subjects, nor were the sessions associated with any of the three focus areas selected for the review. Session facilitators ensured participants understood the questions, recorded all comments, and encouraged everyone in attendance to share their thoughts and views on the questions below. A detailed summary for each listening session is included as Appendix D.

WHAT DON'T YOU WANT TO SEE IN BONNERS FERRY IN 2, 5, OR 10 YEARS?

Responses to this question fell under the four main categories below.

1. Poorly planned growth, development, or resortification that degrades landscape and environmental values, increases the burden on emergency first responders, results in a net loss of agricultural activity, or drives locals away
2. Persistent poverty and unemployment that ultimately limit economic opportunities for youth
3. Dead or dying businesses, dilapidated or inadequate housing and health care choices, or declining shopping opportunities
4. Taxation or regulations which inhibit development and local entrepreneurship

THE COMMUNITY'S CHALLENGES

Across the board, groups discussed and reflected a sense of hopelessness, low morale, and negativity with respect to the current economic situation. Several people wanted us to know about the growing negative impacts of the State's decision to close the local Health and Welfare Office, which magnifies and shifts the community health burden to local providers and the community at large.

First responders cited the challenge faced by their volunteers to respond to emergencies where poor planning and development decisions have created physical barriers that increase response time and costs. They also described growing demands on their time responding to calls—often from seniors—involving simple non-injury falls where an isolated individual needs help getting up.



Resistance to change and outsiders was also cited by several people (including students). There was also the perception among a small group of adults that anything involving the federal government, taxation, or regulation is bad. There was a tendency among this last group to externalize blame for generational problems that have persisted or developed over several decades through multiple administrations and diverse economic conditions.

WHAT DO YOU WANT TO SEE IN BONNERS FERRY IN 2, 5, OR 10 YEARS?

Listening session participants expressed a strong desire to live in a community that values the following ideas.

1. Protect air, land, and water resources through education and responsible planning
2. Allow for greater access to public lands
3. Take full advantage of local waterways (most notably the Kootenai River) to support recreation, local and regional connectivity, and international trade in the following ways:
 - Public access to Kootenai River for boat launches in and near Bonners Ferry
 - Walking/biking path or greenbelt along river through town
 - Open waterway from Canada
4. Support and expand use of local food and forest products in cooperation with relevant management agencies.
5. Cultivate local traditions of self-reliance and life skills.
6. Provide more diverse shopping and affordable multifamily and senior housing.

7. Support additional health and educational opportunities, including senior/assisted-living facilities, health care transport, mental health services, and higher-education options.
8. Reflect new ways of thinking about economic and cultural diversity.
9. Build and attract business and industry that create career opportunities as well as positive spinoff activities.
10. Encourage dynamic, multi-generational leadership in local government, education, and economic development.

THE COMMUNITY'S ASSETS

Everyone we spoke with agreed Boundary County is rich in natural, social, cultural, and human capital. With abundant natural resources, available land, and landscape/historic values, the area has something to offer residents and visitors alike. Everyone stressed the small-town values and relationships that often bring the community together in times of crisis and help forge a local identity. The Kootenai Tribe was often mentioned as a source of community support and rich cultural heritage. As in many cases throughout Idaho, there is great potential in the ongoing relationship among Tribal members and non-Tribal residents with shared interests in creating a more prosperous region.

We were particularly struck by the creativity and ingenuity of Bonners Ferry's students and educators, from the high school robotics class and the thoughtful student interview participants, to the work of the Riverside School as they acquire integrated life skills in planning, design, and building. This younger generation is an enormous and largely unharnessed asset; they need to be included in community building. Along with many on the Visiting Team, the Listening Team leaders were also impressed by the proposal to build a community commercial kitchen facility to augment the high school nutrition needs and serve as a processing center for local food products.

Two obvious jewels in the Bonners Ferry crown are the Kootenai River and the adjacent Kootenai National Wildlife Refuge. With improved public access to the waterway and connectivity between town and the refuge, Bonners Ferry would create additional value for locals and visitors alike. Similarly, working agricultural lands represent a priceless local treasure for those interested in history, culture, locally-grown food, and agricultural tourism.



Human capital is also in abundant supply. The people—young and old—who shared their stories and creative vision for the community represent a wealth of knowledge and energy. The challenge is to keep

the dialogue open and ensure there is room at the table for new ideas that complement traditional values and reflect changing realities.

THE MOST IMPORTANT QUESTION LEFT UNASKED...UNTIL NOW

After speaking with many residents who expressed a desire for change and new opportunities, the Listening Session team detected a pattern common in many towns. We heard of several 'needs' and 'wants,' involving expanded health care opportunities, a recreation/community center, or a greenbelt along the Kootenai River. At the same time, we heard a consistent refrain from adults: "Don't raise my taxes." Some suggested opposition to the use of federal funds as well. We got the impression that for some long-discussed but unrealized community goals, the sticking point seemed to be perceived individual sacrifices, prohibitive costs, or competing interests among stakeholder groups. What we heard leaves us with the question we'd like to pose to the individual residents of Boundary County:

What are you personally willing to sacrifice or contribute to help Boundary County achieve its full potential as a thriving and energetic place to live?



PART II: TEAM REPORTS

RECREATION, ARTS, AND HISTORIC RESOURCES

COMMUNITY CONCERNS AND COMMENTS

It was during pre-review planning the Visiting Team first learned many Bonners Ferry residents and leaders have identified the need and desire for a community and/or recreation center. This project is referred to as a “cultural center” in the 2001 Hudson Study. Among other things, it would meet a need expressed by residents for an additional community gathering place. The Visiting Team heard many opinions and ideas about what a facility should include or not include and about what the community can support financially. Perhaps this is why one member of the Home Team commented he remembers people talking about a community center as long ago as 1972. The community requested help evaluating existing programs and facilities related to recreation and the arts, assessing unmet needs, and building agreement around a new facility. In our discussions with local folks before and during the review, we heard recognition that developing such an asset would achieve two goals: (1) create a family-oriented facility desired by current residents, and (2) provide another amenity to help attract new businesses and their employees.

The Visiting Team heard from citizens the following ideas and perceptions about needs that could potentially be met by a community center:

- Both youth and adults said young people in the community need more opportunities for unstructured recreational opportunities. Kids who are not drawn to sports are particularly challenged to find recreational and creative outlets that suit them. Some of these opportunities previously available as extra-curricular activities at the schools have gone away in recent years due to funding shortfalls.
- The teen center operated by Mountain Springs Church is impressive and appreciated by the community, but we heard from more than one young person that at least some youth who aren’t members of the church are not comfortable going to the teen center. We also heard indications there are challenges concerning the long-term financial sustainability of the center.
- We noticed the community seems to place a high value on self sufficiency, on people helping one another, and on the learning and teaching of practical, hands-on life skills. Examples might include home repair and improvement, gardening, cooking, food preservation, sewing/mending, and music. The learning of such skills could take place in a community center.
- We heard from leaders in the performing arts that the auditorium at the high school is great for larger events (e.g. plays and musicals with sets), but is too large for smaller-scale lectures, readings, and performances by solo musicians or small musical groups. The auditorium is also hard to schedule because it’s so heavily used. We heard a clear desire for a suitable, comfortable performance space about half the size of the high school auditorium — something

in the range of 200-250 seats. The Exhibit Hall at the fairgrounds is used for events like the gun show, weddings, parties, funerals, and other community events, but its acoustics, noisy heating system, and lack of amenities severely limit its ability to host the kind of arts and cultural opportunities currently don't have a home. Several residents spoke of the need for a new indoor performance venue; one or two people mentioned the idea of a new outdoor amphitheater. Performance arts advocates also relayed they have found it challenging to gain the support of businesses to make art-related events and programs possible.

- Interest in incorporating a year-round indoor swimming pool into the community/recreation center also came up about as frequently as the ideas summarized above. Residents and leaders seem to place a high value on helping kids learn to swim. It was explained this was the primary reason there is no cost to use the existing outdoor swimming pool.
- The County-owned property on the north side of the river was mentioned as possible location for a new community and/or recreation center.

The following community concerns and comments relate to subjects NOT directly tied to a community and/or recreation center:

- Support for improving recreational access to the river was significant. We heard this support across age and stakeholder groups. Specific ideas mentioned included: pathways/trails along the river, creation of a swimming beach, and improved boat access. Some thought many of these goals could be accomplished at the County-owned property on the north side of the river. In addition to pathways associated with the river, there was also strong interest for improving conditions for walking and biking throughout the community in general.



- A few people told us they think the community needs additional athletic facilities like soccer, baseball, and softball fields. The County-owned property on the north side of the river was often mentioned as a potential site for such facilities.
- Some of the youth and even some adults told us the existing skate park near the fairgrounds is not heavily used because it is believed to be unsafe. In this context, “unsafe” refers to the design, materials, and maintenance of the skate park, as opposed to concerns about the potential for crime or other unhealthy behavior.

- Both locals and visitors value the wild-land recreation activities available in and near Boundary County. Primary among these are hunting, fishing, camping, hiking, wildlife watching, motorcycle and ATV riding, and mountain biking. All of these activities can be enjoyed in quiet, uncrowded settings very close to Bonners Ferry. The Kootenai National Wildlife Refuge is an excellent example. Many expressed their opinion that — from an economic development perspective — marketing, amenities, and services related to these activities have room for improvement.
- We learned from its leadership that the museum has a strong, energized board and group of volunteers. It is also debt free and owns its building with 9,000 sq. ft. at ground level and additional space on the second floor. The museum leaders were enthusiastic about current and future possibilities, but uncertain about how to identify, evaluate, and prioritize these alternatives. One leader said, “We need help figuring out how to use our space more effectively.”
- The Boundary County Fairgrounds appears well taken care of and supported – with new barns and other improvements being completed as funding, donations, and volunteer help allows. They are at a point where there is no room left for expansion. Fair board leadership told us if they had the room, increasing areas for parking might be their highest priority. A need to upgrade/update electrical service was also mentioned during our tour of the fairgrounds.

Several people active in community development told us in their perception and experience, community volunteers and leaders find it difficult to create significant agreement around any one goal or project. Instead, multiple groups of passionate people work on different projects and events simultaneously, with little communication between them. There seemed to be recognition this “stovepipe” or “silo” phenomenon diffuses a finite amount of energy and limits success. “Fragmented” and “independent” were words local arts and recreation advocates used to describe relationships among different organizations and projects. Perhaps because recreation, arts, and historic resources rely more on volunteer effort, the resulting frustration and confusion came up more prominently in this focus area, compared to economic development or infrastructure. See Part III of this report for additional recommendations and resources on the topic of collaboration and building consensus.

VISITING TEAM OBSERVATIONS RELATED TO ARTS, HISTORIC, AND RECREATION RESOURCES

COMMUNITY/RECREATION CENTER

The Visiting Team observed at least some local supporters of a new community and/or recreation center seem to have their vision set on building a brand new facility. We were not provided any information about what such a facility might cost to construct and operate. As noted under “Community Concerns and Comments” we also did not hear a clear consensus about what the facility should include or what needs it should address.

Many Idaho cities desire the kind of community and/or recreation center residents and community advocates in Bonners Ferry discussed. According to staff at the Idaho Department of Commerce, the vast majority of communities that have successfully developed such a facility have re-used and adapted an existing building owned by local government (e.g. city, county, or recreation district), tribe, or non-profit organization.



The Visiting Team further observed many of the recreational and cultural needs advocates envision a new community/recreation center would address are currently being met or could be met using existing facilities. In other words, you have most everything a community center would have; you just don't have it all in one place. We feel the community should take an honest look at this question: do we need a large number of indoor recreational and cultural activities and programs to be available under one roof or can they take place in various locations across the community?

RECOMMENDATIONS

1. Form a park, recreation, and cultural arts advisory committee or identify an existing organization such as the Community Coalition for Families to lead an initiative to take a comprehensive look at needs and opportunities related to recreation and arts.
2. Conduct a community survey to quantify and qualify unmet park, recreation, and arts interests and opportunities, as well as identify potential support.
3. Assess all existing facilities being used or that could potentially be used to help address unmet needs related to parks, recreation, and the arts. Primarily due to cost, think of constructing a new building from the ground up as the preferred alternative ONLY after thoroughly exploring ALL other alternatives involving existing buildings.
4. Develop a preliminary cost estimate for the construction and maintenance of a new community/recreation center built from the ground up. This estimate should be developed using the capital and operating costs of similar facilities in other communities as comparables and the results from the parks, recreation, and arts survey. This information must be contrasted with the cost of improving and/or re-using existing buildings. While it may be significantly larger than what is envisioned for Bonners Ferry, the new YMCA in Caldwell cost over \$14 million to build and operated at a deficit of \$679,000 in 2009. This deficit must be made up through community and private sector donations.
5. See Appendix E for a "How-to" guide for community/recreation centers that profiles facilities in Kamiah, Cottonwood, and Nez Perce.
6. See observations and recommendations under "Other Parks and Recreation Facilities," below.

RESOURCES

- Idaho Department of Commerce Community Development Block Grant Program (CDBG), <http://commerce.idaho.gov/communities/block-grants.aspx>, Tony Tenne, Community Development Specialist, 208-334-2470, ext. 2111, tony.tenne@commerce.idaho.gov. The CDBG program has recently helped communities including Cottonwood, Kamiah, and Nez Perce explore interest in building a community center and will be able to provide local contact information as well as funding options.
- Paul G. Allen Foundation provides funding opportunities for investment in youth engagement in their communities. www.pgafoundations.com.
- Idaho Department of Commerce's *Show Me the Money* funding newsletter often features grant opportunities for youth, education, and recreational programs. Email jerry.miller@commerce.idaho.gov to get on the mailing list.
- USDA Rural Development, Community Facilities Program, Howard Lunderstadt, Community Programs Specialist, 208-762-4939, howard.lunderstadt@id.usda.gov.
- Idaho Nonprofit Center, <http://www.idahononprofits.org/>, 208-424-2229.

OTHER PARKS AND RECREATION FACILITIES AND PROGRAMS

The Visiting Team has several observations to make about other parks and recreation facilities not directly related to an indoor community and/or recreation center. First, we heard a lot of opinions, but otherwise didn't see evidence the community has a good, quantified handle on its unmet parks and recreation needs. This apparent lack of objective information has implications for both recreation programs and facilities. It also makes it difficult for the Visiting Team to confidently make related recommendations. We also believe absent this information, the community will be challenged to make significant progress in its efforts to develop parks, recreation, and arts opportunities because such efforts will be based on opinions of individuals and small groups, not on the consensus possible when all stakeholders are reviewing the same information.

We would describe the County-owned property on the north shoreline of the river as underdeveloped with a lot of potential. It was mentioned by at least a couple residents as a potential site for the community/recreation center. By creating a safe, beach-like amenity, it also has the potential to provide increased access to the river. It is clear to us that improving access to this property for vehicles, bicycles, and pedestrians would need to be incorporated into any park development plans.



The 2001 Hudson Study recommends the fairgrounds be moved to create a site for an industrial park. With several improvements completed in the last few years, we feel the community has made a decision to keep the fairgrounds in its current location. We also noticed the city park next to the fairgrounds does not have an official name. While we noticed the RV dump station at the fairgrounds, we observed (and were informed) Bonners Ferry does not have a privately or publicly-owned RV park. Many Idaho communities have RV parks next to or near their fairgrounds to provide a place for out-of-town fair participants to stay and to provide a source of revenue 12 months a year. The nearby skate park is not used as much as it might be if it were better constructed and maintained.



A new community and/or recreation center could provide the kind of opportunities currently being provided by the teen center recently opened by the Mountain Springs Church. As noted under “Community Comments and Concerns,” some kids not associated with the church do not feel comfortable going to the center.

Existing recreation programs are focused on youth athletics and are provided through Boundary County. Current offerings include softball, flag football, track, tee-ball, tennis,

and soccer. As noted above, we did not see evidence the community has collected the information about unmet interests that could guide program expansion. The focus on athletics is typical in most communities. As a result, youth not passionate about athletics have fewer opportunities.

RECOMMENDATIONS

1. Conduct a community survey to quantify and qualify unmet parks, recreation, and arts interests and opportunities.
2. Develop a parks, recreation, and arts master plan. Elements typically found in such a plan are found in Appendix F.
3. Develop a parks and recreation donation program. Such a program would allow individuals, families, and businesses in the community to be recognized, using a plaque or other sign, for donating a physical improvement or fixture such as playground equipment, picnic table, or water fountain.
4. Initiate conversation with the owner of the old mill site property about creating an RV park just west of the fairgrounds.
5. Enter into a conversation with Mountain Springs Church about the idea of evolving the existing teen center into an ecumenical or non-denominational facility.
6. Involve youth in a skate park renovation project.

RESOURCES

- 'The Station' Youth Recreation Center, Soda Springs. Information available though Soda Springs city hall. This is a successful, award winning, volunteer-run youth center housed in the former police station. 208-547-2600.
- The Tony Hawk Foundation has awarded grants for the construction of skate parks in Buhl, McCall, and New Meadows. http://www.tonyhawkfoundation.org/grant_application.asp.
- US Bank Foundation will fund recreation projects. Julie Norris, 208-383-7765. Other banks and bank foundations may fund community projects as part of their community reinvestment efforts.
- Idaho Recreation and Parks Association, <http://www.irpa-idaho.org/index.asp>, irpa.idaho@gmail.com. Josh Oakes with the City of Post Falls is currently the north Idaho representative on the IRPA Board. 208-773-0539, joakes@postfallsidaho.org.
- National Recreation and Park Association, 800-626-NRPA, <http://www.nrpa.org/>.
- Equinox Foundation Grant Program is a branch of the Inland Northwest Community Foundation. This foundation makes grants in Bonners and Boundary Counties for arts, parks, trails, and environmental projects. <http://www.inwcf.org/receive/grant-opportunities-2/141-equinox-foundation-grant-program>.
- The Association of Idaho Cities can help identify Idaho cites with park and recreation donation programs. www.idahocities.org, 208- 344-8594.



RIVERWALK TRAIL SYSTEM

The Visiting Team observed the pedestrian tunnel under US-95 and the small parking area with sidewalk just north of city hall are visible accomplishments related to creating the 'riverwalk' outlined in considerable detail in the 2001 Hudson Study. As described in the Hudson Study, this trail system would be constructed in nine segments as follows (not necessarily in this order):

Segment 1: Levee/dike east of Kootenai River Inn

Segment 2: Kootenai River Inn promenade

Segment 3: Pedestrian tunnel under US-95

Segment 4: Downtown, adjacent to west side of US-95, passing by Gateway Visitor Center

Segment 5: Riverside Road to railroad
Segment 6: Railroad to Kootenai River
Segment 7: Across US-95 Bridge
Segment 8: North side of river, east of bridge
Segment 9: North side of river, west of bridge

While in Bonners Ferry, the Visiting Team observed community interest in and support for this trail system, and pedestrian/bicycle-related improvements in general, remain high. Additional observations, recommendations, and resources on this topic are found under the Infrastructure section of this chapter.

RECOMMENDATIONS

1. Prioritize the nine riverwalk segments identified in the 2001 Hudson Study, establishing which segments should be constructed first.
2. Learn best practices regarding community support, funding, design, and construction from comparably-sized communities who have successfully built similar trail projects.
3. Research/identify available funding sources.
4. Create an artist's or landscape architect's rendering of major points along the riverwalk trail system.
5. Prepare construction drawings and cost estimates for the highest priority trail segments.
6. See transportation-related recommendations and resources under the Infrastructure section of this report.

RESOURCES

- Idaho State Parks and Recreation offers grants for recreation projects, particularly if they are multipurpose and attract multiple audiences.
<http://parksandrecreation.idaho.gov/aboutus/grants.aspx>.
- The National Fish and Wildlife Foundation provides small grants to stimulate the planning and design of greenways in communities. www.nfwf.org or www.conservationfund.org.
- The Idaho Transportation Department has a bicycle and pedestrian coordinator who could provide advice and technical assistance towards the creation of the riverwalk.
http://itd.idaho.gov/bike_ped/. Maureen Gresham, 208-334-8272, maureen.gresham@itd.idaho.gov.
- Idaho Foundation for Parks and Lands provides assistance and funding to protect natural areas and providing public access. 208-344-7141, Sharon@IdahoLands.org, www.idaholands.org/index.
- National Park Service Rivers, Trails, and Conservation Assistance Program provides technical grants to assist with planning, design and implementation of trails.
<http://www.ncrc.nps.gov/programs/rtca/>.
- National Park Service Preserve America Grants, 202-354-2020,
[Preservation Grants Info@nps.govhttp://www.nps.gov/history/hps/hpg/PreserveAmerica/index.htm](http://www.nps.gov/history/hps/hpg/PreserveAmerica/index.htm).

- Bikes Belong is an advocacy and grant making organization that funds trail projects. The organization has funded projects in Weiser and Eagle. <http://www.bikesbelong.org/grants/>.
- The American Hiking Society sponsors the National Trails Fund which offers grants for trail construction and repair. <http://www.americanhiking.org/Our-Work/National-Trails-Fund/>
- A partial list of Idaho cities and/or counties who have successfully built community or greenbelt-like trail systems includes:
 - Pocatello/Bannock County
 - Driggs/Teton County
 - Ketchum/Hailey/Blaine County
 - Kootenai County/Coeur d'Alene Tribe
 - Lewiston
 - Moscow/Troy/Latah County
 - McCall/Valley County
 - Weiser/Cambridge/Washington County
 - Boise/Garden City/Eagle/Ada County
 - Star
 - Middleton
 - Twin Falls/Twin Falls County
 - Soda Springs

In some cases, success has been made possible by the creation of a non-profit organization specifically formed to fund and construct a trail or trail system. The Latah Trail Foundation is one example (<http://www.latahtrailfoundation.org/default.aspx?PageID=1>, 208- 874-3860, latahtrail@gmail.com). Other communities have started out by forming a pedestrian and bicycle advisory committee. In nearly every example, success has required the passion, organization, and advocacy of local citizens and community groups.

MUSEUM AND OTHER ARTS AND HISTORY-RELATED FACILITIES AND PROGRAMS

The concentration of civic and recreational activities and buildings in and near downtown creates value for all of these uses as well as for the downtown businesses. These uses include: the city hall, post office, courthouse, fairgrounds, library, visitor's center, farmer's market, Kootenai River Inn, movie theater, and museum. Few communities in Idaho have their museums on the primary downtown street. The museum is just one of the many civic and cultural uses in the downtown area. Continuing to improve and expand the museum's offerings in its existing location increases this asset.

In both the performing and visual arts, we observed needs and opportunities to create and improve venues using space within existing building. Performing arts leaders, in particular, expressed a



need for a smaller venue than the high school auditorium. Finally, in our short time in the community, we saw a possible need to more fully understand the community's preferences and ideas regarding the performing arts. Doing so may result in more successful events and greater in-kind and financial support.

RECOMMENDATIONS

1. The museum should initiate a strategic planning effort. The strategic plan should address funding needs and sources, in addition to program and facility-related goals and objectives.
2. Community interests and preferences with respect to visual and performing arts should be incorporated into the park, recreations, and arts survey described above. This information will increase the likelihood future events will be in even greater alignment with local interest, thereby, increasing community support and attendance.
3. Inventory all existing buildings that could be re-used as a smaller performing and visual arts venue. This inventory should include, for example, the space owned by the museum and currently used to display visual art and the 'Faces of History' exhibit, the original Catholic Church built in the 1890's, and the old school west of the Kootenai River Inn. Though we did not visit it, we learned the old Catholic Church has high historic value to the community and is currently on the market.
4. Continue to support development of the Boundary County Community Foundation as a source of funding and forum for communication regarding a variety of local community and economic development projects.

RESOURCES

- Idaho Commission on the Arts provides grants for local organizations and helps provide other resources. Michelle Coleman is the Community Development Director, 208-334-2119, michelle.coleman@arts.idaho.gov.
- Idaho Community Foundation, <http://www.idcomfdn.org/>, 208-342-3535, grants@idcomfdn.org,
- Similar-sized cities with active community foundations include Kamiah (Upper Clearwater Community Foundation, Debbie Evans, kamiahgrants@msn.com, 208-935-0764) and Soda Springs (Greater Soda Springs Community Development Foundation, (Trent Clark, trent.l.clark@monsanto.com, 208- 547-4300).
- The National Endowment for the Arts provides tools and articles on strategic planning on their website. <http://www.nea.gov/resources/Lessons/index.html>.
- The Urban Institute publishes a free book titled "*Culture and Commerce, Traditional Arts and Economic Development*" that may be helpful in talking with business owners and others about supporting the arts. http://www.urban.org/UploadedPDF/410812_culture_and_commerce.pdf.
- South Lake Promotions is a business that provides up-to-date information on arts-related activities in the south Lake Coeur d'Alene/Harrison area. <http://www.southlakecda.com/index.htm>, Estar Holmes, estar@southlakecda.com.
- Idaho Heritage Trust, Gaetha Pace, 208-549-1778, gaetha@mindspring.com.

- The National Trust for Preservation provides two types of financial assistance to non-profit organizations and public agencies: 1) matching grants from \$500 to \$5,000 for preservation planning and educational efforts, and 2) intervention funds for preservation emergencies. Matching grant funds may be used to obtain professional expertise in areas such as architecture, archeology, engineering, preservation planning, land-use planning, fund raising, organizational development and law as well as to provide preservation education activities for the public. <http://www.preservationnation.org/resources/find-funding/grants/>.

COMMUNICATION AND CONSENSUS BUILDING

Collaboration, consensus, coordination, and communication all begin with the prefix “co”, meaning “together” or “with”. Whichever words are used to describe it, the Visiting Team believes the community would be well served by bringing government, Tribal, education, and non-profit leaders together to identify and build agreement around needs, possible solutions, and collective action. Because it heavily relies on volunteer support and effort, this is particularly true in the arts, recreation, and historic resources focus area. See Part III of this report for additional recommendations and resources on this subject.



RECOMMENDATIONS

1. Identify one person or organization to coordinate and track collaborative efforts and communication related to the arts, historic, and recreation resources.
2. Expand use of the web to get information to community residents about events, organizations, and volunteer opportunities.

RESOURCES

- The Jesuit Volunteer Corps (JVC) program is a national faith-based volunteer organization that places recent college graduates with agencies and community organizations working on poverty and similar issues. www.jvcnorthwest.org, Emily Jendzejec, Area Director, JVC Northwest, 503-335-8202.
- AmeriCorps engages teams of members in projects in communities across the United States. Service projects, which typically last from six to eight weeks, address critical needs in education, public safety, the environment, and other unmet needs. Members tutor students, construct and rehabilitate low-income housing, respond to natural disasters, clean up streams, help communities develop emergency plans, and address countless other local needs. Vaneitta

Goines, Assistant Projects Director, AmeriCorps NCCC Western Region,
http://www.americorps.gov/for_organizations/apply/nccc.asp, 916-640-0314,
vgoines@cns.gov.

- See Part III of this report for additional resources on this topic.

INFRASTRUCTURE

COMMUNITY CONCERNS AND COMMENTS

With the possible exception of the landfill, Bonners Ferry residents and leaders did not share with us major looming infrastructure concerns or problems. This doesn't mean there was an absence of ideas and comments, however.

Many comments involved transportation. We noted considerable support for making the community more pedestrian and bicycle friendly by (for example) providing designated bike lanes, additional sidewalks, and safer pedestrian crossings. There was also some concern expressed about the speed of cars in the South Hill and Three Mile areas. We also noticed strong support for improving public transit, although limited service does exist (especially for seniors).

In the area of emergency services, first responders who participated in one of the listening sessions told us of needs related to services, equipment, and staff. Overall, an aging population combined with decreased funding might explain why demands are exceeding capacity in this area.

Interest in and support for recycling came up consistently. From the Visiting Team's perspective, the residents seem prepared to step up their recycling efforts. This is a positive sign, given the need to reduce the volume of waste entering the landfill.

Finally, several people shared their view that infrastructure should be planned and provided as new development occurs so levels of service are not sacrificed. There seems to be a strong feeling among existing residents that they should not have to shoulder the cost of providing infrastructure needed by new and future development.

VISITING TEAM OBSERVATIONS, RECOMMENDATIONS, AND RESOURCES RELATED TO INFRASTRUCTURE

The Infrastructure team took a close look at the community's wastewater treatment, water, solid waste, airport, and surface transportation systems.

WASTEWATER

A new master plan that identifies and prioritizes needed improvements for the wastewater treatment system is currently underway. We appreciate and support the decision to complete this plan. As is often the case with aging underground sewer lines, inflow and infiltration is thought to be a problem. Inflow

and infiltration refer to groundwater entering the sewer system through cracks and holes in the lines and unauthorized connections to the sewer system, respectively. This places unnecessary load on the treatment plant. It is an issue because the plant is running at or near capacity during certain times of the year. The City has some effective stop-gap measures in place to stay in compliance with requirements related to effluent discharge, but it may still be spending up to \$50,000 per year that might not have to spend if the lagoons were working properly. Algae, in particular, is an issue during the summer months due to the shallowness of the lagoons. The team also made note of the lack of sanitary sewer in the North Hill/Three Mile area, a fact limiting further development.

RECOMMENDATIONS

1. Continue proceeding with the wastewater treatment system master planning effort. The scope of work should include an analysis of costs and benefits of alternative methods of treating wastewater in the Three Mile area in the context of desired future land uses as well as an evaluation of rates and hook-up fees to see if or when any adjustments might need to be made.
2. Pursue funding and financing for wastewater system improvements.

RESOURCES

- See Water Resources, below.

WATER

The operation and improvement of the water system seems to be in good hands, with an almost \$4 million upgrade project nearing completion. In the last three years, a new reservoir, chlorine contact chamber, clarifier, and some new distribution lines were constructed or installed. We did notice some of the existing 'interties' (or connections between water systems) don't go both ways. For example, the City can buy water – if needed - from Cabinet Mountain water system, but the Cabinet Mountain system cannot buy water from the City. The Three Mile area and Moyie Springs are intertied, but the City and Three Mile systems are not similarly connected. A more region-wide approach is important so water remains available to all users in the event of a problem or emergency. The fire in the Myrtle Creek watershed a few years back is a good example of such an emergency.

RECOMMENDATIONS

1. Explore the development of interties so Moyie Springs, Three Mile, Bonners Ferry, and Cabinet Mountain are all connected. This would create a strong, resilient regional system.
2. Begin the process of installing meters at all connections and evaluate "included" water in rates so high-volume users are not being subsidized by low volume users. In other



words, achieve greater equity so residential and commercial users are paying for what they actually use.

RESOURCES FOR BOTH WATER AND WASTEWATER

- Environmental Finance Center, Boise State University, Sustainable Rate Setting, Bill Jarocki, Director, 208-426-1567, <http://efc.boisestate.edu/watershed/contactus.asp>.
- Idaho Rural Water Association, Kevin McCloud, Water System Technician, 208-343-7001, kmcleod@idahoruralwater.com.
- Idaho Rural Water Association, Bill Burke, Wastewater Technician, 208-343-7001, bburke@idahoruralwater.com.
- Rural Community Assistance Corporation, Jim Wilson, 509-927-6748, jwilson@rcac.org.
- USDA Rural Development, Community Facilities Program, Howard Lunderstadt, Community Programs Specialist, 208-762-4939, howard.lunderstadt@id.usda.gov.
- Panhandle Area Council, Nancy Mabile, 208-772-0584 x3014, nancy@pacni.org.
- Department of Environmental Quality (State Revolving Fund and 319 funding), John Tindall, 208-769-1422, x4629, john.tindall@deq.idaho.gov.
- Idaho Department of Environmental Quality, Suzanne Scheidt, Drinking Water Manager, 208-666-4624, Suzanne.scheidt@deq.idaho.gov.
- U.S. Army Corps of Engineers (509 program), 208-345-2155.

SOLID WASTE/LANDFILL

The Infrastructure team probably talked about the landfill and solid waste management more than any other issue within the focus area. Under best-case conditions, it is estimated the existing landfill has the capacity to last approximately 30 years. This may seem like a long time. However, the City and County are both aware the community is currently at risk of losing its “small community landfill exemption.” This exemption is extended to smaller solid waste/landfill systems that handle less than 20 tons of waste per day. If



this amount is exceeded and/or if the City or County were to build a new landfill, then it would have to meet stringent requirements related to protecting water quality. Part of the issue is there seems to be some lack of clarity and agreement about how much waste is currently being disposed of on a daily basis. Losing the small community exemption could double or triple the cost of handling solid waste. This increase would have to be absorbed by residents and businesses.

The recycling program appears to be relatively young in its development. Recycling is available, but there is no incentive and there is no curbside pickup; residents and businesses must bring their recyclables to the landfill or other sites (e.g. Safeway parking lot on designated days only). Indications are recent efforts to encourage voluntary recycling have been positive. The proper collection and disposal of household hazardous waste is also a concern.

RECOMMENDATIONS

1. The City and County have to address the landfill situation in a way that works for both.
2. Commission a life-cycle cost analysis of the landfill. What does it really cost? What will it really cost if you lose the small community exemption? How much waste is really going to the landfill? What's the volume/weight of material currently being recycled? Are there more cost effective alternatives, including shipping waste outside the County? This analysis will provide the information you need to evaluate alternatives and determine the most cost-effective way to handle the waste long-term and when specific actions should be taken.
3. Include in the analysis above whether or not it would be cost effective to establish a curbside recycling program and whether it makes sense to slightly modify rates to encourage residential and commercial customers to reduce, reuse, and recycle.
4. Engage young people in the discussion about solid waste and recycling. They care and want to be part of finding solutions.
5. Continue to pursue installation of a truck scale at the landfill to accurately track solid waste volume.
6. Use community-based marketing and other educational tools to promote and encourage residential and commercial recycling. Anything that reduces the amount of material being land-filled will help protect the small community exemption status.
7. The City and County should create their own HIGHLY VISIBLE recycling programs. Elements might include literature communicating the commitment to recycling, steps being taken to increase recycling within City and County departments, and visible recycling bins downtown and other visible areas. LEAD BY EXAMPLE.
8. Find one or more community organizations interested in creating a thrift store or recycled building materials store. This reduces the waste flow and creates a funding source for the organization(s).
9. Create a program that grinds clean wood waste for use as landscaping mulch, compost, or as fuel for a potential cogeneration plant at Idaho Forest Products.

RESOURCES

- *"Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing"* by Doug McKenzie-Mohr and William Smith, 1999, New Society Publishers. www.cbsm.com is a related website with a large amount of information, best practices, and networking opportunities related to reducing waste.
- Second Chance Building Materials Center is a store in Boise that reclaims and sells excess building materials. It is operated by Supportive Housing and Innovative Partnerships, a non-profit organization providing support to people in long-term recovery. <http://www.shipinc.org/store/index.html>. Melanie Curtis, Director, 208-331-0900.
- Habitat for Humanity of North Idaho ReStore is similar to the Second Chance Building Materials Center above, and generates funds for North Idaho Habitat for Humanity. <http://northidahohabitat.org/restore>, Renee' Taylor, ReStore Manager, 208-762-4352, ReStore@northidahohabitat.org.
- The Building Material Thrift Store in Hailey is run by the Wood River Land Trust. <http://www.buildingmaterialthriftstore.org/Site/Welcome.html>, 208-788-0014.
- The Idaho Department of Environmental Quality publishes (at least) two publications that might be helpful: "Recycling in Idaho: Profiles of Community Recycling Programs", http://www.deq.idaho.gov/waste/recycling/community_recycling_study_0903.pdf and the Idaho Recycling and Waste Management Directory, http://www.deq.idaho.gov/waste/recycling/recycle_directory_2004.pdf.
- The USDA Rural Development Solid Waste Management Grant Program may be used to evaluate current landfill conditions to determine threats to water resources, provide technical assistance and/or training to enhance operator skills in the operation and maintenance of active landfills, and provide technical assistance and/or training to help communities reduce the solid waste stream. <http://www.usda.gov/rus/water/SWMG.htm>, LaVonda Pernell, Loan Specialist, 202-720-9635, lavonda.pernell@wdc.usda.gov.
- The Idaho Department of Environmental Quality has a point person who can address community questions regarding recycling and other waste prevention measures. <http://www.deq.idaho.gov/waste/recycling/recycling.cfm>, Joanna Pierce, Pollution Prevention Coordinator, 208-373-0146, joanna.pierce@deq.idaho.gov.

AIRPORT

The airport seems to be a well-managed asset. Fourteen new hangers were built in the last four years and all are full. A commitment to high-quality flight training is an economic plus. There is room for additional growth and a 1000' feet extension of the runway is planned in the next few years. There are other similar-sized communities in the state that dream of an airport of this quality. There is interest in appropriate light industrial development near the airport, provided it does not interfere with airport use and future expansion/runway extension. This topic is addressed in the Economic Development section of this report.



RECOMMENDATIONS

1. Continue working with nearby property owners to plan for appropriate land development that takes advantage of the airport while also protecting the airport's value.

RESOURCES

- Managed by the Idaho Transportation Department, the Idaho Airport Aid Program provides grants for airport improvements. www.itd.idaho.gov/aero, Bill Statham, 208-334-8784. bill.statham@itd.idaho.gov.
- The Federal Aviation Administration's Airport Improvement Program provides funding for runways, taxiways, and lighting. <http://www.faa.gov/airports/aip/overview/>, Sandy Simmons, 425-227-2656.

SURFACE TRANSPORTATION

The majority of vehicle-related transportation issues we noticed involve US-95 in the South Hill area. The timing of some traffic signals at one or more intersections is unnecessarily causing congestion, possibly aggressive driving, and unsafe conditions for pedestrians. Additionally, the speed limits on the south and north ends of town may need to be reviewed in view of traffic levels and adjacent development.

Conditions for safe biking and walking range from poor to fair. There are very few streets that have walkable or bikable shoulders or sidewalks within the community's neighborhoods. The children we observed walking or biking along local streets to or from school were out in the roadway and many were accompanied by a parent. There is no easy or quick solution to this problem. The Visiting Team also acknowledges topography (i.e. South Hill to downtown to North Hill) and the river make it inherently challenging to connect the community with safe walking and biking routes. For example, other than using an informal trail we heard about in the east side of town, one can't get from South Hill to downtown without walking or biking within the US-95 right-of-way.

Pedestrian and bicycle safety is a concern where US-95 intersects with streets that connect to the swimming pool, junior high school, and high school. These streets are all heavily used by young people on foot and on bikes.

The Boundary County School District remains one of the many districts in the state that are still safety busing. Safety busing means the child lives within a distance of their school considered by state standards to be walkable or bikable but there is no safe route to do so due to missing infrastructure such as sidewalks, roadway shoulders, or safety-enhanced crosswalks. Therefore, the children are either picked up by bus or, in many cases, driven by a parent or sibling to (and often from) their school. In some cases this occurs when the child lives just a few blocks from the school. It is this “added” traffic around schools that causes congestion/safety issues and adds to air quality problems near the school.



Bonnerr's Ferry has a “Demand Service” transit system provided by the Senior Hospital Center. This means riders must call and request transportation as needed. The Senior Center also provides a round trip service to Sandpoint on Thursdays by reservation only. The Local Mobility Management Network (LMMN) Plan includes the need to link Bonners Ferry, Sandpoint, Coeur d’Alene, and beyond with regular intercity bus service.

RECOMMENDATIONS

1. To improve safety, work with Idaho Transportation Department (ITD) to re-evaluate speed limits on the south and north ends of the US-95 corridor.
2. Work with ITD to adjust signal timing cycles to reduce congestion and increase safety of turning movements onto US-95.
3. Establish a Safe Routes to School Committee. This committee would help position the City to receive grant funding to improve pedestrian and bicycle safety, especially as related to traveling to and from schools.
4. Complete a community-wide inventory of school-related pedestrian and bicycle assets, problems, and opportunities. This is often referred to as a “School Travel Plan.”
5. As implied above, the City should educate itself about ITD’s Safe Routes to School (SR2S) program and seek funding after completing the requisite “homework.” Up to \$1 million is available statewide on an annual basis. Infrastructure projects are funded up to \$100,000 and they do not require a local match.
6. Adult crossing guards should be used on US-95 at designated school crossings and any other local street school crosswalk that carries a fairly high volume of traffic during school commute

times. The program can be successful using volunteers or individuals who are compensated. Crossing guard supplies are an eligible grant request in the State's SR2S grant program. Additional information and recommendations related to a school crossing guard program is found in Appendix G.

7. Investigate the use of pedestrian flags on US-95 crosswalks. On roadways with heavy traffic volumes, pedestrians are often hesitant to step into a crosswalk to stop traffic. Holding up a flag can be much less intimidating, yet still signals to the drivers someone would like to cross the road. These flags are used throughout Idaho, both on local streets and on the State Highway System.

RESOURCES

- Safe Routes to School program, Idaho Transportation Department, <http://itd.idaho.gov/SR2S/index.html>, Jo O'Connor, State Coordinator, 208-334-4475, Jo.OConnor@itd.idaho.gov.
- International Walk to School Day, www.walktoschool.org.
- National Center for Safe Routes to School, www.saferoutesinfo.org, 919-962-7412.
- Diane Arrants, Safe Routes to School coordinator, Lake Pend Oreille School District, 208-263-2184, ext. 1027.
- Idaho Pedestrian and Bicycle Alliance is a statewide advocacy organization. Molly O'Reilly (Sandpoint resident), president@idahopedbike.org.
- National Highway Traffic Safety Administration. Assistance regarding safe routes to school is found here: <http://www.nhtsa.gov/people/injury/pedbimot/bike/Safe-Routes-2002/toc.html>.
- "Main Street: When a Highway Runs Through It" is an excellent book published in 1999 by the Oregon Department of Transportation to educate communities about pedestrian safety and community design associated with highways within city limits. <http://www.contextsensitivesolutions.org/content/reading/main-street/resources/main-street-when-a-highway/>.
- Local Highway Technical Assistance Council, www.lhtac.org/, Lance Holmstrom, 208-344-0565, lhholmstrom@lhtac.org.
- Maureen Gresham, State Bicycle and Pedestrian Coordinator, can supply more information on the subject of pedestrian crossing flags. As an example of the flag program's use, the City of Idaho Falls has over 40 crosswalks covered by the program and the flags are assembled using local donations and volunteers. Other Idaho communities using pedestrian crossing flags include Hailey, Bellevue, Twin Falls, and McCall. bikeped@itd.idaho.gov, 208-334-8272.
- "Case Studies on Transit and Livable Communities in Rural and Small Town America", published by Transit for America, <http://t4america.org/wp-content/uploads/2010/09/Livability-Transit-Rural-Case-Studies-WEB.pdf>.
- Appaloosa Express Transit is a relatively new rural transit service operated by the Nez Perce Tribe. 208-843-7324, <http://www.nezperce.org/content/Programs/Appaloosa%20Express.htm>.

- Panhandle Area Council, John Austin, 208-772-0584 x3020, john@pacni.org.
- Community Transportation Association of Idaho is a resource related to transit. Clif Warren, District 1 Mobility Manager, 208-610-4289, cwarren@ctai.org.

ECONOMIC DEVELOPMENT

COMMUNITY CONCERNS AND COMMENTS

Whether speaking with elected officials, business owners, or citizens, members of the Visiting Team repeatedly heard the desire for more family- or living-wage jobs. This is not surprising, given that at the time of the review, Boundary County had one of the highest official unemployment rates in Idaho (16%). Residents and leaders know many such jobs in natural resources were lost over the past couple of decades because they've lived it. In the past, a young person could finish high school, get a good-paying job in the woods, at the mill, or farming, make a good living, and retire with the same employer. People shared with us that such opportunities have become rarer. Several residents expressed concern about young people being forced to leave the community as a result. Some feel government regulations are a major factor in the decrease in jobs, especially with respect to natural resources. We heard a fair bit of pessimism that the economic situation would improve any time soon. We also heard from some a hope or desire for a return of the good times – when 1 or 2 major natural resource employers provided a degree of economic security for the entire community. At the same time, the residents and leaders of Bonners Ferry struck us as resourceful, resilient, and hard-working.

“Balance” is a word that well summarizes ideas people shared with the Visiting Team about economic development. We heard a lot of support for efforts to create a greater variety of economic opportunities so the community is not dependent on any one employer or industry. In other words, the community wants its eggs in many baskets – natural resources, agriculture, services, retail, light industrial, tourism, recreation, and government. Some people opposed creating a local economy predominantly built on tourism and resort-type development out of concern such development would negatively affect the sense of community and small-town values residents appreciate.



Bonners Ferry residents and citizens we talked with clearly see a relationship between economic development, cultural and recreational amenities, and infrastructure improvements. A manager at

Idaho Forest Products in Moyie Springs said, “We know employees have left our mill searching for entertainment and more diverse school programs in Coeur d’Alene.” Creating reliable, affordable broadband internet access across the County is viewed by many as one example of a critical infrastructure improvement that will help existing businesses grow and new business take hold. Other examples include improvements in health care, arts and culture, recreation, and housing supply.

Residents and leaders interviewed during the community review expressed recognition and appreciation for the way private employers and other entities step up to support community projects with donations of materials, money, and funds. Appreciation for support of this kind from the Kootenai Tribe was mentioned by many people. For example, the Tribe’s numerous donations totaling over \$80,000 to the Boundary County School District in 2010 have enabled many facility and programmatic improvements.

Clearly, folks understand the better the businesses are doing, the greater their ability to support worthwhile efforts. For this reason and to keep money re-circulating within the community, many people stressed the importance of shopping at home and supporting locally-owned businesses whenever possible.

In addition to job creation generally, residents and leaders also identified their desire for certain types of new businesses. Finding ways to bring businesses that offer the following services or products would enable people to shop locally, thereby reducing shopping trips to Sandpoint, Coeur d’Alene, and even Libby.

- Home appliances
- Clothing
- Household/variety
- Additional sources of affordable groceries (including locally grown and processed food)
- Restaurants

In addition to these types of businesses, the 2001 Hudson Study used an inventory of existing business and a community survey to reveal a desire for a florist, bakery, arcade, and business support services. The Hudson Study also documents \$76 million in retail leakage from Boundary County. “Leakage” refers to dollars being spent by residents outside of the County plus dollars being spent in the County that are transferred outside the community (as happens in the case of national chain stores and through internet shopping).

VISITING TEAM OBSERVATIONS RELATED TO ECONOMIC DEVELOPMENT

From everything the Visiting Team observed and heard, Bonners Ferry and Boundary County have numerous assets that create the foundation for increasing family-wage job opportunities. First, the workforce has a hard working, roll-up-your-sleeves attitude employers desire. The community’s infrastructure is responsibly maintained and improved in a high-quality condition. The two intersecting rail lines —Union Pacific and Burlington Northern-Santa Fe — are unique for a community this size. The

area's high environmental quality, along with the recreational opportunities like hunting, fishing, and wildlife viewing that come with it, make the community an attractive place both employees and employers seek. Similarly, performing arts organizations offer events typically associated with larger cities. Thanks to recent renovation efforts, the downtown area is an intact, vibrant place that continues to draw residents and visitors.

The Economic Development team also took note of the importance of the Kootenai River Inn as a major economic engine in the community, employing over 170 people with an annual payroll of over \$2.6 million. We were impressed by how it's been maintained and expanded since opening in 1986 with only 50 employees. The hotel boasts one of the highest occupancy rates in the Northwest and is a recent recipient of the prestigious Best Western International Chairwomen's Award for Quality Assurance.

OPPORTUNITIES TO INCREASE REVENUE AND JOBS RELATED TO RECREATION AND TOURISM

The new Visitor's Center, expanded parking areas, and downtown renovation, when coupled with regional initiatives like the International Selkirk Loop Scenic Byway, create opportunities to further develop appropriate recreation and tourism opportunities. The Visiting Team uses the word "appropriate" because we are sensitive to concerns that large-scale recreation and tourism can have undesirable, unintended implications for



community character and values. Amenities and services desired by both visitors and local residents are more likely to fall into the "appropriate" category. Many of the following recommendations should be considered in conjunction with and are related to many of the recommendations found under the Arts, Historic, and Recreation Resources section of this report.

RECOMMENDATIONS

1. Expand tourism marketing. These efforts should focus on: (1) on-line sources, (2) bringing greater attention to the community's place on the International Selkirk Loop/National Scenic Byway, and (3) increasing marketing reach into Canada.
2. Create an image or brand for the community to unify promotional efforts and help visitors find attractions and services once they are in town.
3. Expand opportunities for cultural and historical education/interpretation.
4. Implement a family and friends marketing campaign. This effort involves providing residents an incentive to send information about the area to family and friends or to provide names of friends and families to the Chamber or Visitor's Center for mailing purposes.
5. Create more downtown events and consider extending downtown business hours at least one day a week or month during the summer to accommodate working people and visitors.

6. Track and survey visitor numbers and tourism-related revenue.
7. See recommendations under Arts, Historic, and Recreation Resources section of this report.

RESOURCES

- The State of Idaho's Travel Council Grant program can help build local and regional tourism-related websites, other forms of marketing, and familiarization (or "FAM") tours for journalists. These funds might help leverage other resources.-<http://commerce.idaho.gov/tourism-grants-and-resources/about-the-itc-grant-program/>. Renea Nelson, 208-334-2470, renea.nelson@tourism.idaho.gov.
- Two Degrees Northwest is a cultural tourism effort based in north central Idaho and southwest Washington coordinated by the University of Idaho Extension. <http://www.2dnw.org/>, Lori Higgins, Director, 208-885-9717, Higgins@uidaho.edu.

AMPLE AREA FOR FUTURE DEVELOPMENT

Bonnerr's Ferry has a large area of city impact and ample room for future commercial, light industrial, and residential development. The Three Mile area and the old mill site west of the fairgrounds are the most obvious examples. It is vital the community provide the required comprehensive planning, zoning, and infrastructure for commercial/industrial sites. Currently there are not enough commercial/industrial sites that can be marketed to clients. Without these sites, potential job creating projects look to other communities that are better prepared. There are things the community could and should do to improve infrastructure and address any questions about possible hazardous waste, thereby stimulating development of these properties as economic conditions improve.

RECOMMENDATIONS

1. Continue taking steps necessary to create an industrial park. Among other things, doing so represents an important step in creating a business incubator.
2. The Visiting Team suggests one of the first steps might be to conduct an analysis that identifies and compares infrastructure needs and costs, compatibility with adjacent land uses, and market preferences of potential sites. Once one or more sites are established, the community will then be able to begin a discussion about providing the improvements needed to allow the site(s) to be marketed and developed. Examples of these improvements include infrastructure, brownfields remediation, and clearing and grading. Financing the necessary improvements may be accomplished by grants, urban renewal districts, local improvement districts, and other forms of public and



private financing. Such financing would enable the completion of related infrastructure improvements without raising taxes on existing residents and businesses. NOTE: The 2001 Hudson Study talks about relocating the fairgrounds and adjacent park and creating an industrial park at the current fairgrounds/park location. From our perspective, significant improvements (e.g. new barns, etc.) completed at the fairgrounds in recent years tell us the community has decided the fairgrounds should stay in its current location.

2. Pursue a brownfields assessment at the old mill site. This assessment would either eliminate any question about the existence of underground hazardous waste or identify options for clean up. In either case, the end result would increase the development value of the property. Such an assessment would involve the cooperation of the property owner.
3. Local real estate agents should be encouraged to place available commercial and industrial properties and lands on Idaho's Gem State Prospector website. This website is free and combines the property listing with maps and demographic statistics companies looking for new locations need.
4. Create and maintain inventory of available commercial space.

RESOURCES

- Gem State Prospector, Idaho Department of Commerce, <http://gemstateprospector.com>, Jerry Miller PCED, 208-334-2470, ext 2143, jerry.miller@commerce.idaho.gov.
- Idaho Department of Commerce's *Show Me the Money* funding newsletter often features grant opportunities for youth, education and recreational programs. Email jerry.miller@commerce.idaho.gov to get on the mailing list.
- USDA Rural Development, Community Facilities Program, Howard Lunderstadt, Community Programs Specialist, 208-762-4939, howard.lunderstadt@id.usda.gov.
- The Idaho Small Business Development Center maintains a list of business incubators around the state. <http://www.idahosbdc.org/DocumentMaster.aspx?doc=1232>.
- Idaho Community Development Block Grant, Tony Tenne, 208-334-2650 x 2111, tony.tenne@community.idaho.gov.
- U.S. Department of Commerce, Economic Development Administration, Rick Tremblay, 208-334-1035, rtremblay@eda.doc.gov.
- Panhandle Area Council, Jim Deffenbaugh, 208-772-0584 x3005, jimd@pacni.org or Nancy Mabile, 208-772-0584 x3014, nancy@pacni.org.
- Idaho Department of Environmental Quality Brownfields Assessment Program, IDEQ's Brownfields Assessment Program funds and conducts environmental assessments of brownfields sites when a lack of environmental information has complicated site redevelopment or reuse. <http://www.deq.idaho.gov/Applications/Brownfields/index.cfm?site=brownfields.htm#assessm ent>, Aaron Scheff, Brownfields Response Program Manager, 208-373-0420,

aaron.scheff@deq.idaho.gov; north Idaho contact: Steve Gill, 208-666-4632, steve.gill@deq.idaho.gov.

OPPORTUNITIES TO INCREASE WORKFORCE EDUCATION AND OTHER TYPES OF ASSISTANCE TO NEW AND EXPANDING BUSINESSES.

During our time in Bonners Ferry, the Visiting Team perceived a disconnect between employers, residents, and the North Idaho College Outreach Center. Everyone knew of the Center, but many expressed uncertainty about what is currently offered and acknowledged opportunities for exchanging ideas and information between employers and the college are being missed. Likewise, we perceived the college is still getting its arms around how it can best serve the community. We didn't see or learn much about education or training opportunities available to owners of existing or emerging businesses, though subsequent to the review, we did learn about such opportunities in Sandpoint offered by the Idaho Small Business Development Center.

RECOMMENDATIONS

1. Encourage a greater quantity and quality of communication between employers, small business owners, Chamber of Commerce, North Idaho College, and the Idaho Small Business Development Center. This recommendation includes assessing the degree to which Bonners Ferry business owners are participating in and finding satisfaction with the small business development trainings offered in Sandpoint by the Idaho Small Business Development Center. It also includes discussion about ways to develop and market NIC's offerings in Bonners Ferry so they better meet the needs of employers and residents.
2. Continue to investigate creation of a business incubator at either the old mill site or Three Mile area.
3. Bonners Ferry businesses should be encouraged to pursue government contracting opportunities. The City or Chamber could sponsor training on government contracting. The City should also explore the possibility of becoming a Historically Underutilized Business (HUB Zone) through the U.S. Small Business Development Administration (SBA). Businesses located in a HUB Zone have an inside track obtaining government contracts.
4. Work with local banks to develop low interest loan programs for small businesses and commercial buildings. This is a recommendation found in the 2001 Hudson Study.

RESOURCES

- The City of Nampa created a revolving loan fund for restoring building facades in its historic downtown.
<http://ci.nampa.id.us/downloads/30/FA%C3%87ADE%20IMPROVEMENT%20PROGRAM.doc>.
- Rural Development Initiatives (RDI) is a Eugene, Oregon-based nonprofit organization that helps towns and rural partnerships develop and diversify their economies by creating inclusive, long-term strategies and identifying and managing crucial projects. They conduct community

trainings on leadership, effective organizations, and other topics in both English and Spanish. RDI's work is focused in Oregon but also reaches six western states (including Idaho) and British Columbia. <http://www.rdiinc.org/>. Noelle Colby-Rotell, 208-954-9564, nrotell@rdiinc.org.

- The Idaho Department of Commerce's Idaho Business Network helps businesses pursue government contracting opportunities. <http://www.commerce.idaho.gov/business/government-contracting.aspx>, Sundi Neely, 208-334-2470, sundi.neely@commerce.idaho.gov.
- HUB Zone Certification, <https://eweb1sp.sba.gov/hubzone/internet/>, Larry Demirelli, 208-334-9004, larry.demirelli@sba.gov.
- Kuna High School (<http://www.kunaschools.org/schools/khs/home/home.php>, 208-955-0200, Gayle Patten), Weiser High School (<http://www.sd431.k12.id.us/hs.htm>, 208-414-2595, Lori Mooney), and Project CDA Alternative School in Coeur d'Alene (208-667-7460, <http://www.cdaschools.org/project/index.htm>) all have strong reputations in the area of vo-tech and post high school workforce training.
- RUPRI Center for Rural Entrepreneurship, taina@e2mail.org, 402-323-7339, <http://www.energizingentrepreneurs.org/>.
- Vandal Innovation and Enterprise Works (VIEW), University of Idaho, Michael McCollough, Director, mccollou@uidaho.edu, 208- 885-6478, <http://www.uidaho.edu/view.aspx>.
- Idaho TechConnect, Hank Artis, 208-262-2039, x1450, hank.artis@idahotechconnect.com.
- TechHelp, <http://www.techhelp.org/>, 208-426-3767, techhelp@boisestate.edu.
- Panhandle Area Council can help with workforce development, entrepreneurship, business counseling, small business, and micro-entrepreneurial loan programs. Jim Deffenbaugh, 208-772-0584 x3005, jimd@pacni.org.
- U.S. Department of Agriculture's Rural Business Enterprise (RBEG) and Opportunity (RBOG) Grant Programs will fund engineering and feasibility studies and marketing tools (e.g. business directories). <http://www.rurdev.usda.gov/rbs/busp/rbeg.htm> and <http://www.rurdev.usda.gov/ga/trbog.htm>, Margaret Hair, 208-762-4939, margaret.hair@usda.gov. (This resource is potentially applicable to many aspects of economic development.)
- The U.S. Forest Service's State and Private Forestry Program is a potential source of funding and assistance related to managing the impacts of wildfires on communities and the environment. <http://www.fs.fed.us/spf/>, Peggy Polichio, 406-329-3280.

IMPROVING HEALTH CARE FACILITIES AND ATTRACTING PHYSICIANS

Even before our arrival in Bonners Ferry, we heard about the community's desire to retain the primary care physicians presently in Bonners Ferry and to recruit new ones. When visiting the hospital, we also learned about needed capital improvements such as expanding the surgery unit and adding a recovery room, public perceptions about health care in Bonners Ferry, and community concerns and questions regarding telemedicine. As is the case with other types of community infrastructure and amenities,

addressing these multiple health care-related issues creates a more attractive place for businesses and skilled workers. It also allows residents to stay in Bonners Ferry who want to remain near family as they age. Available employment and other desirable cultural and educational opportunities for the spouses of medical professionals is an additional critical factor in recruiting physicians.

RECOMMENDATIONS

1. The Boundary County Hospital should perform a feasibility study to determine the use of telemedicine programs as a method to enhance recruitment and retention of medical professionals.
2. The Boundary County Hospital should be marketed locally for the purpose of making the connection between this vital health care service and economic development. It's more than just the jobs provided. The hospital is a key attractor for business expansion and relocation. Without the hospital, Bonners Ferry would be seen as even more remote than is perceived currently. Additionally, health care is one of the fastest growing industries.
3. To increase return on investment, target physician recruitment efforts and incentives on individuals who have lived in rural areas because they are more likely to understand and value the quality of life available.
4. Continuing to pursue the recommendations in this report and building on the momentum created by the Horizons Leadership Program will make the community a more attractive place for new physicians and their families.

RESOURCES

- The U.S. Department of Housing and Urban Development's Federal Housing Administration's Section 242 program can help communities finance hospital construction and improvement projects. <http://www.hud.gov/offices/hsg/hsgmove/hotm0515.cfm>. Jerry Royster, 208-334-1088, ext. 3017.
- The Idaho Health Facilities Authority offers low-interest loans for healthcare facilities, <http://www.idhfa.org/>. Shelley Shannon, 208-342-8772.
- State office of Rural Health and Primary Care, Idaho Department of Health and Welfare, <http://www.healthandwelfare.idaho.gov/default.aspx?TabId=104>, 208-334-0669, RuralHealth@dhw.idaho.gov.
- Funding is available through the Rural Health Care Access Program for telemedicine, physician recruitment and retention, and other projects related to improving health care access. http://www.raconline.org/funding/funding_details.php?funding_id=739.
- National Health Service Corps offers a loan repayment program and posts job vacancies for physicians and other health care professionals. <http://nhsc.hrsa.gov/>, 800-221-9393.

THE AREA'S AGRICULTURAL HERITAGE PROVIDES OPPORTUNITIES TO STRENGTHEN LOCAL FOOD PRODUCTION AND PROCESSING

With its excellent soil, abundant water, and moderate climate, Bonners Ferry has a rich agricultural heritage. The still-important grain elevator complex east of the fairgrounds is a testament to this heritage. Agriculture is currently dominated by growing plant material for use in residential and commercial landscaping. It also includes grains and hops, albeit in a reduced role at present. The Visiting Team believes economic opportunities can be created by tapping into this legacy to create commercially viable, relatively small-scale food production and processing enterprises that would create value-added products for local consumption and export. Such enterprises would also increase community self-reliance and food security.

RECOMMENDATIONS

1. Continue to explore and seek assistance needed to create an integrated school/commercial kitchen at Bonners Ferry High School. The Visiting Team was made aware the high school does not have a kitchen or adequate cafeteria. We also learned of the proposal to build a kitchen that could also be a commercial incubator kitchen. This would give the high school a kitchen and a facility available for use by small food-related businesses. We think the idea has potential and encourage further analysis of its feasibility, keeping in mind there is an existing commercial kitchen available at the Bonner Business Center in Sandpoint. If built, the kitchen could be used to train adults and high school students wanting to develop their culinary skills for personal or professional reasons. It could also be used to support small food-related businesses operated by the students. Additionally, we were informed of the potential to incorporate a sizable school-based garden as part of the project.
2. Continue to develop the farmer's market.
3. Encourage greater collaboration and mutual support between existing small-scale food growers and food-related businesses.
4. Publish and maintain an on-line and printed directory of food grown and/or processed locally.



RESOURCES

- USDA Rural Development, Community Facilities Loan Program, Howard Lunderstadt, Community Programs Specialist, 208-762-4939, howard.lunderstadt@id.usda.gov.
- Leadership Idaho Agriculture is a leadership development program for leaders in agriculture and in rural communities. <http://www.leadershipidahoag.org/>, Rick Waitley, 208-888-0988.
- Idaho Ag. in the Classroom, <http://www.idahoaitc.org/index.html>, Rick Waitley, State Director, 208-888-0988, rcwaitley@spro.net.
- Farmers' Markets and AgriTourism, Idaho State Department of Agriculture, Lacey Menasco, lmenasco@agri.idaho.gov.
- The Idaho Department of Agriculture offers a free handbook entitled *Starting a Specialty Foods Business*, which is available free from the department's website. <http://www.agri.state.id.us/Categories/Marketing/Documents/specialtyfoodbook.pdf>.
- USDA Value Added Producer Grant program provides funding to help eligible independent producers of agricultural commodities, agricultural producer groups, farmer and rancher cooperatives, and majority-controlled producer-based business ventures develop business plans for viable marketing opportunities and develop strategies to create marketing opportunities. VAPG grants facilitate greater participation in emerging markets and new markets for value-added products, <http://www.rurdev.usda.gov/rbs/coops/vadg.htm>. Howard Lunderstadt, 208-762-9799. howard.lunderstadt@id.usda.gov.
- The Rural School and Community Trust is a non-profit source of information, technical assistance, and information about funding sources for projects that support schools and communities in rural areas. info@ruraledu.org, 703-243-1487, www.ruraledu.org.
- Laura Moore Cunningham Foundation is a statewide funder of nonprofits, mostly for education and healthcare. Laura Bettis, Director, lmcf_idaho@msn.com.
- Qwest Foundation for Education grant program, Corey Simpson, 208-332-6992, crsimpson@sde.idaho.gov. This is a grant program funding innovative use of technology.
- Rural Roots is a Moscow-based statewide non-profit organization supporting local food producers and the development of local food networks. <http://www.ruralroots.org/>, 208-883-3462.
- The Treasure Valley Food Coalition is a non-profit effort to build a sustainable local food system in SW Idaho. <http://www.sccidaho.org/node/5>, 208-424-6665.



- Idaho Department of Commerce's *Show Me the Money* funding newsletter often features grant opportunities for youth, education, and recreational programs. Email jerry.miller@commerce.idaho.gov to get on the mailing list.
- The National Gardening Association is a source of support and information regarding school-based gardening education and projects (e.g. gardens, greenhouses, curriculum, etc.). Funding is available through the Youth Garden Grants program. <http://www.kidsgardening.org/ygg.asp>, 800-538-7476.
- The Agricultural Marketing Resource Center at Iowa State University offers a vast amount of information on multi-use kitchen incubators. 866-277-5567, AgMRC@iastate.edu, http://www.agmrc.org/markets_industries/food/kitchen_incubators.cfm,
- The Idaho Small Business Development Center maintains a directory of commercial incubator kitchens in Idaho. <http://www.idahosbdc.org/DocumentMaster.aspx?doc=1232>.
- Panhandle Area Council, Jim Deffenbaugh, 208-772-0584 x 3005, jimd@pacni.org.
- The Idaho Small Business Development Center associated with North Idaho College can assist with the development of a business plan for the school/commercial incubator kitchen project. 208-769-3333.

BROADBAND INTERNET NEEDS TO BE IMPROVED

Broadband internet service is spotty. Near downtown, it's consistently reliable and fast. In some parts of town, dial-up is really the only affordable option. Available wireless options are not affordable to most residents. Other parts of town are somewhere in between broadband and dial-up speeds. The provider (Frontier) is new to the community, taking over from Verizon in July of this year. They intend to deliver DSL service to Moyie Springs and Three Mile area beginning in early 2011. A new internet service provider is also coming to town to erect new towers that will extend wireless service to other rural properties in the vicinity.

RECOMMENDATIONS

1. Continue pursuing grant funding to support development of broadband infrastructure.
2. Continue to work with service providers (e.g. Frontier Communications) to understand community needs and preferences.

RESOURCES

- Panhandle Area Council, Jim Deffenbaugh, 208-772-0584 x3005, jimd@pacni.org.
- USDA, Rural Development Utilities Program/Telecommunications, Joe Bradley, General Field Representative, 208-401-8090, joe.bradley@wdc.usda.gov.

PART III: FINAL THOUGHTS

With this third and final section of the report, the Visiting Team offers the residents and leaders of Bonners Ferry our brief evaluation of the community's efforts to act on the recommendations found in "CONNECTION: Strategic Development System for Bonners Ferry." As described previously, this planning document was completed in May 2001 as a collaboration between the City, the County, and the Kootenai Tribe and is referred to as the Hudson Study.



This section also includes the Visiting Team suggestions and resources regarding the community's need and desire for greater collaboration, communication, coordination, and consensus-building between different stakeholders groups. This need and desire came up repeatedly throughout our visit to Bonners Ferry, especially in the areas of (1) economic development, and (2) arts, recreation, and historic resources.

THE 2001 HUDSON STUDY: A BRIEF EVALUATION

We hope this evaluation from an outsider's perspective is helpful as you determine, as a community, where to go and what to do next.

The community should be proud of its work to successfully act on many of the recommendations described in the Hudson Study. We saw completion of several projects outlined in the plan and partial progress on others. In the case of other recommended strategies or physical improvements, we either could see no obvious progress or we were not certain if progress has been made or not.

Any community that believes strategic planning is an academic exercise that doesn't result in any changes on the ground should pay a visit to Bonners Ferry to see what you've accomplished. During the Visiting Team's time in Bonners Ferry, it was easy to see and appreciate Bonners Ferry's successful completion of the following community and/or economic development initiatives outlined in the Hudson Study.

- US-95 improvements on South Hill
- New downtown parking areas
- Construction of the Gateway Visitor's Center
- Completion of the pedestrian tunnel under US-95
- Creation of Boundary Economic Development Council and hiring a professional manager
- Reformation and expansion of Chamber of Commerce
- Relocation and expansion of Farmer's Market

- Significant improvements at airport
- Downtown renovation, including streetscape, improved street connections, public park space, etc.
- New high school
- NIC Outreach Center
- Expansion and improvements to the Kootenai River Inn

In its three short days in the community, the Visiting Team could see evidence or were provided information confirming you've made at least partial progress on the following initiatives recommended by the Hudson Study.

- Continued development of community events
- Promotion of the area to tourism markets
- Improve entrances to the community and to downtown
- Provide technical assistance to existing businesses and entrepreneurs
- Support school facility improvements
- Create cohesive downtown business district, with residential and other uses on the upper floors of downtown buildings
- Recruit complementary retail and service businesses
- Emphasize local art, history, and culture
- Improve connection and access to the Kootenai River
- Create an identity for the South Hill commercial area

Here are the recommended strategies or physical improvements recommended by the Hudson Study for which we could see little to no evidence of progress. In other words, if significant progress has been made on these projects, we didn't see it or weren't made aware of it.

- Create industrial park
- Create business incubator
- Develop alternate energy production program
- Re-use of old grain warehouse complex
- Extend business hours (esp. downtown)
- Develop way-finding signage
- Create an organization dedicated to encouraging workforce housing and neighborhood improvements
- Pedestrian trail system linking the south and the north sides of the river

- Create low-interest loan pool for improvements to commercial buildings/businesses
- Track visitor numbers and tourism-related revenue
- Create an image or brand for the community to unify promotion efforts and help visitors find amenities
- Develop a community or cultural center

When we hold the Hudson Study recommendations up next to the comments and concerns of the community we heard during the review, we can confidently say a large number of residents would support efforts to pursue the following:

- Improve access to the Kootenai River
- Develop riverwalk/pedestrian trail system connecting both sides of the river
- Develop community and/or recreation center (but not necessarily involving the construction of a new building)
- Create business incubator; possibly including a commercial incubator kitchen
- Continue to support the Boundary Economic Development Council as a way to support the growth of existing businesses and recruitment of new employers
- Continue to promote and improve downtown
- Continue to promote tourism through physical improvements and marketing, so long as it can be done in a way that maintains and protects community character and values

COLLABORATION, CONSENSUS BUILDING, AND CONFLICT RESOLUTION



As described previously in this report, a noticeable number of civic leaders (volunteer and otherwise) expressed exasperation about the tendency for individuals and small groups of people to work on community projects in an independent, uncoordinated fashion. Multiple interest groups are promoting and working on various, sometimes competing initiatives at the same time, making it difficult for any one project to build the momentum and community support needed for success.

At the same time, the Visiting Team was also made aware of ongoing collaborative efforts. The Kootenai Valley Resource Initiative is the most visible example. There are no doubt others.

Rather than focusing on what's not working, we encourage you to step back and ask yourselves what's worked best in the past. What events and physical improvements are you most proud of? What have you been able to accomplish when a significant number of people and resources are aligned in the same

direction? We posed this very question to about 15 participants at the September 22 town hall forum held at the Kootenai River Inn. They quickly developed this list:

- Kootenai Ride
- 3-on-3 Swish
- Kootenai River Days
- Building new high school
- New running track (at high school)
- Completion of Visitor's Center
- Downtown Renovation Project
- Pedestrian underpass connecting Kootenai River Inn to downtown

If 100 people in Bonners Ferry were asked this question, consensus about the most successful accomplishments would become clear; it may include projects not on the list above. Preferably, establishing this consensus could be done via individual interviews, but it could also be done using a large group forum. The kind of introspection we're suggesting naturally leads to questions such as:

1. What were the factors, skills, relationships, and agreements that made these successes possible?
2. Are there certain key ingredients our most successful accomplishments have in common?

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

APPRECIATIVE INQUIRY

The questions posed above represent the first principle of an approach to community and organizational development called Appreciative Inquiry. In essence, this approach identifies and builds on a community's strengths rather than dwelling on needs and deficiencies. The connection between Appreciative Inquiry and community development is natural. It is a highly inclusive, inspiring process in which community members take responsibility for generating and processing information. It is based on the premise that people and communities tend to move in the direction of the stories they tell themselves about who they are and who they can be. A large number of interviews about the qualities that contributed to past and current successes will lead a community in a much more positive direction than interviews about past poor participation and projects that failed to achieve their potential.

Appreciative Inquiry typically uses a process referred to as the 4D model. The 4 D's are as follows:

- Discover – Residents are encouraged to gather stories and insights from and with each other about what has made the community successful in the past. What were the conditions that made these successes possible (leadership, relationships, communication, events, etc.)? By highlighting what is strong and vibrant about a community, it will continue to move in that direction.
- Dream – Residents explore how past experiences can apply to the community's future. They imagine what could be for the community (i.e. visioning).
- Design – The actual development of the plan that describes how the ideal complement of past success and future possibilities would manifest itself.
- Deliver – Creating the mechanisms and reinforcing existing capacities to make the dream a long-term reality.

KEYS TO SUCCESSFUL COLLABORATION

Collaboration refers to a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve a common goal. This relationship includes a commitment to mutual relationships and goals, a jointly developed structure and shared responsibility, mutual authority and accountability for success, and sharing of resources and rewards. Collaboration recognizes the really important problems or opportunities facing a community cannot be tackled by any single organization acting alone. Organizations who work in a coordinated, mutually supportive fashion are likely to have a more thorough understanding of issues and opportunities. They can also bring more resources to the table, diversifying the whole effort's capacity to accomplish tasks and achieve goals.

We present the following 20 keys to successful collaboration excerpted from the book *"Collaboration: What Makes it Work"* written by Mattessich, Murray-Close, and Monsey and published by the Fieldstone Alliance in 2001 in hopes the residents and leaders of Boundary County will contrast them with their own experience and apply them as appropriate. This particular book represents the end product of an exhaustive literature review on the subject of collaboration.



20 COLLABORATION SUCCESS FACTORS

A. Factors related to the ENVIRONMENT

1. History of collaboration or cooperation in the community
2. Collaborative group seen as a legitimate leader in the community
3. Political leaders and other opinion-makers support the collaboration

B. Factors related to MEMBERSHIP CHARACTERISTICS

1. Mutual respect, understanding, and trust
2. Appropriate cross section of members
3. Members see collaboration as in their self interest
4. Ability to compromise

C. Factors related to PROCESS and STRUCTURE

1. Members share a stake in both process and outcome
2. Multiply layers of participation
3. Flexibility
4. Development of clear roles and policy guidelines
5. Adaptability
6. Appropriate pace of development

D. Factors related to COMMUNICATION

1. Open and frequent communication
2. Established informal relationships and communication links

E. Factors related to PURPOSE

1. Concrete, attainable goals and objectives
2. Shared vision
3. Unique purpose

F. Factors related to RESOURCES

1. Sufficient funds, staff, materials, and time
2. Skilled leadership

WHEN CONFLICT HAPPENS

The Visiting Team didn't notice a greater degree of conflict in Bonners Ferry than in other Idaho communities, but it does come up. Left unaddressed, conflict can keep a community stuck for years and sometimes decades. Unresolved conflict or lack of agreement can also cost lost opportunities to increase the community's economic prosperity. Suffice it to say, a lot is at stake.

Conflict can arise when two or more parties are experiencing a real or perceived difference in needs or interests. Just like the people involved in them, each conflict is unique. In complex situations involving a number of parties, it is often helpful to ask the following questions to predict whether a problem-solving or consensus-building process has a good chance of succeeding.

1. Who is currently impacted or is likely to be impacted by the situation?
2. What are the needs (a.k.a. interests) of the various stakeholders?
3. What are the disagreements and potential areas of agreement among the stakeholders?
4. What are the perceptions, assessments, and feelings the stakeholders have about each other?
5. What is the potential for the stakeholders to communicate and participate in a subsequent problem-solving or consensus-building process in good faith? What circumstances would increase this potential?
6. What issues should be on the agenda in a problem-solving or consensus-building process? Are there any issues which should not be included at this time?
7. Should a consensus-building process be initiated? If yes, what is the likelihood of success and how should it be designed to maximize success? If no, why not?

A conflict or situation assessment conducted by a neutral party is the most efficient and reliable way to gather the information needed to answer these questions. Such assessments are typically completed in four steps:

1. Gathering background information. In this first step, open-ended questions used in confidential interviews with key stakeholders are developed. The individual stakeholders are also identified. An example of one open-ended question is: "What do you want the other stakeholder(s) to understand about you that you still don't think they understand?"
2. Confidential one-on-one interviews of affected stakeholders. In addition to the set open-ended questions, interviewees are also asked who else they think has a stake in the situation and if they'd be willing to engage in a problem-solving or consensus-building process designed to address the situation.
3. Analyze information. In this step, the findings from the confidential interviews are summarized, areas of agreement and disagreement are mapped, and the feasibility of moving forward is assessed. Throughout this phase, ideas and opinions are not attributed to specific individuals or

organizations.

4. Design consensus-building process. If the analysis in step 3 concludes a consensus process is feasible, the next step in a conflict or situation assessment is to develop a preliminary process design. The design of this process typically addresses the following.
 - The goals of the consensus building effort
 - Agenda of issues to be discussed
 - Procedures for selecting the appropriate stakeholder representatives
 - Time frame and schedule for meetings
 - Ground rules
 - Relationship of the process to other decision-making efforts
 - Funding

RESOURCES RELATED TO COLLABORATION, CONSENSUS BUILDING, AND CONFLICT RESOLUTION

- *"A Positive Revolution in Change: Appreciative Inquiry"*, by David Cooperrider and Diana Whitney, Case Western Reserve University, 1999.
- The document above and many other resources related to Appreciative Inquiry are found at the Appreciative Inquiry Commons website. <http://appreciativeinquiry.case.edu/>.
- *"Collaboration: What Makes it Work"*, Mattessich, et. al., Fieldstone Alliance, 2001. 800-274-6024, www.FieldstoneAlliance.org
- *"Collaborative Approaches: A Handbook for Public Policy Decision-Making and Conflict Resolution"*, Oregon Public Policy Dispute Resolution Center, March 2006
<http://www.orconsensus.pdx.edu/documents/CollaborativeApproachesHandbook-March2006.pdf>.
- Idaho Nonprofit Center, 208-424-2229, <http://www.idahononprofits.org/>.
- Northwest Institute for Dispute Resolution, University of Idaho School of Law, 208.885.4977, uilaw@uidaho.edu , <http://www.law.uidaho.edu/default.aspx?pid=66197>.
- The Consensus Building Institute (CBI) is a Cambridge, MA- and Missoula, MT-based organization that has worked with hundreds of organizations to build consensus, resolve conflict, and produce mutually beneficial agreements. They offer training and direct consensus-building services. Their new on-line course on resolving land use disputes is found here:
<http://www.cbuilding.org/2007/08/28/consensus-building-institute-presents-online-course/>.
- Everyday Democracy (formerly Study Circles Resource Center), <http://www.everyday-democracy.org/en/index.aspx>. Kuna residents have successfully used study circles for many years. Zella Johnson, 208-871-0696, zelttext@msn.com.
- *"The World Café: Shaping Our Futures Through Conversations That Matter"*, by Juanita Brown with David Issacs, Berrett-Koehler Publishers, 2005. This book outlines an innovative approach to discovering collective wisdom through open civic dialogue. www.theworldcafe.com.

- *“Fostering Dialogue Across Divides: A Nuts and Bolts Guide from the Public Conversations Project.”* This is an excellent 2006 publication available to download or purchase at <http://www.publicconversations.org/node/99>.
- The Heartland Center for Leadership Development is a non-profit organization based in Lincoln, Nebraska, that provides information and assistance to rural communities regarding collaboration, leadership development, and strategic planning. <http://www.heartlandcenter.info/publications.htm>, 800-927-1115.

WHY IT MATTERS

State, federal, and other funding from outside the community are typically needed to accomplish larger-scale community and economic development goals. As all Idaho cities know firsthand, the amount of funding is finite while the needs (and competition for funding) are ever increasing. Funding applications that result from the use of the positive, inclusive, agreement-seeking tools and principles above are more likely to be approved by the funding agencies, when compared next to applications from other communities that do not benefit from the same level of broad support at the local level. In other words, using an inspiring planning process will mobilize resources within the community and generate greater support from outside the community.

APPENDICES

APPENDIX A: COMMUNITY REVIEW APPLICATION SUBMITTED BY BOUNDARY ECONOMIC DEVELOPMENT COUNCIL

APPENDIX B: BOUNDARY COUNTY COMMUNITY REVIEW SURVEY SUMMARY OF RESULTS

APPENDIX C: CONTACT AND BIOGRAPHICAL INFORMATION FOR VISITING TEAM MEMBERS

APPENDIX D: LISTENING SESSION NOTES

APPENDIX E: COMMUNITY CENTER HOW-TO GUIDE

APPENDIX F: TYPICAL OUTLINE FOR PARKS AND RECREATION MASTER PLANS

APPENDIX G: SCHOOL CROSSING GUARD PROGRAM: SUPPLEMENTAL INFORMATION



APPENDIX A: COMMUNITY REVIEW APPLICATION

BEDC

Boundary Economic Development Council

From: Michael Sloan – BEDC Director

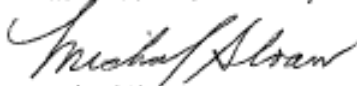
To: Idaho Rural Partnership

Regarding: Community Review Program

To whom it may concern;

Please find enclosed a completed application for the Idaho 2010 Community Review program for the City of Bonners Ferry along with Boundary County and the Kootenai Tribe of Idaho for your consideration. As the Economic Development Director for the area I will be the contact person for any questions you might have regarding the application.

Thank You in advance for your consideration.



Michael Sloan

208 267-0352

msloan@bonnersferry.id.gov

Please complete this application and return to:
Idaho Rural Partnership
2270 Old Penitentiary Road, Boise, Idaho 83712 -- (208) 332-8687

Idaho Community Review Application

A Community Visitation Program

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

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

The community review program is an excellent in-kind value for its cost. Idaho Cities such as Heyburn, Jerome, Hayden, Kooskia, Priest River, Weiser, and Buhl have conducted successful community reviews for under \$2,500. Estimated costs for a community review through a private consulting firm, including salary, travel, lodging, site visit, data collection, and report fees, is well over \$20,000 for equivalent expertise from 15-18 community development professionals.

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

- Arrange for large and small group meeting sites throughout the review with community leaders and citizens
- Appoint a home team leader for each of the three focus areas you identify who is willing to work with the visiting team leaders to plan and coordinate the community review
- Arrange community tours and meeting agendas in the three focus areas you identify
- Pay for group transportation during the community tours and all team meals (many communities have partnered with school districts and civic groups to share transportation and meal costs)
- Make lodging reservations for the visiting team
- Publicize the community review to maximize community participation
- Assist with survey data collection prior to the community review
- Provide one or two individuals during the review to assist with data entry
- Designate at least two community members to facilitate the follow-up process

Community: Bonnors Ferry, Boundary County

Main Contact Person: Michael Sloan

Address/City/State/Zip: 7232 Main Street – P.O. Box 149 Bonners Ferry, ID 83805

Phone, Fax, Email: 208 267-0352 – FAX 208 267-4398 msloan@bonnersferry.id.gov

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

Economic Development – Michael Sloan – see above

Infrastructure- David Sims 208 267-3105 davids@bonnersferry.id.gov

Arts, Hist. & Recreation – Glenda Poston 208 267-2242 gposton@boundarycountyid.org

Circle, or write in, the three focus areas that your community would like to emphasize.
Focus areas might include some combination of the following:

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

Other Focus Area(s): _____

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

1.) Local Economic Development:

Explore the main issues necessary and help to develop a plan to retain existing businesses, help these businesses expand. Identify the most compatible businesses to recruit given our current infrastructure.

2.) Infrastructure:

Evaluate the downtown area west from Main Street to and including the fair grounds and the old mill site. What infrastructure is needed to continue to attract new business to the area.

Evaluate waste water capacity and future needs as it relates to projected growth for residential, commercial and industrial. Identify the most logical areas for expansion.

3.) Arts, Historic, and Recreation Resources:

The need for a community/recreation center is mentioned by everyone you might talk with. The problem is that everyone has a different picture of just what a community/recreation center should provide. Identify and recommend a center that would provide what would best fit the needs of the community. Evaluate what we currently have and what activities would have the greatest impact on the community and help to attract new businesses and families to the area.

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

In 2001 the City of Bonners Ferry, Boundary County and the Kootenai Tribe of Idaho commissioned what has been referred to as the Hudson Study. The study looked back 30 years and tracked all facets of the community to the then present. It also made recommendations about what basic infrastructure needed to make Bonners Ferry a viable place. The items listed in the next section below were all recommendations from that study. A Community Review would provide a new look at where we have come during the last 9 years and what our next opportunities might be to help improve the area and make more attractive and user friendly to locals, visitors as well as desirable to people and business owners that might wish to relocate.

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

1. Revising and updating the City planning and zoning ordinance.
2. Completion of the Main Street revitalization project.
3. Construction of the International Gateway Visitor's Center.
4. Completion of three major parking lots in the downtown area adding 170 new spaces.

Parking at the south end of Main St.

The large area just west of Hwy 95 around the visitor's Center and the museum.

Along Riverside Street west of City Hall (State Gem Grant).

5. Pedestrian tunnel under Hwy 95 connecting Downtown with the Kootenai River Inn.
6. South Hill improvements – the widening of Hwy 95 to add a left turn lane – pedestrian sidewalks along the east side south to BTC – street lights – crosswalks – and traffic control lights.
7. Working with PAC to bring an NIC campus to the community.
8. The City purchased two adjoining water districts and upgraded the water systems using a \$1mm grant from Rural Development and a \$3mm bond. The completion of the final phase of this work is scheduled for later this year.
9. Refinishing of the community pool with a new liner to prevent leaking and well as a new sprinkling system in the grass area around the pool.

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

A small industrial incubator. I spoke with PAC and some local business people. All seem to be hesitant at this time.

A school industrial kitchen to accommodate the feeding needs of the high school and used as a class room and possible incubator for small food processors in the area. The spearhead of this is Randy Trimble who is in charge of all food service for the Boundary County School District. He has been working with Jennifer Jensen at the UI Extension office and Kim Golden with USDA.

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

1. Participated in the Horizons Leadership Program
2. Reorganize and rebuild the Chamber of Commerce. Expanding from 57 members to 110 in one year and growing. The current board has even hired a part time person this year.
3. Private citizens have come together to form a farmers market. Taking advantage of the new highly visible parking area around the Visitor's Center.
4. Remodeling and expansion of the Bonners Ferry Museum. Adding a part time staff member. Last year the museum hosted a David Thompson traveling exhibit and later this year will host a Smithsonian exhibit called "Journeys" for a 6 week period.
5. The Bonners Ferry Arts Council during the last 2 years has provided 4 Broadway shows to Bonners Ferry.

6. The BCCF (Boundary County Community Foundation) was founded as a byproduct of the Horizons project.
7. The Boundary County Hospital passed a bond levy that upgraded 40 beds and some much needed operating equipment.
8. The "3 on 3 Swish" basketball tournament was added as a major summer event. Attracting over 100 teams to the area.

Starting with the 2010 community Reviews, we ask that communities participating in the review process provide brief updates on an annual basis. These updates will share progress the community has made as either a direct or indirect result of the Community Review. IRP will use the information to help future visiting team members adjust and refine their presentations and discussions to better meet the need of the communities participating in the reviews. A secondary purpose will be to measure the impact of reviews and demonstrate how resources and investments are leveraged through the process. This is critical to maintain support for our work with rural Idaho.

What possible dates do you propose for a community review? Late summer into early fall. Possible dates – Sept. 13 or Oct. 12th.

Mayor's Signature:



Date: 3-26-10

Please complete this application and return to:

Idaho Rural Partnership

2270 Old Penitentiary Road, Boise, Idaho 83712 -- (208) 332-8687

APPENDIX B: SUMMARY OF SURVEY RESULTS

Boundary County Community Review

Summary of Results

October 2010

Prepared For:

Michael Sloan
Boundary County Economic Development Council
P.O. Box 1770
Bonners Ferry, ID 83805

Prepared By:

Stephanie L. Kane
Barbara E. Foltz

Social Science Research Unit (SSRU)
University of Idaho
P.O. Box 444290

Moscow, ID 83844-4290

Telephone (208) 885-5595

Fax (208) 885-5554

<http://www.agls.uidaho.edu/ssru>

University of Idaho
College of Agricultural and Life Sciences

Table of Contents

Table of Contents	2
Executive Summary	3
Methodology	4
Results	5
Appendix A: Final Survey Instrument.....	31
Appendix B: Final Open Ended Comments	34

Executive Summary

- The five City and County infrastructure facilities with the highest level of satisfaction (as measured by the percent of residents stating they are either "somewhat" or "highly" satisfied with that service) are: the quality of the city library (79 percent), garbage collection and disposal (69 percent), the Fire Department (68 percent), Water Department (62 percent), and waste water treatment (52 percent).
- The five City and County infrastructure facilities with the lowest level of satisfaction (as measured by the percent of residents stating they are either "somewhat" or "highly" satisfied and either "somewhat" or "highly" dissatisfied with that service are: the availability of public transit (4 percent satisfied, 58 percent dissatisfied), the availability of high speed Internet (27 percent satisfied, 51 percent dissatisfied), the amount of traffic (28 percent satisfied, 37 percent dissatisfied), the availability of mental health care facilities (20 percent satisfied, 20 percent dissatisfied), and the availability of drug and alcohol treatment programs (18 percent satisfied, 18 percent dissatisfied).
- The three aspects of economic development with which residents have the highest level of satisfaction are: the appearance of downtown Bonners Ferry (83 percent satisfied), the quality of banks and/or financial institutions (68 percent satisfied), and the quality of restaurants (53 percent satisfied).
- The three aspects of economic development with which residents have the lowest level of satisfaction are: the availability of jobs (6 percent satisfied, 76 percent dissatisfied), the quality of local jobs (11 percent satisfied, 63 percent dissatisfied), and the availability of vocational or workforce training programs (15 percent satisfied, 47 percent dissatisfied).
- Residents are most likely to use a community center to attend events, with 68 percent of residents stating they would be either "very" or "somewhat" likely to use a community center for that purpose and least likely to use a community center to hold meetings for community groups (52 percent are likely to use it for that purpose).
- Only 29 percent of residents favor a property tax levy to pay for a community center, but 61 percent favor an individual membership.

Methodology

The questionnaire (Appendix A) was distributed in the August public utility (water) bills. This allowed all homes in the County to receive a survey, except for homes with private well water systems. Approximately 4,400 surveys were mailed, with about 2,400 of them going to homes in Bonners Ferry. The questionnaire was returned complete or partially complete by 415 individuals, resulting in a 9.4% response rate. Item nonresponse varied by question with as few as eight or as many as 228 individuals omitting a question.

Data were entered in SPSS¹ and analyzed using SAS² statistical software.

Comparison to Census Data:

Using the most recent U.S. Census Bureau data available³, 49.6 percent of the residents of Boundary County are female and 50.4 of the residents are male. In comparison, 57.5 percent of the respondents to this survey were female and 42.5 percent were male, thus females are slightly overrepresented in the survey. Similarly, 34.1 percent of the households in Boundary County have children 18 years or younger living in them. In this study, 16.1 percent of respondents lived in households with children 18 years or younger, thus households with children were underrepresented in the sample. Finally, the population of Bonners Ferry represents 25 percent of the households in Boundary County according to Census Bureau data, but 45.6 percent of the respondents to this survey were from the City, so Bonners Ferry residents are overrepresented relative to other areas of the County in this study. However, this last result is not unexpected given Bonners Ferry residents were overrepresented (54.5 percent) in the sample. This overrepresentation may be due to the fact that non-city residents are more likely to be on well-water and thus not public utility customers.

¹ PASW Statistics Release 18.0.0 (July 30, 2009). Chicago: SPSS Inc.

² SAS, Version 9.2. 2008. Cary, N.C.: SAS Institute, Inc.

³ U.S. Census Bureau. 2000 Census. Available at: <http://factfinder.census.gov/>

Results

Condition of city streets and roads		
P1Q1Street	Frequency	Percent
Highly Dissatisfied	19	4.7%
Somewhat Dissatisfied	94	23.2%
Neutral	86	21.2%
Somewhat Satisfied	162	40.0%
Highly Satisfied	44	10.9%
Total	405	100.0%
Frequency Missing = 10		

Amount of traffic		
P1Q2Traffic	Frequency	Percent
Highly Dissatisfied	40	9.9%
Somewhat Dissatisfied	107	26.6%
Neutral	144	35.8%
Somewhat Satisfied	83	20.6%
Highly Satisfied	28	7.0%
Total	402	100.0%
Frequency Missing = 13		

Availability of parking downtown		
P1Q3Park	Frequency	Percent
Highly Dissatisfied	36	8.9%
Somewhat Dissatisfied	83	20.6%
Neutral	86	21.4%
Somewhat Satisfied	133	33.1%
Highly Satisfied	64	15.9%
Total	402	100.0%
Frequency Missing = 13		

Availability of public transit		
P1Q4Public	Frequency	Percent
Highly Dissatisfied	138	50.0%
Somewhat Dissatisfied	49	17.7%
Neutral	77	27.9%
Somewhat Satisfied	4	1.4%
Highly Satisfied	8	2.9%
Total	276	100.0%
Frequency Missing = 139		

Bicycle and pedestrian access		
P1Q5Bike	Frequency	Percent
Highly Dissatisfied	59	16.1%
Somewhat Dissatisfied	85	23.2%
Neutral	118	32.1%
Somewhat Satisfied	68	18.5%
Highly Satisfied	37	10.1%
Total	367	100.0%
Frequency Missing = 48		

Bonnerr's Ferry Police Department		
P1Q6Police	Frequency	Percent
Highly Dissatisfied	18	4.7%
Somewhat Dissatisfied	25	6.6%
Neutral	125	32.9%
Somewhat Satisfied	109	28.7%
Highly Satisfied	103	27.1%
Total	380	100.0%
Frequency Missing = 35		

Boundary County Sherriff's Office		
P1Q7Sherriff	Frequency	Percent
Highly Dissatisfied	17	4.2%
Somewhat Dissatisfied	33	8.2%
Neutral	127	31.7%
Somewhat Satisfied	115	28.7%
Highly Satisfied	109	27.2%
Total	401	100.0%
Frequency Missing = 14		

Fire Department		
P1Q8Fire	Frequency	Percent
Highly Dissatisfied	6	1.6%
Somewhat Dissatisfied	8	2.1%
Neutral	108	28.6%
Somewhat Satisfied	103	27.3%
Highly Satisfied	152	40.3%
Total	377	100.0%
Frequency Missing = 38		

Water Department		
P1Q9Water	Frequency	Percent
Highly Dissatisfied	12	3.4%
Somewhat Dissatisfied	23	6.5%
Neutral	98	27.9%
Somewhat Satisfied	105	29.9%
Highly Satisfied	113	32.2%
Total	351	100.0%
Frequency Missing = 64		

Waste water treatment		
P1Q10Waste	Frequency	Percent
Highly Dissatisfied	7	2.4%
Somewhat Dissatisfied	16	5.5%
Neutral	115	39.6%
Somewhat Satisfied	69	23.8%
Highly Satisfied	83	28.6%
Total	290	100.0%
Frequency Missing = 125		

Sewer services		
P1Q12Sewer	Frequency	Percent
Highly Dissatisfied	5	1.7%
Somewhat Dissatisfied	14	4.9%
Neutral	106	36.8%
Somewhat Satisfied	68	23.6%
Highly Satisfied	95	33.0%
Total	288	100.0%
Frequency Missing = 127		

Garbage collection and disposal		
P1Q13Garbage	Frequency	Percent
Highly Dissatisfied	14	4.5%
Somewhat Dissatisfied	19	6.1%
Neutral	65	20.8%
Somewhat Satisfied	88	28.1%
Highly Satisfied	127	40.6%
Total	313	100.0%
Frequency Missing = 102		

Flood control		
P1Q14Flood	Frequency	Percent
Highly Dissatisfied	5	1.9%
Somewhat Dissatisfied	15	5.7%
Neutral	130	49.2%
Somewhat Satisfied	50	18.9%
Highly Satisfied	64	24.2%
Total	264	100.0%
Frequency Missing = 151		

Quality of City Library		
P1Q15Library	Frequency	Percent
Highly Dissatisfied	4	1.0%
Somewhat Dissatisfied	16	4.1%
Neutral	60	15.4%
Somewhat Satisfied	96	24.7%
Highly Satisfied	213	54.8%
Total	389	100.0%
Frequency Missing = 26		

Condition of school buildings		
P1Q16School	Frequency	Percent
Highly Dissatisfied	20	5.8%
Somewhat Dissatisfied	39	11.3%
Neutral	111	32.3%
Somewhat Satisfied	104	30.2%
Highly Satisfied	70	20.3%
Total	344	100.0%
Frequency Missing = 71		

Availability of general health care		
P1Q17Gener	Frequency	Percent
Highly Dissatisfied	28	7.0%
Somewhat Dissatisfied	92	22.9%
Neutral	96	23.9%
Somewhat Satisfied	125	31.2%
Highly Satisfied	60	15.0%
Total	401	100.0%
Frequency Missing = 14		

Availability of emergency health care		
P1Q18Emerg	Frequency	Percent
Highly Dissatisfied	29	7.4%
Somewhat Dissatisfied	59	15.2%
Neutral	103	26.5%
Somewhat Satisfied	121	31.1%
Highly Satisfied	77	19.8%
Total	389	100.0%
Frequency Missing = 26		

Availability of mental health care		
P1Q18Mental	Frequency	Percent
Highly Dissatisfied	36	12.9%
Somewhat Dissatisfied	43	15.5%
Neutral	143	51.4%
Somewhat Satisfied	37	13.3%
Highly Satisfied	19	6.8%
Total	278	100.0%
Frequency Missing = 137		

Quality of health care services		
P1Q19Health	Frequency	Percent
Highly Dissatisfied	24	6.3%
Somewhat Dissatisfied	65	17.1%
Neutral	114	30.1%
Somewhat Satisfied	111	29.3%
Highly Satisfied	65	17.1%
Total	379	100.0%
Frequency Missing = 36		

Availability of day care for children		
P1Q20DayCare	Frequency	Percent
Highly Dissatisfied	6	3.2%
Somewhat Dissatisfied	11	5.9%
Neutral	109	58.3%
Somewhat Satisfied	37	19.8%
Highly Satisfied	24	12.8%
Total	187	100.0%
Frequency Missing = 228		

Availability of senior programs		
P1Q21Senior	Frequency	Percent
Highly Dissatisfied	14	4.9%
Somewhat Dissatisfied	29	10.1%
Neutral	133	46.5%
Somewhat Satisfied	67	23.4%
Highly Satisfied	43	15.0%
Total	286	100.0%
Frequency Missing = 129		

Availability of drug and alcohol treatment programs		
P1Q22Drug	Frequency	Percent
Highly Dissatisfied	24	10.2%
Somewhat Dissatisfied	36	15.2%
Neutral	134	56.8%
Somewhat Satisfied	28	11.9%
Highly Satisfied	14	5.9%
Total	236	100.0%
Frequency Missing = 179		

Local newspaper services		
P1Q23Local	Frequency	Percent
Highly Dissatisfied	96	25.0%
Somewhat Dissatisfied	81	21.1%
Neutral	88	22.9%
Somewhat Satisfied	80	20.8%
Highly Satisfied	39	10.2%
Total	384	100.0%
Frequency Missing = 31		

Availability of high speed internet		
P1Q24Internet	Frequency	Percent
Highly Dissatisfied	86	25.7%
Somewhat Dissatisfied	86	25.7%
Neutral	74	22.1%
Somewhat Satisfied	51	15.2%
Highly Satisfied	38	11.3%
Total	335	100.0%
Frequency Missing = 80		

Availability of local arts and cultural opportunities		
P1Q25Arts	Frequency	Percent
Highly Dissatisfied	17	4.9%
Somewhat Dissatisfied	62	17.9%
Neutral	140	40.5%
Somewhat Satisfied	76	22.0%
Highly Satisfied	51	14.7%
Total	346	100.0%
Frequency Missing = 69		

Appearance of downtown Bonner's Ferry		
P2Q1Appear	Frequency	Percent
Highly Dissatisfied	4	1.0%
Somewhat Dissatisfied	13	3.3%
Neutral	52	13.0%
Somewhat Satisfied	163	40.8%
Highly Satisfied	167	41.8%
Total	399	100.0%
Frequency Missing = 16		

Availability of local jobs		
P2Q2Avail	Frequency	Percent
Highly Dissatisfied	142	41.4%
Somewhat Dissatisfied	120	35.0%
Neutral	59	17.2%
Somewhat Satisfied	13	3.8%
Highly Satisfied	9	2.6%
Total	343	100.0%
Frequency Missing = 72		

Quality of local jobs		
P2Q3QualityJob	Frequency	Percent
Highly Dissatisfied	96	27.9%
Somewhat Dissatisfied	122	35.5%
Neutral	89	25.9%
Somewhat Satisfied	27	7.8%
Highly Satisfied	10	2.9%
Total	344	100.0%
Frequency Missing = 71		

Quality of local businesses		
P2Q4QualityBus	Frequency	Percent
Highly Dissatisfied	18	4.6%
Somewhat Dissatisfied	81	20.7%
Neutral	98	25.0%
Somewhat Satisfied	150	38.3%
Highly Satisfied	45	11.5%
Total	392	100.0%
Frequency Missing = 23		

Variety/availability of goods for sale locally		
P2Q5Variety	Frequency	Percent
Highly Dissatisfied	82	20.1%
Somewhat Dissatisfied	143	35.1%
Neutral	65	16.0%
Somewhat Satisfied	98	24.1%
Highly Satisfied	19	4.7%
Total	407	100.0%
Frequency Missing = 8		

Level of business involvement in the community		
P2Q6Level	Frequency	Percent
Highly Dissatisfied	16	4.5%
Somewhat Dissatisfied	48	13.5%
Neutral	131	36.8%
Somewhat Satisfied	100	28.1%
Highly Satisfied	61	17.1%
Total	356	100.0%
Frequency Missing = 59		

Quality of restaurants		
P2Q7Restaur	Frequency	Percent
Highly Dissatisfied	20	4.9%
Somewhat Dissatisfied	86	21.3%
Neutral	84	20.8%
Somewhat Satisfied	157	38.9%
Highly Satisfied	57	14.1%
Total	404	100.0%
Frequency Missing = 11		

Quality of banks and and/or financial services		
P2Q8Banks	Frequency	Percent
Highly Dissatisfied	11	2.7%
Somewhat Dissatisfied	20	5.0%
Neutral	97	24.2%
Somewhat Satisfied	156	38.9%
Highly Satisfied	117	29.2%
Total	401	100.0%
Frequency Missing = 14		

Quality of hotels and/or motels		
P2Q9Hotels	Frequency	Percent
Highly Dissatisfied	5	1.6%
Somewhat Dissatisfied	31	9.9%
Neutral	130	41.4%
Somewhat Satisfied	105	33.4%
Highly Satisfied	43	13.7%
Total	314	100.0%
Frequency Missing = 101		

Quality of entertainment opportunities		
P2Q10Entertain	Frequency	Percent
Highly Dissatisfied	57	15.3%
Somewhat Dissatisfied	120	32.3%
Neutral	108	29.0%
Somewhat Satisfied	68	18.3%
Highly Satisfied	19	5.1%
Total	372	100.0%
Frequency Missing = 43		

Availability of vocational or workforce training programs		
P2Q11Vocation	Frequency	Percent
Highly Dissatisfied	59	20.3%
Somewhat Dissatisfied	78	26.9%
Neutral	111	38.3%
Somewhat Satisfied	33	11.4%
Highly Satisfied	9	3.1%
Total	290	100.0%
Frequency Missing = 125		

Availability of higher education opportunities		
P2Q12Higher	Frequency	Percent
Highly Dissatisfied	37	11.1%
Somewhat Dissatisfied	73	22.0%
Neutral	118	35.5%
Somewhat Satisfied	80	24.1%
Highly Satisfied	24	7.2%
Total	332	100.0%
Frequency Missing = 83		

Availability of housing		
P2Q13AffordHouse	Frequency	Percent
Highly Dissatisfied	14	4.3%
Somewhat Dissatisfied	56	17.2%
Neutral	142	43.6%
Somewhat Satisfied	79	24.2%
Highly Satisfied	35	10.7%
Total	326	100.0%
Frequency Missing = 89		

Affordability of housing		
P2Q14AffordHouse	Frequency	Percent
Highly Dissatisfied	48	14.4%
Somewhat Dissatisfied	79	23.6%
Neutral	125	37.4%
Somewhat Satisfied	57	17.1%
Highly Satisfied	25	7.5%
Total	334	100.0%
Frequency Missing = 81		

Question 15: Please list any type of good or service that is not currently available locally, but that you would like to see available locally?

New affordable grocery store – 33 responses

Affordable clothing and/or shoe store (eg. JC Penny's) – 32 responses

Department Store (Wal-Mart/K-mart/Target/Costco/ShopKo/Bimart/Pamida) – 19 responses

Household goods/electronic/appliance stores – 16 responses

Wholesome activities for youth, including improved 4-H program – 12 responses

Restaurants – 11 responses

More jobs and/or businesses – 11 responses

Craft store – 9 responses

Community and/or swim center – 9 responses

Transportation – 7 responses

Movie theater/entertainment/video rental – 7 responses

Fast food – 6 responses

High speed Internet – 6 responses

Bike path – 4 responses

Organic supermarket – 3 responses

Better and/or affordable health care – 3 responses

Better senior activities/living – 3 responses

Low cost daycare – 2 responses

Taxi – 2 responses

Veteran's medical care – 2 responses

Certified kitchen for community access - 2 responses

Better telephone service – 2 responses

No additional needs – 2 responses

Access to river

Better food bank
Another traffic light
Recycling
Evergreen Elementary
Volunteer Headquarters
Christian book store
Educational courses on local history/culture
Lumber yard
Tennis/Racquetball Courts
RV Repair
Dollar Store
Tourist/outdoors retailers/local products market

For sports or athletic recreation		
P3Q1Sports	Frequency	Percent
Very Likely	120	30.6%
Somewhat Likely	95	24.2%
Somewhat Unlikely	68	17.3%
I would not use it for this purpose	109	27.8%
Total	392	100.0%
Frequency Missing = 23		

To hold meetings for community groups		
P3Q2Groups	Frequency	Percent
Very Likely	72	18.4%
Somewhat Likely	133	33.9%
Somewhat Unlikely	87	22.2%
I would not use it for this purpose	100	25.5%
Total	392	100.0%
Frequency Missing = 23		

To attend events		
P3Q3Events	Frequency	Percent
Very Likely	135	34.6%
Somewhat Likely	132	33.8%
Somewhat Unlikely	57	14.6%
I would not use it for this purpose	66	16.9%
Total	390	100.0%
Frequency Missing = 25		

Property tax levy		
P3Q4aTax	Frequency	Percent
No	254	70.7%
Yes	105	29.2%
Total	359	100.0%
Frequency Missing = 56		

Individual membership		
P3Q4aMember	Frequency	Percent
No	147	39.4%
Yes	226	60.6%
Total	373	100.0%
Frequency Missing = 42		

Do you live within Bonners' Ferry City Limits?		
P4Q1Live	Frequency	Percent
No	221	54.4%
Yes	185	45.6%
Total	406	100.0%
Frequency Missing = 9		

Do you commute to another community to work?		
P4Q2Commute	Frequency	Percent
No	336	84.4%
Yes	62	15.6%
Total	398	100.0%
Frequency Missing = 17		

Sex of respondent			
P4Q3Sex	Frequency	Percent	Std Err of Percent
Female	227	57.5%	2.4907
Male	168	42.5%	2.4907
Total	395	100.0%	
Frequency Missing = 20			

How many years have you lived in this County?		
Years	Frequency	Percent
0 to 5 years	59	15.0%
5 to 10 years	55	14.0%
10 to 20 years	71	18.1%
20 to 30 years	63	16.0%
More than 30 years	145	36.9%
Total	393	100.0%
Frequency Missing = 22		

Do you have children under 18 living at home?		
P4Q5Child	Frequency	Percent
No	340	83.7%
Yes	66	16.3%
Total	406	100.0%
Frequency Missing = 9		

Copy of Final Survey Instrument

This purpose of this questionnaire is to assess residents' perceptions of different aspects of Boundary County, including infrastructure, economic development, and the community center. Your response is important to us! Results will remain confidential and will only be reported as totals with no identifying information.

Part 1: Infrastructure: In this section of the questionnaire, please rate your satisfaction with each aspect of Boundary County or Bonner's Ferry City Services. If you do not use or receive a particular service (for example if you have a well rather than receive water from the City), please mark not applicable (N/A).

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Condition of city streets and roads	1	2	3	4	5	N/A
2. Amount of traffic	1	2	3	4	5	N/A
3. Availability of parking downtown	1	2	3	4	5	N/A
4. Availability of public transit	1	2	3	4	5	N/A
5. Bicycle and pedestrian access	1	2	3	4	5	N/A
6. Bonner's Ferry Police Department	1	2	3	4	5	N/A
7. Boundary County Sherriff's office						
8. Fire Department	1	2	3	4	5	N/A
9. Water Department	1	2	3	4	5	N/A
10. Waste water treatment	1	2	3	4	5	N/A
12. Sewer services	1	2	3	4	5	N/A
13. Garbage collection and disposal	1	2	3	4	5	N/A
14. Flood control	1	2	3	4	5	N/A
15. Quality of city library	1	2	3	4	5	N/A
16. Condition of school buildings	1	2	3	4	5	N/A
17. Availability of general health care	1	2	3	4	5	N/A
18. Availability of emergency health care	1	2	3	4	5	N/A
18. Availability of mental health care	1	2	3	4	5	N/A
19. Quality of health care services	1	2	3	4	5	N/A
20. Availability of day care for children	1	2	3	4	5	N/A
21. Availability of Senior programs	1	2	3	4	5	N/A
22. Availability of drug and alcohol treatment programs	1	2	3	4	5	N/A
23. Local newspaper service	1	2	3	4	5	N/A
24. Availability of high speed Internet service	1	2	3	4	5	N/A
25. Availability of local arts and cultural opportunities	1	2	3	4	5	N/A

If you have any general comments any of these topics, feel free to add it here or write on a separate page and return it with your survey.

Part 2: Economic Development: In this section of the questionnaire, please your satisfaction with each of the following aspects of Boundary County's economy. Please consider only those businesses or services located within Boundary County. If you are not familiar with a particular service, please mark not applicable (N/A).

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Appearance of downtown Bonner's Ferry	1	2	3	4	5	N/A
2. Availability of local jobs	1	2	3	4	5	N/A
3. Quality of local jobs	1	2	3	4	5	N/A
4. Quality of local businesses	1	2	3	4	5	N/A
5. Variety/availability of goods for sale locally	1	2	3	4	5	N/A
6. Level of business involvement in the community	1	2	3	4	5	N/A
7. Quality of restaurants	1	2	3	4	5	N/A
8. Quality of banks and/or financial services	1	2	3	4	5	N/A
9. Quality of hotels and/or motels	1	2	3	4	5	N/A
10. Quality of entertainment opportunities	1	2	3	4	5	N/A
11. Availability of vocational or workforce training programs	1	2	3	4	5	N/A
12. Availability of higher education opportunities	1	2	3	4	5	N/A
13. Availability of housing	1	2	3	4	5	N/A
14. Affordability of housing	1	2	3	4	5	N/A

15. Please list any type of good or service that is not currently available locally, but that you would like to see available locally? _____

Part 3: Community Center. The community is currently considering building (or renovating an existing building) for a community center. Please tell us how likely you are to use a community center for each of the following purposes.

	Very Likely	Somewhat Likely	Somewhat Unlikely	I would not use it for this purpose
1. For sports or athletic recreation (basketball, racquetball, swim center, exercise programs, weight rooms, etc.)	1	2	3	4
2. To hold meetings for community groups (Scouts, quilt groups, etc.)	1	2	3	4
3. To attend events (theater productions, concerts, etc.)	1	2	3	4

4. In order to fund a community center, would you be willing to contribute financially through either of the following mechanisms?

a) Property tax levy _____ YES _____ NO

b) Individual membership _____ YES _____ NO

Part 4: Demographics. The following questions are asked for data analysis purposes.

1. Do you live within Bonner's Ferry City Limits? _____ YES _____ NO
2. Do you commute to another community to work? _____ YES _____ NO
3. Are you... _____ MALE _____ FEMALE
4. How many years have you lived in this County? _____ Number of years
5. Do you have children under 18 living in your household? _____ YES _____ NO

Open Ended Comments (Grouped Thematically)

Law Enforcement

Police seem to harass. Seem somewhat unprofessional and uninformed of the law. Newspapers frequently print mistakes and misinformation.

Law enforcement: clean up the horrendous drug problems. At present nothing is being done.

There seems to be an excess of law enforcement personnel for a town of this size.

Too much law enforcement/too many officers.

Referring to Q7- Feel the use of sheriff's vehicles are used excessively for personal use. After all, the vehicles and the deputy's times are paid by the tax payer.

I would like to see more of a police presence on Roosevelt Road now that it has been improved, to help slow down the high speed traffic.

BC Sherriff dispatch and Sherriff lack professionalism and services.

Nearly total lack of law enforcement presence on count roads and Highways, inadequate or non-existent response to serious calls for assistance from sheriff's department.

City Services/Infrastructure/Activities

To Whom It May Concern: Please take a look at the condition of the school buildings, especially the NEW high school. Let alone the new sidewalks I heard cost \$110,000 and are still in mediation, which means we may be on the hook for tens of thousands of dollars. Go inside and walk the halls. Look at the cracking floors all over the school, the cracking walls, and the sinking foundations. Talk to the maintenance people about the continual repairs needed on all aspects of mechanical systems. The plumbing, electrical and ventilation fail on a regular basis. What do you think is going to happen in a couple of years when the foundation and walls are so cracked the school is closed because of a safety hazard? Have an independent engineer inspect the structural building and see what they say. It is not at all the fault of the builder. The Superintendent forced the contractors to pour in the winter so they could open the school at the semester. The administrators of that school are not capable and make decisions based on their personal wants instead of what is best for the taxpayer. I know I can't afford to pay more to fix the problems and I don't think most of the people in this town can. Put it out to the public and see what the response is. When I go into that building, I am disgusted about what I see. Something needs to change.

Opposed to community center.

Community Center (depends on location). If this is the old junior high I would not use it. All should pay!

How about privilege tax? 1% of wages?

A community center sounds nice but not at this time. With the bad economy and as many people out of jobs and losing their houses this is not the time to raise a levy to raise funds for this.

Need three times as many trees downtown.

The library is wonderful as far as the people who work there and the media they offer. It could, however, use a "face lift" because it is somewhat malodorous.

The library needs a better wheelchair accessible entrance. The city parking lot lost parking spaces with all the concrete dividers, they make it harder to navigate.

The greatest need in our community is for wholesome activities for youth that would blend school and home school youth.

There needs to be activities for teenagers and children to do so they stay out of trouble.

Kids need safer places/sidewalks to walk to school on. It would cut down on crazy unsafe parents driving them to school. Or crossing guards or more police patrol during morning and afternoon times, especially on back roads. I do not feel like my kids are safe walking. A community center/swim center would be perfect for kids in winter.

Downtown in for tourists, have to go out of town to get basic needs.

Bring in major manufacturing co (i.e. Boeing) would improve economy and improve lifestyle.

Low cost day care is a huge critical need in current economy.

Snow removal; when you snow plow you put it in my front yard and my driveway. I can't get out of my driveway.

Had the City not pushed thru the cow town improvements this would be a ghost town by now.

Tourists have really responded to and appreciate how nice Bonners Ferry is and how friendly downtown is.

Overpriced city water!

I do not understand why there is a fixed rate of \$40+ even though no water may be used. Also, in my area, Paradise Valley, our water pressure decreases weekly for no apparent reason, Ranger Rd.

I cannot drink the city water because of the chlorine content after the fire. I use a water purifier or bottled water. I drank the water just fine before the fire.

City need to source recycling! Need high speed internet everywhere.

Extremely dissatisfied with the way people won't help cemetery with new water line and pump for old dirt.

I send my own water samples in and I won't drink this water. I get it from a cleaner service.

Although I pay for garbage collection, I do not use it.

Mandatory recycling.

Paper needs to cover more local issues and events.

I would like to have curbside recycle pick-up.

For a tax, but not a property tax. More attention needs to be paid to City/County animal issues-they are the responsibility (for strays, feral, etc.) of the governments when people do not take responsibility as they should-just like indigent care, drug treatment, etc.

Would love to have trash pick-up in Moyie.

Garbage service will not pick up garbage and I live within city limits, yet still forced to pay for the service.

I have to pay for garbage pickup, but am not able to use it because the truck will not come down my road. Seven residences now live on this road and pay garbage each month but the truck still will not come down our road, Ivy Lane (off Birch).

We need recyclable trash collections at \$3.00 per house, so don't put it off till our site is full.

Need more bike trails, with tables and bathrooms, drinking fountains, a rest stop for cars, senior center doesn't offer enough and the manager is unwilling to make changes-very disappointing.

Bonnerr's Ferry does not seem to be current with exercise routes (biking) or cater to vegetarians which is becoming the trend.

Need a bike trail, public/taxi services for transportation, businesses open on Saturday, hunting all year round, increased snowmobile access.

Traffic

Upper 20 mile road should be taken over by the County and maintained for the families that live up there as well as many other roads in the same situation.

Public bussing needed especially for seniors who don't drive. City/County needs an animal control until.

Bring in more businesses, no matter what size, more jobs for residents. because of the economy and cutbacks, spending money at this time should not be considered- we're tired of being taxed to death.

I try not to go to the Businesses on the South Hill because of the traffic. It is dangerous up there. We need another stop light up there or down by the Kootenai River INN on the bypass.

An affordable taxi service for local transport.

Traffic on US-95 (south of town) is a problem-especially trying to get off or cross lanes of traffic.

There is also too much speeding on south hill into town where it becomes four lanes.

People who work downtown should NOT utilize street parking.

Public transit from B.F., Ponderay, and Sandpoint is highly recommended.

In Naples, Schoolhouse road off of R95, the bridge is a disaster waiting to happen. School buses use this road but the bridge looks like something slapped together for temporary use-needs to be fixed.

Only Hwy 95 is a traffic problem. County roads are excellent. The library is wonderful.

Don't like the meters; an unnecessary waste of money. B.C. Sherriff Office- When they don't get arrested for Fish & Game violations.

Need general transportation for seniors, disabled and young parents-the towns buildings need care more parking Saturday market or move it!

Something must be done about speeders coming into town. Where's the sign that says Canadians, Montanans and Washingtonians don't have to obey our speed limits? Even locals frequently don't slow down until they hit the bridge (southbound) or even the police dept. can we raise the fines? also speeders within town, even city employees.

City streets need more attention than they have in the last few years.

Move highway 95 to the district now! Your couldn't give a piece of art away and if they can't smoke it, drink I, chew it, eat it, or shot it, people here won't buy it. Right wing radical republicans!

Public transit unaffordable or nonexistent. Newspaper needs someone who knows the business instead of kids in training. Safeway Store, a huge mistake, to high priced, to get something, reasonably you have to buy 2 or 4 of everything, no the way I buy! Very hard on senior citizens that make up about 70% of this town population.

Big trucks driving in town using their very loud brakes are a big problem-it's not necessary and it's very loud at all hours of the day and night. Can something be done?

Need another stop light.

Too much traffic on North Division, no mufflers speeding- needs better law enforcement here. During school year traffic through Bonners Ferry is very congested, need bypass road.

The old highway going towards Moravia is very bad, I drive it daily.

I would like to see our gravel streets in Moyie Springs paved.

No more Jake brakes on semi trucks. Also dog leash laws.

Strait pipes on trucks and pickups and Jake brakes should not be allowed.

Referring to Question 2 - Amount of traffic on the highway 95 in summer is a big problem we need 4 lanes. Question 13 - Need to recycle. Question 23 never believe what you read. Question 24 - too many people on slows it down.

I believe we need more traffic control especially through the sheriff's department.

I always thought the purpose of the one stop light was to send the bus traffic down the road at the end of the soccer field and Morman Church and then to the stop light. Something needs to be done about the traffic after 4 pm.

Internet/Cell

There needs to be more cell towers and more options for high speed at reasonable price.

DSL is poor.

I cannot get Internet where I live.

I cannot receive DSL internet in Moyie area. I also cannot use my cell phone at home with in Moyie City Limit. Thank you for the wonderful paving of Old Hwy 2 (Roosevelt Drive) What a great improvement.

I live in Moyie Springs- why can't we have high speed Internet thru Verizon? Hughes Net is a scam and rip-off. We are not far away from the "big" city.

Cable is in our area- why cannot it be hooked up for high speed Internet? It's needed badly and our area has lots of people- just spread out over a large area of land. Also Evergreen School [Items] found in the dumpster- why weren't they put in recycle? Waste of tax money.

Would really high speed Internet in Naples and past, been waiting for years

Health Care

Chippewa Dr. has too much for amount of people who live.

I feel we need a better hospital in town...everyone goes to Sandpoint instead.

I would like to see more natural healing along with regular medicine.

This County is a great rural community-why we live here. The lack of mental health and substance abuse, healthcare are state and federal issues predominately. It would be nice to get something other than dial up that is affordable.

Miscellaneous

Boundary County ID is a place worth living in. Don't screw it up by trying to be a fancy city. It never works and always screws the residents. We have the cleanest food grown, air, and water. Bigger is never better. Been there done that and why we moved here.

Some of these items we do not use as we still go to Sandpoint. We are retired.

Housing is overpriced, land is overpriced, Verizon phone is not good and need another provider, Northern lights service is overpriced and service is not good.

Will not shop Safeway! Go to Sandpoint. Need indoor pool year round. Cabinet H2O cost too much for too few gallons.

We are impressed with the many enhancements we've seen in the last 40 years. We appreciate all the work, community spirit and cooperation that have made Bonners Ferry "The Friendliest Town in Idaho" and the best, as we see it! Improvements include: Museum, Visitors Center, Georgia Mae Plaza, Veterans Memorial Park, Clock Tower, Library, Hanging Flower Baskets, Pelton Undershot Water Wheel, Hospital and Restorium, Senior Center, New High School, New Track and Facilities, Alternative School, Cemetery-much improved, Shooting Range and Club, Wildlife Refuge, County Landfill/Recycling.

I appreciate Mr. Carpenter trying to help this problem out by teaching the young people to sing and act in drama has he does.

I do not live in Bonners Ferry-therefore I don't have any opinion about City services.

I am 81 years old and except for some traveling, enjoy staying home. I have not been in the need of most of these (Part 1) so marked neutral.

We can be thankful for those programs that are striving to improve our community: KVRI, BEED, Horizons, Coalitions, and all Friends of...(various services).

I really appreciate the revitalization project downtown but please don't stop yet! I think our town has great potential to be a very attractive place but in my opinion it's still too dumpy! I am very pleased and thankful for the effort that has been put into it though.

Depressed area, narrow streets.

Too many religious groups at the county fair. Less pictures of employees in the local newspaper. Need more entertainment pictures-sports, rodeo, etc. Need industry. Don't raise taxes until a new employer comes in.

We need work, not entertainment.

We love Bonners Ferry- reasonable living and very nice and friendly people

Octogenarian-non Idahoan-retired here.

Part 3, 4- would do donation.

Part 3, #4- the City needs both sources with higher levels of free will to subscribe.

It's a disgrace that Bonners Ferry has restaurants with tanning booths. What's next ice cream parlors with foot massages in the back room?

We need decent jobs. I would like to see an economical development report weekly-maybe community newsletter or article weekly in our worthless paper. Our kids are leaving for work!

Part 1: Question #2 – Traffic on highway especially single lanes bypass for through traffic. Especially for trucks, less accidents on bypass, yet opportunity for tourists to exit into downtown and uptown. #5 – A real bike and pedestrian path would be greatly appreciated, especially along the river, tapping into the beauty of our County and its assets. Current so called bike paths are bogus! It's dangerous! #6&7 – Our police and Sheriffs department are corrupt #16 – Extremely shady workmanship on our new high school. Project not overseen properly; lowest bidder situation – get what you pay for. Forman schools built with flat roofs in snow country and too low causing drainage problems. #18 – There is very little to no mental health available for those who are not minority or disadvantaged, especially for those in the middle class who do not qualify for help, perhaps due to having employee insurance that usually does not cover mental health issues. #22 – Same as above #18 – same situation. Too many hooked on drugs, especially our youth – Too many repeat offenders. What is being done to help them overcome their addictions? Careful employment and healthy life style activities would certainly help. Outdoor activity mentors would be a plus, teach youth and adults how to enjoy our beautiful surroundings: rock climbing, kayaking etc. mentor and volunteer programs involved with community service. #23 Rural areas seem to be out of luck. Current efforts to solve this are being opposed. Verizon should have it through entire County.

Part 2: #2 – Need to revisit the community incubator. Ball was dropped on promoting that. More sustainable jobs. Welcome more sound businesses into our community. Wise use of renewable resources. #10 - Currently we have the show house, bowling alley and the bars. Appreciate the amount of talent our theater productions bring. Need more variety to suit tastes of everyone, family oriented. Bring back Kootenai River Days, the old week packed activity, planned at end of July so all can plan and anticipate its arrival. Was the highlight of our summer! Rally more spirit and participation.

Part 3. #1 - Shouldn't take away from Mike's Gym but swimming pools (swim team, water aerobics, open swim) hot tubs, saunas basketball court and racquetball are a plus and opportunity to support a healthier family lifestyle. #2 - There are plenty of places for these meetings, churches, legions, fire halls, visitor center etc. #3 – Appreciate theater group but they use our new BFHS auditorium.

Infrastructure: #5 - Especially poor on South Hill. #6 - Oversight lacking; Consuming too much of City budget; should be combined with BCSO; Mutual aid not being adequately utilized; Has failed to ask for independent investigations involving conflicts – of – interest. #7 - 100% improvement under leadership of Greg Sprungl. #8 – Under-budget. #9 – Water bond upgrades appreciated. #10/12 – Sewer plant of max capacity, needs expansion for any growth. #13 City needs to get recycling bins out to residents. Quit bossing folks over garbage cans. If you get your recycling program implemented, you won't have to worry about heavy cans! #23 – B.F. Heald rarely does investigative reporting. If their staff writers expose City/County government shortcomings the writers get blackballed. They are too cozy with local officials. Hardly any other Idaho news. Very little coverage of state government.

Economic Development: EDC is ineffective. Lands provided to EDC have not been aggressively followed-up on. Info packages should be submitted to prospects. EDC performance review should take place. Paid position should be eliminated and combined with building departments and P & Z Commissions. Offer commission for successful recruitment.

Entertainment: Local entertainment is too redneck oriented: mud bog, lawn mower races, moto x, rodeo, 4th of July, Demolition Derby, Bulls of Terror, get my drift! How about some talent shows, rock concerts, variety of music events, education competitions, production plays, headliner events, history/geo/spelling bees, art shows, tour.

APPENDIX C: CONTACT AND BIOGRAPHICAL INFORMATION FOR VISITING TEAM MEMBERS

Henry (Hank) Artis

Focus Area: Economic Development

Idaho Tech Connect
721 Lochsa St., Ste. 10
Post Falls, ID 83854
hank.artis@idahotechconnect.com
208-262-2039

Hank is currently the VP of Development for Idaho TechConnect Inc. with an office at the University of Idaho Research Park in Post Falls, Idaho. The Idaho TechConnect network helps businesses convert innovations in science and technology to new or expanded enterprises with support from the Idaho National Laboratory (INL). He has successful business start-up experience and has worked with clients in Business Incubator facilities in Idaho and Washington. Henry has a background in fabrication manufacturing, new product development, technology transfer, and new business creation. He also assists rural communities on telecommunication and economic development issues. He is a board member (Region 1) for the Idaho Economic Development Association.

Jon Barrett

Report Writer

Clearstory Studios
2412 W. Bannock St.
Boise, ID 83702
clearstory@cableone.net
208-383-9687

Jon created Clearstory Studios in 2007 to provide community and economic development, strategic planning, and consensus building services to local and state agencies, tribes, and non-government organizations. He has worked as a community planner, consultant, and Co-Executive Director of Idaho Smart Growth, a statewide non-profit organization. He brings to this work his skills and passionate belief in the transformative power of clear communication. He is a Certified Grant Administrator. In 2004 Jon was named 'Idaho Planner of the Year' by the Idaho Planning Association.

Brian Dale

Focus Area: *Visiting Team Coordination and Arts, Historic, and Recreation Resources*

Operations Specialist/Faith-Based Liaison,
U.S. Dept. of Housing & Urban Development
800 Park Blvd., Ste. 220, Boise, ID 83712
brian_dale@hud.gov
208-334-1088 x 3005

Brian has been involved in the Idaho Community Review Program since its inception, participating in 15 reviews. He was a Team Leader for the Gooding, Ashton, Malad and Payette reviews and Co-Team Leader for the Rexburg review. His current assignments with HUD include serving as HUD's Regional Faith-Based Liaison for Idaho and the rest of HUD Region X, serving on the Steering Committee of the Idaho Community Review, networking with service providers for homeless populations (Continuum of Care), and facilitating the Idaho Fair Housing Forum. Additionally, he has worked with numerous local, regional and national disability councils, advisory committees and coalitions, and he served as Executive Director of the Utah Statewide Independent Living Council. A certified community developer (CCD), Brian has a B.A. from Westminster College (in Missouri) and attended Community Builder training at the John F. Kennedy School of Government at Harvard University.

Mike Field

Focus Area: *Visiting Team Coordination and Arts, Historic, and Recreation Resources*

Executive Director
Idaho Rural Partnership
2270 Old Penitentiary Road
Boise, ID 83712
Mike.Field@irp.idaho.gov
208-332-8687

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

Kim Golden

Focus Area: Economic Development

Panhandle Lakes Resource Conservation & Development (RC & D)
7830 Meadowlark Way, Ste. C
Coeur d'Alene, ID 83815
kim.golden@id.usda.gov
208-762-4939

Kim graduated from Oklahoma State University in 1977 with a BS degree in Wildlife Management. He became the District Conservationist with the Soil Conservation Service in 1980 and served in the same position in Coeur d'Alene beginning in 1985. He became the RC & D Coordinator in 1995. In this position, he assists the Panhandle Lakes RC&D Council and its sponsors plan and implement projects that improve the resources, economy, and quality of life in the five north Idaho Counties.

Lorie Higgins

Focus Area: Listening Session

University of Idaho
Department of Agricultural Economics and Rural Sociology
PO Box 442334
Moscow, Idaho 83844-2334
higgins@uidaho.edu
208-885-9717

Lorie is an associate professor in the Agricultural Economics and Rural Sociology Department at the University of Idaho. Lorie's work at the University of Idaho combines extension and research activities. As an Extension Specialist, she assists community organizations serving rural areas with community, organizational, and leadership development. She is currently directing the Two Degrees Northwest: Where Art Meets the Land program that is identifying, enhancing, and promoting the unique arts, foods, cultures, heritage, sites, and experiences of north central Idaho.

Erik Kingston, PCED

Focus Area: Listening Sessions

Idaho Housing and Finance Association
5654 West Myrtle
Boise, ID 83707
erikk@ihfa.org
208-331-4706

Erik runs IHFA's Housing Information and Resource Center, overseeing special projects and fielding questions with the word 'house' in them. Skills include program development, contract management, community outreach, promotion/marketing, and strategic planning. He is project coordinator for www.housingidaho.com and co-author of IHFA's Workforce Housing Toolkit: Simple Steps for Stronger Communities. Erik is a planning member with the Idaho Community Review Team, Ex-Officio board member of the Idaho Rural Partnership, and a graduate (class of 2001)/faculty member of the Northwest Community Development Institute, where he teaches a course entitled Housing as a Second Language. He currently serves as a member and web moderator for the Idaho Fair Housing Forum (www.fairhousingforum.org) and the East End Neighborhood Association's Armory Committee (www.reservestreetarmory.com). He has over 30 years of professional experience in the areas of nonprofit management, publishing, grant administration, disability rights, refugee and immigrant empowerment, the performing arts, and grassroots community advocacy. Erik has also moved thirsty cattle through dry country and toiled underground in a Central Idaho hard rock mine. He really likes his current job.

Howard R. Lunderstadt***Focus Area: Infrastructure***

Area Specialist - Community Programs
Rural Development
U.S. Department of Agriculture
7830 Meadowlark Way, Suite C3
Coeur d'Alene, ID 83815
howard.lunderstadt@id.usda.gov
208-762-4939, x126

Howard graduated from Lewis-Clark State College in Lewiston, Idaho in May of 1989, with a degree in Business Administration. He has worked for insurance companies, a bank, and a credit union before coming to work for USDA Rural Development in March of 1998 as a housing specialist. In June 2007 Howard moved into the Community Facilities program as a Community Programs Specialist. He has been involved in many projects working with rural communities to improve life in rural America. Howard has been married to his beautiful wife Denise for 22 wonderful years. They have two great kids, Lynae, 20, and Logan, 18.

Nancy Mabile***Focus Area: Economic Development***

Economic Development Planner
Panhandle Area Council
11100 Airport Drive
Hayden, ID 83835
nancy@pacni.org
208-772-0584, x3014

Nancy has been employed with Panhandle Area Council for 19 years. Her current responsibilities include providing assistance to communities and special districts in assessing economic needs, developing strategies, and identifying goals. With extensive experience in providing guidance regarding compliance with state and federal regulations and coordinating and collaborating with public and private entities, her current funding rate for grant projects is 99%. She also conducts environmental assessments for all grant funded projects and prepares the region's Comprehensive Economic Development Strategy (CEDS). Nancy is the past Chairman of the Post Falls Urban Renewal Agency and current Administrator of the Spirit Lake Urban Renewal Agency. She has received recognition and awards from federal, state and local governments for her work with local communities in community and economic development.

Kimberley McCollim

Focus Area: Economic Development

HUD Spokane Field Office
Operations Analyst
Regional Sustainability Officer
920 W. Riverside Dr., Ste. 588
kim.mccollim@hud.gov
509-368-3203

Kimberley has worked at the Department of Housing and Urban Development for seven years. She is an Operations Analyst, a Regional Sustainability Officer, Washington State Faith Based/Neighborhood Partnership Liaison, and the Washington State Web Coordinator. Before working with HUD, Kimberley worked for the City of Spokane Human Services Department. Kimberley graduated from Gonzaga University with a Bachelor's in Sociology and from Eastern State Washington University with a Masters in Urban and Regional Planning.

Mark McNeese

Focus Area: Infrastructure

Sr. Transportation Planner
Idaho Transportation Department
PO Box 7129
Boise Idaho 83707-1129
mark.mcneese2@itd.idaho.gov
208-332-7823

Mark began working for the Idaho Transportation Department in 1990. He was the State Bicycle and Pedestrian Coordinator 1996-2009. In this position he worked throughout the state with Idaho's communities and advocacy groups on issues related to non-motorized transportation such as facility inclusion/design and safety improvements. From 2005 – 2009, Mark served on the Safe Routes to School Statewide Advisory Committee and from 1996 - 2008 he served on the state Enhancement Advisory Committee. Mark is Currently ITD's coordinator for the Statewide Transportation Improvement Program and Metropolitan Planning Organizations.

Greg Seibert***Focus Area: Economic Development***

Economic Development Specialist
Idaho Department of Commerce
P.O. Box 83720
Boise, ID 83720
greg.seibert@business.idaho.gov
208-334-2470

Greg, a 1972 graduate of Penn State, B.S. Community Development, has been an Economic Development Specialist with the Idaho Department of Commerce since 1991. He has extensive experience in rural economic development issues having coordinated the Gem Community Program from 1991 to 2001. Greg's other two careers included 5 years with Ada County and Boise City as an urban and regional planner and 10 years in the field of construction management with Morrison Knudsen Co. Greg moved to Boise in 1972. Except for a 9 year trek through the southwest that took him and his family to Grand Junction, the Navajo Reservation, Flagstaff, and Albuquerque while with Morrison Knudsen, he has lived in Idaho ever since.

Donna Spier, PCED***Focus Area: Arts, Historic, and Recreation Resources***

City Clerk/Treasurer
City of Plummer
PO Box B
Plummer, ID 83851
donna@cityofplummer.org
208-686-1641, x12

Donna Spier has been the City Clerk/Treasurer for the City of Plummer for nearly 19 years. She also serves as the City's P&Z Administrator and has been very active in planning for the community. She received certification as a Professional Community and Economic Developer in 2008. Donna is an active member of the Plummer Community Action Team and a board member for One Sky North Idaho which are both local grass roots community groups focused on the betterment of the community.

J. Anthony Tenne (Tony)

Focus Area: Infrastructure

Community Development Specialist
Idaho Department of Commerce
P.O. Box 83720
Boise, ID 83720
tony.tenne@commerce.idaho.gov
208-334-2470, x2111

Tony is a graduate of Boise State University with a Bachelor's degree in Economics. He began with the Department of Commerce as an intern with the Economic Development/Information Services Division for two semesters in 1995 and 1996. He also spent time studying economics and Spanish in Costa Rica. From 1998 to 2000 Tony served in the United States Peace Corps in Honduras where he worked on water and sanitation infrastructure projects in the mountainous western region of the country along the El Salvador border. After graduating from college Tony made Seattle his primary base until resettling permanently in Boise in 2002. He began full time with the Department of Commerce in 2004. Tony lives close to downtown in a mid-40's fixer-upper that consumes most of his off hours. When time permits he enjoys skiing, camping, bocce ball, and everything Idaho has to offer.

John Tindall, P.E.

Focus Area: Infrastructure

Senior Engineer
Coeur d'Alene Regional DEQ Office
2110 Ironwood Pky.
Coeur d'Alene, ID 83814
john.tindall@deg.idaho.gov
208-769-1422, x4629

John has been the wastewater and drinking water engineer at the Coeur d'Alene Idaho Department of Environmental Quality (DEQ) Regional Office for 30 years. A licensed professional civil engineer in Idaho, John received a B.S. in Environmental Resource Engineering from Humboldt State University.

Eljay Waite

Focus Area: Arts, Historic, and Recreation Resources

Finance Director/Treasurer
City of Caldwell
411 Blaine Street
Caldwell, ID 83605
ewaite@ci.caldwell.id.us
208-455-4638

Eljay was born and raised in Nampa, Idaho. Prior to becoming Finance Director, his professional experience included 18 years in finance and administration for a mining company in southwest Idaho. He was appointed finance director/treasurer for the City of Caldwell in March, 1998. Eljay earned a B.B.A. in Accounting from Boise State University in 1980. He has served as chairman of the Caldwell Urban Renewal Agency since its inception in 1998. He also serves on the West Valley Medical Center Board of Trustees and presently chairs that board. Eljay also serves as a trustee for the Caldwell Employee Health Trust Fund. He is married to Pep Waite. Together, they have four children and 13 grandchildren.

Jim Wilson

Focus Area: Infrastructure

Regional Manager – Environmental
Rural Community Assistance Corporation (RCAC)
408 N. Mullan Road #116
Spokane, WA 99206
jwilson@rcac.org
509-927-6748

RCAC has been working with rural communities for 30 years and works in the 13 western states. Jim has worked for RCAC out of the Spokane office for four years and directs staff in the AK/ID/OR/WA region. RCAC assists rural communities improve their basic infrastructure including water, wastewater, and solid waste. Jim has over 25 years of experience on environmental management and engineering and has worked for both the public and private sectors. He works directly with communities in Idaho and eastern Washington. RCAC also provides assistance regarding low income housing and has loan programs available for rural communities on community facilities, housing, and environmental infrastructure projects. Services to communities are provided at no cost to the community through grants and contracts from a variety of state, federal, and foundation support.

APPENDIX D: LISTENING SESSION NOTES

1. HOME TEAM stakeholders / Tuesday, September 21, 2010

Participants: Dave, Dave, Claine, Jim, Mike, Greg, Tony, Kim Golden, Suzanne, Collette, Jennifer, Carolyn, Linda, Anita, Eljay Waite (Caldwell)

1. What don't you want to see in Bonners Ferry in 2, 5, 10 years? What challenges do you have now that could potentially lead to this outcome?

Things I Do Not Want to See—*Challenges*

1. Unemployment.
2. Don't want BF turned into a McCall or Sun Valley, with locals forced out through development/resortification.
3. Poorly planned or unsupported growth.
4. Same as 2 and 3. Ghost town of boarded-up shops.
5. Doesn't want to see same economic conditions as we have today.
6. Don't want the community to fear outside sources for growth, or those outside sources to control growth at the expense of locals. Doesn't want the community to turn its back on the arts.
7. Doesn't want to see things get out of balance. Doesn't want to see a Sun Valley, or a Park City.
8. Doesn't want to see young people in the community driven out because they're unable to find local work.
9. No development of agricultural areas, or loss of viable agricultural activity.
10. Doesn't want to see a loss of quality education opportunities due to neglect on the part of the legislature on down.
11. Doesn't want to see town dragged down by drug use.

Challenges/threats

- *Low morale, hopelessness, negative public attitude*
- *Resistance to change/outside*
- *High housing costs*
- *Lack of living-wage jobs and diversified industry*
- *Lack of certain infrastructure such as high-speed Internet. All infrastructure (education, etc.) and amenities to attract new business*
- *Regulation (environmental, health care, other federal regs.)*
- *Old infrastructure, 'overregulation' drives up costs*
- *Poverty*

2. What do you want to see in Bonners Ferry in 2, 5, 10 years? What opportunities and assets do you have to make these things happen?

Things I **Want** to See—Opportunities/Assets

1. More diverse opportunities for professional-level employment.
2. More businesses.
3. Balance of opportunities to keep young people and families in Bonners Ferry, whether it's logging, recreation, or anything else.
4. More diversity in terms of industry and living wage employment option.
5. Affordable rental housing.
6. Improved communication infrastructure, transportation.
7. Balance of industry, employment, infrastructure, communication, recreation, and educational opportunities. <i>Great highway system connecting Canada and US, Bonners Ferry with surrounding states and communities, 'Inland Pacific Hub.'</i> http://www.inlandpacifichub.org , Selkirk Scenic Byway http://www.selkirkloop.org , opportunities to benefit from grants. <i>'Emphasis is on community attitude'</i>
8. Big recreational attraction in immediate area. Better use of natural amenities (ag options) and wilderness resources. Jobs that produce something. <i>Undeveloped land, great trail access, beautiful river and lakes, clean air.</i>
9. More bike and pedestrian access and accommodation.
10. More balance for people dealing with health care, food, utilities, housing, and other essentials. Not jobs, but careers that create a sustainable living, benefits, and retirement.
11. Community center for youth and adults to make use of, especially during winter months.

12. More opportunities for the kids. Recreation, employment, community investment. <i>Idaho has the most diverse wild bird population, refuges, other wildlife. 40,000 visitors to date at bird refuge.</i>
13. Multi-use park across from Visitor Center. Convention center. 'Recreation is a kind of infrastructure.'
14. Industries or businesses that create 'spinoff' or ripple-effect opportunities.

2. YOUTH HS stakeholders

1. What don't you want to see in Bonners Ferry in 2, 5, 10 years? What challenges do you have now that could potentially lead to this outcome?

Things I **Do Not Want** to See—*Challenges*

1. Don't want to see more business closures, job losses. <i>Weakened timber industry, not as many career options for unskilled or semi-skilled labor.</i>
2. Don't want it to become a retirement community at the expense of opportunities for youth. **
3. Don't want growth to undermine small-town feel or character. <i>Newcomers supplant local values with their own, take prime land in and around town,</i>
4. Don't want to lose small-town characters; don't want large corporate interest to dominate or drive out locally owned businesses.
5. Economy has led to adults competing for jobs traditionally held by youth. (Hops) <i>Aging work force; some teachers who hold on too long in order to forestall retirement.</i>
6. <i>Loss of state funds led to closure of one of four elementary schools and programs like art club and peer mentoring. Closure happened immediately following installation of new playground.</i>
7. <i>Loss of after-school activities, and reliance on part-time jobs in lieu of recreational options or hanging out. Age / cultural divide. Lack of unstructured recreational activities</i>

2. What do you want to see in Bonners Ferry in 2, 5, 10 years? What opportunities and assets do you have to make these things happen?

Things I **Want** to See—*Opportunities/Assets*

1. More jobs that allow kids to save for college; careers in addition to jobs.
2. More diversity in labor force.
3. More progressive thinking and new professionals (esp. teachers) who understand current technology, culture and world view.
4. Keep community pristine (maintain trees).
5. Maintain small-town, close-knit feel. <i>Everyone is willing to help one another and feels connected; mutual sense of community and caring. Lots of stories of neighbors helping neighbors. Strong agricultural community; great</i>

<i>community support for 4H and FFA. Tribal support, Badger Boosters.</i>
6. Need new park with central playground. Improved skate park. Other recreational opportunities.
7. <i>Casino brings in a lot of revenue and employs a lot of people. Brings \$\$\$ in from Canada.</i> <i>CEDU brings in youth from around the world for their private schools in the area.</i> <i>Large amount of agricultural land.</i> <i>Great hunting and fishing</i>

3. What change needs to happen the most in Bonners Ferry?

1. More recreational opportunities for youth
2. Increase timber industry
3. More jobs
4. Greater variety of casual/unstructured activities for youth.
5. Community Center to foster more community gathering
6. Find other industries to replace timber.

3. YOUTH ALT stakeholders

1. What don't you want to see in Bonners Ferry in 2, 5, 10 years? What challenges do you have now that could potentially lead to this outcome?

Things I **Do Not Want** to See—Challenges

1 Cut down all the trees (logging)
2 Trash around Town
3 Expensive groceries – limited options. For clothing too.
4 Local decision making – limited vision
5 Skate park is inadequate
6 kids want to leave BF
7

2. What do you want to see in Bonners Ferry in 2, 5, 10 years? What opportunities and assets do you have to make these things happen?

Things I **Want** to See—Opportunities/Assets

1. Improve roads / trails in the mountains for recreation
2. Jobs – more for everyone, but esp. government type jobs with benefits
3. More recreation and activities – hang-out spots – better skate park – expanded hours at movie theater, better seats – a drive in would be nice – better park – outdoor theater in the summer

4 Beach
5 Better restaurants – more variety – modern menus
6 more teachers at Riverside
7 Assets: Riverside: more one-on-one, individualized attention & study; church groups do a lot for the community, mills and businesses donate to local community projects; hunting & fishing; water; wide-open spaces; wildlife refuge; rummage sales, thrift stores, food bank with free clothing (the closet); take it & leave it at the dump once a year; recycling is gaining momentum; community gardens and community generosity

3. What change needs to happen the most in Bonners Ferry?

1. Jobs
2. Recreation (park, theatre, skate)
3.

4. SENIORS-IN-TRAINING stakeholders

1. What don't you want to see in Bonners Ferry in 2, 5, 10 years? What challenges do you have now that could potentially lead to this outcome?

Things I **Do Not Want** to See—Challenges

1 Problems with Casino – Feeds addictions
2 Local Govt. is a barrier to development
3
4
5
6
7

2. What do you want to see in Bonners Ferry in 2, 5, 10 years? What opportunities and assets do you have to make these things happen?

Things I **Want** to See—Opportunities/Assets

1. Want more grocery stores / appliance stores / clothing stores
2. More for kids to do – a recreation center
3. Recycling Bins around Town

4 Walking path – healthy seniors, healthy community
5 More self-sufficiency – grow and process own food - dairy
6 Singing groups
7 utilize natural resources for jobs, tourism and recreation
Small, friendly, caring community with good schools
Far away from the life of the city - sane

3. What change needs to happen the most in Bonners Ferry?

1.
2.

5. MEDICAL stakeholders

Participants: Mary Cheney, Shirley Mayo, Wanda Wilkerson, Ed Sample, and Tina Wilson

1. What don't you want to see in Bonners Ferry in 2, 5, 10 years? What challenges do you have now that could potentially lead to this outcome?

Things I **Do Not Want** to See—*Challenges*

1. More traffic! Cattle trucks, convoys.
2. Don't want commercialism. Meth billboards.
3. More truck and train traffic.
4. Fewer wolves.
5. Federal anything.
6. New health care regulations.
<i>Regulation is stressing smaller medical practices and driving many private practice physicians into hospitals; growing senior population at the same time BF is losing primary care physicians.</i>

2. What do you want to see in Bonners Ferry in 2, 5, 10 years? What opportunities and assets do you have to make these things happen?

Things I **Want** to See—Opportunities/Assets

1. Purchasing cooperatives. Better shipping and delivery options. More diversity in shopping options (clothing)
2. More youth recreational activities. Year-round pool.

3. More opportunities to harvest forest products in general.
4. More primary care physicians.
5. More competition in shopping. Cheaper bell peppers and celery.
6. Create public access to utilize the river.
7.

3. What change needs to happen the most in Bonners Ferry?

1.
2.

6. FIRST RESPONDERS stakeholders

Participants: Cecil, Dave, Chet, Wayne, Ken

1. What don't you want to see in Bonners Ferry in 2, 5, 10 years? What challenges do you have now that could potentially lead to this outcome?

Things I **Do Not Want** to See—*Challenges*

1. Don't want to see Post Falls type growth; higher crime. Continued closure of public lands (ESA, etc.) due to pressure from outside groups that typically don't consult locals.
2. Walmart or other big-box chain.
3. <i>Small tax base, lack of high-speed broadband. Limited job opportunities for youth. Limited volunteer pool. Aging population with no transportation. Places additional pressure on ambulance service. Closest air ambulance is in Spokane w/ 45 minutes response time weather permitting. Poor communication systems to alert public in a large-scale disaster. Insufficient repeater sites for radio.</i> <i>Insufficient funds to support services and equipment. Volunteers are the backbone of the local first responder network. Insufficient EMS access and water supply. Several seniors are repeat callers (due to falls) and further stress VFRs who have to simply go and 'pick them up' until they fall and sustain an injury that requires transport to hospital.</i> <i>Moyie Springs has limited access from fire hall to 90% of town. 50-car train derailment could block both access points. (has happened three times in recent memory.</i> <i>Closing down schools is shooting ourselves in the foot.</i>
4.

2. What do you want to see in Bonners Ferry in 2, 5, 10 years? What opportunities and assets do you have to make these things happen?

Things I **Want** to See—Opportunities/Assets

1. Developing the river as a recreational attraction; create access points and remove barriers. Open waterway from
--

Canada.
2. <i>Mountains and river. Alternate access to Alaska. Capitalize on history of mining and recreational mining (Boulder City/Boulder Creek and the old Continental mine).</i>
3. Better subdivision planning (planning for utilities and infrastructure before building). No system for including fire and other EMS. Strategic
4. Critical Care transport.
5. More senior facilities and extended care facilities.
6. Better connectivity and access for EMS.
7. <i>Four-year college sited in Bonners Ferry. Tribal partners donate consistently to local schools. Potential to recruit tribal members for EMS. Natural assets could drive curriculum focus on sustainable forestry, silviculture, etc.</i> <i>Mike Sloan, ED director</i> <i>Stewardship forestry. Clearwater model</i>

3. What change needs to happen the most in Bonners Ferry?

1. Planning instead of reacting.
2. Better communication among various community stakeholders.
3. Development of infrastructure and access to facilitate career-oriented jobs. Telecomm to attract tech / telecommuniting.

APPENDIX E: COMMUNITY CENTER HOW-TO GUIDE

A Community Center How-to Guide

Prepared by Tony Tenne, Community Development Specialist

Idaho Department of Commerce

October 2010

The vast majority of community center grants for the Community Development Block Grant (CDBG) program are existing City/County owned facilities (or also can be owned by non-profit or recreation district) where block grant funds are used to make upgrades to or complete an existing project. Applications for community/senior centers are due the first Friday in March every year. Cities/Counties seeking community center grants must income qualify by either Census or income survey. Seniors are considered “limited clientele” and senior center projects automatically qualify. Grants are up to \$150,000.

Here are a few examples of projects in north and north central Idaho where CDBG funds were used.

City of Nezperce

The City of Nezperce is a great example of community collaboration on a project. A library project was spearheaded by community member Maxine Riggers and a community center/library funded by private donations, local and in-kind cash and private cash took shape.

Phase I of the project, funded by the City and local groups finished a shell structure with siding, foundation and doors. \$150,000 of CDBG funds were used to complete the interior work including HVAC, electrical, plumbing, ADA accessible restrooms, kitchen, sheetrock and interior painting. A community chain transported the books from the old facility to the new. The phone number for the City is 208-937-1021.



City of Cottonwood

Horizons volunteer Chinh Le from the Praire Horizon Group played a big role in getting the community center renovation project going for the City of Cottonwood. The center had wood covering all the windows, an outdated kitchen and a basement library that was not ADA accessible. CDBG funds were used to remodel the exterior basement entrance, install a mechanical lift for ADA accessibility, remodel the main floor restrooms and uncover

and replace nine large interior windows. The electrical system was also upgraded to accommodate larger scale use. The City also contributed close to 100% cash match to the project (not including local/private donations). The phone number for the City is 208-962-3231



City of Kamiah

The American Legion owns the community center in Kamiah and it is run by the Upper Clearwater Community Foundation who rents the building for a nominal fee to run as the community center. The City applied for a grant and then sub-granted it to the Upper Clearwater Community Foundation.



The vast majority of the Kamiah City pool's operating budget came from the annual crab feed held in the community center building. Age and disrepair threatened the integrity of the structure and the annual crab feed was going to be looking for a new place to hold their event. The project, currently under construction, included a remodel of the main floor, adding insulation, replacing windows, addition of ceiling covering, installation of an updated electrical system, recovering the main floor. An ADA accessible entrance and ramp outside is also being constructed. The phone number for the City of Kamiah is 208-935.2672.



APPENDIX F: TYPICAL OUTLINE FOR A PARKS AND RECREATION MASTER PLAN

Elements typically found in parks and recreation master plan include:

I. DESCRIPTION OF THE PLANNING AREA

Includes physical and demographic information and trends. It is sometimes helpful to describe distinct neighborhoods.

II. CITIZEN INVOLVEMENT

Summarizes the results of community survey(s) related to parks and recreation and/or other efforts to solicit input and ideas from residents.

III. INVENTORY OF EXISTING RESOURCES

Includes a quantitative and qualitative assessment of physical amenities such as athletic fields as well as status of current programs.

IV. ANALYSIS OF NEED AND DEMAND

“Need” is determined by comparing the community’s existing facilities and programs to per capita national standards. “Demand” takes local recreational preferences into account (identified through demographics and citizen involvement).

V. GOALS AND POLICIES

Goals and policies often address capital improvements, program development, maintenance, funding, and administration/implementation.

VI. ACTION PLAN AND CAPITAL IMPROVEMENT PROGRAM

Outlines what will be done, by whom, where, and when to achieve the goals and policies of the plan. The CIP typically includes cost estimates and proposed funding sources.

APPENDIX G: SCHOOL CROSSING GUARD PROGRAM: SUPPLEMENTAL INFORMATION

THIS INFORMATION WAS COMPILED AND WRITTEN BY MARK MCNEESE, VISITING TEAM MEMBER.

Mark McNeese
Idaho Transportation Department
Sr. Transportation Planner
mark.mcneese2@itd.idaho.gov
208-332-7823

CROSSING GUARD PROGRAM

In many communities throughout Idaho (Sandpoint is one example) adult school crossing guards play an important role in helping children cross busy streets safely at key locations on their way to and from school. Before the age of 10-12 a child's senses are not physically developed enough to safely interact with traffic. Consider the following:

- A child's range of peripheral vision is narrow compared to adults.
- A child has a much harder time determining which direction sound is coming from.
- A child cannot look at an approaching vehicle and judge its approaching speed.
- A child may think that because they can see a vehicle, the vehicle's driver must see them.
- A child is short and often fully or partially hidden from a driver's sight.
- A child's movement is unpredictable due to the fact that they may be in what adults describe as "la-la land," or put another way, their thoughts are often not connected to their physical state.
- A child has difficulty connecting actions with consequences.

A school crossing guard program has several impacts to child safety.

- Crossing guards teach and reinforce safe crossing skills and discourage unsafe behavior near traffic, such as darting into the street without looking or crossing against a traffic signal.
- Crossing guards are able to use and extend gaps in traffic to help students cross safely. At a crosswalk without a signal or stop sign, when gaps in traffic are not long enough for children to safely cross the street (i.e., unless drivers stop), a guard creates an adequate gap by stopping traffic temporarily. The guard first stops traffic with a hand signal or a STOP paddle, then verbally directs children to cross the street. The guard is always the first person in the street, the children do not enter the crosswalk until traffic is stopped and the guard directs the children to cross, and the guard is the last person out of the street.
- Crossing guards can observe and report to law enforcement any incidents or conditions that present a potential safety hazard.

RECOMMENDATIONS:

1. Adult crossing guards should be used on US-95 at designated school crossings and any other local street school crosswalk that carries a fairly high volume of traffic during school commute times. The program can be successful with volunteers or pay based. I would suggest contacting the State Safe Routes to School Coordinator Jo O'Connor for more information. Crossing guard supplies are an eligible grant request in the SR2S program.
2. The City may want to investigate the use of pedestrian flags on US-95 crosswalks. On roadways with heavy traffic volumes pedestrians are often hesitant to step into a crosswalk to stop traffic. Holding up a flag can be much less intimidating yet still signals to the drivers that someone would like to cross the road. These flags are used throughout Idaho, both on local streets and on the State Highway System. The state Bicycle and Pedestrian Coordinator, Maureen Gresham bikeped@itd.idaho.gov, can supply more information on this subject. The ITD District 1 Traffic Engineer, Mike Porcelli, should also be consulted in the process. As an example of the flag program's use, the City of Idaho Falls has over 40 crosswalks covered by the program and the flags are assembled using local donations and volunteers.

Most of the evidence gathered supports the idea that a pedestrian flag program is helpful in encouraging pedestrian safety. A report, available through the Transportation Research Board, describes the performance of various pedestrian safety treatments including pedestrian flags. Click [NCHRP 562](#) for the report and go to page 19, Motorist Warning Signs and Pavement Markings.