RESOLUTION NUMBER 06-097

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KETCHUM, IDAHO ACCEPTING AND ADOPTING THE KETCHUM DOWNTOWN MASTER PLAN DATED SEPTEMBER 8, 2006.

WHEREAS, the City of Ketchum contracted with The Hudson Company to prepare a downtown master plan; and

WHEREAS, The Hudson Company and city staff have engaged the community in several public meetings and met with various groups and organizations to gather input and values; and

WHEREAS, on the basis of such meetings, The Hudson Company prepared and the City of Ketchum adopted the Ketchum Downtown Master Plan Framework (the "Framework"); and

WHEREAS, pursuant to such Framework and in furtherance of the completion of the master plan, The Tom Hudson Company, the elected and appointed officials of the City of Ketchum and city staff continued to have public meetings and to meet with various groups and organizations to refine and expand the elements of the Framework; and

WHEREAS, as a result of such preparations and the diligent work of the Tom Hudson Company and city staff, the Ketchum Downtown Master Plan dated September 8, 2006, is now complete and ready for adoption.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and the City Council of the City of Ketchum, Idaho that the City Council hereby accepts and adopts the Ketchum Downtown Master Plan dated September 8, 2006.

This Resolution will be in full force and effect upon its adoption this eighth (8th) day of September, 2006.

CITY OF KETCHUM, IDAHO

Baird Gourlay, Council President

ATTEST:

Sandra E. Cady, CMC
City Treasurer/Clerk

APPROVED AS TO FORM AND CONTENT:

Benjamin W. Worst,
City Attorney

Downtown Ketchum Master Plan

Prepared for City of Ketchum
By The Hudson Company
in Collaboration with
RBF Consulting's Urban Design Studio

August 21, 2006

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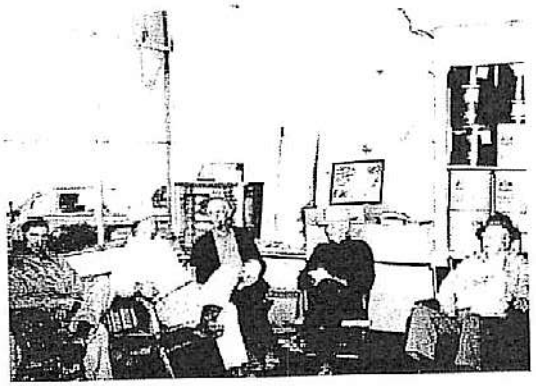
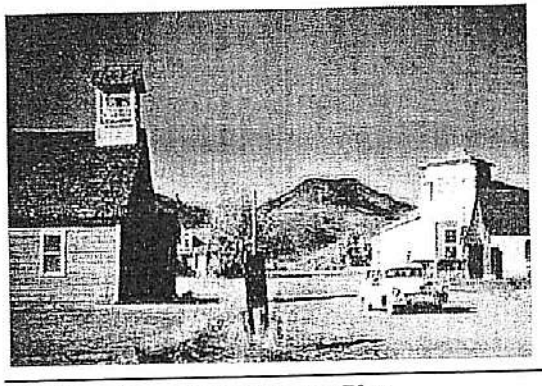
Downtown Ketchum Vision Statement
Adopted by City Council, February 6, 2006

We, the people of Ketchum, hold our land to our community. Our history, traditions, values, and people are the basis for what our community is and will become. We embrace a Downtown that serves as the primary social center for ourselves, our neighbors and our visitors. Our Downtown will reflect and respect our priorities for a place that allows us to live, learn, work and play together. This environment will highlight our love for outdoor adventure and foster creative minds.



We envision Downtown amenities that inspire us and our visitors with discovery around every corner. We will bring nature to our core. We will foster lifestyles and activities that bring people together to celebrate living in this great valley. The fabric of our Downtown will be compact with fine grain details, highlighting and enhancing distinct districts in the town center. A diversity of affordable community housing will provide Ketchum with a core of year-round residents to keep our community truly alive and to help our local businesses thrive.

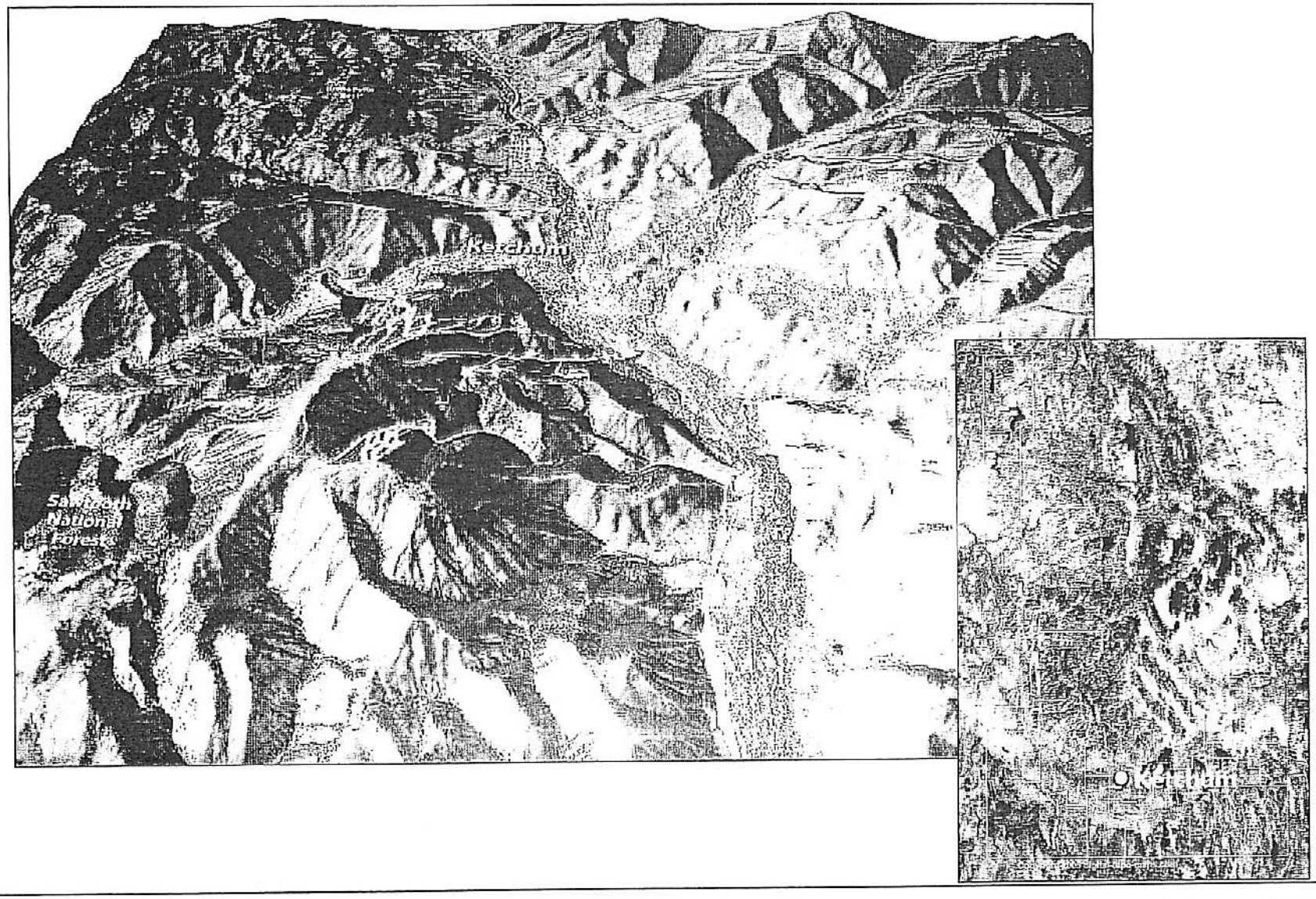
We will highlight our unique heritage and valley setting through design, the arts and creative interpretation. All who visit us will readily learn who we are and where we've come from. Those of us who leave and return will recognize their home. Our growth will reflect our roots and values.



We understand that Ketchum is as much a state of mind as it is a place. As creative, resourceful people who embrace our nature, we will establish and foster a variety of opportunities for life-long learning. We will particularly emphasize the arts and the human relationship with mountain country.

We will emphasize exceptional year-round tourism programming and economic diversification consistent with our values. Wherever possible, we will enhance partnerships with our neighbors to sustain both our community and our region. Our facilities and business community will set us among the most respected in the world for what we do best: living a creative life on the edge of the great outdoors.

Ketchum Region



Downtown Ketchum Master Plan Project Area

Preface & Acknowledgements

Preface

Action: Public workshop on parking system: address design, access, cost, inventory.
Responsibility: City
Timing: October, 2006

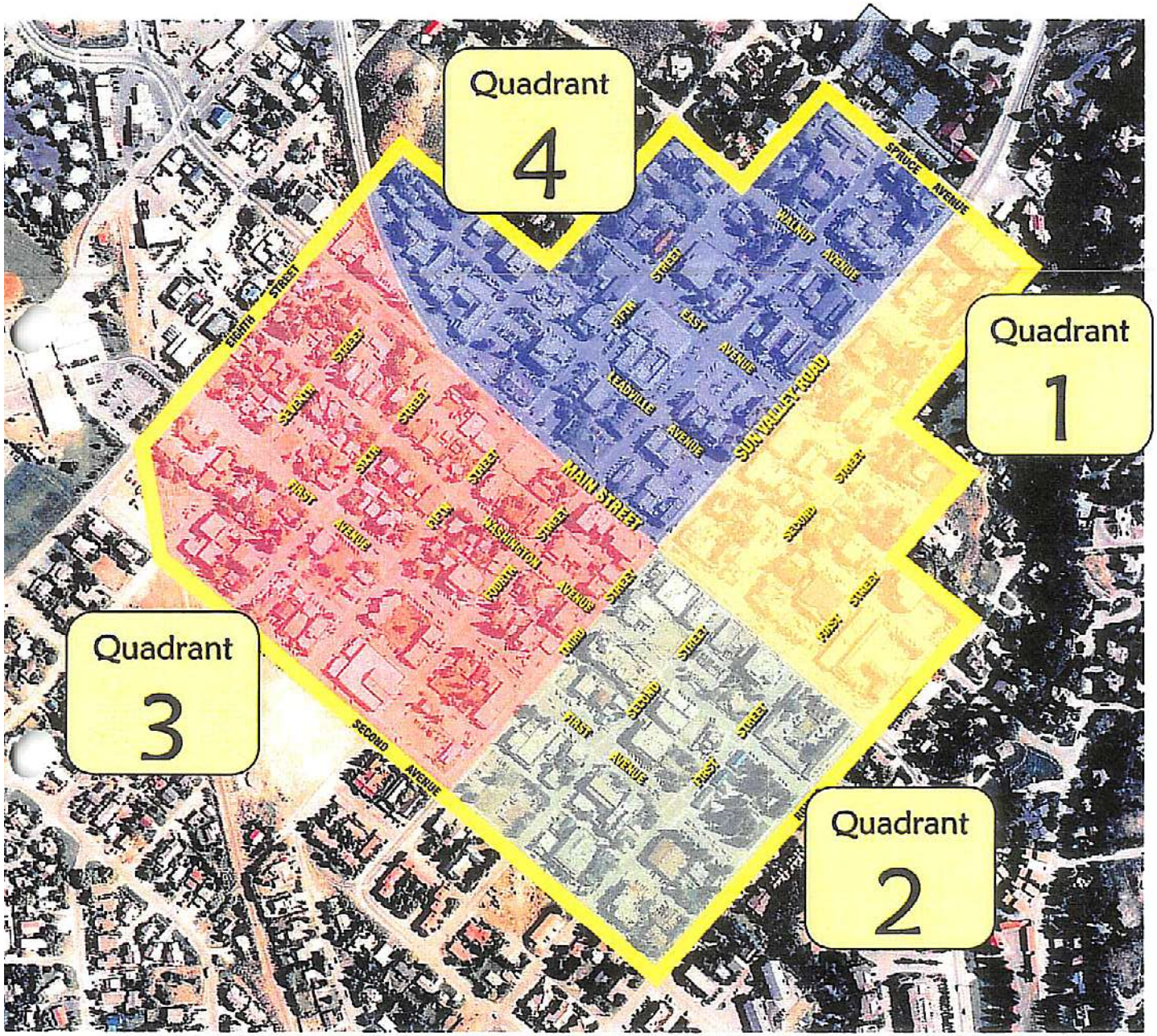
The Ketchum Downtown Master Plan is all about strategic community action. Community is highlighted by the City Council's commitment to outreach and citizen involvement both in planning and in implementation. Throughout the DMP, the reader will see a series of gray boxes that identify recommended actions. Each action is specified along with who should lead, when it should be done, and how high a priority it should be. In many boxes, as per the sample at left, there also is a yellow sun symbol. This denotes the need for public participation as an intimate part of accomplishing the specified task.

It is helpful in reading the DMP to think of the Downtown as four districts, or quadrants, divided by Main Street and Sun Valley Road. Each quadrant has been given a number for reference. The aerial photography on the preceding page numbers each quadrant clockwise from 1 to 4.

Acknowledgements

In an era when it's tough to get a thirty percent turnout among Idaho voters, Ketchum's leaders have committed themselves to another track. Community-based planning will restore public interest, enthusiasm and support for strategic action. It is heartening to see such a high level of commitment to outreach, listening and collaboration.

Life is full of humbling experiences. Our work with Ketchum's leaders and citizens seemed particularly full of these. We've met good, honest people who inspired us to pursue our best possible effort. We made lasting friends, learned many lessons, and found we could love this place nearly as much as our own home towns.


Quadrant
4
Quadrant
1
Quadrant
3
Quadrant
2
MAIN STREET
SUN VALLEY ROAD
LEADVILLE AVENUE
EAST AVENUE
WALNUT AVENUE
SPRUCE AVENUE
WASHINGTON AVENUE
FOURTH STREET
SIXTH STREET
SEVENTH STREET
EIGHTH STREET
FIRST AVENUE
SECOND AVENUE
THIRD STREET

It has been a sincere pleasure to serve Mayor Hall and City Council members Baird Gourlay, Terry Tracy, Ron Parsons and Steven Shafran. While it may be politically incorrect to say so, we feel we've met and served the best leadership team in careers collectively covering forty-six years and over two hundred communities.

It also has been an honor to work with City staff. Ron LeBlanc is one of those special human beings who really knows how to get great things done. Beth Callister and Stefanie Webster are tremendous professionals devoted to community service. Working with them was a blessing. And then there's Harold Moniz, an extraordinary planner, doer, thinker and friend. Harold, it's been a genuine privilege.

Finally, we are grateful to the people of Ketchum. You've been patient with us. You heard us out and you were willing to share your thoughts, frustrations, visions and ideals. Most of the time you were very polite, even on highly emotional issues. Even when we experienced some ruffled feathers, you shared your views with a passion for what you believe is right. We hope we have served you meaningfully. We tried to make a real difference in your great community. If we didn't, please don't give up. Your involvement now is absolutely critical in overcoming your historic challenges. Either way, thanks for communicating with us and guiding us toward the right track.

Tom Hudson, Project Manager, The Hudson Company
Al Zelinka, Principal, Urban Design Studio
Jason Jones, Urban Design Studio
Hong Joo Kim, Urban Design Studio
Kristen Lothrop, The Hudson Company

Section 1
Executive Summary

The Ketchum Downtown Master Plan (DMP) presents a system of City-guided initiatives to strategically rebalance the physical place, housing and economy of the heart of our community. This system was crafted through a community-based planning process that aggressively pursued citizen participation. Guided by a comprehensive Framework that specifies guiding principles and other ends (a separate companion document), the DMP is focused on means – projects, processes, tools and teams.

Three primary Downtown dimensions are addressed here: physical design, organization and economic development. The planning process to create the DMP further addressed capacity building. Embracing the philosophy of Ready, Aim, Fire, City staff pursued community education, community insight, organizational development and resource development as an intimate part of the actual planning process. Over an eight month period, considerable success was attained, particularly in defining a common vision and primary means for attaining its goals.

The DMP is organized in seven sections:

1: Executive Summary
2: Framework & Vision Summary
3: Design Program
4: Organizational Program
5: Economic Development Program
6: Action Plan
7: Resources/Appendices

Combined, these elements address the action ingredients of Who, What, When, Where and How. The Framework, adopted in February, 2006, deals with Why.

Three primary sets of initiatives are proposed over a five year period in the DMP. Some will continue beyond that time. Others have already been accomplished. Note that regulatory elements are being addressed in separate reports. The initiatives are:

Physical Improvements

- An Implementable Design Vision & Vision Poster
- Circulation & Street System: Better means to move through and within Downtown
- Orientation & Wayfinding System: Signage, kiosks, gateways and related graphics to help people find their way around Downtown
- Pedestrian-Oriented Streetscape System: The pedestrian environment improvements people have been seeking for so long
- Key Public Spaces: Especially a central plaza, Fourth Street Heritage Corridor, First Avenue Promenade, East Avenue medians, and a greatly improved Main Street
- Transportation System: Emphasizing alternative transportation and parking system improvements
- Affordable Workforce Housing Construction: Targeting 800 units, this is a top program priority

Regulatory Refinements

- Form-based Code, Including:
  - Building Code: Addressing the form, look, & height of buildings
  - Inclusionary Zoning
  - Offstreet Parking Construction Requirements
- Transfer of Development Rights

Resources

- Creation of an Urban Renewal District
- Creation of a Community Development Corporation
- Over 145 Inventoried Potential Resources Linked to Program Areas
- Teamwork
- Community-based Planning

These initiatives have high potential for accomplishment at a time when the community needs them most. There is literally a 'crisis of community' here as extraordinary market forces are pressing year-round citizens to leave, weakening our traditional tourism economy, and creating an urban form inconsistent with Ketchum's rich heritage. The Downtown Master Plan addresses all these issues. The City especially intends to use its own land in the interest of affordable workforce housing.

There is much to do. The effort is worthy. The goals are attainable. The leadership and team exist to move us forward. And positive momentum is already attained.

Please take a moment to reflect on the Master Plan Framework, get acquainted with our vision for the future, then dive in. When you're done, help make the Downtown Master Plan a reality through your personal involvement in the process. There's an old mountain town saying that applies today: Life is short; ride your best horse first. It's time for collective action, for our best efforts to restore community and Ketchum to its rightful role as an extraordinary place to live and visit.

Section 2
Master Plan Framework, Vision & Guiding Principles

Introduction to the Framework

The City of Ketchum began the Downtown Master Plan (DMP) process by preparing a Master Plan Framework. With strong community guidance and participation, this Framework defines 'Ends' for the Plan, while the Downtown Master Plan itself is more about 'Means.' The Framework is therefore an intimate and essential part of the DMP. In it, the reader will find sections that:

- clarify community priorities
- establish a vision for Downtown's future
- specify guiding principles for Downtown development
- identify major improvement opportunities
- expand outreach and teambuilding within our community

> *"This is an historic moment. As a community, we can take this historic moment to restore community and vitality to the place of Ketchum. The alternative is, by consensus, unacceptable."*

In the three months of Framework preparation, City government and citizens were very active in crafting its key elements. Along the way, people consistently noted two things: The time to act is now; the timing is excellent to make progress. City leaders, staff and the planning team all agree. This is an historic moment. As a community, we can take this historic moment to restore community and vitality to the place of Ketchum. The alternative is, by consensus, unacceptable.

The remainder of this section provides background for the Framework. In addition to purpose, it addresses context, planning process, and an outline of the Framework elements.

Context

This historic moment might best be envisioned as arrival at a crossroads. In one direction – a difficult one – lies community revitalization. The current path of

development in Downtown, however, leads to something else. Wherever this path might take us, it will lack a community with year-round citizens in enough numbers to make this a real town. The tourism economy will be muted, little more than a shadow of its past. Downtown will be dominated by second-home complexes and other development with little or no connection to Ketchum's rich heritage.
Ketchum has a housing crisis of the first magnitude. Affordable employee housing is practically absent. Skyrocketing property values have led to an exodus of long-term, even multi-generational, families from the community. Employers must import employees every day. Workers by the thousands migrate to and from this place each morning and evening. Many will work elsewhere as soon as they can find something better.

With the loss of local residents comes the loss of local, year-round customers. Downtown retailers are feeling the impact. Citizens express growing concern in the numbers of local businesses that have closed or relocated down the valley. Even dentists find the critical mass of locals needed for viability is being lost.

Is this a purely economic issue? Should people care? So what if residents move down the valley? That's just a supply and demand reality – some say. Or is it? What is the value of community? What is the value of a collective Downtown tourism industry that has invested both life and resources here for decades?

Overwhelmingly, the people who participated in preparing the Framework answered that the value of community is priceless. They say it is time to restore balance. Community leaders and the planning team not only agree, they believe there is a reliable road toward restoring balance. Key elements have been defined in the Framework. Many of the details, or means, are provided in the Downtown Master Plan. Processes are recommended to define the remainder.

Ketchum's greatest need, is a year round community. This need holds especially true for Downtown's future vitality. Affordable employee housing is a top priority that is given close attention in the Master Plan, Form-based Code and Inclusionary Zoning. Success in creating this critical asset will require either infill or sprawl. We choose

infill. It will require more building densities and height – but not everywhere. We value our heritage and choose to preserve significant areas of our cottage architecture.

The physical place of Downtown also needs improvement. Its attractiveness, comforts, and rewards have declined for both its residents and visitors. We choose to improve them, in remarkable ways. The key to success in this historic endeavor isn't dollars. It is collaboration. Many towns in crisis circle the wagons and shoot inwards. Some towns simply lack the vision or leadership or both to climb out of their problems. People in Ketchum are saying that the timing here is right to succeed. They point to the combination of awareness (of crisis), leadership, partnerships and energy necessary to undertake this great task. Whatever else is needed can only come from these assets – at the center of which is collaboration.

Toward this end, the City has created a capital improvement plan and enacted development impact fees. Much has been accomplished recently to prepare the community for strategic next steps. Our vision statement expresses not a dream but a very real intent for excellence.

Process

Informal consideration of a Downtown Master Plan has been ongoing for about two years. The formal process began at the end of October, 2005. City leaders and staff initiated a community-based process to complete the Framework as the first phase of work. With the completion of the DMP, implementation will follow quickly. In fact, some facets of Downtown improvement are likely to begin much sooner.

Our priorities in building the Framework were three-fold. First, outreach to the community was essential to clarify both Downtown priorities and guiding principles. Dozens of interviews were completed with people who have many perspectives and backgrounds. Retailers, realtors, builders, teenagers, City staff, elected officials, second home owners, church leaders, artists and even citizens who've recently moved away, were engaged. Two major workshops were conducted to exchange information, insights and perspectives on Downtown's situation. Meetings with

various community organizations and schools were facilitated. Extensive direct emailing with interested citizens also ensued. Consistently, the local press participated and reported upon results. In short, the community was actively engaged in building the Framework.

Second, the planning team reviewed existing City plans, researched local history and sought to incorporate what has already been decided or accomplished in previous Downtown programming. City staff and the Sun Valley/Ketchum Chamber and Visitors Bureau were particularly helpful in this process. Many citizens and businesses also shared important materials to light our way.

Third, City staff and planners looked elsewhere for insight. Towns with similar challenges were researched. Successful affordable housing programs were studied. Other revitalization tools were evaluated in the context of places like Ketchum that have used them effectively.

The combination of these inputs resulted in a Framework intended to be community-based, strategically oriented, practical, and insightful. Plain English and illustrations were embraced to avoid making this Framework a technical document few might read. This is important because the Framework sets – well – the *framework*, the ground rules, the principles, the "Ends" for all that is to come in the Downtown Master Plan. By getting the Ends right, appropriate Means have been much easier and less controversial to identify. So, have hope. Every effort was made to make both the Framework and the DMP highly readable and user-friendly.

Product

Briefly, the Framework includes the following elements:

Guiding Principles and Vision Statement

Economic Framework

A. General Economic Conditions

B. Economic Dynamics in Ketchum

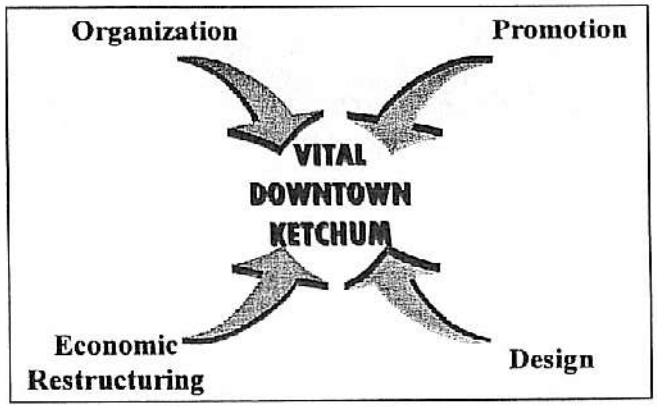
Design Framework

A. Orientation

B. Downtown Form

C. Downtown Fabric
D. Downtown Design
E. Building Programming
F. Circulation
G. Parking

Organization Framework
Promotion Framework
Key Projects and Program (Immediate Next Steps)



Each of the Framework elements includes a more detailed set of guiding principles specific to the subject issue. Recommended steps in planning and programming also are listed.

As you read the two companion documents of the Framework (ends) and DMP (means), consider the extraordinary opportunities available to us. Ketchum can be more than great. Ketchum can be extraordinary. The challenges are substantial, but not overwhelming – if we act now. The resources to address them are accessible. Only negativism and infighting could keep us from accomplishing this vision. Ketchum's leaders, staff and planning team believe this is the time, this is the team and this is the vision. Please join us in making history – and in bringing some of it back.

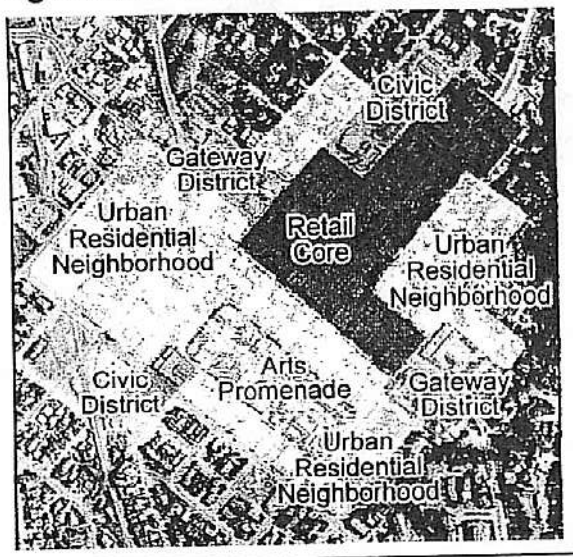
Section 3
Downtown Design

A. Urban Design Vision and Vision Poster

The Downtown Master Plan emphasizes implementation systems and tools guided by the Framework and Vision Statement. To succinctly portray DMP elements, a Vision Poster was prepared (See Figures 3.A and 3.A-1 on the next two pages). The urban design plan represented on the Vision Poster for Downtown Ketchum generally portrays six major themes:

a. Creation of Unique Downtown Districts
b. Preservation of Downtown Character
c. Infill mixed-use and affordable housing projects
d. Major Streetscape Improvement Projects
e. New Downtown Public Spaces
f. Gateway Enhancements

Figure 3.B: Downtown Districts



An important overlay in this system is the enhancement of Downtown as a highly livable neighborhood. Affordable workforce housing initiatives will return eight hundred households to the community. In particular, the City will use its own land in the interest of this critical goal.

a. Creation of Unique Downtown Districts

The Vision for Downtown Ketchum includes the creation of several districts within the Downtown, per Figure 3.B at left. The main shopping district is the Retail Core. The Retail Core District would contain a variety of existing and new mixed-use buildings that have ground floor storefronts. Specialty shops, restaurants, and cafes would line the sidewalks, creating an active pedestrian friendly environment. Upper floors would include a mix of residential uses and offices.

Other important districts within the Downtown include the Arts Promenade, the Gateway Districts, and the Civic Districts. The Arts Promenade would be a unique area for pedestrians to shop, dine, and view indoor and outdoor public art. Botanical plantings intermixed with sculptors and seating areas would be provided along the sidewalks. The Gateway Districts are located on both ends of Main Street. These districts are envisioned to have prominent hotels and visitor-serving uses. There are two Civic Districts. One contains the existing Post Office and the other contains the existing library, City Hall and an envisioned redeveloped Civic Center.

To foster the creation of unique downtown districts, it is important to establish a design committee to work with stakeholders and the community. This design committee would be ideally housed within the Urban Renewal Agency, the entity responsible for most of the future downtown public improvements recommended in the DMP.

Figure 3.A: Vision Poster (Front)

About the Vision Poster:

The Downtown Ketchum Vision Poster provides a look into the future of "what Downtown Ketchum can become". It offers the Ketchum community and others with an illustration of one of many possible scenarios for the future of Downtown Ketchum. The Vision Poster should not be viewed as an absolute or static plan due to many unforseen conditions, opportunities, and constraints that may arise in the future.

Vision Statement

We, the people of Ketchum, hold our land to be precious. We understand that its respectful use is the key to sustaining our community. Our history, traditions, values, and people are the basis for what our community is and will become. We embrace a Downtown that serves as the primary social center for ourselves, our neighbors and our visitors. Our Downtown will reflect and respect our priorities for a place that allows us to live, learn, work and play together. This environment will highlight our love for outdoor adventure and foster creative minds.

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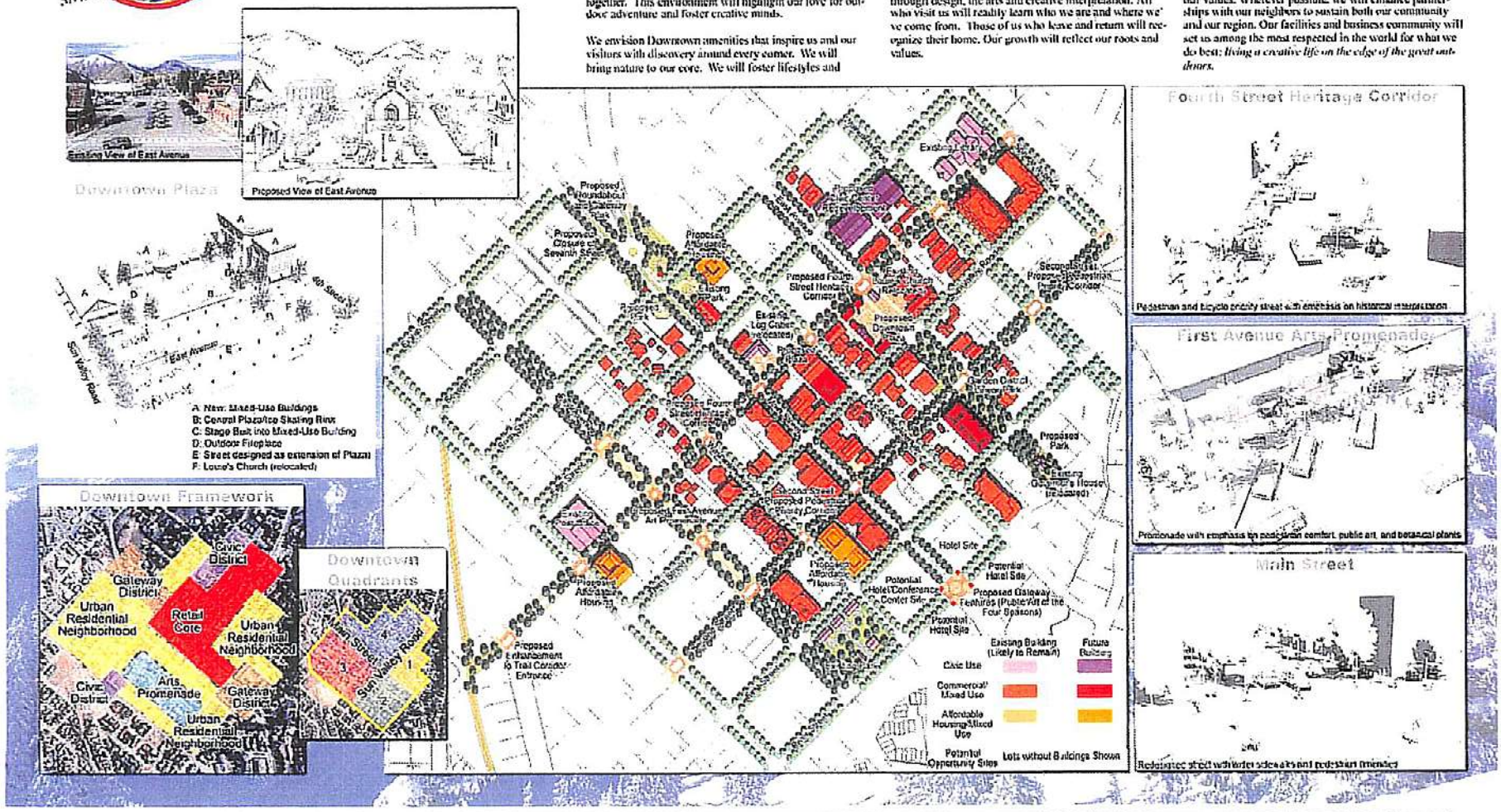


Figure 3.A-1: Vision Poster (Back)

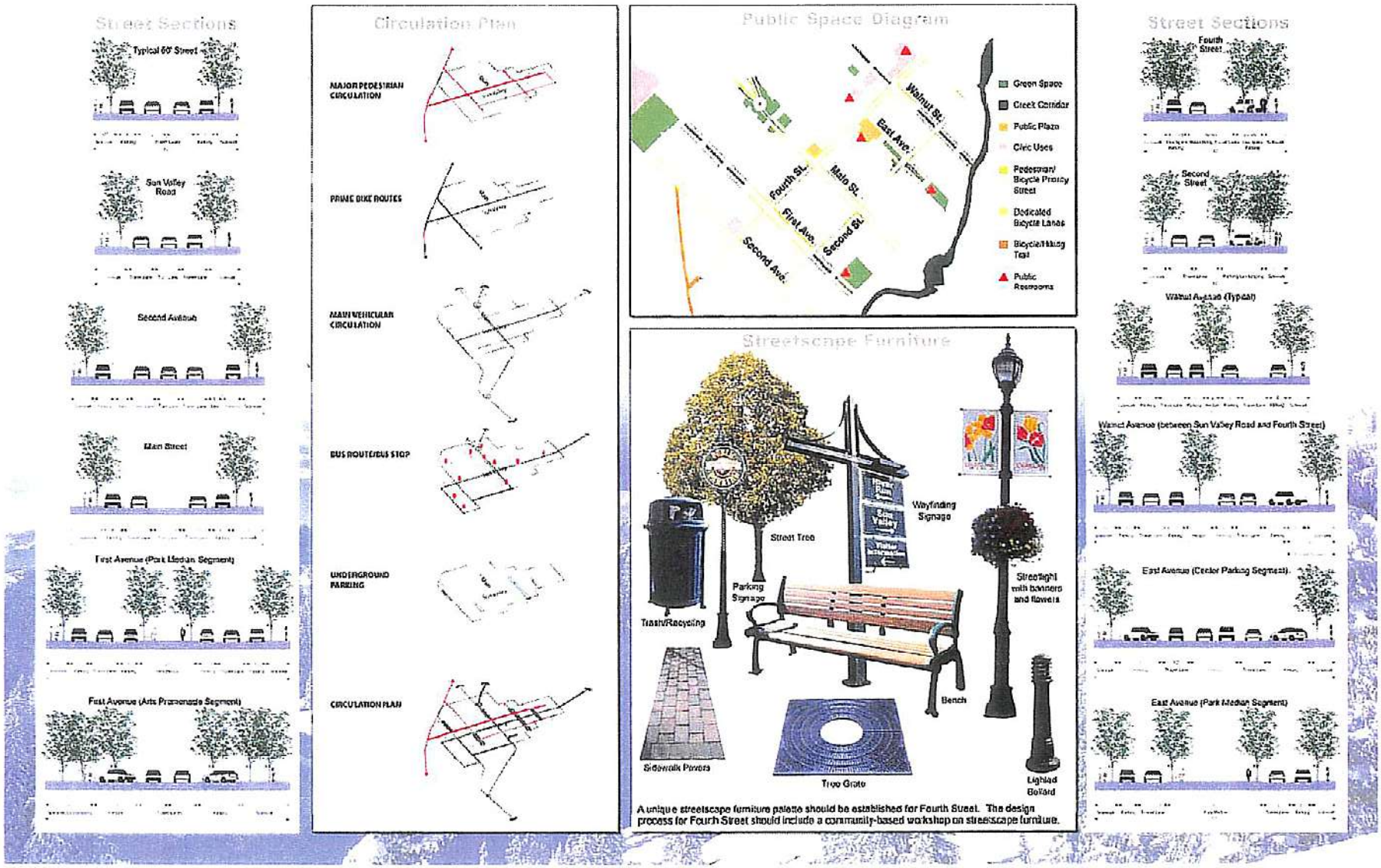
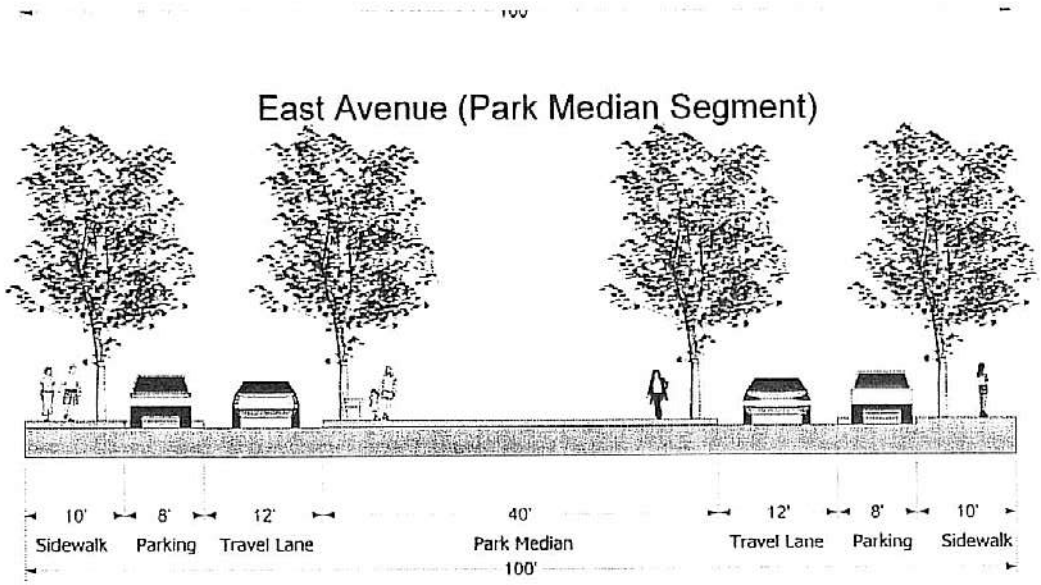


Figure 3.C



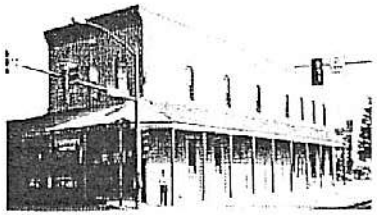
Urban residential neighborhoods are envisioned to surround and unify the retail core, the Arts Promenade, the Gateway Districts, and the Civic Districts. A variety of neighborhood mixed-use and urban residential buildings would be found in these neighborhoods.

The urban residential neighborhood east of Main Street and south of Sun Valley Road would be designed to function as a garden district. A large median park in East Avenue (per the image at left) would provide an open space ideally suited to neighborhood social activities, gardens and gatherings. A variety of new neighborhood mixed-use and urban residential buildings would be located within the established urban fabric of this area. Landscaped courtyards are also encouraged to create a garden-like setting.

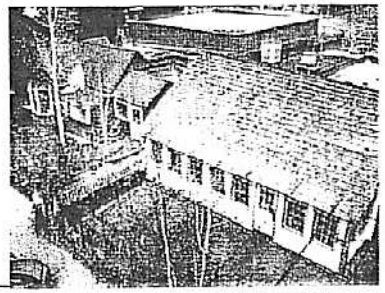
Action: Organize Design Committee to enhance Downtown districts, working with interested residents, business owners, property owners, and subject specialists; collaboratively work to enhance each district.
Responsibility: Urban Renewal Agency; Design Committee. Collaboration with City and CDC.
Timing: Fall, 2006, Startup; Ongoing
Priority: High

b. Preservation of Downtown Character

A number of Downtown buildings have significant historic value. Other buildings are important to locals because they contribute to the unique sense of place of Downtown Ketchum. These historic and heritage buildings are envisioned to be preserved in order to maintain the unique character and image of the place. A variety of techniques are proposed to encourage their preservation, including the use of a Transfer of Development Rights Program. This program is described in Section 4.C.



Preservation of Downtown Ketchum's architectural and design heritage can be accomplished with such tools as Transfer of Development Rights.



"Affordable workforce housing is a top priority of the City...This effort will emphasize the use of public property."

c. Infill Mixed-use and Affordable Housing Projects

The Vision for Downtown Ketchum is to infill vacant lots and underutilized properties with mixed-use and affordable workforce housing projects. As indicated on the Vision Poster, there are a number of potential new mixed-use and affordable housing projects proposed by the City. Affordable workforce housing is a top priority of the City. Two approaches will be pursued simultaneously toward the goal of creating 800 such units as rapidly as possible. The first is direct construction, in collaboration with the Urban Renewal Agency and the Community Development Corporation. The second is Inclusionary Zoning, where such housing is required as a portion of new private building construction. These projects would be intended to provide Ketchum with a core of year-round residents that will bring life to the Downtown, citizens to the community, children to the schools and year-round customers to local businesses.

Action: Initiate Affordable Workforce Housing projects on public land.
Responsibility: Urban Renewal Agency in collaboration with Community Development Corporation and City
Timing: Fall, 2006, Startup; Ongoing *Priority:* Top

d. Major Streetscape Improvement Projects

Streetscape enhancement projects are proposed on all Downtown Streets. All streets will be improved with pedestrian amenities, including benches, streetlights, and trash receptacles. Specific improvements for each street are described in more detail in Section 3.B.d, "Circulation Enhancement Options."

Action: Initiate Streetscape Improvement projects on rights-of-way.
Responsibility: Urban Renewal Agency in collaboration with Community Development Corporation and City via Capital Improvement Plan, CIP
Timing: Fall, 2006, Startup; Ongoing *Priority:* Top

e. New Downtown Public Spaces

The Vision for Downtown Ketchum includes the creation of several important public spaces that are linked by a network of safe, attractive, and pedestrian-friendly streets. A variety of public spaces are envisioned, including public plazas, parks, park medians, and small courtyard plazas. These spaces will provide opportunities for relaxation, human interaction, dining, recreation, special events, and festivals. The key public spaces are described in Section 3.F.

Action: Continue community-based Downtown open space design process.
Responsibility: URA, with City and CDC support
Timing: Fall, 2006, Startup; Ongoing

f. Gateway Enhancements

Gateways are proposed at the major entrances to the downtown. The Gateways are intended to mirror the community's continuous endeavor to celebrate the beauty and wilderness of nature and the outdoors. The gateways are described in detail in Section 3.D.a.

Action: Initiate Gateway Improvement Program.
Responsibility: Urban Renewal Agency in collaboration with Community Development Corporation and City
Timing: Winter, 2007, Startup; Complete by Summer, 2009 *Priority:* Moderate

EXCERPT from Idaho Transportation Department Press Release
July 16, 2006
Alternative for SH-75 Project and FEIS chosen

SHOSHONE - The Federal Highway Administration (FHWA) has identified the preferred alternative for transportation improvements to SH-75 between Timmerman junction and Ketchum, the Idaho Transportation Department announced. The selected alternative is based on the Draft Environmental Impact Statement (DEIS), comments received on the DEIS, and agency analysis and coordination during the past three months.

Transportation demand management (TDM) strategies are important to the successful operations of an HOV lane. FHWA and ITD encourage the Wood River Valley to consider additional TDM programs in conjunction with implementing HOV lanes. Examples of TDM include preferential carpool parking, vanpool programs, subsidized transit passes, and other activities to market, educate, and encourage HOV use as assumed in the DEIS impacts analysis.

ITD will commit to create a SH-75 Corridor Operations Management Team composed of representatives from Blaine County, KART and the cities of the Wood River Valley and will enter into a Memorandum of Understanding with the Corridor Operations Management Team to implement peak hour HOV operations.

B. Circulation

a. Guiding Principles for Transportation and Circulation

Local circulation is awkward, congested and very confusing to visitors. Straightforward refinements are available to address these weaknesses. All improvements will reflect one or more of the following guiding principles to build a strategic circulation system:

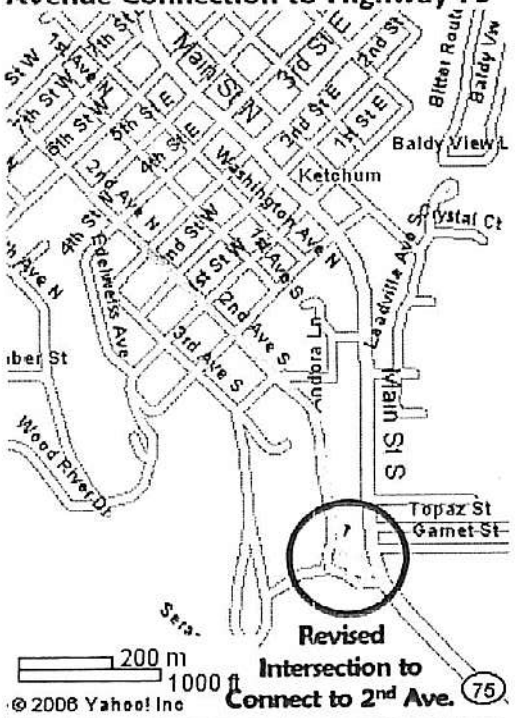
- Downtown circulation should balance the needs of pedestrians, bicyclists, transit riders and motorists alike.
- The circulation system will accommodate people and their various travel needs, providing convenient access for all user groups including businesses, employees, residents, customers, visitors, and tourists.
- Downtown circulation should accommodate travel for school children, bicyclists, public transit, seniors and people with mobility challenges.
- Downtown is a pedestrian-priority district.
- Traffic demand management will include programs that offer a healthy mix of transportation modes to reduce automobile dependency and to increase the number of people accessing Downtown by foot, bicycle or transit.

b. Circulation System: "To" and "Through" Traffic Management

There is no strategic transportation management system being implemented in the Wood River Valley. Some potential components like public transit are established, but overall, traffic demand is only very loosely managed. The result is a progressive increase in volumes such that Ketchum is currently experiencing about 16,000 vehicles "average daily traffic." This level creates substantial Downtown congestion. It can be reduced with a transportation demand management system. Downtown circulation programs will be organized to support this system as the County, cities and regional agencies work to help it evolve and expand.

"With orange flags for pedestrian use in crossing streets, the message is that vehicles have priority over pedestrians."

Figure 3.D: Proposed Second Avenue Connection to Highway 75



Downtown Ketchum's vehicular traffic dominates the place and character of the community center. With orange flags for pedestrian use in crossing streets, the message is that vehicles have priority over pedestrians. This is a terribly wrong situation for a Downtown whose vitality depends upon its ability to draw (walking) customers.

The fundamental organizing traffic concept for Downtown is to clarify and refine the two key circulation dimensions: 'Through Traffic' vs. 'To Traffic.' *Through* Traffic is that which is devoted most to getting through the Downtown to somewhere else and to getting from the highway to a particular district. *To* Traffic is that which moves within the Downtown, from district to district or even within one district.

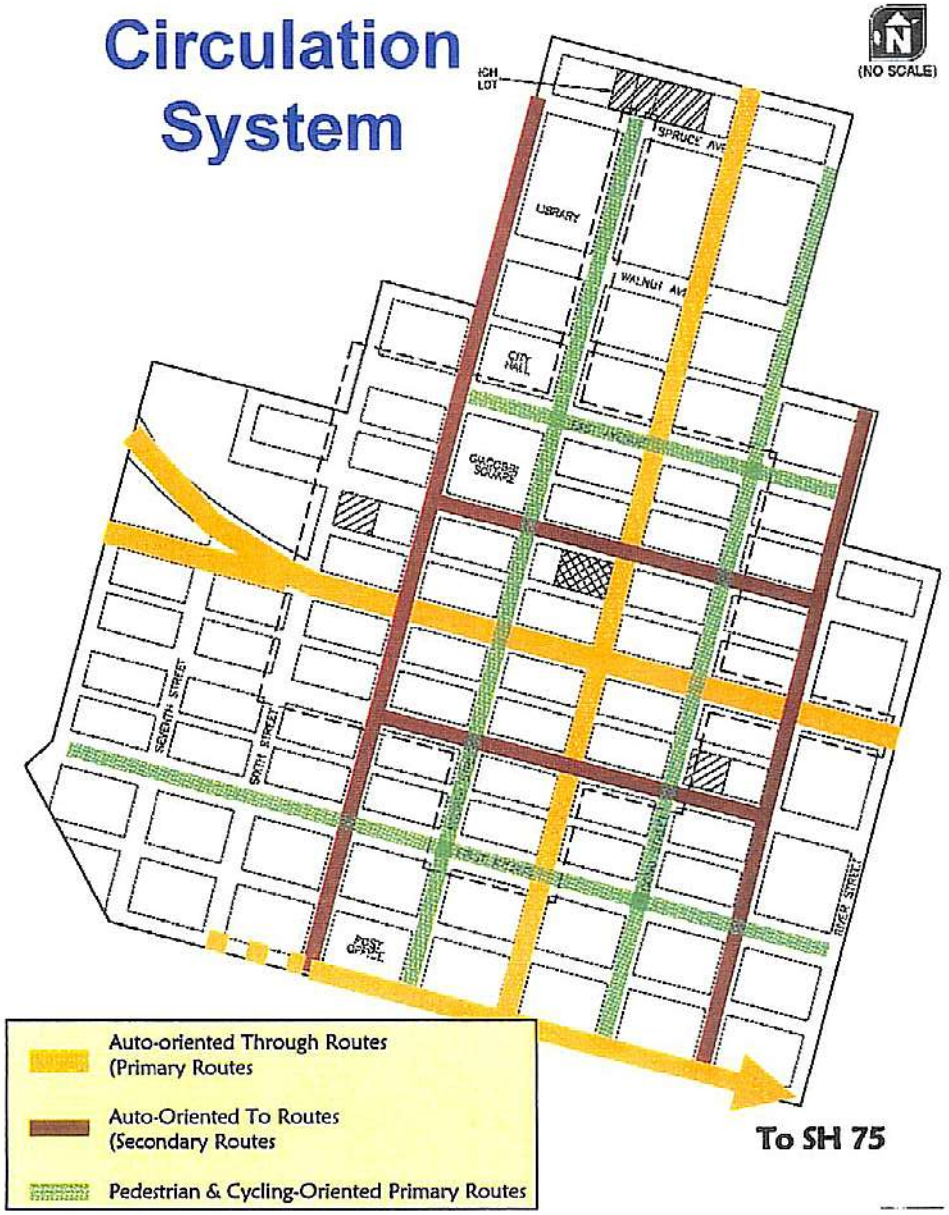
Figure 3.E, next page, illustrates the proposed systems for both traffic types. Main Street and Sun Valley Road are the major Through corridors. They will be supplemented by Second Avenue. Second Avenue could be extended south to connect with Highway 75 at Serenade Drive, per Figure 3.D at left. This would provide Downtown with a second entry thereby reducing the amount of traffic on Main Street.

First Street, Fifth Street, Leadville and Washington will be the corridor linkages to individual districts (quadrants). These will be auto-oriented, with a minimum of stop signs and signalized crossings at Main. This will allow local traffic to move between districts without getting on and further congesting Main or Sun Valley Road.

Main Street itself is recommended to be revised to a three-lane configuration. The middle lane will be devoted to left-turning traffic. Substantial nationwide experience demonstrates that a three-lane configuration in a town like Ketchum will be safer for both vehicles and pedestrians (see Table 3.1) and significantly more supportive of pedestrian priorities. This redesign will become the foundation for re-inventing Main Street as a pedestrian-priority downtown district. This is a difficult task; the reconfiguration will be a critical step toward accomplishing it.

The Iowa Department of Transportation studied 4-Lane to 3-Lane conversions extensively over an extended time period. "The results indicated that the frequency of crashes was reduced by about 26%, when other changes were accounted for, that serious injuries were reduced, and that older drivers had a reduced risk of crashing." *Source: Iowa Transportation Department,* http://www.ctre.iastate.edu/research/detail.cfm?projectID=646830874

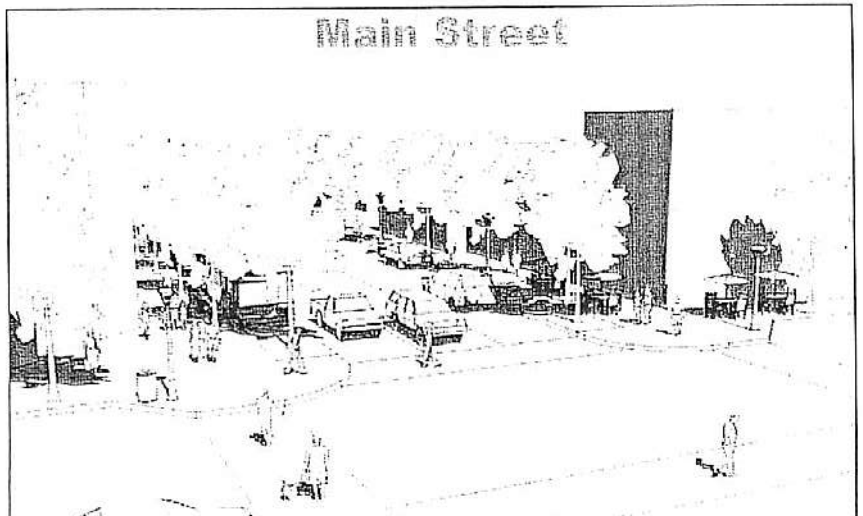
Figure 3.E: Proposed Downtown Circulation System Detail



Why Change to a Three-Lane Main Street?

During peak-hour traffic conditions, the present 4 lane configuration on Main Street does not offer a measurable advantage for capacity or levels of service over the proposed three lane cross-section with a dedicated left turn lane. The two center lanes in the present 4 lane section offer reduced capacity and mobility because of delays from frequent left turn movements.

The proposed re-configuration of Main Street to a three lane cross-section would practically eliminate rear-end collisions associated with left-turn movements. In addition, this redesign will become the foundation for re-inventing Main Street as a pedestrian-priority downtown district. Note the following improvements:



Redesigned street with wider sidewalks and pedestrian amenities

- Nationwide experience (see Table 3.1 on next page) clearly demonstrates improved accident safety. In most case studies, average vehicular speed decreases while total travel time remains the same or is improved (reflecting reduced delays due to accidents and left-turning traffic).
- Wider sidewalks and enhanced streetscapes will improve Main Street as a pedestrian destination. The additional sidewalk areas provide opportunities for landscaping, shade and street furniture, as well as pedestrian oriented activities.
- Slower traffic and a new pedestrian-priority designation will make crossing streets safer and easier.
- In the four-lane configuration, pedestrians in crosswalks can be made invisible to middle lane traffic by vehicles in the outside lanes. This is a very dangerous condition that will be entirely eliminated.
- Sidewalk bulb-outs at intersections will reduce the distance in which pedestrians are exposed to traffic while crossing the street, as well as allowing drivers and pedestrians better opportunity to see each other in advance.
- Drivers tend to move at lower speeds in a three-lane configuration. Combined with regulatory signage and other visual cues, the new system will create a much more positive and safe pedestrian environment.

Table 3.1: Summary Table of 29 Case Studies on 4-Lane to 3-Lane Conversation Around the U.S.

Source:
GUIDELINES FOR THE CONVERSION OF URBAN FOUR-LANE UNDIVIDED ROADWAYS TO THREE-LANE TWO-WAY LEFT-TURN LANE FACILITIES
APRIL 2001
Sponsored by the Office of Traffic and Safety of the Iowa Department of Transportation
CTRE Management Project 99-54
Center for Transportation Research and Education (CTRE)
http://publications.iowa.gov/archive/0000

Location	Approx. ADT	Safety	Operations
Montana			
Billings—17th Street West	9,200–10,000	62 percent total crash reduction (20 months of data)	No Notable Decrease**
Helena—U.S. 12	18,000	Improved**	No Notable Decrease**
Minnesota			
Duluth—21st Avenue East	17,000	Improved**	No Notable Decrease**
Ramsey County—Rice Street	18,700 Before 16,400 After	28 percent total crash reduction (3 years of data)	NA
Iowa			
Storm Lake—Flindt Drive	8,500	Improved**	No Notable Decrease**
Muscatine—Clay Street	8,400	Improved**	NA
Osceola—U.S. 34	11,000	Improved**	No Notable Decrease**
Sioux Center—U.S. 75	14,500	57 percent total crash reduction (1 year of data)	Overall travel speed decreased from 28–29 mph to 21 mph, and free-flow speed from 35 to 32 mph. There was a 70 percent decrease in speeds greater than 5 mph over the posted speed limit.
Blue Grass	9,200–10,600	NA	85th percentile speed reduction up to 4 mph (two locations increased 1 to 2 mph in one direction). The change in percent vehicles speeding depended upon location and direction (see discussion).
Des Moines (Note: This was a conversion from multiple cross sections to a three-lane)	14,000	NA	Average travel speed increased from 21 to 25 mph
California			
Oakland—High Street	22,000–24,000	17 percent in total crash reduction (1 year of data)	No notable change in vehicle speed
San Leandro—East 14th Street	16,000–19,300 Before 14,000–19,300 After	52 percent in total crash reduction (2 years of data)	Maximum of 3 to 4 mph spot speed reduction
Washington			
Seattle—Nine Locations	9,400–19,400 Before 9,800–20,300 After	34 percent average total crash reduction (1 year of data)	NA

*NA = Not Available. Safety data duration is for before/after conversion.
**Summarized results based on anecdotal information.

A pedestrian-oriented circulation system will overlay Downtown as well. Per Figure 3C, Fourth Street Heritage Corridor will be the spine. It will be supported by a grid system that highlights Second Street, East Avenue and First Avenue as primary pedestrian traffic corridors. All other streets and avenues will receive streetscape improvements as well to improve pedestrian amenities. Where appropriate, destination/subdistrict nodes will be created to support place-making for retail, the arts and other destination-oriented activities. Primary nodes will be:

- Town Plaza, opposite Giacobbi Square at the corner of Fourth Street and East Avenue
- First Avenue Promenade, from Second Street to Fifth Street
- Fourth Street Heritage Corridor, with activity nodes along the street from Spruce to Second Avenue

Signage and other design improvements will emphasize Downtown is a pedestrian-priority area. No longer will pedestrians feel like targets when they are in crosswalks! Note there are ways to make signage both memorable and entertaining – even inviting.

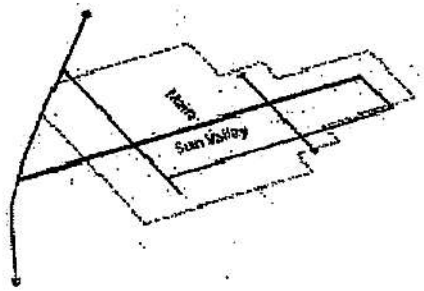
With the exception of Fourth Street Heritage Corridor, primary and secondary nodes will be focused on Avenues. This reflects the orientation of Downtown lots and business entries toward Avenues rather than streets.

Downtown will become a pedestrian-priority area. Vehicles will move at lower speeds through the city center, and in most places, they will be required to stop for pedestrians in crosswalks. (This will not be the case at signalized intersections.) Signage (see Subsection D below) will be enhanced to guide drivers, cyclists and pedestrians to key routes and destinations (including parking, discussed in Subsection G).

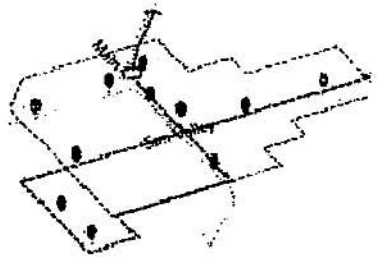
The combination of Through and To routes, bike and bus routes form a circulation system that will manage traffic and accommodate transportation demand management programming for many years to come (see Figure 3.F, next page). Combined with the parking system (Subsection G), the whole moves toward a strategic matrix intended to support all other elements of the DMP. It is important to monitor and adjust the matrix to reflect experience and changes over time.

Figure 3.F: Proposed Downtown Circulation System

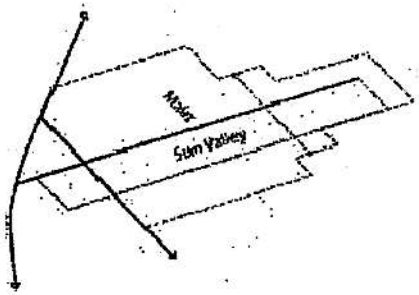
MAJOR PEDESTRIAN CIRCULATION



BUS ROUTE/BUS STOP

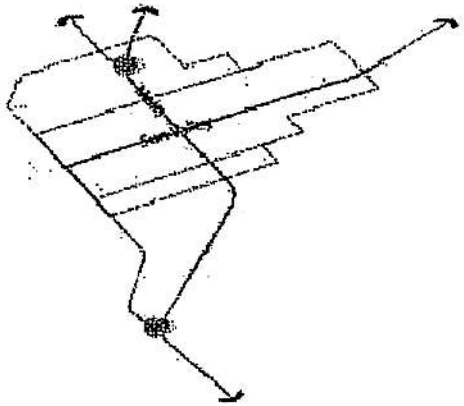


PRIME BIKE ROUTES

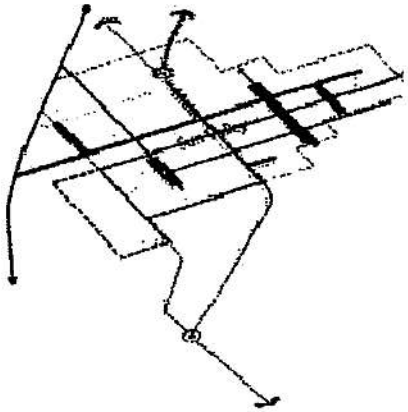


Circulation Plan

MAIN VEHICULAR CIRCULATION



CIRCULATION PLAN



c. Key Projects

The refined circulation system will include nine key elements:

1. Establish Downtown as a Pedestrian-Priority Area (City Resolution)
2. Conversion to 3-Lane Main Street with wider sidewalks and a much stronger pedestrian orientation
3. Connection of Second Avenue to Highway 75 at Serenade Drive
4. Conversion to a 3-Lane Sun Valley Road
5. System of "Through" and "To" routes
6. Primary bike route along Fourth Street, with enhancements on other streets and avenues to encourage increased bicycle usage
7. Creation of a jitney/shuttle system within Downtown, including peripheral parking lots
8. Capacity to incorporate upcoming Transportation Demand Management elements including (but not limited to):
    a. Internal public transit system linked to regional public transit hub stops
    b. Satellite parking areas for employees, residents and recreational vehicles. These areas will be served by the internal public transit system
    c. Clearly marked bicycle "Through" routes and accommodation for bicycles on all streets and avenues
    d. Onstreet parking fees for high demand areas
    e. Structured parking as and when needed
9. Continued development of an Alternative Transportation Program throughout the County

The first eight of these will be implemented within four years. Item number eight is dependent upon regional collaborations. The City of Ketchum will endorse and foster partnerships to support the Program.

Action: Implement Circulation System Enhancements.
Responsibility:

1. Pedestrian Priority Area Resolution: City Council
2. Convert Main to 3-Lane Street: City/ITD
3. Connect Second Avenue to Highway 75: City
4. Convert Sun Valley Road to 3-Lane Street: City/ITD
5. Establish Through & To Circulation System: City
6. Fourth Street Bike Route: City
7. Jitney/Shuttle System: CDC with support from URA and KART
8. Capacity to Support Transportation Demand Management System: City with URA and CDC support
9. Alternative Transportation Program, KART with City, WRRS, URA and CDC support

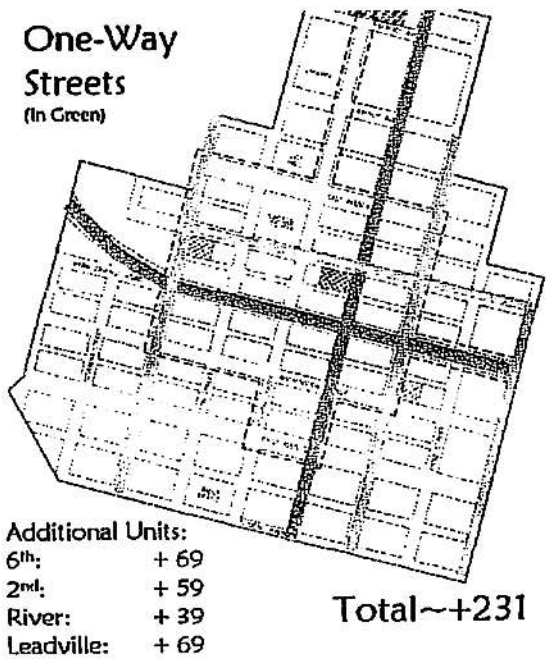
Timing:	*Priority:*
1. Fall, 2006.	Top
2. Summer, 2007, Phase 1; Ongoing	Top
3. Summer, 2008	Top
4. Summer, 2007, Phase 1; Ongoing	Top
5. Fall, 2006, Ongoing	Top
6. Spring, 2007	Top
7. Spring, 2008	High
8. Fall, 2006, Ongoing	Top
9. Fall, 2006, Ongoing	Top

d. Circulation Enhancement Options

During the spring of 2006, two minor circulation adjustments were identified as having potential to serve broader Downtown development goals. While not part of the overall Circulation System strategy, they are worthy of further consideration.

Adjustment 1: Modify any of several avenues or streets to one-way in order to increase total onstreet parking. In response to this recommendation, City staff evaluated the option and found the following:

Figure 3.G: Potential Additional Onstreet Parking Units if the street corridors highlighted in green were changed to one-way and diagonal parking was provided on either side of the street.



- One-way streets have been tried in the past. In fairly short order, the streets were returned to two-way with considerable public support.
- A 2006 straw poll on changing a limited number of streets and/or avenues to one-way had ambiguous results. No majority was established; a significant number of "neutral" responses implied that more information is needed to establish an informed opinion.
- City staff found that only four corridors could accommodate one-way traffic without a substantial disruption of the Circulation System strategy. As illustrated in Figure 3.G at left, these include:
    - Sixth Street: Potential Additional 69 Units
    - Second Street: Additional 59 Units
    - River Street: Additional 39 Units
    - Leadville: Additional 69 Units
    - Total Potential Additional Units: About 231
    - Comparable cost of structured parking units, each at a current estimated cost of $34,000, is $7.854 million. Cost of modifying corridors to one-way is negligible.

Factors that support the change to one-way on these specific corridors include:

- Rapid acquisition of additional onstreet customer-oriented units
- Substantial number of additional units
- Low per-unit cost of units

Factors that weight against the change include:

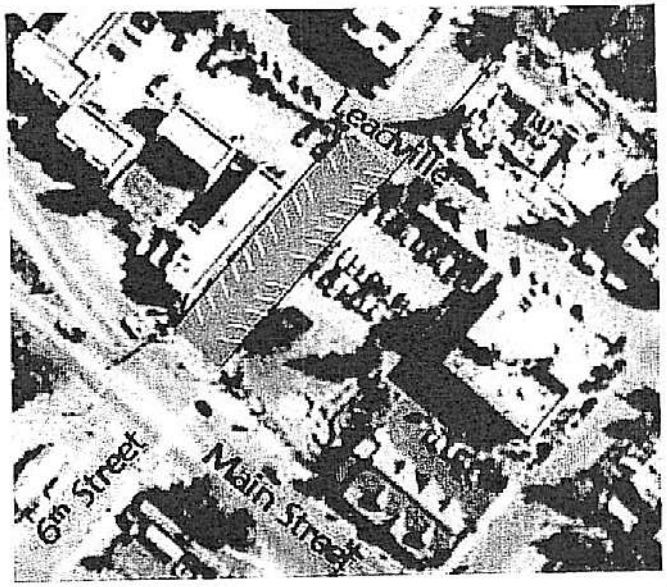
- One-way streets degrade the overall ease of circulation.
- One way streets are hard for visitors to navigate.
- One-way streets tend to increase traffic speeds, though this concern can probably be addressed with street design, regulation and the inherently narrower traffic lane.
- One-way streets, being less visitor-friendly, may harm businesses. There is no way to substantiate this supposition, though trends elsewhere appear to support it. A counter-argument would be that more units allow for more customers.

- Streets may feel more like parking lots than pedestrian destinations. It would be paramount to design sidewalks and storefronts to be very attractive and high in pedestrian amenities.

Essentially, the use of one-way streets as a tool to create additional parking needs to be evaluated in the context of its impact on circulation, sense of place, pedestrian environment and wayfinding. Given this complexity, switching to one-way streets should be considered only after other tools have been exploited and tested for effectiveness.

The potential savings in parking unit development is substantial enough that the issue should not be dropped. More public involvement is needed to resolve this adjustment option.

Action: Investigate One-way Street Option to Provide Additional Onstreet Parking. This action should be on hold until the city has time to critically evaluate the impacts of other transportation management options on parking.
Responsibility: City Planning Staff
Timing: To be determined. *Priority:* Moderate



Adjustment 2: Currently, there is very limited onstreet parking for Memory Park. Sixth Street is a short segment, disjointed from Sixth on the other side of Main (which cannot be crossed at that intersection). Changing Sixth Street (east of Main) to one-way for a block, per the illustration in the aerial photograph at left, would provide up to twenty-two onstreet units adjacent to the park. Eliminating access from Sixth Street may actually enhance circulation near this dangerous Main Street intersection. Since the Sixth Street segment is short and an insignificant part of Downtown circulation, the impacts appear to be collectively very positive.

Action: Conduct Public Meeting on Potential Sixth Street modification; City leadership determine whether to adopt this option.
Responsibility: City
Timing: Fall, 2006 *Priority:* Moderate

Alleyways

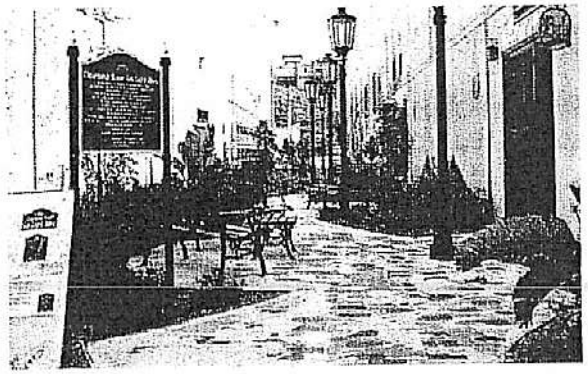
Alleys are located on almost all of the blocks within Downtown Ketchum. These secondary streets serve as important components of the Downtown circulation system. Existing alleys should be preserved for the following reasons:

- Alleys provide access to rear parking lots and parking structures. This minimizes the need for driveway access points from the street and curb cuts along the sidewalk. Sidewalks that are free of curb cuts and driveway access points are safer for pedestrians.
- Alleys provide alternative access for service vehicles and delivery trucks. This allows the functional components of the site (garbage disposal, utility meters, delivery zones, storage areas, etc.) to be located behind buildings and to the rear of the property. This helps to improve the overall character and quality of the streetscape.
- Alleys provide alternative connections for vehicles, pedestrian, and bicyclists.
- Alleys provide additional view corridors of the scenic resources surrounding Downtown Ketchum.
- Alleys provide unique opportunities for secondary storefronts, outdoor dining, and convertible public spaces.

"Better methods for the removal of snow and ice within alleys should also be explored by the City to remove slippery surface that are dangerous and uncomfortable for pedestrians."

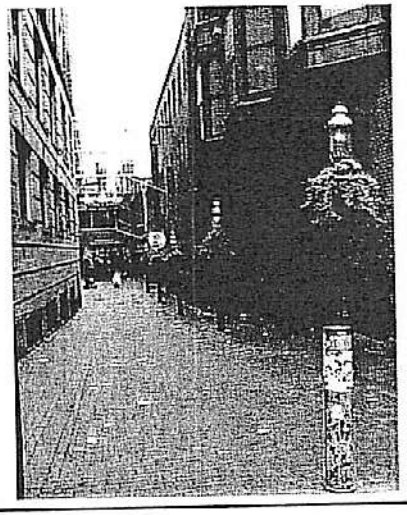
Most alleys within the Downtown could benefit from various improvements. New lighting should be installed on an as needed basis to eliminate pockets of darkness and to improve the overall safety of alleys. Better methods for the removal of snow and ice within alleys should also be explored by the City to remove slippery surface that are dangerous and uncomfortable for pedestrians. Alleys should also be resurfaced on an as-needed basis to eliminate damaged and cracked pavement.

Alleys could also be enhanced by improvements to private property. The City should encourage property and business owners to improve the back of their lots to enhance the aesthetic quality of the property as viewed from the alley. Types of improvements that should be explored and encouraged include:



- The construction of trash enclosures to screen views of dumpsters and trash receptacles.
- The installation of screening devices and/or landscaping to screen views of utility meters.
- The use of fencing to screen views of existing storage areas.
- The installation of landscaping to soften views of parking lots.
- Improvements to rear facades to create attractive secondary entrances to buildings.
- The creation of outdoor spaces to create opportunities for outdoor dining and socializing.

Action: Evaluate alleyway design opportunities; prepare an alleyway improvement plan.
Responsibility: Design Committee
Timing: Spring, 2007



Alleys can become attractive places and activity nodes. Where this is undesirable, they should at least encourage pedestrian and vehicular traffic as secondary travel routes.

Street Types

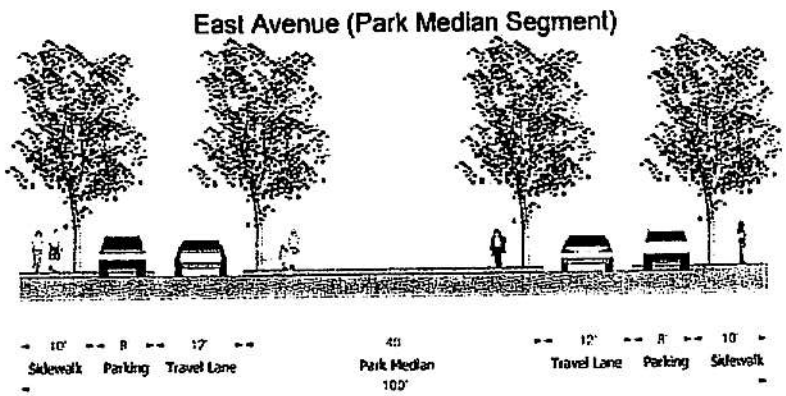
Within Downtown Ketchum, there are a variety of different types of streets. In general, they can be defined as 100-foot avenues, 80-foot avenues and streets, and 60-foot avenues and streets. Improvements to each of these street types are described below:

100-Foot Avenues

The 100-foot avenues have a northwest to southeast orientation and include First Avenue and East Avenue. Currently, these two avenues are designed with two travel lanes (one in each direction), angled parking along the sidewalks, and parallel parking in the center of the street. This configuration maximizes on-street parking opportunities, but creates a streetscape that looks and functions like an unattractive parking lot.

Various improvements are proposed to the 100-foot avenues to improve the aesthetic qualities of the streets and to create outdoor living spaces for pedestrians. Ten to 20-foot wide sidewalks are proposed within the public-right-of-way to provide adequate space for pedestrians, street trees, and various streetscape amenities. Landscaped bulb-outs are also proposed at intersections to shorten the length of pedestrian crossings. On all segments of these avenues, two travel lanes (one in each direction) will remain.

Figure 3.H: Park Median Street Type, configured for East Avenue south of Sun Valley Road



Along several blocks of the 100-foot avenues, the street configurations will be substantially changed to create new spaces for pedestrians and landscaping. The segment of East Avenue between Sun Valley Road and First Street, in Figure 3.H at left, will be redesigned to include a 40-foot wide median park. The park will provide an informal, landscaped space for walking, congregating, and informal recreation. It is intended to provide a park and garden setting for the surrounding urban residential neighborhood. The park will primarily consist of walkways, benches, grass, trees, and landscaping, but it could also include fountains, public art, and small flower gardens. The Segment of East Avenue between Fourth Street and Sun Valley Road will be designed as an extension

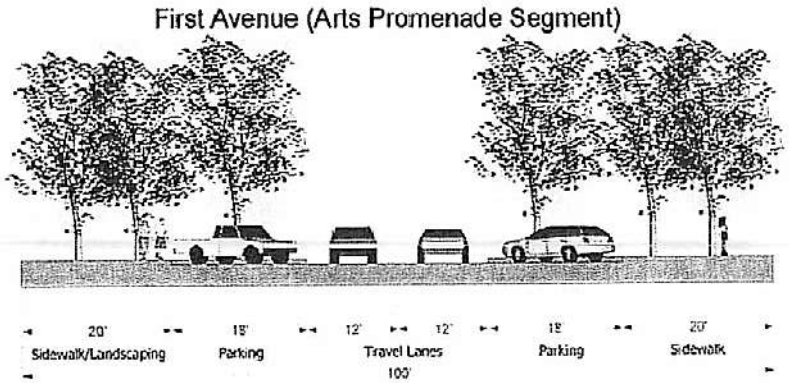
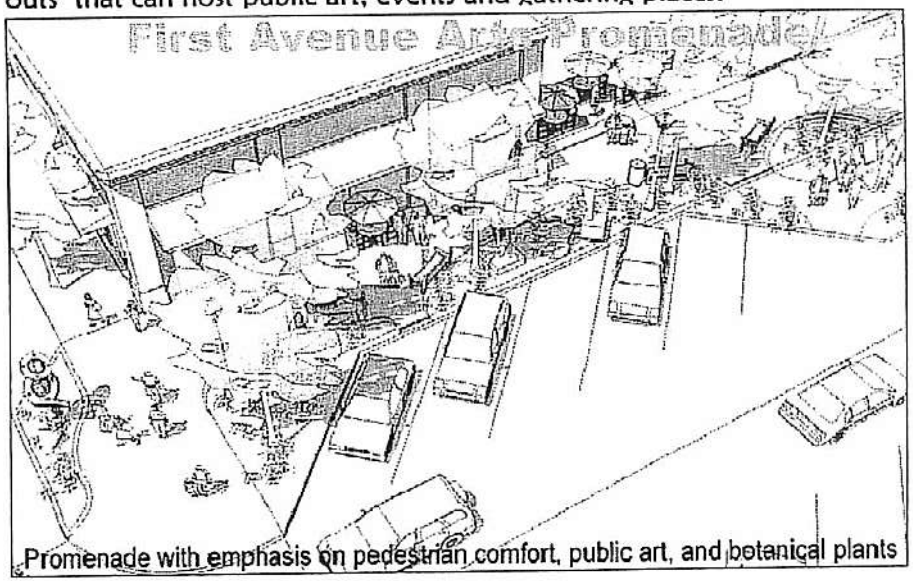


Figure 3.I: Arts Promenade Segment street cross-section, specially designed for First Avenue.

Figure 3.J: Arts Promenade Segment Perspective View. Note the back-in angled parking, wide sidewalks and 'bulb-outs' that can host public art, events and gathering places.



of the proposed central plaza, which is discussed in Subsection F.a. Not unlike the East Avenue segment to the south, it will be more formally designed to host community events and heavy day-to-day visitation.

The segment of First Avenue between Second Street and Fifth Street will be designed as an arts promenade. The streets (Figure 3.H at left) will have wide sidewalks that are lined with botanical planter gardens, outdoor public art displays, small gathering and sitting spaces, and a variety of pedestrian amenities. Back-in angled parking (Figure 3.J, below left) will be provided to create a buffer between the pedestrian spaces on the sidewalk and the moving traffic on the street.

The River Street-Second Street segment (Figure 3.K, next page) of First Avenue will be designed with a wide median to enhance the neighborhood and urban residential lifestyles in the area. Currently, this segment of First Avenue is just a large, unattractive parking lot. The park-like medians will provide an informal, landscaped space for walking, congregating, and informal recreation. Similar to the East Park Median segment, this median will be slightly narrower to accommodate four parallel parking lanes. The park median will primarily consist of walkways, benches, grass, trees, and landscaping, but it could also include fountains, public art, and small flower gardens.

Businesses and residents in this segment of First Avenue may ultimately prefer the current street/parking configuration. This format, illustrated in Figure 3.L, is recommended for East Avenue from Fourth Street to Fifth Street. Fairly unattractive, it nevertheless provides maximum onstreet parking in peripheral areas of Downtown.

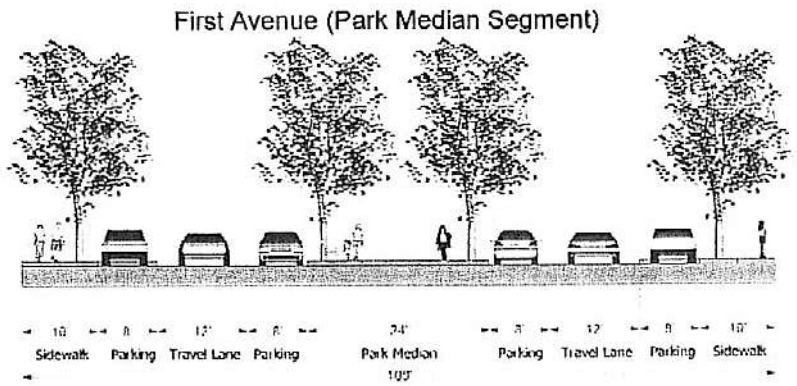
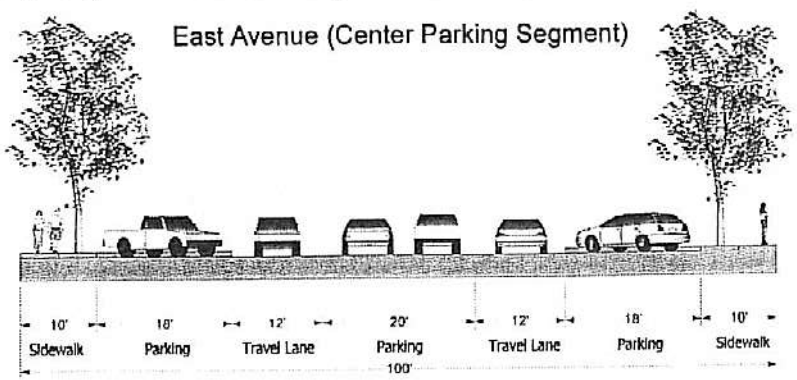


Figure 3.K: Park Median Segment/First Avenue cross-section, Four lanes of parallel parking will replace two lanes each of diagonal and parallel parking. The reduction in parking units will allow for a center median to enhance the neighborhood through provision of an attractive, informal open

Figure 3.L: Center Parking Segment/East Avenue cross-section, This configuration maximizes parking, with minimal capacity for aesthetics and pedestrian amenities.



80-Foot Avenues and Street

The 80-foot avenues and street have a northwest to southeast orientation. The 80-foot avenues and streets include Second Avenue, Main Street, and Walnut Avenue.

Second Avenue (Figure 3.M below) will be redesigned as a truly multi-modal street. The Street will have two travel lanes (one in each direction), a center left turn lane, bike lanes, on-street parallel parking, and ten-foot wide sidewalks. Second Avenue will also provide an alternative access route to the Downtown and Sun Valley Road, which will alleviate traffic flow on Main Street.

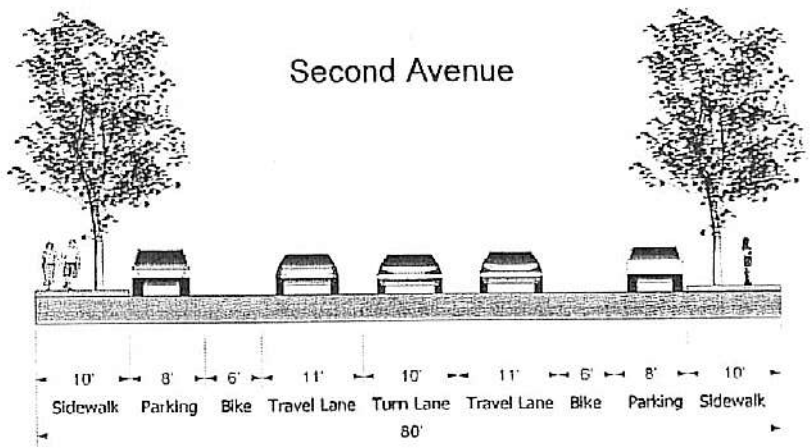


Figure 3.M: Second Avenue Segment cross-section, with three lanes allowing for a dedicated left-turn lane. It is possible to include some medians in the turn lane to enhance the gateway character of this important avenue.

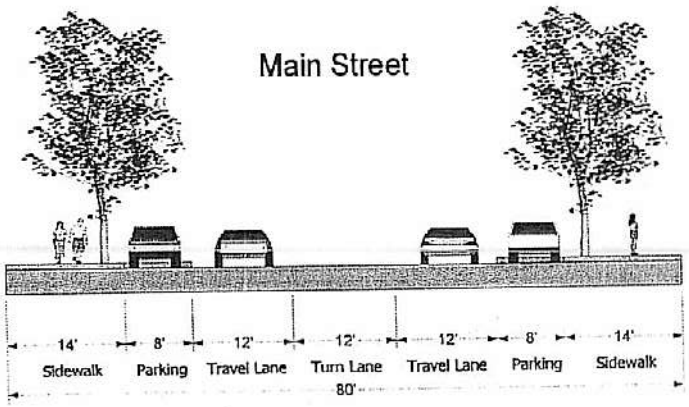
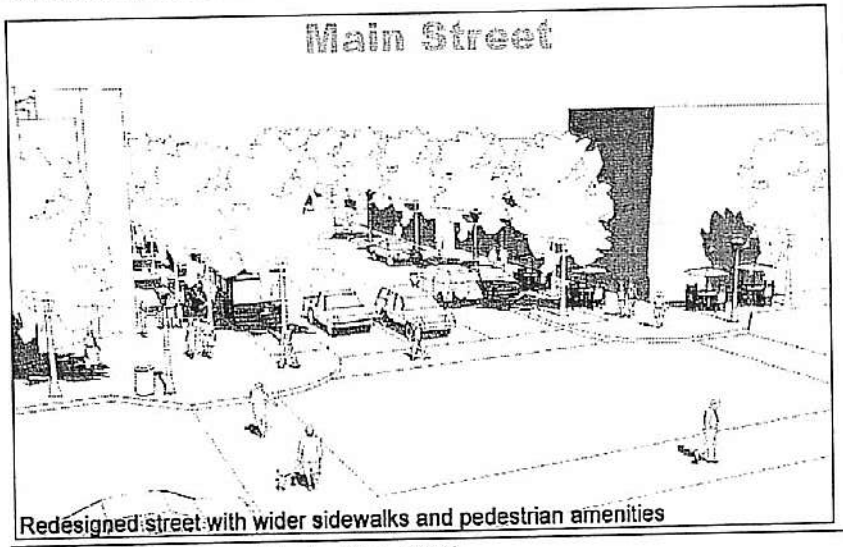


Figure 3.N: Main Street Segment cross-section, with three lanes allowing for a dedicated left-turn lane.

Figure 3.O: Main Street Perspective View, with three lanes allowing for a dedicated left-turn lane and a greatly enhanced pedestrian environment with wider sidewalks.



Redesigned street with wider sidewalks and pedestrian amenities

Main Street currently has a four-lane configuration (two travel lanes in each direction). Main Street will be redesigned to balance the movement of north-to-south through traffic with an enhanced pedestrian environment. Main Street will be modified to a three-lane configuration with two travel lanes (one in each direction) and a central left-turn lane. The redesigned street, illustrated in Figure 3.O below, left, will also have on-street parallel parking, transit stops, and 14-foot wide sidewalks. The widened sidewalks will provide opportunities for pedestrian seating areas, outdoor dining, and other streetscape amenities.

Walnut Avenue between Sun Valley Road and Fourth Street, Figure 3.P next page, will be slightly modified to improve its aesthetic appeal and pedestrian amenities. The goal is to make this retail area attractive to shoppers. Diagonal parking on the Tully's side works well and will be left alone. Parking on the opposite side of the street will become parallel. This will provide enough room for a twelve foot landscaped median in the middle of Walnut to soften the streetscape without eliminating center parking. Parallel parking along the median will continue. There will be enough room on the west side of Walnut for a wider sidewalk and greatly improved streetscape character.

The remaining segments of Walnut Avenue, Figure 3.Q next page, will be redesigned to include nine-foot sidewalks, two travel lanes (one in each direction) four rows of parallel parking, and a central landscaped median. The net effect will be an enhanced pedestrian environment with practically no change in parking units.

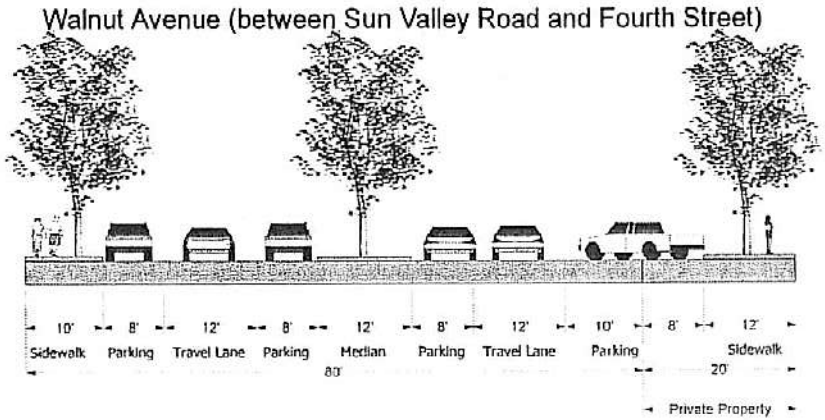
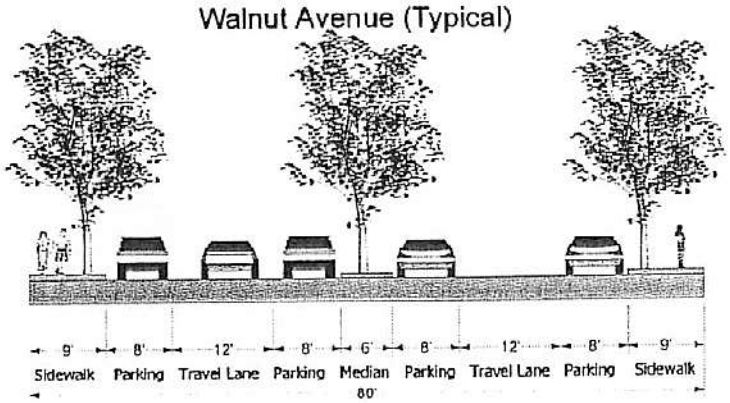


Figure 3.P: Walnut Avenue Retail Segment cross-section. Note that west side parking is changed to parallel to allow for a wider sidewalk and a small median. These minor modifications will substantially improve Walnut's retail/pedestrian draw.

Figure 3.Q: Walnut Avenue Typical Segment cross-section, characterized by four lanes of parallel parking, a small median strip and nine foot sidewalks.



60-Foot Avenues and Streets

The 60-foot avenues have a (generally) north-south orientation while the 60-foot streets have an east-west orientation. The 60-foot avenues include Washington Avenue, Leadville Avenue, and Spruce Avenue. Sixty-foot streets include River Street, First Street, Second Street, Third Street/Sun Valley Road, Fourth Street, Fifth Street, Sixth Street, Seventh Street, and Eighth Street. In general, these streets currently have two travel lanes (one in each direction), onstreet parking (angled on one side and parallel on the other), and relatively narrow sidewalk widths.

With the exception of Fourth Street, Second Street, and the segment of Sun Valley Road east of Main Street, all 60-foot avenues and streets will be improved, per Figure 3.R below, with wider sidewalks (10-feet within the public right-of-way) and parallel parking on both sides of the street. The wider sidewalks will provide opportunities for street trees, pedestrian amenities, and outdoor dining.

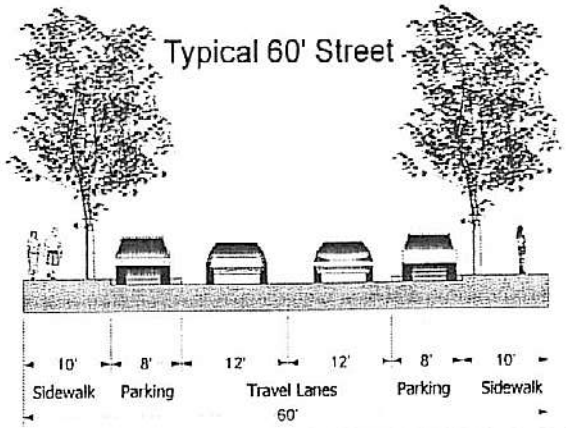


Figure 3.R: Typical 60-Foot Street cross-section, with two travel lanes, parallel parking and 10 foot sidewalks. Parking reduction is in favor of sidewalk widening and streetscape amenities.

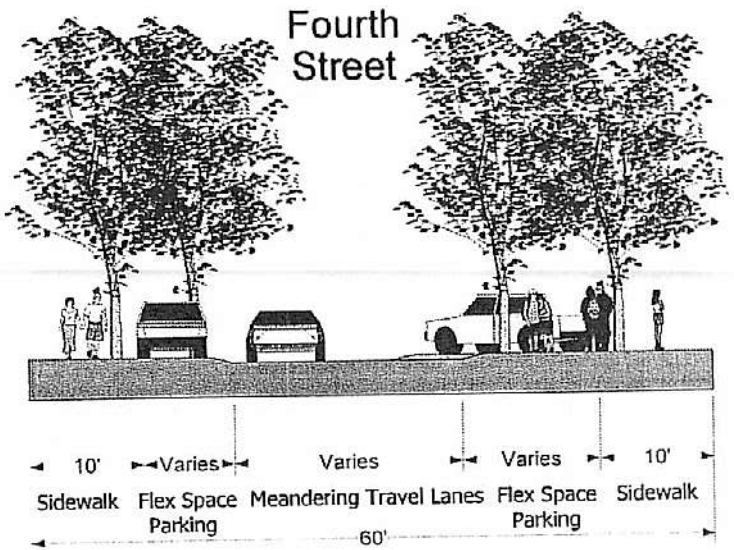
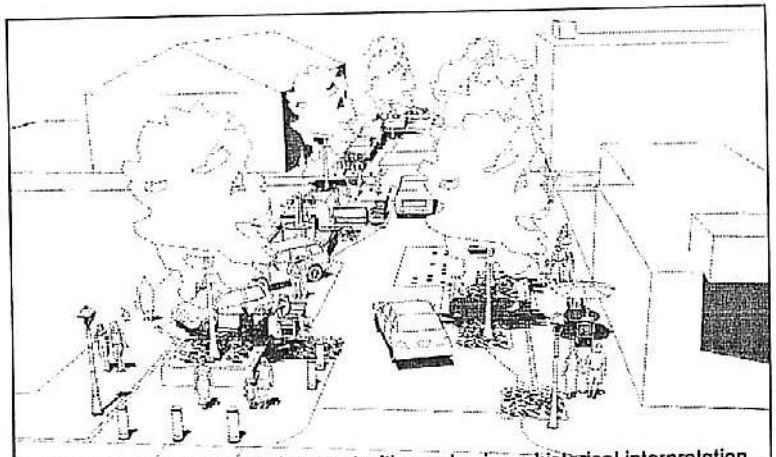


Figure 3.S: Fourth Street Heritage Segment cross-section. This is the premier pedestrian-priority corridor. Citizens will be heavily engaged in the design of heritage elements and nodes along the signature route.

Figure 3.T: Fourth Street Heritage Segment



Pedestrian and bicycle priority street with emphasis on historical interpretation

Fourth Street will have a truly unique design. Designed as a Heritage Corridor, Fourth Street will be Downtown's strongest, most important pedestrian-priority street. Its design will be based on the concept of a "woonerf", which is a street where the needs of cars are secondary to the needs of other users of the street. Fourth Street will be a space that is shared by pedestrians, bicyclists, and low-speed motor vehicles. The entire length of Fourth Street will host a wide variety of heritage-oriented attractions, including interpretive signage, public art, water features, gathering spaces and other creative pedestrian amenities that collectively portray Ketchum's unique history.

Pedestrian amenities will include unique streetlights, benches, fountains, outdoor dining spaces, trees and planters, sidewalk vendors, and heritage art displays. The goal is to honor, share and highlight Ketchum's various eras and its community values. Any visitor or lifelong resident will come away from a visit with a better understanding of the town's great heritage. The street is intended to evolve to include an intimate, compact set of mixed use-buildings that contain restaurants, cafes, and specialty retail shops within ground floor storefronts.

The Fourth Street Heritage Corridor could easily accommodate one-way traffic flow. Its current orientation is two-way, which may better support Downtown circulation. However, a one-way system would allow for more design opportunities and additional parking.

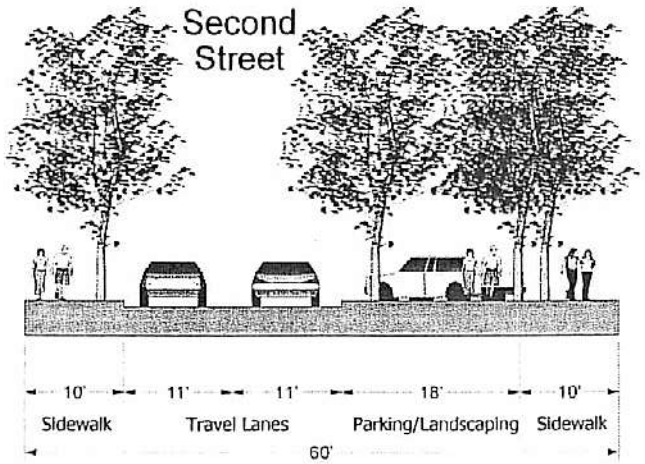
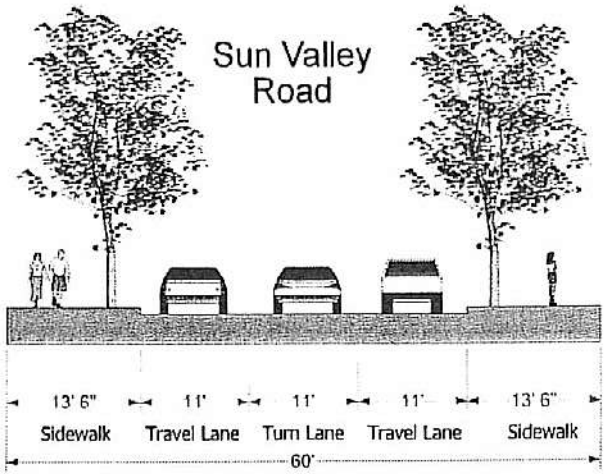


Figure 3.U: Second Street Segment cross-section, emphasizing the soft transition between the commercial district on the left and the more residential neighborhood on the right.



Second Street will be designed as a pedestrian-oriented street. Its proposed design is intended to provide a transition from the commercial retail core to the surrounding neighborhoods. The southern side of the street is designed with more trees and landscaping than the northern, more commercial side of the street. The trees and landscaping treatments symbolize the transition from the commercial core to the residential neighborhoods. Back-in angled parking is also provided on this side of the street to provide a buffer between the street and the landscaped sidewalk.

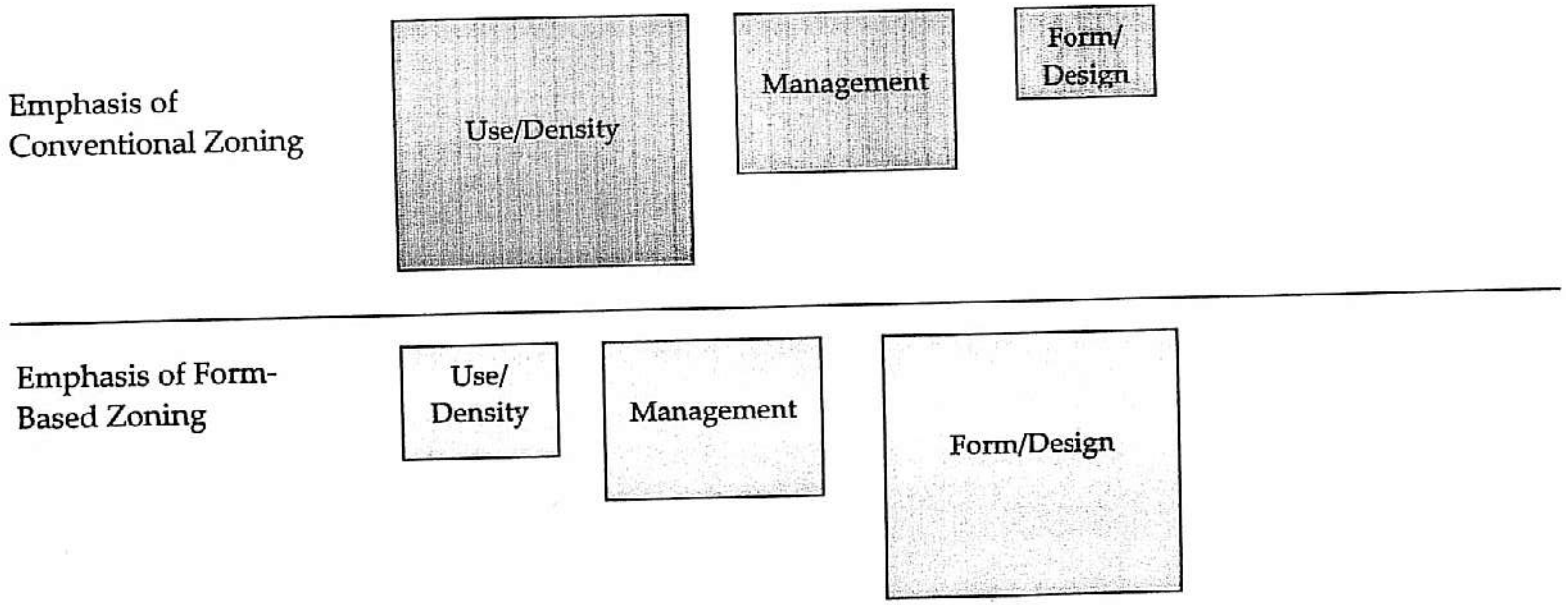
The segment of Sun Valley Road east of Main Street will be three lanes to facilitate left-turning traffic in Downtown and the movement of cars to the City of Sun Valley and the Sun Valley Resort. This segment will include two travel lanes (one in each direction) and a center left-turn lane two blocks in either direction from Main (to Walnut and to First Avenue). Relatively wide sidewalks (13.5 feet) will also be provided to improve the pedestrian environment along this street segment. The narrow street width, the need for sidewalk improvements and a left-turn lane eliminate potential for onstreet parking in the four block segment. (Parking is absent half of the year there already.)

Action: Conduct public meeting to review, refine and approve street segment plans.
Responsibility: URA, supported by City
Timing: Fall, 2006, Ongoing continuing rapidly until designs are complete
Priority: High

Figure 3.V: Sun Valley Road Segment cross-section, providing three lanes with a dedicated left-turn lane. Wider sidewalks allow for improved pedestrian amenities and greater "curb appeal."

C. Form-Based Code Overview

Implementation of the Downtown Vision and Downtown Master Plan will require the adoption of new zoning regulations. Draft zoning regulations have been prepared within a separate document called the Downtown Ketchum Regulating Code. The Regulating Code utilizes a form-based approach to zoning. Unlike conventional zoning techniques, form-based zoning places a primary emphasis on the form and design of buildings on property, and less emphasis on the use of property and density/intensity of the use. The purpose of form-based zoning is to regulate development to achieve a specific urban form that is compatible with the overall vision for a specified area.



The Downtown Ketchum Regulating Plan consists of six sections. An overview of each section is provided below:

a. Introduction

The Introduction section contains an overview of the purpose and intent of the Regulating Code and a detailed user's guide. The user's guide explains how to use the document efficiently.

b. Downtown Land Uses

This section establishes the permitted land uses within the Downtown. It also establishes which land uses are permitted with the approval of a conditional use permit.

c. Downtown Regulating Plan and Building Types

This section establishes the Regulating Plan for Downtown Ketchum. A regulating plan is a plan or map that designates how site design and building form standards are applied to specific parcels. For each parcel within the Downtown, there are certain building types that are allowed. Development specifications for each building type are included in this section. The development specifications address site design, mass and height of buildings, facade design, and the use of the building exterior spaces.

d. Design Regulations and Guidelines

This section has more detailed design regulations and guidelines for development projects within the Downtown. A variety of design issues are addressed, including facades, roofs, awnings, porches, balconies, site lighting, parking lots, plazas, and streets. Regulations are the "shalls" of development whereas guidelines are the "shoulds" or are encouraged.

e. Administration of the Regulating Code

This section describes how the Regulating Code will be administered. Included is a detailed description of the permit and design review approval process.

f. Definitions

This section defines key technical terms that are used in the document.

Action: Make final refinements to Code; Send to P&Z for review.
Responsibility: City Planning Staff; P&Z Commission
Timing: Summer, 2006 *Priority:* Top

> *"Best of all he loved the fall*
> *the leaves yellow on cottonwoods*
> *leaves floating on trout streams*
> *and above the hills*
> *the high blue windless skies*
> *...Now he will be a part of them*
> *forever."*
>
> *Ernest Hemingway, 1939*

D. Orientation and Wayfinding Around Downtown: Finding Your Way

a. Gateways

The town of Ketchum is the crystallization of the people's continuous endeavor to live with and celebrate the beauty of its natural environment. This crystallization is especially evident in various forms of art throughout the downtown area and in the passionate love of outdoor sports. The gateway design should mirror this fundamental and unparalleled strength found in the character of Ketchum.

The entrance points into Downtown Ketchum should be improved with gateway features. Regardless of the direction of entrance into downtown, when one passes through these gateways they should recognize they are entering a unique mountain town where people are "living a creative life on the edge of the great outdoors."

The major locations for gateway features include:

- The intersection of Main Street and River Street
- The intersection of Main Street and Warm Springs Road
- Sun Valley Road and Spruce Avenue
- Trail Gateway

Each of the gateways are described below:

<u>Main Street and River Street Gateway</u>
Located at the primary entrance into Downtown Ketchum, this gateway area will welcome residences and visitors alike with a form of symbolic art representing Ketchum's cultural activity throughout the four seasons. On each corner of the intersection, a season will be represented. Instead of this symbolic art becoming a typical monumental object, which is only visual and unapproachable, this gateway will include small plazas/seating areas that invite people to congregate to enjoy the symbolic art. In this way, the entrance to downtown is not just symbolic, but a

working and alive space. A portion of the plazas/seating areas will be on private property, which will require the City to coordinate with private property owners.

Activities and cultures of Ketchum's spring, summer, fall, and winter seasons could be the defining themes for each corner of this intersection. In order to provide maximum flexibility and creativity for each corner art piece, this master plan does not prescribe specific design solutions for the art monuments. However, the following themes could be considered for each corner:

- Winter sports are active and extreme in Ketchum. Monumental art representing the winter lifestyle could be considered. Nightlife is also a big part of the winter schedule after skiing. A "piece" of the art piece could be unique lighting effects symbolically representing Ketchum's nightlife.
- Spring is a new start. The notions of snow melting, birds singing, new wildlife, and enjoying the warmth could remind users of this season.
- Summer is the time to enjoy the sun and be out in nature. Hiking, fishing, and mountain biking are favored summer activities. Summer also creates contrast between bright summer sun against the dark shadows cast by trees within the forest. The theme of brightness and shadow could be considered.
- Fall represents the changing of colors. Colorful and rich texture should be considered for the design theme for the Autumn area.

The public art pieces for each corner should be approximately 10 to 15 feet tall and should be placed on a platform or base. Similar building materials should be used for the base to unify the corners. The City should also consider unique lighting techniques of the art based on the applicable season. For example, if it is fall, the fall art piece could be illuminated with unique colors. As the seasons change, the unique illumination techniques would rotate to the applicable piece of art.

The segment of Main Street between the gateway monuments at River Street and the existing Trail Creek Bridge should also be enhanced as a linear corridor that creates a transition into the Downtown. The general design elements along this corridor should not be monumental. Rather they could consist of a stone retaining wall with

regularly spaced columns, trees and landscaping, and spot lighting to emphasize the wall and landscape features at night. As vehicles drive along Main Street they will pass the Trail Creek Bridge, notice the unique wall and landscape features along the curved roadway, and then be welcomed into the Downtown with the unique art monuments at the intersection of Main Street and River Street.

Main Street and Warm Springs Road Gateway

The Vision for Downtown Ketchum includes major improvements to this intersection. A roundabout could be installed to improve traffic flow and to improve vehicle and pedestrian safety. Seventh Street could also be closed as a result of the gateway. The roundabout and its surroundings could be utilized to create a unique gateway feature to the Downtown.

This gateway is truly a door to nature. It will represent the beauty of the wild and the gateway into the pristine wilderness to the north of Ketchum. It could have a collection of native plants, could mimic a meandering stream using the planting design layout, and could have an actual water feature, which will emphasize the importance of water in Ketchum. This gateway area could also engage people's involvement into the space by displaying a feeling of grandeur, which is what one experiences from nature. The grade difference, which will result in the construction of the traffic roundabout, will be utilized in a rather positive manner. A waterfall and amphitheater could attract and encourage community gatherings for nearby residents.

Sun Valley Road and Spruce Avenue

Sun Valley Road provides an entrance into Downtown Ketchum from the City of Sun Valley and the Sun Valley Resort. A substantial number of vehicles travel through this intersection when traveling to and from the City of Sun Valley. This intersection should be improved with minor gateway features that welcome people back to Downtown Ketchum from Sun Valley. A small stone wall with short monument signs (approximately 5 feet tall) welcoming people back to Ketchum could be provided along the sidewalk at the intersection. The monument signs could be lighted at night to enhance the gateway.

Trail Gateway

The trailhead to the Wood River Trail should be improved with a gateway feature. Landscaping, a stone wall, lighting, and a trailhead sign should be provided at the trail entrance at the end of Fourth Street.

b. Public Signage

Public signage is weak in and around Downtown Ketchum. It is often confusing, unattractive, and makes wayfinding difficult. This is bad for business and reflects negatively on the community. Refinements to the signage system are needed and recommended for immediate installation. Guiding principles for sign design are:

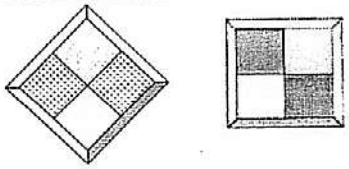
- Must comply with legal requirements
- Should be simple and easy to read by target audience
- Should substantially contribute to wayfinding, individually and as a collective system of signs
- Should contribute to a positive impression
- Should strengthen Ketchum's marketplace image

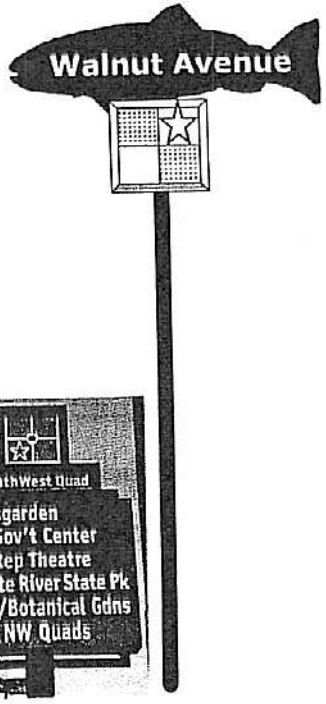
This system will include a family of four types of signs:

a. District and Street Signs
b. Destination Directional Signs
c. Pedestrian Wayfinding Signs
d. Regulatory Signs

Downtown is composed of four natural districts, or quadrants, defined by the cross-streets of Sun Valley Road and Main.

The four districts form a diamond or square that could be graphically copied to guide wayfinding. Each district would have a name and color. These would be used in signage, literature and marketing to make it easier for visitors to find their way.





District and Street Signs

Downtown is much more understandable if seen as a place composed of four approximately square districts, or quadrants. The quadrants are defined by the two key separating streets of Sun Valley Road and Main Street. Together, the quadrants form a diamond, as at left, or a square. People navigate intuitively better when using a mental map in the form of a square. The City and its marketing partners should create and promote a map and signage system that emphasizes this four quadrant square. The square can be placed at the entry to every quadrant, and literally on top of every street sign to show people where they are within the Downtown system.

Street signs are missing in many locations. Current design is boring and does little to orient visitors to where they are in Downtown. By taking on a design theme, street signs can reinforce Ketchum's marketing image and/or its link to nature. For example, street signs could be made in the shape of a local fish, highlighting one of Ketchum area's famous natural attractions. The signs also could be color-coded to match the district in which they are located. The directional job gets done in a creative, whimsical way that emphasizes Ketchum is a special place. The graphic at left shows how the district square and street sign can be combined to support wayfinding. The photograph at lower left illustrates how another community employed a similar system.

Action: Prepare Final District and Street Signage Design with Public Input; Submit to City for Approval, Creation and Installation
Responsibility: Design Committee (URA) for Design; City for Creation & Installation
Timing: Fall, 2006 *Priority:* High

Destination Directional Signs

The goals for directional signage are simple:

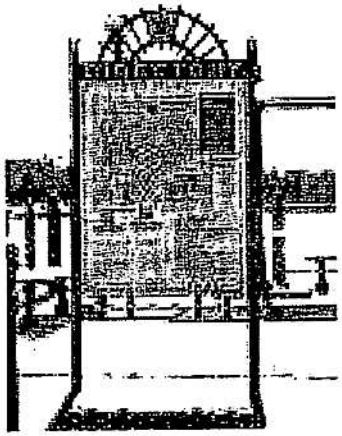
- Be visitor-friendly
- Get people to high-demand destinations quickly and easily
- Encourage people to stop
- Educate

- Avoid Signage Clutter: Keep the system simple

It is important to provide visitors with both vehicular-oriented and pedestrian-oriented directional signage. The former should give specific direction to key Downtown destinations. These destinations include (at least):

- City Hall
- Town Plaza (Being Designed)
- Library
- Museum
- Cemetery
- Trailhead
- Primary Bicycle Route
- River Run
- Warm Springs
- Parking Lots/Areas
- Retail Core

A simple sign design, easy to read and graphically-oriented should be adopted. The sample at left addresses these needs. Directional signs should be consistently placed on the same vertical elements at the sign height. The blue color at left is consistent with international standards for informational signage. See Figure 3.W for action recommendations.



Pedestrian Wayfinding Signs

A system of pedestrian-oriented information kiosks is needed to guide customers around Downtown. These kiosks should be broadly distributed, located near all intersections in the retail core and at other strategic locations, especially along Fourth Street and Second Street at intersections. Kiosks can be simple, like the one at left, and should be identical in design for easy visual recognition. The primary intent should be to show viewers where they are, how to find businesses and how to locate other key destinations, including restrooms. Design should allow for easy information updates. Construction should be very sturdy, impervious to moisture and generally vandal-proof. See Figure 3.W for action recommendations.

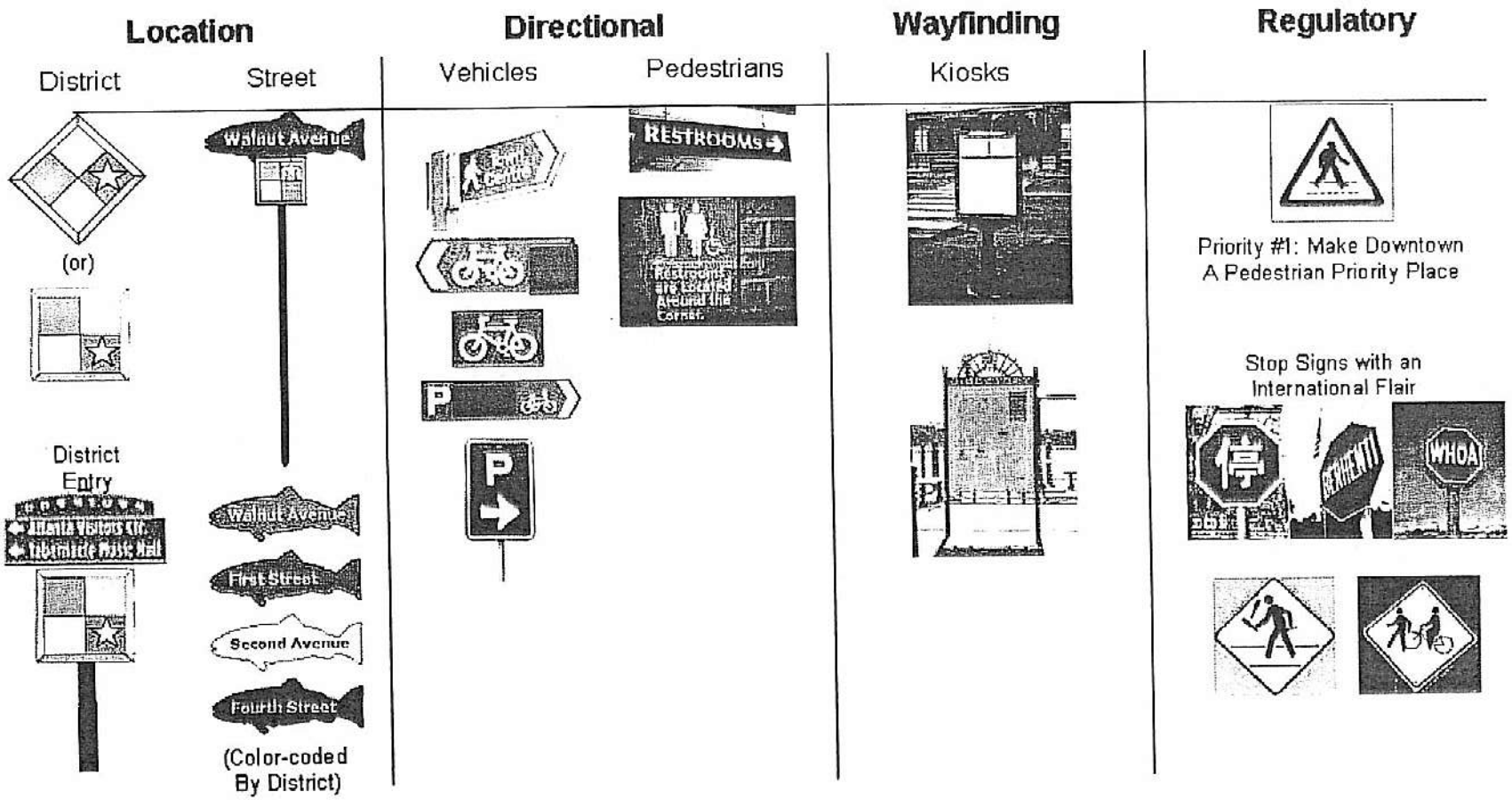
Regulatory Signs

First and foremost, it must be absolutely clear to all drivers that Downtown is a pedestrian-priority and bicycle friendly area. Drivers must understand that they are legally required to stop for pedestrians in crosswalks. Consequently, pedestrian-priority and "share the road" signage needs to be located along all entry corridors.

All regulatory signage should be systematically organized and displayed to minimize clutter and maximize clarity of key messages. Among the most important of these, parking regulations are paramount. The City's Parking Master Plan needs to be augmented to establish a system of parking signs that direct drivers simply and clearly as to what they must do to park within local rules.

Action: Refine the system of regulatory signage, including design, location, posting and clutter management
Responsibility: City Planning, Street, and Police Departments
Timing: Fall, 2006, Planning; Spring, 2007 Installation *Priority:* High

Figure 3.W: Signage System Samples: Simple, Memorable, Clear, Positive. Dare to be Amusing and Thought Provoking!



Action: Prepare System of Signage Refinement Recommendations for City Approval
Responsibility: CDC Design Committee with Public Involvement; City Approval
Timing: Fall, 2006; Install Wayfinding Signage by November 2006 *Priority:* Moderate

The Confusion of Downtown Street Names

After Spruce and Walnut Avenues comes... East!?

After East comes... Leadville!?

After Washington comes... First!?

There's a South East Avenue but no North West Avenue...

There's a Second and Second but no Third and Third...

There's... Oh, never mind! Turn left where Louie's used to be. Oh, you don't know Louies?...

c. Street and District Names

As emphasized in the Framework, street names are inconsistent and entirely confusing for anyone not entirely familiar with Downtown. To be responsive and respectful to customers, the City should seriously consider renaming at least some of the Downtown avenues. East Avenue, First Avenue and Second Avenue are particularly confusing and inappropriate. Renaming should be considered an opportunity to make these avenue names more reflective of community heritage or other local values.

The four districts, or quadrants, of Downtown also are well suited for naming. With names come name recognition and opportunities for graphic design and marketing that enhance wayfinding. Since the districts are larger, it would be appropriate to name them before renaming streets or avenues. For example, either a district or a street might be named Hemingway. Careful consideration is needed to adopt the right titles.

Action: Name Districts/Quadrants with Public Input; Submit to City for Approval
Responsibility: Design Committee with Public Involvement; City Approval
Timing: Fall, 2006 *Priority:* Moderate

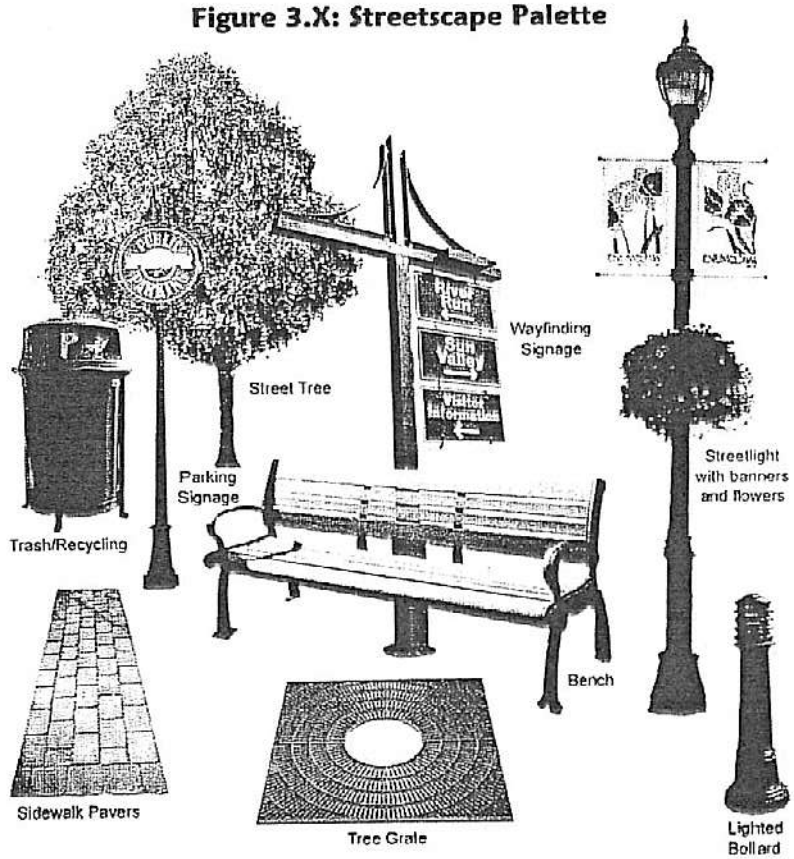
Action: Rename East, First Avenue and Second Avenue with Public Input; Submit to City for Approval
Responsibility: Design Committee with Public Involvement; City Approval
Timing: Fall, 2006 *Priority:* Moderate

E. Pedestrian-Oriented Streetscape System

a. Streetscape Palette and Street Treatments

All of the streets within Downtown Ketchum will be improved to enhance pedestrian comfort and safety. With the exception of Fourth Street, all Downtown streets will include a consistent streetscape palette and street treatments. The streetscape palette is illustrated in Figure 3.X. Manufacturer specifications and cost estimates for the items in the Streetscape Palette are provided on the following page.

Figure 3.X: Streetscape Palette



A unique streetscape furniture palette should be established for Fourth Street. The design process for Fourth Street should include a community-based workshop on streetscape furniture.

- **Bollard:** Milford 650-LB lighted bollard. Manufactured by Sternberg Lighting: Telephone: (847) 588-3400. Cost: $1,600.00
- **Streetlights:** 7700 Birmingham base with fluted pole (18' ht. Approx.), A783 – Cambridge light, and DSPA double planter arms and banner arm attachments. Manufactured by Sternberg Lighting: Telephone: (847) 588-3400. Cost: $3,600.00 (Must call Manufacturer for quantity discount).
- **Trash/Recycling:** Scarborough side opening receptacle (30-gallon capacity). Manufactured by Landscape Forms: Telephone: (800) 521-2546. Cost: $820.00
- **Bench:** Plainwell bench with wood slats 6'. Manufactured by Landscape Forms: Telephone: (800) 521-2546. Cost: $1,300.00
- **Tree Grate:** 4' Fan Style Tree Grate. Manufactured by Urban Accessories: Telephone 877-248-7770. Cost: $1,200.
- **Sidewalk Pavers:** Country Cobble Pavers. Manufactured by Basalite Concrete Products LLC: Telephone: 208 888-4050. Cost: $3 to $4 per square foot for the pavers ($9 to $12 per square foot for installation).
- **Wayfinding Signage:** To be determined via public involvement process.
- **Trees: Costs vary by species and size of tree.** Species to be determined by City Arborist.

b. Pedestrian and Bicycle Circulation System

All streets within Downtown Ketchum will be designed to balance pedestrian comfort and safety, aesthetics, and the supply of on-street parking. Downtown streets are also designed to keep automobile traffic traveling at safe speeds and to be pedestrian and bicycle friendly. However, a few streets are designed as major pedestrian circulation corridors and primary bicycle routes.

Major pedestrian circulation routes, per Figure 3.Y, next page, include Fourth Street, East Avenue, First Avenue, and Walnut Street. Primary bicycle routes within the Downtown, per Figure 3.Z, next page, are proposed on Fourth Street, Second Avenue, East Avenue, and Walnut Avenue. Second Avenue is the only street within Downtown Ketchum that will have dedicated bicycle lanes. Fourth Street, East

Avenue, and Walnut Avenue are 'to' pedestrian and bicycle corridors and will be designed as a shared roadway for bikes and vehicles and will be signed accordingly based on the guidelines for the American Association of State Highway and Transportation Officials (AASHTO). The Wood River Trail is also an important 'through' pedestrian and bicycle corridor.

Action: Incorporate Streetscape Elements into Capital Improvements Projects Planning	
Responsibility: City Staff	
Timing: Summer, 2006	*Priority:* High

MAJOR PEDESTRIAN CIRCULATION

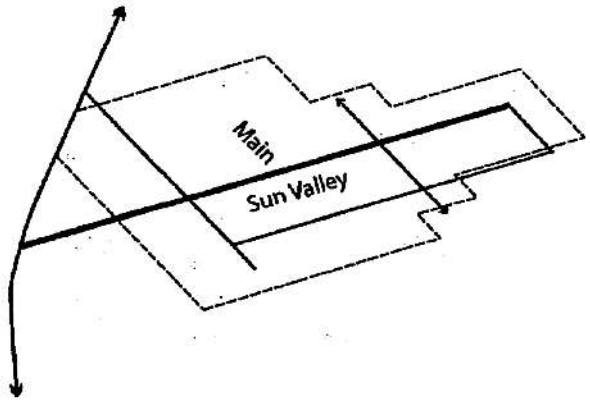


Figure 3.Y: Major Pedestrian Circulation Routes

PRIME BIKE ROUTES

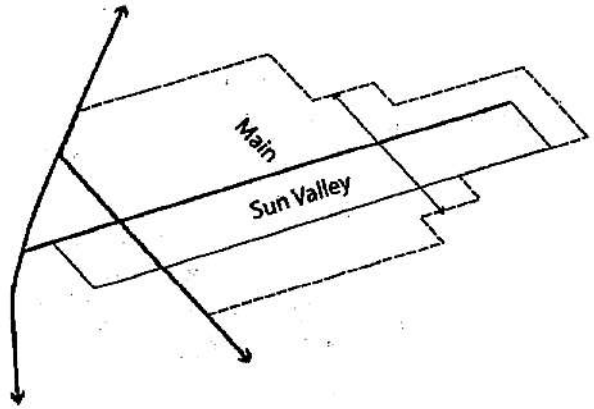


Figure 3.Z: Major Bicycle Circulation Routes. Note: Bicycling will be accommodated on all Downtown streets and avenues.

F. Key Public Spaces

The Vision for Downtown Ketchum includes the creation of several important public spaces that are linked by a network of safe, attractive, and pedestrian-friendly streets. A variety of public spaces are envisioned, including public plazas, parks, park medians, and small courtyard plazas. These spaces will provide opportunities for relaxation, human interaction, dining, recreation, and special events and festivals. The public space plan for Downtown Ketchum is provided on Figure 3.AA below. Descriptions of the main public spaces are provided on the following pages. Detailed design plans for key public spaces will occur in the implementation phase of the project, which will follow adoption of the Master Plan.

Figure 3.AA: Public Spaces

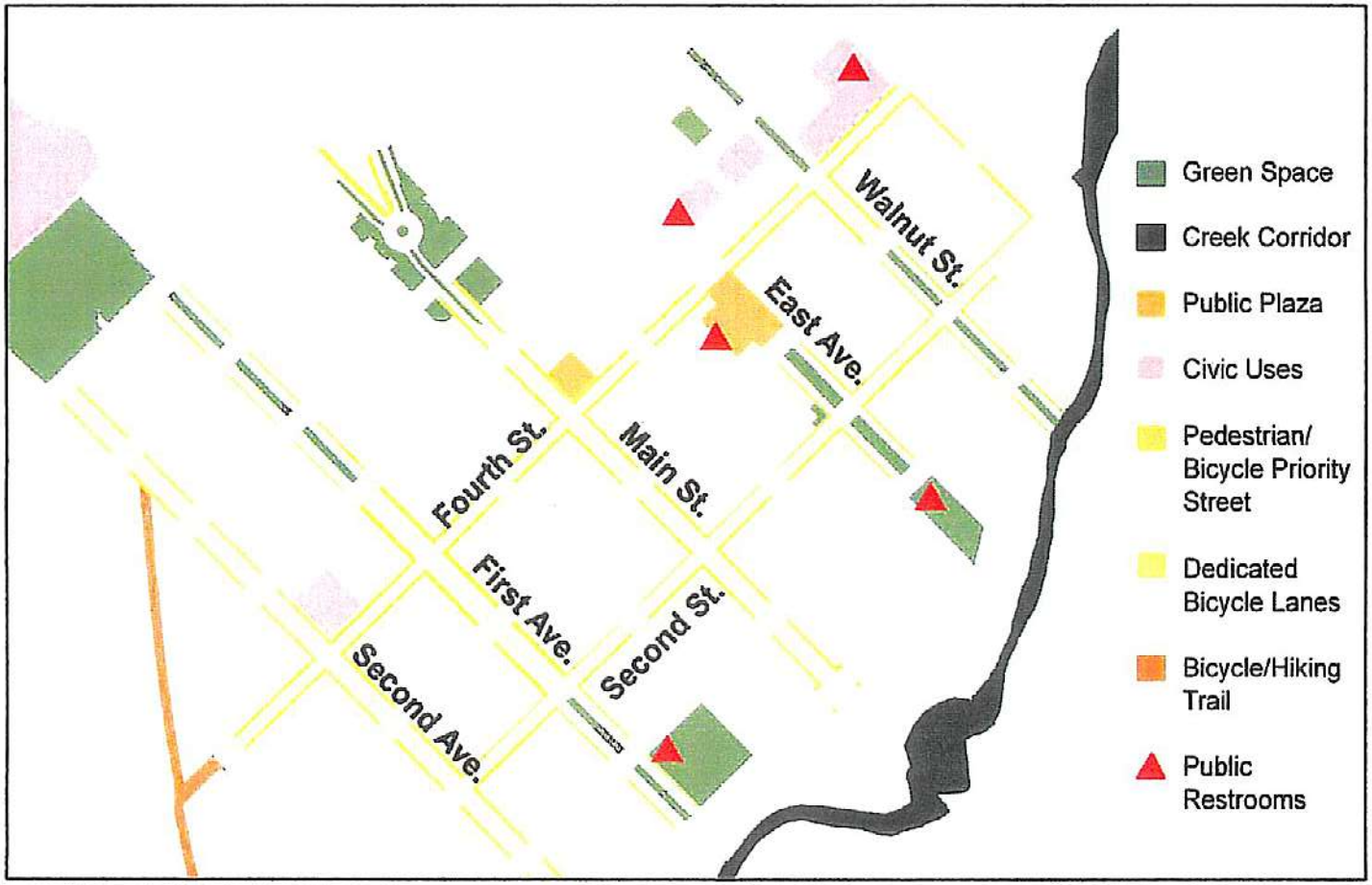
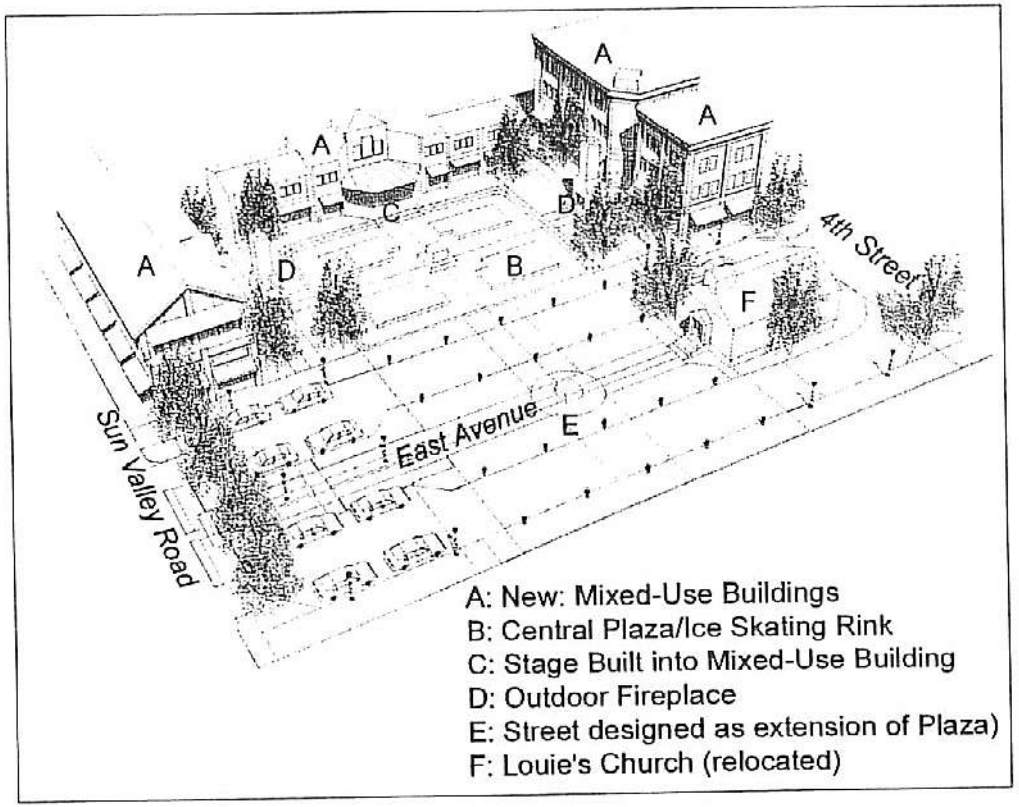
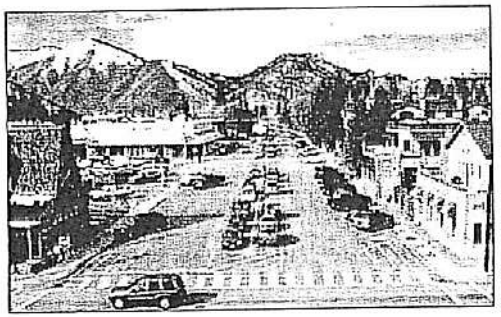
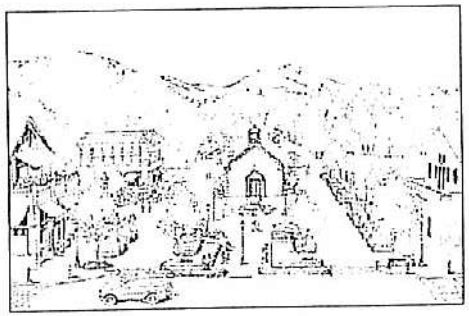


Figure 3.AB: Proposed Central





Existing View of East Avenue



Proposed View of East Avenue

a. Central Plaza

The main public space for Downtown Ketchum is a proposed Central Plaza located on East Avenue between Fourth Street and Sun Valley Road, per Figure 3AB at left. New two- to three-story buildings are proposed to frame edges of the plaza. The buildings should have active storefronts, cafes, and restaurants that support activities that "spill out" into the public space. The proposed building along the alley should also have a multifunctional design that allows it to function as a backdrop for a central stage.

The plaza should be a flexible space and should be designed to host a variety of activities and uses, including concerts and performances, and an ice skating rink. Other amenities should include outdoor fireplaces that provide inviting warmth for year round use, flexible space for outdoor public art and/or ice sculptors, and seating areas for pedestrians.

The portion of East Avenue between Fourth Street and Sun Valley Road should be redesigned as an extension of the proposed public plaza. This segment of the street should be redesigned with a paving material that is similar to paving material within the plaza. It will include a central median that has a fountain or display area for public art. Louie's/First Congregational Church (or another building) could also be relocated to the median to serve as a visual icon within the extended public space and to link the plaza to the Fourth Street

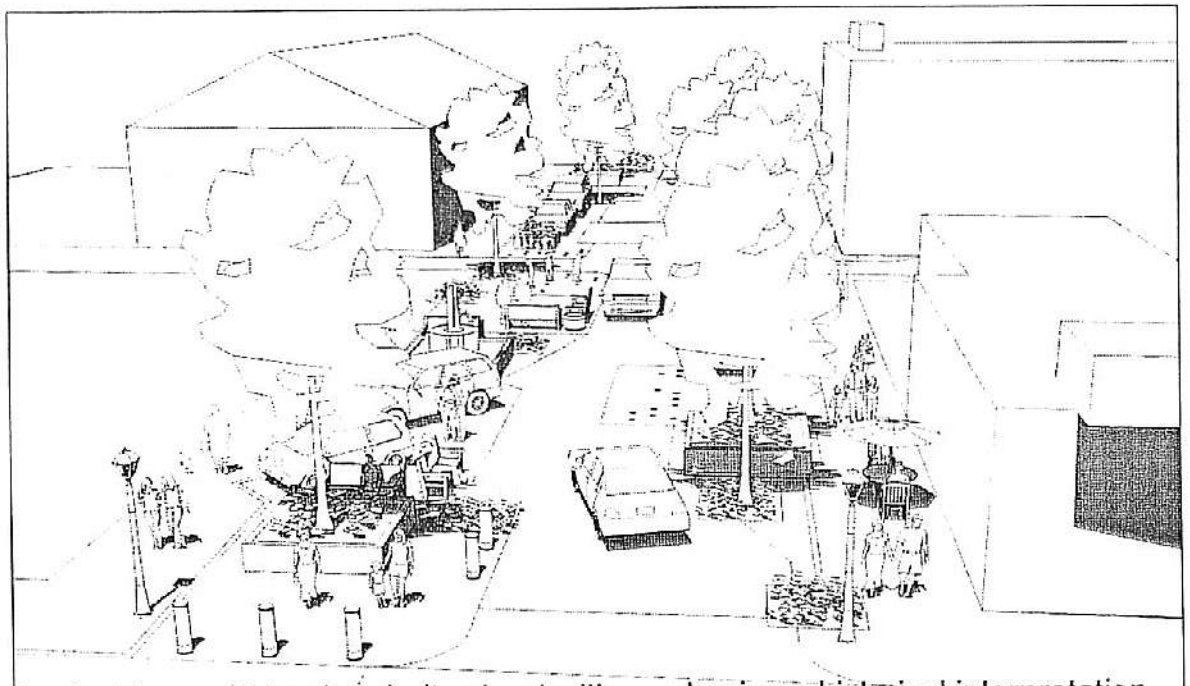
Heritage Corridor. East Avenue will typically remain open to vehicle traffic. However, it would be closed during major events to create a large continuous public space.

Action: Hire Design Firm to Create Plaza Final Design; Engage Public; Build Plaza
Responsibility: URA with City Staff and CDC support
Timing: First Quarter, 2007, Design; Construction, Spring, 2008 *Priority:* High

b. East Avenue Median (South)

The segment of East Avenue between Sun Valley Road and First Street will be redesigned to include a 40-foot wide median park. The park will provide an informal, landscaped space for walking, congregating, and informal recreation. It is intended to provide a park and garden setting for the surrounding urban residential neighborhood. The park will primarily consist of walkways, benches, grass, trees, and landscaping, but it could also include fountains, public art, and small flower gardens. A portion of East Avenue to the south east of First Street could be redesigned as a small pocket park for the residents. This would be an informal park and could include playground equipment, picnic tables, and informal grass fields. This is also a potential site for the former Idaho Governor Gooding house at First Street and East Avenue, should it be relocated.

Action: Engage Public in Design Workshop; Build Median as Part of East Avenue Redesign
Responsibility: CDC for Public Involvement; City Staff Formal Design; URA Build
Timing: Build Basic Median, Summer, 2007 Design Amenities, Fall, 2007;
Amenities Construction, Spring, 2008 *Priority:* High



Pedestrian and bicycle priority street with emphasis on historical interpretation

c. Fourth Street Heritage Corridor

Fourth Street will be redesigned as a pedestrian-priority street. Its design will be based on the concept that the needs of cars are secondary to the needs of other users of the street, especially pedestrians. Fourth Street will be a space that is shared by pedestrians, bicyclists, and low-speed motor vehicles. The entire length of Fourth Street will be designed as a heritage corridor. A variety of cultural and interpretive spaces will be provided along the street showcasing the unique heritage of Ketchum. The Heritage Corridor will have a variety of pedestrian amenities, including unique streetlights, benches, fountains, outdoor dining spaces, trees and planters, and heritage art displays. Kiosks interpretive plaques will also be provided along the street so that people can learn about the unique history and heritage of Ketchum. The street will be lined with mixed use-buildings that contain restaurants, cafes, and specialty retail shops within ground floor storefronts.

Action: Engage Public in Design Workshop; Build Corridor; Incorporate Heritage Elements When Designed and Funded
Responsibility: CDC for Public Involvement; City Staff Formal Design; URA Build; Community Assistance in Heritage Elements
Timing: Fall, 2006, Design; Construction Starts, Spring, 2007 *Priority:* Top

Promenade with emphasis on pedestrian comfort, public art, and botanical plants

d. First Avenue Promenade

First Avenue will be redesigned as a key public space within the Downtown. The segment of First Avenue between Second Street and Fifth Street will be designed as an arts promenade. The streets will have wide sidewalks that are lined with botanical planter gardens, outdoor public art displays, small gathering and sitting spaces, and a variety of pedestrian amenities. Back-in angled parking will be provided to create a buffer between the pedestrian spaces on the sidewalk and the moving traffic on the street.

The remaining segments of First Avenue will be designed with median parks. The parks will provide an informal, landscaped space for walking, congregating, and informal recreation. It is intended to provide a park and garden setting for the surrounding urban residential neighborhood. The parks will primarily consist of walkways, benches, grass, trees, and landscaping, but it could also include fountains, public art, and small flower gardens.

Action: Engage Public in Design Workshop; Build Promenade; Incorporate Arts Elements When Designed and Funded
Responsibility: Conceptual Design, Design Committee (URA); Formal Design, City Staff; Construction, URA; Community Assistance in Arts Elements
Timing: Fall, 2007, Design; Construction Starts, Spring, 2008 *Priority:* Top

e. Heritage Plaza (Northeast Corner; Fourth and Main Streets)

The Heritage Plaza is a possible public space at the northeast corner of Fourth Street and Main Street. This high visibility space along the Fourth Street Heritage Corridor is privately owned and may not be available. (Discussions with the owner have not been pursued, pending clarification of City interest.) The site would conceptually be used to highlight an important aspect of Ketchum's unique heritage. Potential themes of the space include:

- The Life of Ernest Hemingway
- Ore Mining
- Outdoor Recreation (skiing, fishing, biking, hiking, etc.)
- Ranching/Sheep

The plaza would be designed with tiers or large steps to fit with the sloping topography of the site. These steps would become places for people to sit and congregate. The center of the plaza should contain a fountain or public art pieces that reflects the overall theme of the plaza. A few of the existing log cabins on the Historic Bald Mountain Lodge site could also be relocated to the plaza to showcase a part of Ketchum's heritage and to provide small retail spaces.

Action: Clarify Public Interest; Investigate Potential Acquisition; Acquire Property;Engage Public in Design Workshop; Build Plaza; Incorporate Heritage Elements When Designed and Funded
Responsibility: Conceptual Design, Design Committee (URA); Formal Design, City Staff;; Construction, URA; Heritage Interpretation Assistance from Historic Preservation Committee; Community Assistance in Arts Elements.
Timing: Fall, 2007, Design; Construction Starts, Spring, 2008 *Priority:* Moderate

f. Memory Park

Memory Park is an existing outdoor space that belongs to a private property owner. This space should be retained and preserved as a true public space. The City should consider purchasing the site or purchasing the development rights of the site from the property owner to ensure that it remains as a public space.

Action: Work with Property Owner to Secure Park's Perpetual Use
Responsibility: Mayor
Timing: Spring, 2006 *Priority:* Moderate

g. Forest Service Park

Forest Service Park is an existing public park, and a site pending listing on the National Register of Historic Places, in Downtown Ketchum. Park facilities include a leisure area, restrooms, and the Heritage and Ski Museum. The park also is used for "Ketchum Alive", which is an outdoor music festival. Buildings on the site may be useful as a host to continuing education and other education-oriented activities.

Action: No Action. Keep Park in Mind as Educational Programming is Developed
Responsibility: City Staff; CDC
Timing: Ongoing *Priority:* Moderate

h. Alleyways

In several communities, downtown alleys are being transformed into dynamic, design-oriented places that are safe and interesting for pedestrians, and that often serve as access points to festive plazas, secondary storefronts, and outdoor dining areas. In Downtown Ketchum, there are opportunities to transform certain alley segments into prominent and dynamic pedestrian amenities. The City should consider alley enhancement projects to the following alley segments:

- *Alley between East Avenue, Leadville Avenue, Fourth Street, and Sun Valley Road:* This alley could be transformed into a pedestrian spine lined with outdoor dining spaces and secondary storefront entrances. It could serve as an alternative pedestrian route between, Sun Valley Road, the Central Plaza, and the Fourth Street Heritage Corridor. The alley could be improved with decorative pavement, special lighting, murals and public art, landscaping, and pedestrian amenities. Vehicle access through the alley could be removed completely, or it could be managed to occur at certain times of the day when pedestrians are not utilizing the alley. The alley improvements could extend to other adjacent blocks to create a longer pedestrian spine. In addition, a new alley segment and pedestrian amenity could be created on the Giacobbi Square block if that block is redeveloped in the future.
- *Alley Segments between Leadville Avenue and Main Street, and Main Street and Washington:* Both of these alleys could be improved with new pavement,

Post Alley, one of the most celebrated alleys in the Pacific Northwest, originally functioned as a standard service alley. However, the renovation and revitalization of Seattle's Pike Place Market in 1971 transformed this alley into an attractive pedestrian zone with abutting retail, outdoor restaurants, and other amenities. Post Alley is a 10-block-long, 16- to 36-foot wide, pedestrian corridor that runs parallel to Seattle's central waterfront and links the Pioneer Square and Pike Place Market historic districts. At its northern end it serves as a central spine to the 17-acre Farmers Market. Similar alley treatments could occur in Downtown Ketchum.

lighting, public art, and secondary entrances to restaurants, cafes, storefronts, and art galleries. The alleys could remain open to vehicle traffic, or they could be closed at certain times of the day, such as the lunch and dinner hours. These alleys could also be closed down and temporarily used for special events, such as artist festivals. The unique character and qualities of the alleys could create very interesting spaces to display art for special events.

When contemplating alley improvements, the City should consider the following guidelines and key considerations/questions:

- *Understand and Involve the stakeholders*: Who are the stakeholders that need to be involved with the alley project (businesses/property owners, residents, Streets Department, garbage collection agency, etc.)?
- *Learn the local history*: What is the history of the area surrounding the alley, and can the alley improvements demonstrate or communicate the history through design?
- *Understand adjacent business operations*: What are the operational characteristics of the existing businesses and uses along the alley? What operations will affect the design of the alley improvements? Could alley improvements enhance or support new business opportunities, such as outdoor dining?
- *Identify current and potential users*: Who currently uses the alley? Do current or future users warrant special design treatments in the alley?
- *Observe alley activity patterns*: How is the alley used at different times of the day? What programmed uses could occur in the future?
- *Assess parking, loading and circulation*: How do automobiles, delivery vehicles, pedestrians, bicyclists, and others circulate through the alley and surrounding areas? What segments must remain open to automobiles and delivery vehicles? Could delivery times be limited to certain times of the day?
- *Inventory the utilities*: What utilities (above ground and underground) exist within the alley? Will site drainage affect the use of the alley?
- *Define the maintenance program*: Who will be responsible for the maintenance of the alley improvements (City, private property owners, businesses, or both)? Will the alley be used throughout the year? If so, how will snow/ice be removed from the alley to ensure that it is safe for pedestrians in the winter?
- *Strategically select design amenities*: What paving materials and amenities are appropriate given the desired use of the alley? Are the materials and amenities consistent with the maintenance program?

i. Other Public Spaces

Other public spaces that would serve Downtown residents and visitors include Atkinson's Park and the Wood River Trail. There are also small informal opportunity spaces within the Downtown, such as the Civic Center, Library, and Ore Museum.

Action: No Action. Keep Spaces in Mind as Opportunity Sites for Future Open Space Development
Responsibility: City Staff; CDC
Timing: Ongoing *Priority:* Moderate

j. Public Spaces and Circulation System

All of the key public spaces within the Downtown will be linked by a safe and attractive pedestrian circulation system. Wayfinding signs will be uses to direct pedestrians, as well as vehicles to the key public spaces. Section 3.D discusses the directional signage program.

In a recent public straw poll, 63% of participants were comfortable or very comfortable with the statement:
"A fee system should be set up for onstreet parking in the retail core."

G. Parking

a. Context: Parking Master Plan and Existing Parking Policy

In 2004, the City completed a Parking Master Plan. The Plan was not adopted and little change has occurred since then to refine Downtown parking conditions. The Downtown Master Plan is not a replacement for that document. The purpose here is to identify potential refinements to the Parking Master Plan that will allow it to be adopted and implemented.

The City has six parking-oriented policies:

- Policy 4.5.5: Parking should be paid for by the users
- Policy 4.5.6: On-street parking is primarily for short term use
- Policy 4.5.7: Implement strategies to improve pedestrian travel & vehicular circulation
  - Relocate employee parking out of key downtown locations
  - Require underground parking for larger projects
  - Encourage underground parking near any future central civic space
- Policy 4.5.8: Investigate the development of a "shuttle" bus system in the downtown core
- Policy 6.6: Improve the current Ketchum Area Rapid Transit (KART) system
- Resolution 772: We will not accept traffic levels over 2001

Policy 4.5.5 above was recently supported in a public straw poll during a DMP meeting focused on Downtown parking. In response to the statement, **"A fee system should be set up for onstreet parking in the retail core,"** 63% of participants were comfortable or very comfortable with it. Only 24% were uncomfortable or very uncomfortable.

Three other key points provide perspective on Ketchum's existing parking system. First, parking revenues pay for just 1/3 to 1/2 of the operating expenses for the

parking system. Without a fee system in place, general taxes must be used to subsidize parking in the community.

Second, new construction parking requirements are lower than the demand they create. For example the "Parking Handbook for Small Communities" draws from decades of experience when it recommends a parking demand factor of 2.0 parking units per thousand square feet of (most) retail space and 2.2 for (most) office space (note that demand is generated by both tenants, employees and customers). Currently, the City requires only 0.7 parking units per thousand square feet of private development. Put bluntly, private developers only pay for about a third of the commercial demand they create. Over time, this trend will lead to a parking crisis that the City will have to finance.

Third, the land value for a single parking unit in a Ketchum surface parking lot is about $79,000. At such a high cost, it is valid to ask who should pay for the needed parking, the public sector or the developers who create the demand? Seventy-one percent of straw poll participants indicated the answer should be developers.

b. Guiding Principles for Parking System Management

Ten guiding principles were established as a framework for parking system management.

- Downtown is a pedestrian priority area
  - Emphasize people places over car places
- A great place to be is worth a longer walk
- Public parking is expensive; free parking is not a right
- Encourage alternative transportation
  - Single occupancy vehicles (SOV) must be reduced
- High parking turnover in the retail core is necessary
- Onstreet parking is a resource that can be better utilized if managed
- Parking access & safety must be excellent
- Consider using onstreet parking overnight by permit
- Be creative in solving parking problems

Four Point Improvement System:

- Improve Pedestrian Environment
- Improve Circulation System
- Manage Transportation Demand
- Enhance Parking System
  - Access: Inventory
  - Design
  - Organization
  - Regulation

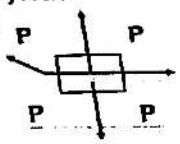
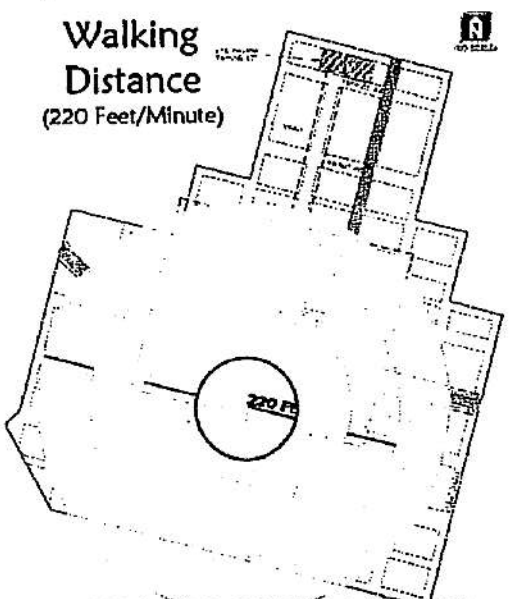


Figure 3.AC: Walking Distance per Minute in Downtown



WALK 1 BLOCK PER MINUTE
Cross Downtown in 10 Minutes

➢ City leadership is essential in managing parking supply, demand and use These principles are consistent with City policies and with the DMP Framework adopted by City Council on February 6, 2006.

c. Parking as Part of an Overall Transportation Program

Parking must be seen as one component of the local and regional transportation system. In this very real context, parking goals can be aided or constrained by how well other transportation system elements are working. Examples: without good public transit, people will be much more likely to drive their cars to work; the easier and cheaper it is to park Downtown, the more people will do it. Therefore, Ketchum's parking system is one part of a proposed Transportation Program that should be pursued, fully defined, adopted and implemented.

The Transportation Program should be enhanced via a four point improvement system:

1. Improve Pedestrian Environment
2. Improve Circulation System
3. Manage Transportation Demand (Example: Hwy 75 HOV Lane System)
4. Enhance Parking System

Improve Pedestrian Environment: If it is easier, safer, more rewarding and more comfortable to walk Downtown, people will be willing to walk further. Supply and demand analysis (in the next section) demonstrates that there is a general balance between the two, though there are surpluses or shortages in each district. Getting more people to walk from surplus areas to shortage areas is an important goal. Note in Figure 3.AC at left, the average person could easily walk the entire length of Downtown in ten minutes. This is a community that prides itself in its exceptional fitness and love of outdoors. Yet, many people complain when they can't park immediately in front of their Downtown destination. Especially for employees and other long-term parkers, the Transportation Program should highlight walking and improved pedestrian environment as key goals.

Improve the Circulation System: A clear circulation system with a well defined pedestrian priority will de-emphasize driving as a primary mode and will help with Transportation Demand Mangement efforts to reduce the number of vehicles. Getting drivers to appropriate parking areas will reduce the number of people abusing the parking system.

Transportation Demand Management: To increase reliance on alternative transportation and reduce unnecessary vehicle trips into Downtown. Local action needs to be coordinated with the broader regional effort. The following recommendations should guide City collaboration regarding Transportation Demand Management (TDM):

TDM Agency Lead - Wood River Rideshare

Wood River Rideshare will work with businesses and developers to implement Commuter Trip Reduction programs. These programs will include a combination of the strategies listed below that are most appropriate for Downtown:

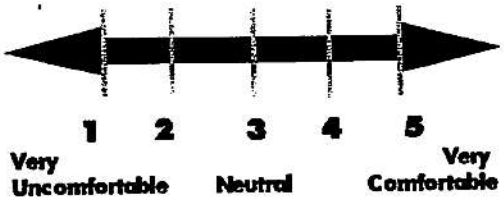
- **Transit Passes** – employees receive subsidized transit passes.
- **Parking Cash Out** – Commuters who are offered subsidized parking can choose the cash equivalent instead if they use an alternate commute mode. Financial incentives like transit passes and parking cash out typically reduce automobile travel 10 to 30 percent. Employers establish rules that employees must observe to quality for financial benefits, and may require participating employees to sign an agreement that specifies their responsibilities, such as the number of days per month that they may drive to work and still qualify for a Parking Cash Out bonus.
- **Designated Preferential Rideshare Spaces** –the most convenient onstreet and offstreet parking spaces on site are reserved for carpools.
- **Rideshare Matching** - an easily accessible system for matching people with carpools.
- **Alternative Scheduling** - Flextime and Compressed Work Weeks.
- **Telework** - allowing employees to work at home, and using telecommunications to substitute for physical travel in other ways.

- **TDM Marketing and Promotion**
- **Emergency Ride Home** – ensuring people can get home in case of an emergency.
- **Walking and Cycling Encouragement**
- **Walking and Cycling Improvements**
- **Bicycle Parking and Changing Facilities**
- **Transit Encouragement Programs**
- **Transportation Access Guide** - concisely describes how to reach a worksite by walking, cycling and transit.
- **Worksite Amenities** - such as on-site childcare, restaurants and shops, to reduce the need to drive for errands.
- **Company Travel Reimbursement Policies** - reimburse bicycle or transit mileage for business trips when these modes are comparable in speed to driving, rather than only reimbursing automobile mileage.
- **Company Vehicles** - eliminates the need for employees to drive to work in order to have their cars for business travel.
- **Proximate Commuting** - allows employees to shift to worksites that are closest to their home (for employers who have multiple work locations, such as banks and other large organizations).

Action: Systematically expand TDM Improvements; Build Regional TDM Collaborations
Responsibility: Wood River Ride Share
Timing: Ongoing *Priority:* High

Enhance Parking System: The subject of the remainder of this subsection.

Parking Straw Poll Results June 20, 2006



Citizens who attended a public meeting regarding Ketchum Downtown Parking were asked to express their comfort level with the following statements. Using a five-point scale, from very uncomfortable to very comfortable (see arrow at left), responses are summarized by combining two sets of responses: "very comfortable and comfortable" and "very uncomfortable and uncomfortable." Neutral responses made up the difference between the combined total and 100%.

Statements Below = Majority Position. 1st percentage =% of Respondents Comfortable; 2nd Percentage = % of People Uncomfortable)

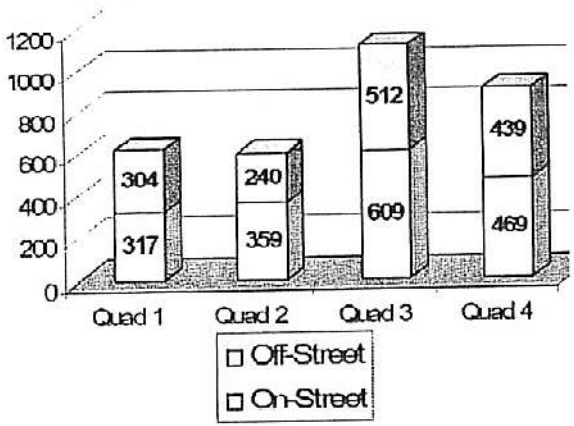
1. The Downtown Parking System Does Require Improvements. 76% vs. 6%
2. The City of Ketchum Should Manage the Supply and Demand of Parking. 86% vs. 10%
3. The Guiding Principles for Downtown Ketchum Parking Systems are Appropriate. 51% vs. 32%
4. Switching some streets to one-way to increase onstreet parking is not worth the trade-offs. No Majority: 32% Comfortable; 46% Uncomfortable
5. Changing Diagonal Parking to Back-In Design is Desirable for Ketchum. 54% vs. 28%
6. Structured Parking is an Important Part of Downtown's Parking Solution. 56% vs. 28%
7. Under-Street Parking is an Important Part of Downtown's Structured Parking Program. 59% vs. 24%
8. A Fee System Should be Set Up for Onstreet Parking in the Retail Core. 63% vs. 24%
9. A Higher Parking Ticket Penalty Should be Established in the Retail Core to Discourage Abuse of the Customer Parking System. 60% vs. 24%
10. Development Should Provide for the Parking Demand that It Creates. 71% vs. 12%

Table 3.2: Parking Unit Comparison

Parking Unit Comparison

City	Population	Downtown Parking Units
Meridian	66,565	1,785
Nampa	78,000	1,975
Sandpoint	6,835	2,359
Rexburg	22,000	2,369
Ketchum	3,142	3,284
Aspen	5,914	3,400

Table 3.3: Downtown Ketchum Parking Unit Comparison, Onstreet and Offstreet Units by



d. Parking Supply and Demand: How Much of a Problem is Parking?

One of the things the Parking Master Plan did not do was compare Downtown parking supply and demand. This problem has now been addressed. City staff coordinated an inventory of all Downtown businesses by location and approximate square footage. An inventory of all parking units also was completed. Using best practices recommended by the Institute of Transportation Engineers and the National Main Street Center, supply and demand were compared. The results were remarkable.

Downtown Ketchum has 3284 parking units, a very large number for a town of Ketchum's population, per the comparison in Table 3.2 at left. Figure 3.AE, center map, on the next page shows the inventory by quadrant. A substantial part of the explanation is the number of downtown blocks (or large district size). In contrast, Ketchum has a significantly low number of parking units per block, indicating a degree of inefficiency. Table 3.3 below left provides a breakdown of onstreet and offstreet parking by quadrant. Quadrant size and units per quadrant are relatively uniform.

A parking usage survey (presented in the Parking Master Plan) shows that high demand occurs in two Downtown clusters, per the first map in Figure 3.AD, next page. The first is around Giacobbi Square. The second is in Quadrant 3, centered at Washington and Fifth Street. In other areas, there is generally adequate parking under most conditions to serve demand – based on visual inspection.

Analysis based on calculated demand[1] indicates that there is a net surplus of 194 Downtown parking units, per Figure 3.AD right-hand map. However, a large surplus in Quadrant 3 makes up for a substantial shortage in Quadrant 4 (the retail core) and marginal shortages in Quadrants 1 and 2. Currently, there is little incentive for long-term parkers to park outside high demand areas. Parking citation fees are small, people can get away with moving their cars every two hours, and the pedestrian environment is unfriendly. These conditions need to and will change.

[1] Per The Parking Handbook for Small Communities

Figure 3.AD: Parking Demand, Supply and Surplus in Downtown Ketchum

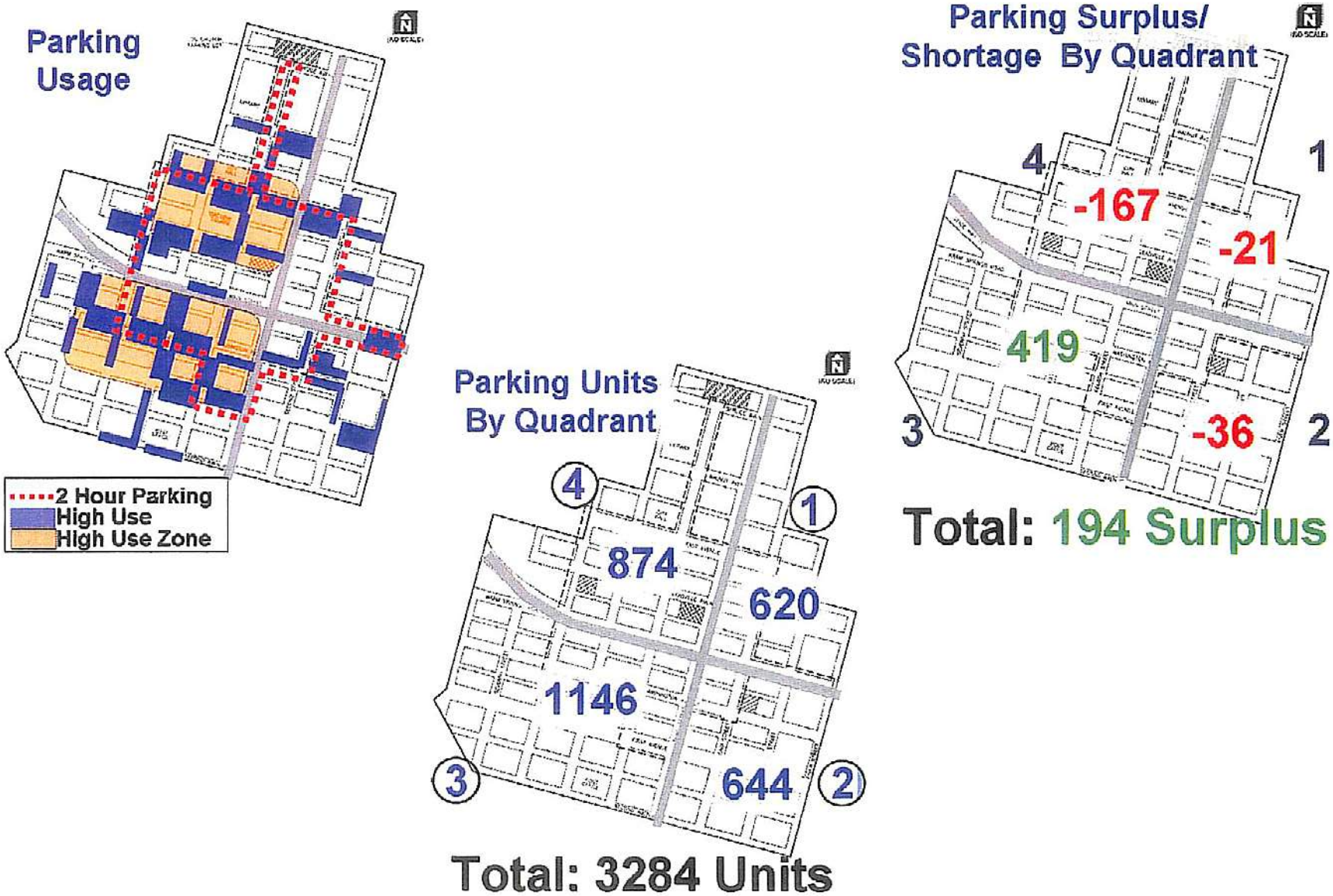


Table 3.4: Parking Unit Evaluation of DMP Program Impacts on Supply Assuming No

Existing Supply vs. DMP Supply			
Quadrant	Existing Supply	DMP Supply	Change
1	620	613	-7
2	644	588	-56
3	1146	1062	-84
4	874	859	-15
Total	3284	3122	-162

Existing Supply vs. Existing Demand			
Quadrant	Existing Supply	Parking Demand	Surplus/ Shortage
1	620	641	-21
2	644	680	-36
3	1146	727	419
4	874	1041	-167
Total	3284	3089	195

DMP Supply vs. Existing Demand			
Quadrant	DMP Supply	Parking Demand	Surplus/ Shortage
1	613	641	-28
2	588	680	-92
3	1062	727	335
4	859	1041	-182
Total	3122	3089	33

It is important to go beyond current conditions and anticipate impacts from DMP programs on both supply and demand. First, consider supply. The DMP emphasizes creating a much more attractive, comfortable sense of place. Pedestrian amenities will be greatly increased. Redesign of streets toward these ends will result in an approximate reduction of 162 onstreet parking units. This number is slightly below the total current surplus of 192. The net effect will not be substantial. This initial observation ignores two key issues: impact by quadrant and changes in demand.

The lower portion of Table 3.4 compares the DMP projected supply to current demand quadrant by quadrant. In each district, there is a negative impact, particularly in Quadrant 2. However, the DMP parking system will be augmented by three other sets of transportation management programs to reduce Downtown parking demand. Consider Aspen's experience with implementation of fee-parking in its downtown. Bus ridership increased 35% as a result of the change. Downtown parking occupancy dropped almost immediately from 98% to 67% without apparent loss of business. If Ketchum were to have a similar experience with a combined set of four transportation management programs, it is fair to conservatively estimate a 20% reduction in parking demand. The result is a freeing-up of 618 units, far more than enough to make up for the 162 unit loss of onstreet parking units from DMP street improvements.

There is one other factor to consider in testing future supply and demand: future development. Currently, parking construction requirements are far below the actual demand that development creates. This will change immediately under the DMP. Developers will be required to provide parking units equal to the demand they create. This part of the formula, then, will not impact the supply-demand balance.

In summary, DMP impacts are estimated to result in a net parking improvement of about 450 units. Regulatory efforts will be enhanced to maintain high turnover and availability for short-term units in retail areas. Some additional parking will be constructed as well. The Parking Inventory subsection on the next page will address this intention in detail.

Technology boosts parking management
http://www.americancityandcounty.com/mag/government_technology_boosts_parking/
Jan 1, 2005 12:00 PM, Sibley Fleming

Local governments streamline operations and save.

Instead of manually tracking thousands of parking tickets and permits, two cities — Aspen, Colo., and Allentown, Pa. — have updated their parking management technology and saved shoe leather in the process. New technologies are allowing parking operations to share data with other departments, generate revenue and streamline operations.

In the resort community of Aspen, parking management has changed dramatically since the early 1990s. Aspen has a population base of 5,200 but imports 11,000 workers daily from as far as 75 miles away. With tourists, the daily population swells to about 25,000. Aspen, however, has only 850 public spaces in the commercial core, 2,200 private and 350 public garage spaces. "Literally, there were cars sitting and waiting for parking spaces to open up downtown," says Tim Ware, parking director for the city.

"We had a very aggressive City Council in the early '90s that said 'Let's put in paid parking,'" Ware says. The city installed parking meters mid-block. For coins, motorists received receipts stamped with a parking expiration time to place on their dashboards. Two employees checked the receipts over the entire downtown area. The city purchased 27 parking machines for $6,800 each in 1994 and today owns 60.

As a result of installing parking meters, the city noticed more commuters taking the bus. "When we put in paid parking, we experienced a 35 percent increase in ridership across the board. We also saw our 98 percent occupancy in the downtown core go down to 67 percent," Ware says.

Through the paid parking system, $1.2 million annually now is collected from the meters with an additional $500,000 collected from ticketing. The money is applied to alternative transportation, such as buses and bike paths.

Aspen traffic officers use hand-held ticket writers purchased from Indianapolis-based T2 Systems. Everyday, information from the portable computers is downloaded into a central database. The portable ticket writers eliminate manual data entry and are more reliable, Ware says. The computers also keep track of the number of tickets issued to vehicles and indicate if towing is necessary. In addition, the new system allows the city to integrate parking information from the field to deposits in the finance department.

Allentown, Pa., switched to portable ticket writers in 2002. Linda Kauffman, executive director of the Allentown Parking Authority, says the authority is responsible for 5,000 off-street parking spaces, 4,000 on-street metered spaces and those marked for specifically allotted parking times. It also is in charge of citywide enforcement for all parking violations and provides all city towing services except for accident and crime scenes.

"We now have the ability to integrate all of our operations into one database system," Kauffman says. Before, the parking authority had a manual system that kept track of customers, parking lots, garages, ticket collection and the intricate permitting process. The $250,000 it cost to switch parking management systems came from the parking authority's capital improvements budget and included 18 handhelds, software, training, specialization and maintenance agreements. "It has paid for itself 10 times over in efficiency," Kauffman says.

In the end, automating parking management to include paid parking and handheld ticket writers is not necessarily about upgrading technology, Kauffman says, but rather streamlining operations. For city and county governments who choose to streamline, the benefits also include savings and parking revenues that can help achieve a healthier environment and bottom line.

e. Refinements to Parking Master Plan

Four sets of enhancements are recommended to improve Downtown parking conditions. These enhancements should be guided by the Parking Master Plan:

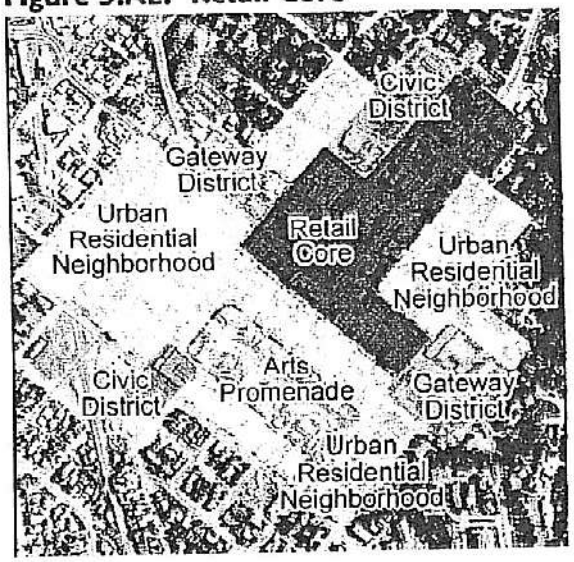
1. Improved Access, Design & Inventory
2. Improved Organization
3. Improved Regulation

1. Improved Access Design and Inventory

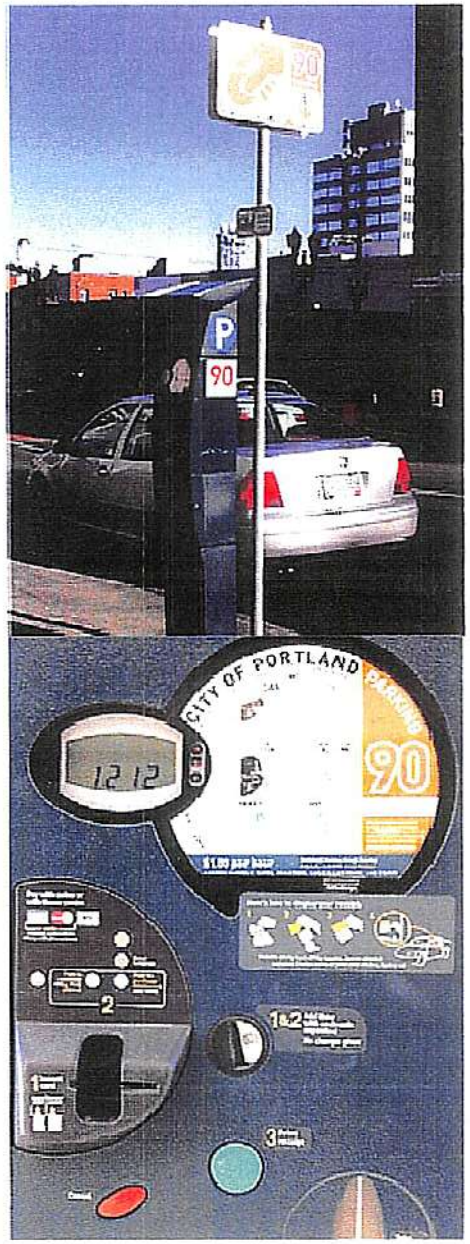
The following system recommendations should be considered as the City works to improve Downtown parking access:

- Emphasize customer parking in the retail core. One-hour free parking is recommended to be established and promoted heavily in the core. Following one hour, a parking fee would be required. THIS IS A RETAIL CORE RECOMMENDATION ONLY, per Figure 3.AE at left. The rest of Downtown would not be a fee area, subject to change based on experience and need. Aspen charges $1.25 per hour. A similar amount may be appropriate. In addition, illegal parking fines should be raised after a first offense which would be addressed with a WARNING ONLY (no fine). The warning ticket should be worded as a welcome to Downtown, provide information on parking regulations and provide a map to long-term parking. The table below compares current versus recommended fines. Currently the first offense is a warning, the second offense is a $10 ticket, then $20 and any additional is a $40 ticket. Starting with the third offense, the DMP aggressively penalizes the repeat offenders, almost all of whom are likely to be Downtown employees abusing the system.

Figure 3.AE: Retail Core



Fines	Current Fine	DMP Fine
First Offense	$ -	$ -
Second Offense	$ 10	$ 20
Third Offense	$ 20	$ 50
Additional Offenses	$ 40	$ 100



It may be necessary to expand the retail core boundary to both sides of Washington Avenue. The City should consider this option with input from businesses along and near Washington.

The fee system should be supported by solar-operated permit vending machines available on every retail core block, per the photograph at left. The fee must be paid for parking between 7:30 am and 6:00 pm. Employees who insist on parking in the retail core would have to pay $10 or more per day, enough of a disincentive to make nearly all of them go to longer term parking in adjacent areas. Figure 3AF below shows the recommended retail core boundary, substantially reduced from the current two-hour boundary. Again the boundary should be seen as subject to refinement, based on experience and business community input.

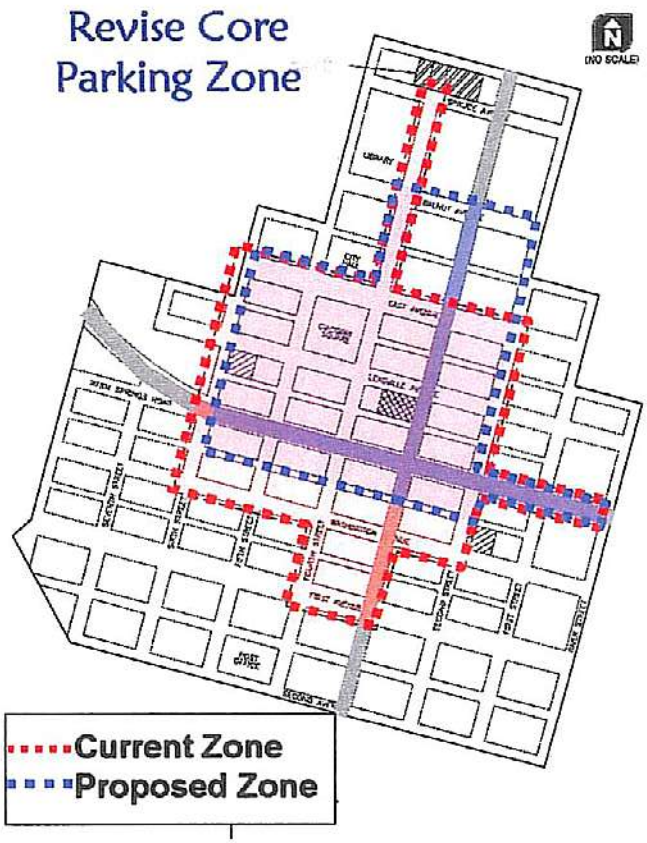
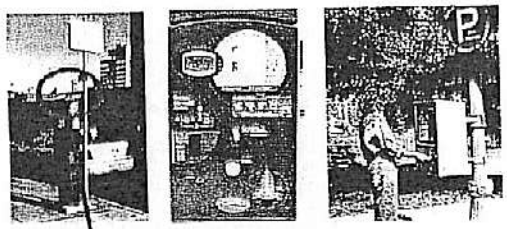


Figure 3.AF: Proposed Retail Core Fee Parking Area (In Blue)

Parking Fees?

Many Similar Towns Have Them:

- Aspen
- Telluride
- Vail
- Park City
- Jackson Hole

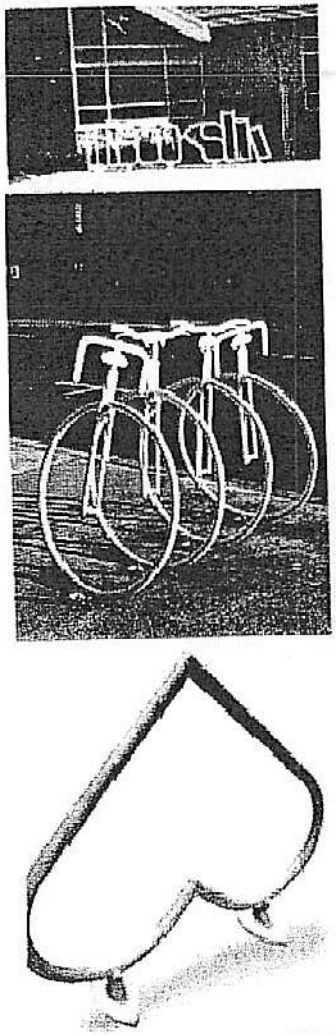


Solar Panel-Powered!

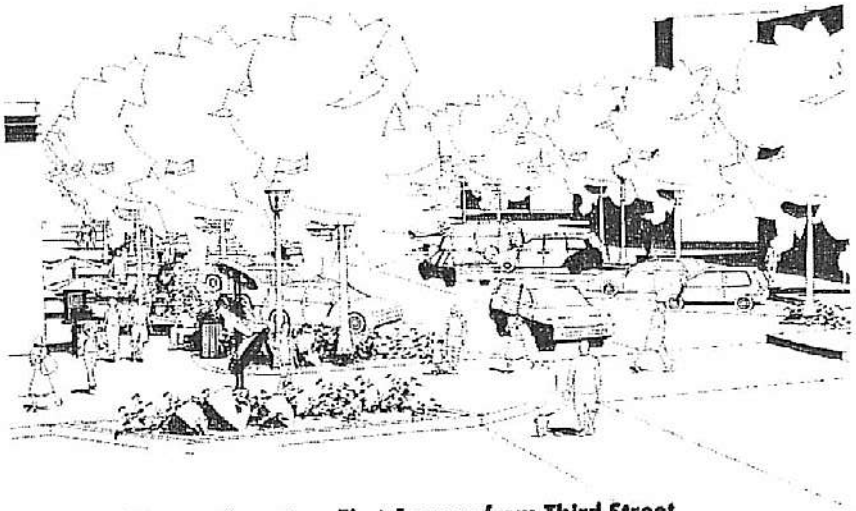
Shuttle Buses or Structured Parking?
The land cost for a Downtown parking unit is about $79,000. Structured parking units cost upwards of $35,000 per unit. At these costs, it is far more practical to invest in shuttle buses and lease or purchase peripheral lots outside the Downtown.

- Long-term parking should be enhanced and promoted. Areas adjacent to major Downtown destinations should be primary parking areas for employees. In addition, peripheral parking lots and some structured parking should be organized to host long-term residential parking and visitors with recreational vehicles. A River Run lot could be a prime target for such parking. Such locations should be supported by a shuttle system.
- Overnight parking should be allowed for Downtown residents, by permit only. To obtain a permit, residents must review overnight parking requirements, including either: 1) the need to use alternating sides of the street during the winter (snow) season, or 2) the need to parking outside Downtown streets during declared snow removal periods ("snow emergencies"). This will enable road crews to provide snow removal services. Permittees will be required to dig out their own cars during heavy snow periods and will be subject to towing and a fine if they disobey overnight parking regulations.
- Better directional signage and educational brochures will be created to promote the parking system.
- The City will monitor the new parking system closely. Refinements will be made as necessary to make it work most effectively.
- Improved street lighting will make parking more safe and accessible. In a community where some employees leave work part of the year in the dark, better lighting isn't just helpful, it's essential. Visitors will greatly benefit as well. As part of DMP street improvements, better lighting will be installed throughout Downtown in the very near future.
- Safety-oriented landscaping will be installed and maintained around parking lots to ensure parking areas are highly visible and safe for pedestrians.
- More 'Rewards' will be installed along walking corridors from parking areas to Downtown activity centers. Sidewalks, benches, public art, information kiosks and other amenities will make walking more attractive and enjoyable.
- The City will work with the Chamber and news media to educate and engage businesses regarding parking system improvements. The improvement effort will be a collaborative one. Economics, customer goodwill, and self-help will be key educational themes.

Figure 3AG: Bike racks will be broadly distributed and accessible. Creative design will make them a positive part of the pedestrian



- "Moral Contracts" will be distributed to Downtown businesses to enhance education on parking priorities and to establish moral commitments to support the system. A sample "Moral Contract," which has been effective in other towns, is provided in Appendix 1.
- Carpooling will be encouraged with preferential carpool spaces closest to the core.
- Diagonal parking units will be changed to back-in access. Transportation experts agree that back-in diagonal parking is better then back-out. There is better visibility entering traffic. Loading and unloading trunks occurs from the sidewalk rather than the street.
- Bicycling will be given a much higher priority Downtown. Bicycle routes will be improved and signed. Bike racks, like those in Figure 3.AG, will be more plentiful, better located, and more accessible. Priority bike routes will include bike lanes. All downtown streets and avenues will accommodate bikes. (This will be more difficult on any potential one-way streets, where dense diagonal parking on both sides will make bicycles harder to see.)



Back-in Diagonal Parking

Looking northwest up First Avenue from Third Street

Action: Public workshop to outline, refine parking system.
Responsibility: City
Timing: October, 2006 *Priority:* High

Figure 3.G: (Repeated for ease of reference) **Potential Additional Onstreet Parking Units** if the street corridors highlighted in green were changed to one-way and diagonal parking was provided on either side of the street.

Additional Units:

6th:	+ 69
2nd:	+ 59
River:	+ 39
Leadville:	+ 69

Total~+231

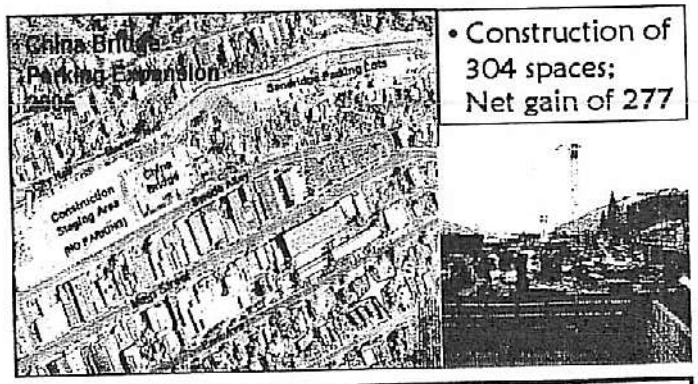
The cost of creating new parking units is generally very high. Supply-demand analysis indicates there are few places in the Downtown that justify the very high cost of structured parking. For example, a one-hundred unit garage would cost about $3.5 million, according to local developers who have recent experience and reliable figures.

A low cost alternative for providing additional parking units immediately exists. The alternative, which carries both benefits and problems, is to change a few streets into one-way corridors. By having just one lane, enough space would be freed up to place diagonal parking on both sides of the street. Diagonal parking provides about double the units that parallel parking systems do. As noted elsewhere in the DMP, four streets are candidates: Sixth, Second (Street), River and Leadville (Avenue). Per Figure 3.G (repeated at left for ease of reference), a net increase of about 230 units would occur if all four corridors switched to one-way. At $35,000 per unit (for structured parking), this is the equivalent of $8.1 million in parking. Leadville is a particularly attractive candidate because it would provide 69 units in districts which have a shortage. Combined with Second Street (the east half), about 110 additional units would be made available in quadrants 1 and 4.

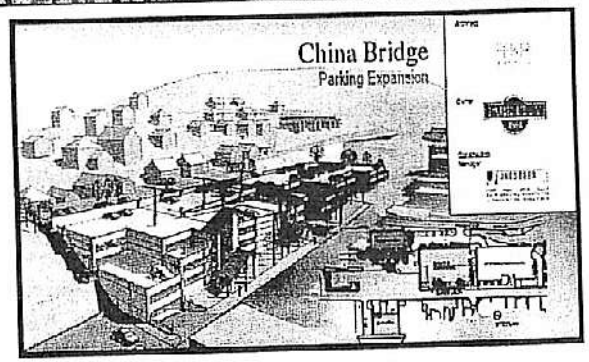
The advantages of more and cheap parking must be weighed against disadvantages. First, the community tried one-way streets in the past and didn't like them. Second, one-way streets make circulation and wayfinding more difficult. Third, this greater difficulty can translate into a decline in business (though this is hard to substantiate). Fourth, one-way streets are really little more than parking lots – an ugly trait Downtown has in abundance and which DMP supporters are trying hard to change.

Action: Reconsider One-way Street Options a Year After Implementation of Parking System Refinements
Responsibility: City
Timing: March, 2008 *Priority:* High

Park City, Utah Parking Structure



- Construction of 304 spaces; Net gain of 277



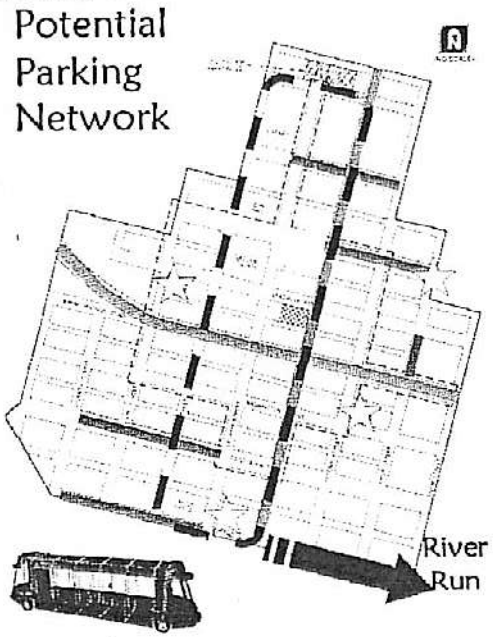
Ultimately, this is a question for the community. More discussion and education is needed. In a recent public meeting straw poll on the question of one-way streets to increase parking, there was no majority. Negatives slightly outweighed positives at 46% against to 32% in favor. Twenty-two percent were neutral.

Many people in the community believe structured parking should be constructed immediately. Supply and demand analysis indicates that the parking shortage in some areas is less than many perceive. Further, there is strong evidence nationally that an improved transportation system will substantially reduce the supply-demand imbalance. In this context, it is difficult to endorse large-scale spending on structured parking or one-way streets. Before such investment is pursued, it would seem appropriate to test limited one-way streets to increase parking temporarily while the transportation system is strengthened.

Given the high cost of Downtown land, an important structured parking tool is subsurface parking under existing streets. The City owns the streets so land cost is zero. Construction cost is higher due to excavation. However, nearly any parking structure outside the right-of-way would have underground parking included as well.

Most cities locate structured parking adjacent to key destinations, NOT inside the destination area itself. In Ketchum, the goal for the retail core is to make it a pedestrian-priority area. Creating parking beneath the street means creating access points inside this key subdistrict. While this possibility isn't abhorant, it is not preferred. A preferred alternative would be to locate subsurface parking very close by. East Avenue south of Sun Valley Road appears to be a good location. The avenue is one hundred feet wide, improving circulation options in the parking below. It is highly visible from Sun Valley Road and just across the street from the retail core. In addition, anticipated private housing construction provides the possible opportunity of sharing access ramps, lowering the average construction cost and raising parking unit efficiency.

Figure 3.AI: Potential Parking Network. Stars denote possible structured parking buildings. Orange bars identify under-street parking garage opportunities (with $0 cost of land). The blue dashed line show s a potential shuttle bus route, linking Downtown with River Run and other peripheral parking lots.



Aspen, Colorado
Parking Structure

Given pedestrian priorities and findings related to parking supply and demand, the following recommendations are offered for subsurface parking under streets. If the City determines that additional structured parking is desirable, it should begin with East Avenue, south of Sun Valley Road to 1st Avenue. This would provide roughly 125 units.

Other potential locations, illustrated in Figure 3.AI, page 19:

1. East Avenue, north of Sun Valley Road to 5th Avenue, possibly including two blocks of Fourth Street and the area beneath the City parking lot and Mountainwest Bank. This concept was proposed in the mid-1990's, with an estimate 619 parking stalls produced in a two-story underground system. With an LID to help pay the way, the project would have required an annual subsidy from a proposed Business Improvement District to break even. Construction costs have doubled since then. A major concern about this concept is the amount of time that the area would be under construction and very difficult to access. While the issue is debatable, there is the question of whether or not surrounding businesses could survive the construction period.
2. Walnut Avenue north of Sun Valley Road. This two block segment may provide about 100 units.
3. Walnut Avenue south of Sun Valley Road. This two block segment may provide up to about 100 units.
4. First Street between Main and Leadville. Private development along this segment may be combined with under-street parking to improve circulation efficiency. The performing arts facility to the south also creates periodic demand that would benefit from additional parking inventory in this area.
5. First Avenue from Fourth Street to Seventh Street. This area is within a short walking distance of the retail core.
6. Second Avenue from Fourth Street to Seventh Street. This segment is adjacent to the Simplot lots. The proposed Sun Valley Center for the Arts will have underground parking. If linked to underground street parking, the two could share ramps and improve both efficiency and average unit cost.
7. Post Office parking lot. This site is well suited for structured parking given its topography. Combined with affordable workforce housing above, it would

become a high priority development for the City if the Post Office were amenable to the concept.

8. The other starred sites on in Figure 3AH, previous page, have potential for structured parking combined with affordable workforce housing. The City is currently evaluating these sites.

Action: City Council workshop on structured parking: set staff direction on future parking structures. This action should be on hold until the city has time to critically evaluate the impacts of other transportation management options on parking.
Responsibility: City Planning Staff
Timing: January, 2008, review conditions to determine workshop timing
Priority: Moderate

"Be Prepared"
The City of Ketchum is actively improving its infrastructure and streets. Utilities, sewer and water lines are being located along key routes so that if subsurface parking structures are desired in the future, there won't be anything in the way.

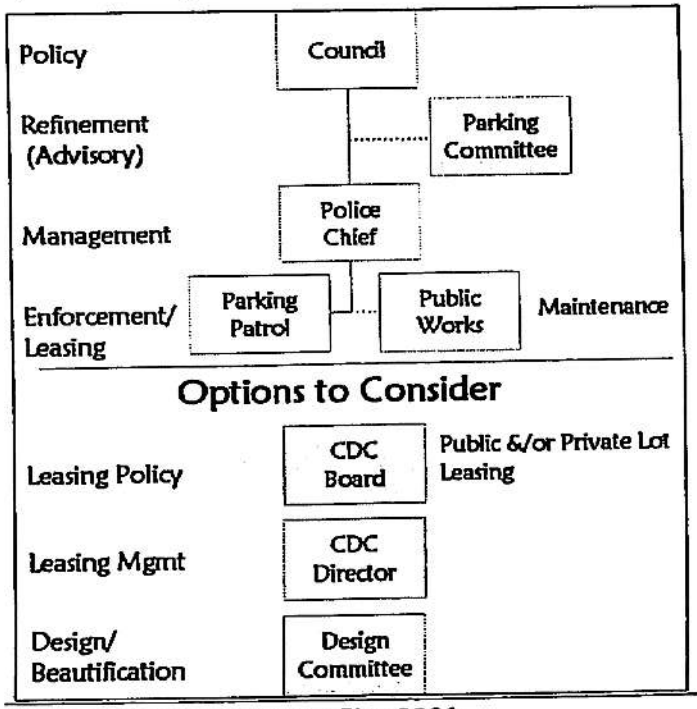
2. Improved Organization

A well organized Parking Network should include:

- System of onstreet units, well designed and regulated
- System of offstreet parking around the edges of Downtown activity centers
- System of periphery lots for long-term parking and recreational vehicles
- A Downtown shuttle system
- Pedestrian walkways designed and maintained to encourage walking

All of these elements are addressed in the DMP. In addition, the City needs a parking committee to oversee implementation, maintenance and monitoring of the parking system. The committee, with membership including stakeholders in its success, also would educate the public about the parking system, its use, and value.

Figure 3.AI: Recommended Organization Chart for Parking System Management



Per Figure 3.AI at left, City Council will set parking policies. Council will be advised by the Parking Committee, including a staff member from the City Planning Department. Parking management will be overseen by the Police Chief, with enforcement coming from the Parking Patrol and maintenance coming from the Street Department (conceptually, public works).

Parking management will include leasing individual parking spaces and beautification that could be aided by participation on the team of a nonprofit entity like the Community Development Corporation. Leasing would occur on parking structures or lots where employees and residents are encouraged to park throughout the year. The CDC could take responsibility for leasing, recommending leasing policy, leased parking management, and parking area aesthetic improvements (e.g., public art).

Action: City Council sets organization policy for parking system management
Responsibility: City Council
Timing: Winter, 2006 *Priority:* High

Section 4
Organizational Development

A. DMP Implementation Team Overview

The Downtown Master Plan addresses a broad array of issues and tasks. Collaboration is the key to successful completion of DMP elements. Collaboration, however, isn't enough. For as many as two decades, the community has been infighting about most key development issues. The result often has been a paralysis regarding action. Two things are needed to break this trend:

1. A willingness to take action despite resistance from vocal minorities. Indeed, a number of citizens have noted that Ketchum has been subject to minority rules during this critical period.
2. A genuine commitment to community-based planning and action. Sometimes called participatory government, this approach gives citizens both a voice in the future and an opportunity to learn. Good experience supports the concept, "An informed majority will make a good decision." For this to work, good effort must be made to get information to and from a majority of citizens.

Ketchum's leadership is deeply committed to action and to participatory government. Most citizens appear to be anxious for real action to occur. The time, the leadership, the community, the need are right for change from the recent course. Now, a new partnership must be forged to connect the public, the public sector and business as a well organized team.

As in any good team, different specialists are needed to succeed. Toward this end, the City recently established an Urban Renewal Agency and a Community Development Corporation. Together, the City and these two entities will provide most of the leadership and resources to implement the Downtown Master Plan. Figure 4.A provides a brief outline of the various roles each can perform. Table 4.1

What is a CDC?

The term CDC refers to a type of non-profit entity known as a "community development corporation". Although there is no established legal definition for CDCs, they are characterized by their community based leadership and their work primarily in housing production and/or job creation. This is what differentiates them from other types of non-profit groups.

CDCs are formed by residents, small business owners, congregations and other local stakeholders to revitalize communities. CDCs typically produce affordable housing and create jobs for community residents. Jobs are often created through small or micro business lending or commercial development projects. Some CDCs also provide a variety of social services to their target area.

According to a national census of CDCs conducted by NCCED in 1998, there are an estimated 3,600 such groups across the United States. Since the emergence of the first CDCs in the late 1960s, they have produced 247,000 private sector jobs and 550,000 units of affordable housing.

Community Development Corporations

Community Development Corporations started as an institution in the late 1960s with Senator Robert Kennedy's efforts to help inner city communities address the range of problems associated with economic and political exclusion. Though CDCs initially engaged in a broad array of activities from block organizing to economic development and job services to affordable housing development, during the 1980s they developed an almost exclusive focus on housing.

Recent developments, however, have encouraged a reemergence of interest in the broader capacity of CDCs to direct community revitalization. Decreased federal funding for economic development, welfare reform and the resulting need for increased job creation, evident islands of poverty in the landscape of economic recovery, and other forces have provided the impetus for CDCs to start organizing their communities, run economic development programs and launch venture capital funds. Combined with the successful experience of a handful of CDCs that remained true to their historic comprehensive approach, this new movement has tremendous potential to change the striated economic landscape of our metropolitan areas.

CDCs, by their design, even by definition, are based in the community; most have a membership open to residents or workers within a geographically limited area, and all but a few have a board of directors resident (either living or working) in the community. This structure makes them an ideal force to root economic capital within a neighborhood.

One of the most exciting possibilities, though still a fairly small component in most efforts, is the emerging practice of CDC ownership and operation of business activities. Among the benefits are the obvious capacity to root capital, generate revenues and recirculate money locally. More enticing to many CDCs are the possibilities of both providing jobs and a service to the community through such activities as owning grocery stores or construction companies.

Source: http://www.ncced.org/ncced/

Figure 4.A: Recommended Roles for the City, URA and CDC in Downtown Revitalization

Recommended Roles of Three Organizations in Ketchum Downtown Revitalization
Urban Renewal Agency, Community Development Corporation, City of Ketchum

Urban Renewal Agency

Planning
Urban Renewal Plans

Physical Improvements
(In Urban Renewal District Only)
(Must be Linked to URA Purpose)
Infrastructure/Utilities
Public Parking
Beautification, Streetscaping
Demolition & Rehab of Existing Bldgs.
Public Open Spaces
Public Restrooms
Circulation/Streets
Wayfinding
Gateways

Land Assembly (for...)
(In Urban Renewal District Only)
(Must be Linked to URA Purpose)
Land Acquisition, Afford'le Housing/Retail
Public Open Spaces & Streetscaping
Circulation & Parking
Provision of Infrastructure

Financing/Funding Projects
Revenue Allocation Financing
Bonding
Donations (Public & Private)
Revenue from Projects (Taxable)
Grants (Very Limited)
Note: Primary Roles are Identified in Italics

Other
Sell Property

Community Development Corp.

Planning
Business Plans

Physical Improvements
Affordable Housing Construction
Affordable Retail Construction
Economic Facilities Construction
Public Plazas

Land Assembly (for...)
Land Acquisition, Affordable Housing/Retail and Related Purposes

Financing/Funding Projects
Grants
Donations/Fundraising
Community Dev't Financial Institu'n
Traditional Borrowing
Revenue from Projects
Revenue from Services

Other Programming
Implementation of Economic Development Programs: Business Retention; Recruitment
Public Art

Other
Sale & Rental of Affordable Housing
Sale & Rental of Affordable Retail

City of Ketchum

Planning
Comprehensive Plan

Physical Improvements
(City-wide)
Infrastructure
Streets
Maintenance
Public Parking
Public Open Space
Beautification
Public Restrooms

Land Assembly
(City-wide)
Public Open Spaces
Circulation & Parking
Provision of Infrastructure
Government Facilities

Financing/Funding Projects
City General Fund; CIP
Bonding
Grants, e.g., CDBG (Very Limited)
Donations (Public & Private) (Very Limited)
Revenue from Projects

Other
None

Note: Primary Roles are Identified in Italics

specifies the anticipated integration of leadership, shared leadership and support roles for specific anticipated actions. Note that one of the primary roles of the CDC is to lead in the construction of affordable workforce housing. A goal of 400 units was set by City Council in February, 2006. CDC will work closely with the City and URA to address this goal. Public property already in hand will be a key focal point for new construction.

Table 4.1: Primary Tasks for the City, URA and CDC in Downtown Revitalization

PRIMARY TASKS	City	URA	CDC
DMP Implementation	Lead	Shared	Shared
Affordable Workforce Housing	Support	Shared	Shared
Downtown Design	Support	Shared	Shared
Physical Improvements			
a) CIP	Lead	Support	Support
b) Construction			
1. Streetscape	Support	Lead	Support
2. Town Center	Support	Lead	Support
3. 6th and Leadville	Support	Lead	Support
4. 1st and Washington	Support	Lead	Support
5. Park and Ride	Support	Lead	Support
6. 4th Street	Support	Lead	Support
7. Misc. CIP projects	Support	Lead	Support
Heritage Preservation	Support	Support	Lead
Arts & Culture Development	Shared	Support	Shared
Technical Assistance	Support	Support	Lead
Business Development			
1. Affordable retail	Support	Support	Lead
2. Business Information and Resource Clearinghouse	Support	Support	Lead
3. Education, Environmental, Arts Institution Recruitment	Support	Support	Lead
Organizational and Team Development			
Management of CDC	Support	Support	Lead

SECONDARY TASKS	City	URA	CDC
Community Issues Education	Support	Support	Lead
Alternate Transportation Development	Support	Shared	Shared
Alternative Energy Development	Support	Shared	Shared
Sustainability Tools & Systems For Community Development	Support	Support	Lead

It is impossible to prepare a comprehensive list of all potential team members in the DMP implementation process. Practically every community organization and many regional entities have roles to play. The City should emphasize outreach and collaboration to engage as many organizations and citizens as possible. Key organizations for the team include:

- Chamber of Commerce and the business community as a whole
- Downtown Taskforce
- Blaine Ketchum Housing Authority
- Ketchum Area Rural Transit
- Rotary and Other Service Clubs
- American Institute of Architects local chapter
- Historic Preservation Commission
- Environmental Community
- Sun Valley Center for the Arts
- NexStage
- City of Sun Valley

- City of Hailey
- City of Bellevue
- Blaine County
- Sun Valley Company

It is recommended that a monthly roundtable luncheon be hosted by City leadership to bring these and other interested entities together for updates and brainstorming on DMP implementation. This communication vehicle will go far in strengthening the team.

Action: Establish tradition of monthly roundtable DMP luncheons to update and brainstorm DMP implementation.
Responsibility: Mayor
Timing: August, 2006 *Priority:* High

B. Downtown Regulatory Refinements

In addition to the form-based code, three essential additions to the City's regulatory tools are needed to successfully implement the DMP. The first, Inclusionary Zoning, will foster construction and continuity in Affordable Workforce Housing, one of the City Council's top priorities. The second, Transfer of Development Rights, will support heritage preservation and ensure that the traditional character of Downtown Ketchum will continue to exist in substantial depth. The third is special consideration of hotel development, a high priority for sustaining tourism. These elements and the code need to be dealt with as a cohesive set of related issues at the same time and in the same process. The City is currently working to refine and integrate these issues so that they may be taken to the public for consideration in the very near future.

Section 5
Economic Development

A. Overview

The Downtown Master Plan is focused on issues that the public sector can successfully and appropriately address. The City does not see itself as in charge of economic development, but rather as a partner in this important process. Entities like the Chamber of Commerce, the Downtown Taskforce, and Region IV should be active guides in local and regional economic development programming.

Those areas where the City can justifiably take a strong leadership role are those which the private sector clearly will not or cannot. These include:

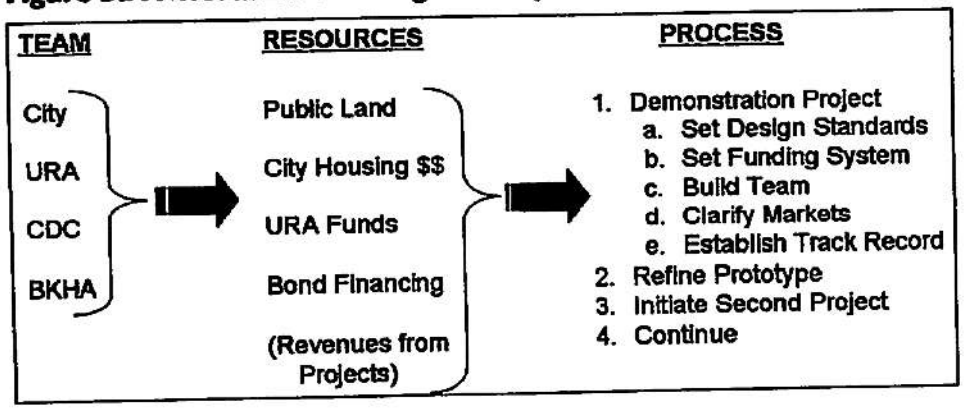
a. Affordable Workforce Housing
b. Physical Improvements to Support Small Business Development
c. Strategic Business Recruitment

The City will encourage the Community Development Corporation to participate in addressing these programs. This section addresses specific means to succeed.

a. Affordable Workforce Housing

The City of Ketchum has established an Affordable Workforce Housing team to guide this effort. Primary work will be the construction of four hundred dwelling units in no more than ten years. The team consists of the Mayor, City Planning Department staff, Urban Renewal Executive Director, and CDC Executive Director. The Blaine Ketchum Housing Authority will assist.

Figure 5.A Affordable Housing Development Team, Resources &



Team roles are:

- Mayor: Team Leader
- UR Executive Director: Project Manager, Engineering (through City Engineer), Infrastructure Planning.
- CDC Executive Director: Best Practices; Project Integration with other DMP Programs, Housing Unit Sales Coordination.
- Planning Department Staff: Research, Project Review for Consistency with Code and Comprehensive Plan.
- BKHA: Buyer Identification, Application Management, Buyer Approval, Buyer Inventory, Long-term Oversight of Housing Units to Ensure They Remain in "Affordable" Inventory.

Figure 5A above outlines resources and general affordable workforce housing development process. Note that upon approval of the DMP and the Form-based Code, the first goal is to initiate a demonstration project with public participation to help set design standards and strengthen the team's capacity to undertake multiple projects over time. This project will enable the community to see the benefits this type of project can bring to Ketchum.

b. Physical Improvements to Support Small Business Development

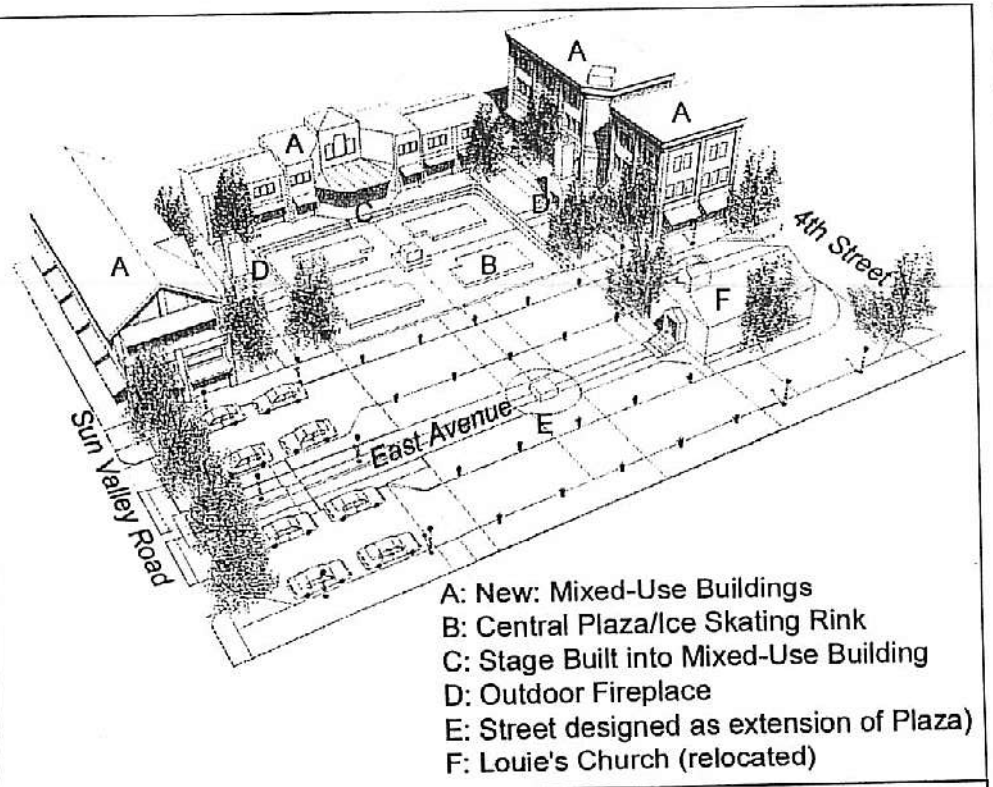
The DMP as a system is organized to support small business development, including retail. Target markets are consistent with Chamber of Commerce priorities:

- Mountain sports enthusiasts
  - Baby boomers
  - Expanded focus on 30-50 age group
  - Minor emphasis on 18-29 age group
- Heritage tourists
- Eco-tourists
- Small conferences
- Arts events participants

The various physical improvements proposed in the DMP are consistent with serving these markets. One of the greatest needs, however, for small business development is not being met. This is affordable retail space. The vast majority of retail units are large (1000 square feet or bigger) and, consequently, expensive since rents are calculated on a per square foot basis.

The City should undertake a series of affordable workforce housing projects and development of a City Plaza. Very small retail spaces (400-600 square feet) could be incorporated into their design (when the location is appropriate). Small spaces would provide startup retailers or others who want to test the local market to obtain affordable space. This size of unit would not significantly compete with the private sector. In fact, the space would probably be leased at current market rates.

In effect, these units would become retail business incubators. Combined with technical support from the Chamber and CDC, the combined incentive should draw a significant number of entrepreneurs. The additional density of businesses will contribute to the collective draw of Downtown retail – a critical need at this time.



Very small retail spaces should be designed into the Central Plaza complex at 4th Street and East Avenue. These spaces will help grow startup retailers into larger storefronts and will add greatly needed retail density to the Downtown.

Very small retail business space will need to be part of the feasibility analysis for each City affordable workforce housing and plaza project. Subject to feasibility, this program should be a high priority.

Another form of business support is technical assistance. Ketchum needs a clearinghouse for business information, such as business education programs, financial assistance, and market research. The Chamber of Commerce recently began investigating means to provide this clearinghouse service for local businesses.

It is important for a specific entity to provide formal business retention services. The Chamber appears to be well suited for this role. If the organization decides it cannot pursue this effort, the CDC should be requested to expand its initial scope of work in this direction.

c. Strategic Business Recruitment

Again, the City does not see itself as the leader for strategic business recruitment. However, in partnership with the CDC and Chamber, the City can play a strong support role in this effort.

The primary goal of recruitment is to diversify the economy in ways complementary to the existing business sector. Currently, there are three clear recruitment targets that appear to fit this intention: education, arts institutes and environmental institutes. The City will collaborate with the CDC on this effort as soon as the new organization is staffed and operating. For further reference on strategic recruitment, refer to the DMP Framework.

Section 6
DMP Five Year Action Plan

A. Key Projects and Program
B. Action Tables
C. Resource Development System
   a. Organization for Resource Development
   b. Key Potential Resources
   c. Inventory of Potential Resources (Appendix 2)
   d. Ketchum Reader: Information on Key DMP Issues

[[This Section will be completed by July 21, 2006 after review by City staff. The action plan will be the combined actions specified throughout the DMP text.]]

Appendix 1

Moral Parking Contract Sample

Downtown Ketchum
Parking Resolution & Cooperative Agreement
July, 2006

SUBJECT OF RESOLUTION: Cooperative Agreement to Help Ensure Employees Refrain From Using Customer Parking in Downtown Ketchum

SUBMITTED TO: All Downtown Employers, Employees and Property Owners

SUBMITTED BY: City of Ketchum & ...

Whereas we the merchants, business people, employees, and property owners of Sandpoint have a stake in the economic downtown vitality of Sandpoint, and,

Whereas we ***agree*** that available and accessible customer parking is fundamental to our mutual success in our businesses, and,

Whereas we ***recognize*** that stable employment depends upon the economic stability of our business community, and,

Whereas we ***realize*** that employees parking in customer parking areas negatively impacts the business and revenues of others, and,

Whereas we ***respect*** the value of private parking lots designated for customers and employees, and,

Whereas we ***acknowledge*** the importance of not willfully hindering the rights of customers to available on-street parking,

Now Therefore, we the undersigned agree collectively and individually to:

Respect customer parking in the downtown core by not parking in customer parking areas during normal business hours;

Encourage our employees and neighbors to do the same;

Endorse City, Chamber & CDC efforts to improve both the quantity and quality of Downtown parking for all users;

Support the good and essential efforts of Ketchum Police Department to regulate Downtown parking;

Ensure we are part of the solution to Downtown Ketchum's parking challenges, not part of the problem.

By My Signature, I Endorse This Resolution & Cooperative Agreement

_____

_____

Appendix 2
Potential Resources

Potential Resources for Downtown Ketchum

The table at right will guide you through the extensive list of over 130 resources. Below you will find them organized type of resource: Federal (page A.2), State (page A.13), Local (page A.18) and Private (page A.2)). In the table you can identify resources by project type as needed. The **bolded** resource numbers may be more applicable to Ketchum projects.

	Resource Type			
Program Areas	Federal	State	Local	Private
Organizational Development and Technical Assistance	F2 F3 F4 F5 F6 F15 F16 F18 F20 F21 **F22** F23 F24 F25 F28 F29 **F30** F33 F39 F40 F43 **F51** **F52** F53 F54	S6 S7 S8 S9 S13 S14 S19	**L2** L3 L8	P1 **P6** **P10** P11 P13 P14 P19 P20 P21 **P23** P25 P28 P29 P30 P32 P37 P43 P45 P46 P47 P49 P55 P56 P57 P59 P60
Affordable Housing	F1 F2 F5 F7 **F14** F20 F28 **F29** **F30** F32 F33 F37 **F48** F49 F50 **F55**	**S1** S15 **S20** **S21**	L1 L3 L4 L5	P2 **P6** P9 **P10** P23 **P16** P18 P19 P20 **P23** P28 P29 P30 P34 P39 P41 P43 P47 P49 P54 P56 P58
Infrastructure and Physical Improvements	F1 F2 F3 F4 F5 F6 **F8** **F9** **F10** F16 F17 F19 F20 F21 F22 F26 F45 **F52**	**S1** S2 S3 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 **S16** S18 S19	L1 **L2** L3 L4 L5 **L6** L7 L8	P1 P2 P3 **P6** P9 **P10** P11 P12 P13 P14 **P15** P16 P17 P18 P20 P27 P28 P29 P30 P34 P35 P38 P39 P40 P41 P42 P43 P44 P45 P46 P47 P49 P50 P51 P53 P54 P56 P57 P58 P59 P60 P61 P62 P63
Transportation and Parking Improvements	F1 F2 F3 F4 **F8** **F9** **F10** F11 F13 F14 F18 F22 F26 F40 **F51**	**S1** S2 S3 S4 **S5** S10 S16	L1 **L2** L3 L4 L5 **L6** L7 L8	P1 P11 P17 P19 P22 **P23** P24
Alternative Energy	F4 **F19** F20 F26 F31 F32 F38 **F46** **F47**	**S1** S16	L1 L3 L4	**P6** P11 **P16** P18 P19 P20 **P22** P23 P34 P37 P39 P41 P47 P48 P49 P56
Historic Sites and Preservation	F2 F3 F4 F5 F6 F7 F10 F11 F12 F14 F15 F16 **F17** F18 F21 F31 F33	**S1** S6 S7 S10 S13 S14 **S16** S17 S18	L1 L3 L5 **L6** L7 L8	P1 P2 P3 **P6** **P10** P11 P12 P13 P14 **P15** P17 P18 P19 P20 P22 **P23** **P24** P25 P27 P28 P29 P30 P33 P41 P43 P49 P58 P60 P61
Culture and the Arts	**F34** **F35** F36 F44 **F45**	S6 S17		P1 **P6** P9 P12 P18 P19 P20 **P23** P25 P34 **P36** P43 P47 P52 P56 P58
Alternative Transportation/ Public Transit	F4 F8 F11 F19 F20 F26 F28 F29 F40	**S1** S2 S3 S4 S5 S7 S10	L1 **L2** L3 L4 L5 **L6** L7 **L8**	**P6** P9 **P10** P20 P22 **P23** P26 P39 P47 P48 P49 P58 P60

NATIONAL

F1. Rental Rehabilitation Grant

DESCRIPTION: Grant funding from the City to help renovate rental units occupied by low and moderate income families.
AMOUNT: This is a 40% matching grant. The City could fund up to $5,000-$15,000 per unit (a duplex could get up to $10,000).
REQUIREMENTS: Owners of rental property may apply. Tenants are not eligible.
SOURCE: U.S. Department of Housing and Urban Development, 208-334-1990 x 3007.

F2. EDA Economic Adjustment Program

DESCRIPTION: Helps state and local areas design and implement strategies for facilitating adjustment to changes in their economic situation that are causing or threaten to cause serious structural damage to the underlying economic base. Such changes may occur suddenly ("Sudden and Sever Economic Dislocation") or over time ("Long Term Economic Deterioration") and result from industrial or corporate restructuring, new Federal laws or requirements, reductions in defense expenditures, depletion of natural resources or natural disasters.
AMOUNT: Contact source.
REQUIREMENTS: Applicant may be a state, a city or other political subdivision, a designated Redevelopment Area, a community development corporation, or nonprofit organization determined by EDA to be representative of a Redevelopment Area. The area to be assisted must either 1) have experienced, or anticipate, a change in the economic situation resulting in the loss of a significant number of permanent jobs relative to the area's employed labor force and/or other severe economic impacts, or 2) manifest at least one of three symptoms of economic deterioration: very high unemployment, low per capita income, or failure to keep pace with national economic growth trends over the last five years.
SOURCE: Economic Development Administration, 208-334-1521

F3. Economic Development Administration (EDA) Loans and Grants

DESCRIPTION: Grants to communities for site preparation and construction of water and sewer facilities, access roads, railroad spurs, etc.
AMOUNT: Restricted to $10,000 per created job. Loan guarantees of 80% for loans equal to or greater than $600,000 for individual enterprises.
REQUIREMENTS: Individual enterprises must demonstrate they are unable to obtain financing through conventional means. Frequently combined with other funding sources (CDBG). Matching funds of varying proportions are required.
SOURCE: Economic Development Districts or Economic Development Administration, 208-334-1521.

F4. Rural Development Through Tourism

DESCRIPTION: The EDA has provided strategy grants to perform regional and local studies for assessing the feasibility of tourism activities. EDA has also provided public works grants for local public infrastructure necessary to accommodate tourism activity.
AMOUNT: Variable
REQUIREMENTS: Contact source.
SOURCE: Economic Development Administration, 208-334-1521.

F5. EDA Technical Assistance Program

DESCRIPTION: Provide technical assistance to local communities to assist in solving specific economic development problems, respond to developmental opportunities, build and expand local organizational capacity in distressed areas, and stimulate job and business growth in areas of high unemployment.

AMOUNT: Contact source.

REQUIREMENTS: Benefit areas of severe economic distress. Lead to near-term generation or retention of private sector jobs; be consistent with an EDA-approved Overall Economic Development Program; contact source.

SOURCE: Economic Development Administration, 208-334-1521

F6. EDA Technical Assistance Research Division

DESCRIPTION: Provide technical assistance to local communities to stimulate job and business growth in areas of high unemployment. EDA assists local communities in determining the feasibility of resource development; prepare women for roles as entrepreneurs; conduct national workshops on various aspects of the economy.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: EDA Technical Assistance Research Division U.S. Department of Commerce, 14th Street & Pennsylvania Avenue, N.W., Herbert C. Hoover Building, Room 7315, Washington, DC 20230. Contact: Director, (202) 482-4085; Economic Development Representative, Boise, ID, 208-334-1521.

F7. EDA Program for Economic Development Districts and Redevelopment Areas

DESCRIPTION: Grants support the formulation and implementation of economic development programs designed to create or retain full-time permanent jobs and income for the unemployed and underemployed in areas of economic distress.

AMOUNT: Contact source.

REQUIREMENTS: Eligible applicants are Economic Development Districts, Redevelopment Areas, organizations representing Redevelopment Areas

SOURCE: Economic Development Administration, 208-334-1521

F8. Transportation Equity Act - Surface Transportation Program

DESCRIPTION: The STP provides flexible funding that may be used by States and localities for projects on any Federal-aid highway, including the National Highway System, bridge projects on any public road, transit capital projects and intra-city and inter-city bus terminals and facilities. A portion of funds reserved for rural areas may be spent on rural minor collectors.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration via Idaho Transportation Department; contact Mary Gray, 208-334-1843.

F9. Transportation Equity Act - Interstate Maintenance Program

DESCRIPTION: The Interstate Maintenance (IM) program provides funding for resurfacing, restoring, rehabilitating and reconstructing (4R) most routes on the Interstate System.

AMOUNT: $100 million per year for fiscal years 1999-2003

REQUIREMENTS: Projects for 4R work (including added lanes) on any route or portion thereof on the Interstate System.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration via Idaho Transportation Department; contact Mary Gray, 208-334-1843.

F10. Transportation Equity Act – National Highway System

DESCRIPTION: This program provides funding for improvements to rural and urban roads that are part of the NHS, including the Interstate System and designated connections to major intermodal terminals.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: U.S. Dept. of Transportation – Federal Highway Administration via Idaho Transportation Department; contact Mary Gray, 208-334-1843.

F11. Transportation Equity Act – Technology Deployment and Education

DESCRIPTION: To significantly accelerate the adoption of innovative technologies by the surface transportation community.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: U.S. Dept. of Transportation – Federal Highway Administration via Idaho Transportation Department; contact Mary Gray, 208-334-1843.

F12. Transportation Equity Act – National Corridor Planning and Development Program and Coordinated Border Infrastructure Program

DESCRIPTION: To provide allocations to States and metropolitan planning organizations for coordinated planning, design, and construction of corridors of national significance, economic growth, and international or interregional trade.

AMOUNT: Contact source.

REQUIREMENTS: Eligibility for funds from the Corridor Program is limited to States and MPOs.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration via Idaho Transportation Department; contact Mary Gray 208-334-1843.

F14. Office of Community Services' Discretionary Grants Program

DESCRIPTION: To provide access for low-income people to employment and business development opportunities, and improving the integration, coordination, and continuity of the various Health and Human Services (and other Federal Departments') funded services potentially available to families living in poverty.

AMOUNT: Contact Source.

REQUIREMENTS: Eligible applicants are private, locally initiated, non-profit community development corporations (CDCs) governed by a board consisting of low-income residents of the community and business and civic leaders that have as a principal focus planning, developing, or managing low-income housing or community development projects.

SOURCE: Office of Community Services. Applications should be mailed to the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Grants Management/OCSE, 202-401-9345.

F15. National Heritage Area Act

DESCRIPTION: Encourages local, state, and federal governments to develop heritage areas.

AMOUNT: Contact Source

REQUIREMENTS: Contact source.

SOURCE: National Park Service, 208-364-4100.

F16. National Park Service Technical Assistance

DESCRIPTION: Provides technical assistance and/or staff to assist in historic preservation, interpretation, and/or recreation.

AMOUNT: Contact Source

REQUIREMENTS: Contact source.

SOURCE: National Park Service, 208-364-4100.

F17. Preservation Tax Incentives for Historic Buildings

DESCRIPTION: A part of the Tax Reform Act of 1986, this act establishes; (1) a 20% tax credit for the substantial rehabilitation of historic buildings for commercial, industrial and rental residential purposes, and a 10% tax credit for the substantial rehabilitation for nonresidential purposes of buildings built before 1936; (2) a straight-line depreciation period of 27.5 years for residential property and 31.5 years for nonresidential property for the depreciable basis of the rehabilitated building reduced by the amount of the tax credit claims.

AMOUNT: Variable

REQUIREMENTS: The 10% tax credit is not available for rehabilitation of certified historic structures, and owners who have properties within registered historic districts and who wish to elect this credit must obtain certification that their buildings are not historic.

SOURCE: U. S. Department of the Interior, National Park Service and National Conference of State Historic Preservation Offices. Call Idaho State Historic Preservation Office, 208-334-3861.

F18. SBA Microloan Program

DESCRIPTION: SBA has made funds available to non-profit organizations for the purpose of lending to small businesses. Money borrowed under this program can be used for the purchase of machinery and equipment, furniture and fixtures, inventory, supplies and working capital. Funds may not be used to pay existing debts.

AMOUNT: Under this program, loans range from less than $100 to a maximum of $25, 000, averaging about $10,000. A microloan must be paid on the shortest term possible - no longer than six years - depending on the earnings of the business. The interest rate on these loans cannot be higher than 4% over the New York prime rate.

REQUIREMENTS: Virtually all types of businesses are eligible for a microloan. To be eligible, your business must be operated for profit and fall within size standards set by the SBA. A microloan must be paid on the shortest term possible -- no longer than six years -- depending on the earnings of the business. The organization must at least take as collateral any assets that are bought with the microloan.
SOURCE: U.S. Small Business Administration, 208-334-9641.

F19. The Forest Service Rural Community Assistance Program
DESCRIPITON: Provides assistance to rural communities dependent on natural resources to develop strategies and implement projects which result in community capacity building and long-term social, environmental, and economic sustainability.
AMOUNT: Planning grants are limited to $5,000 with project implementation grants limited to $20,000.
REQUIREMENTS: Contact source.
SOURCE: United States Forest Service; contact, Julie Thomas 208-737-3262.

F20. Cooperative Extension Service (CES) Community Development Technical Assistance Programs
DESCRIPTION: Provide educational and technical assistance to communities on the issues critical to the economic, social, and environmental progress of communities. Cooperative Extension Service (CES) programs assist communities to: Build human capital; improve economic competitiveness; conserve and manage natural resources; assist and promote family and economic well-being; improve nutrition, diet, and health; revitalize rural America; improve and promote water quality.
AMOUNT: Contact source
REQUIREMENTS: Contact source
SOURCE: (CES) U. S. Department of Agriculture, South Building, Room 3909, 14th Street & Independence Ave. S.W., Washington, DC 20250. Contact: Marvin Kenyha (202) 720-7947.

F21. Economic Research Service (ERS)
DESCRIPTION: Provide analysis, economic, and social information for measuring and improving the performance of agriculture and the quality of life in rural America. Produce economic and social science information as a service to the general public. Prepare research monographs, situation and outlook reports, professional journals, and computerized databases available for purchase 1-800-999-6779.
AMOUNT: Contact source
REQUIREMENTS: Contact source
SOURCE: ERS U.S. Department of Agriculture, 1301 New York Avenue, N.W., Washington, DC 20005-4788. Contact: Richard W. Long, Acting Director, (202) 219-0530.

F22. Rural Business Enterprise Grants (RBEG)
DESCRIPTION: Makes grants to finance and facilitate development of small and emerging private business enterprises outside the boundary of a city with a population of 50,000 or more and its adjacent urbanized area. Priority is given to applications for projects in open country, rural communities, and towns of 25,000 and smaller, and economically distressed communities.

AMOUNT: Variable. Funds may be used to facilitate the development of small and emerging private business enterprises. Costs that may be paid from grant funds include the acquisition and development of land, and the construction of buildings, plants, equipment, access streets and roads, parking areas, utility and service extensions, refinancing, fees, technical assistance, startup operating cost and working capital. Grants may also be made to establish or fund revolving loan programs.
REQUIREMENTS: Eligibility is limited to public bodies and private nonprofit corporations serving rural areas.
SOURCE: USDA-Rural Development State Office in Boise at (208)-378-5623.

F23. "Information Superhighway" Grants to Nonprofits and State and Local Governments
DESCRIPTION: The National Telecommunications and Information Administration (NTIA), Department of Commerce serves as the President's principal advisor on telecommunications and information policy. Through its Office of Telecommunications and Information Applications, NTIA administers four Federal assistance programs, including the Telecommunications and Information Infrastructure Assistance Program (TIIAP), to support the development of educational, economic, and cultural telecommunication services to the public. The TIIAP was created by the Congress in 1993 to promote the widespread use of telecommunications and information technologies in the public and non-profit sectors.
AMOUNT: Funds must be matched by contributions generated by the applicant.
REQUIREMENTS: Contact source.
SOURCE: Dept. of Commerce, NTIA/TIIAP; 14th and Constitution Ave., NW; Washington, D.C. 20230 (202) 482-2048.

F24. Rural Electrification Administration (REA) Loans & Grants
DESCRIPTION: The REA has a Rural Economic Development Loan and Grant Program that provides zero interest loans and grants to REA borrowers for the purpose of promoting rural economic development and job creation projects. Feasibility studies, start-up costs, and incubator projects can be included.
AMOUNT: Preference is to zero interest loans rather than grants.
REQUIREMENTS: Contact source.
SOURCE: Administrator, Rural Electrification Administration, Dept. of Agriculture, Washington, DC 20250; (202) 720-9540.

F25. Community Reinvestment Fund (CRF)
DESCRIPTION: A nonprofit organization that purchases development loans from community-based development organizations and government agencies. This secondary market function makes it possible for local communities and nonprofit organizations to raise money for new projects by selling their existing loans. CRF purchases a variety of loan types. In addition, CRF also offers contract portfolio management, portfolio review, training, and capacity building.
AMOUNT: Contact source.
REQUIREMENTS: Contact source.
SOURCE: Frank Altman; 2400 Foshay Tower; 821 Marquette Ave.; Minneapolis, MN 55402; 612-338-3050.

F26. Resource Conservation and Development

DESCRIPTION: To encourage and improve the capability of State and local units of government and local nonprofit organizations in rural areas to plan, develop and carry out programs for resource conservation and development. Technical and limited financial assistance is available only to RC&D sponsors within areas authorized by the Secretary of Agriculture for assistance. Grants are not available to individuals. Technical and limited financial assistance is available for the planning and installation of approved projects specified in RC&D area plans, for land conservation, water management, community development and environmental enhancement elements.

AMOUNT: Financial assistance funds are available for 25% (not to exceed $50,000) of the total cost of projects.

REQUIREMENTS: State and local governments and nonprofit organizations with authority to plan or carry out activities relating to resource use and development in multi-jurisdictional areas may be eligible.

SOURCE: State and field offices of the Soil Conservation Service via Idaho District, 208-365-4020.

F27. SCORE (The Service Corps Of Retired Executives)

DESCRIPTION: SCORE, sponsored by SBA, is comprised of 13,000 person volunteer program with over 750 locations nationwide. They provide technical assistance to small business owners, managers, and potential owners to solve operating problems through free one-on-one counseling and a wide variety of free or low-cost workshops.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: 1-800-634-0245, (202) 205-6762.

F28. Health and Human Services Community Services Block Grant (CSBG)

DESCRIPTION: Helps states, territories, and Indian Tribes fund services for low-income people including employment, education, and housing. Eligible groups receive funding to ameliorate the causes of poverty in their communities.

AMOUNT: Each year the Office of Community Services makes available up to $30 million for community economic revitalization and development activities.

REQUIREMENTS: States must pass 90% of their CSBG funds to eligible entities including community action agencies and other local organizations or organizations that serve migrant farm workers.

SOURCE: HHS State Assistance, Contact Bill Reily at (202) 401-5529.

F29. Office of Community Services Urban and Rural Community Economic Development – Operational Grants

DESCRIPTION: Funds are awarded for the purpose of providing employment and ownership opportunities for low-income people through business, physical or commercial development.

AMOUNT: Contact Source.

REQUIREMENTS: Eligible applicants are private, locally initiated, non-profit community development corporations (CDCs), governed by a board consisting of low income residents of the community and business and civic leaders which have as a principal purpose planning, developing, or managing low income housing or community development projects.

SOURCE: Office of Community Services, 370 L'Enfant Promenade, S.W. Washington, D.C. 20447; contact Thelma Woodland 202-401-5294

F30. Office of Community Services Pre-Development Grants

DESCRIPTION: Funds are provided to recently established CDCs which need funds for evaluating the feasibility of potential projects which address identified needs in low income communities, develop a business plan related to one of those projects, and mobilize resources to be contributed to one of those projects.

AMOUNT: Maximum grant award shall not exceed $75,000.

REQUIREMENTS: Eligible applicants are private, locally initiated, non-profit community development corporations (CDCs), governed by a board consisting of low income residents of the community and business and civic leaders.

SOURCE: Office of Community Services, 370 L'Enfant Promenade, S.W. Washington, D.C. 20447; contact Thelma Woodland 202-401-5294.

F31. National Center for Preservation Tech. & Training

DESCRIPTION: Awards grants for preservation and conservation programs devoted to training, technology and basic research. The purpose of the PTTGrants program is to ensure an effective and efficient system of research, information distribution and skills training in all the related historic preservation fields.

AMOUNT: $20,000 - 40,000

REQUIREMENTS: Contact source

SOURCE: 318-356-7444, NSU Box 5682, Natchitoches LA, 71497, www.ncptt.nps.gov

F32. U.S. Department of Commerce–Economic Development

DESCRIPTION: EDA works in partnership with state and local governments, regional economic development districts, public and private nonprofit organizations, and Indian tribes. EDA helps distressed communities address problems associated with long-term economic distress, as well as sudden and severe economic dislocations including recovering from the economic impacts of natural disasters, the closure of military installations and other Federal facilities, changing trade patterns, and the depletion of natural resources.

AMOUNT: Varies

REQUIREMENTS: Contact source

SOURCE: A. Leonard Smith, Reg. Dir. 206-220-7660, Ste 1856, Jackson Federal Bldg. Seattle WA, 98174, LSmith7@doc.gov, www.doc.gov/eda

F33. Rural Housing Service, Department of Agriculture

DESCRIPTION: Administers direct loans, loan guarantees and grants to provide housing rehabilitation and preservation funding, community facilities, such as libraries, child care centers, schools, municipal buildings, and firefighting equipment to Indian groups, nonprofit organizations, communities and local governments.

AMOUNT: Varies

REQUIREMENTS: Contact source

SOURCE: www.rurdev.usda.gov/rhs

F34. Department of Education

DESCRIPTION: Programs and grants supporting a wide range of activities that help prepare young people and adults for further education and successful careers. A total of $1.9 billion granted annually.

AMOUNT: Varies

REQUIREMENTS: Contact source

SOURCE: Office of Vocational and Adult Education, 4090 MES, 400 Maryland Avenue, SW, Washington, DC 20202, (202) 205-5451, www.ed.gov/offices/OVAE/grntprgm.html

F35. National Endowment for the Arts

DESCRIPTION: Provides national recognition and support to significant projects of artistic excellence, thus preserving and enhancing our nation's diverse cultural heritage. These guidelines articulate the agency's goals and commitment to support the core artistic and public service projects of organizations that are devoted to the arts.

AMOUNT: Varies

REQUIREMENTS: Contact source

SOURCE: 202-682-5700, 1100 Pennsylvania Ave NW, Washington DC, 20506-0001, http://arts.endow.gov/guide

F36. National Endowment for the Humanities

DESCRIPTION: NEH is an independent grant-making agency of the United States government dedicated to supporting research, education, preservation, and public programs in the humanities.

AMOUNT: Varies

REQUIREMENTS: Contact source

SOURCE: 202-606-8570, 1100 Pennsylvania Ave, Washington DC, 20506, www.neh.gov

F37. U.S. Department of Housing and Urban Development

DESCRIPTION: Various grant programs including Community Development Block Grants, HOME, PHAs, Fair Housing, and others.

AMOUNT: Varies

REQUIREMENTS: Contact source

SOURCE: (202) 708-1112, U.S. Dept. of Housing and Urban Devt., 451 7th Street S.W., Washington, DC 20410, www.hud.gov

F38. Department of Energy

DESCRIPTION: Variety of programs focused on science and research. Contact source or view webpage below for complete listing of funding opportunities.

AMOUNT: Varies

REQUIREMENTS: Contact source.

SOURCE: Daniel W. Drel, PhD. Comm. & Bus Prog. 301-903-6488, 19901 Germantown Rd, ER-72, Germantown MD, http://www.sustainable.doe.gov/management/financl.shtml

F39. FmHA Business & Industrial Loans
DESCRIPTION: The Farm Credit Administration (FCA) may provide financing for Businesses and Industries through the Bank for Cooperatives, Federal Land Banks and Production Credit Associations.
AMOUNT: $750,000
REQUIREMENTS: Contact source.
SOURCE: Community and Business Program, Farmers Home Admin.

F40. Department of Transportation
DESCRIPTION: Variety of programs for transit improvements and technical assistance. Contact source or view webpage below for complete listing of funding opportunities.
AMOUNT: Varies
REQUIREMENTS: Contact source.
SOURCE: Harold Peaks, 202-366-4062, http://www.dot.gov/ost/m60/grant/grelate.htm

F41. Department of Agriculture
DESCRIPTION: Variety of programs for business, community development, food security, research and education. View webpage below for complete listing of funding opportunities.
AMOUNT: Varies
REQUIREMENTS: Contact source.
SOURCE: http://www.usda.gov/nonprofi.htm

F42. Department of Commerce
DESCRIPTION: Variety of programs for economic development. Contact source or view webpage below for complete listing of funding opportunities.
AMOUNT: Varies
REQUIREMENTS: The preapplication allows communities to obtain a preliminary review of the project by EDA before undertaking the development of a full application. Community officials with project proposals contact EDA's Economic Development Representative (EDR) for the area. If the EDR determines that the project meets basic eligibility requirements, he/she will provide the organization with the appropriate forms and a copy of the current Notice of Funding Availability found in the Federal Register.
SOURCE: www.doc.gov

F43. Department of Labor
DESCRIPTION: Variety of aid programs in the form of technical assistance. Contact source or view webpage below for complete listing of funding opportunities.
AMOUNT: Varies

REQUIREMENTS: Contact source.
SOURCE: http://www.dol.gov/dol/oasam/public/grants/prgms.htm

F44. Institute of Museum and Library Sciences (IMLS)
DESCRIPTION: IMLS helps museums and libraries reach people of all ages, in all regions.
AMOUNT: Varies
REQUIREMENTS: Contact source.
SOURCE: www.imls.gov

F45. Interpreting America's Historic Places
DESCRIPTION: Planning grants for Interpreting America's Historic Places may be used by organizations to develop in detail the content and interpretive approach of projects prior to implementation. The "place" to be interpreted might be a single historic site, a series of sites, an entire neighborhood, a community or town, or a larger geographical region. The place taken as a whole must be significant to American history and the project must convey its historic importance to visitors. Applicants should already have defined the appropriate humanities content and themes in consultation with scholars and programming advisors.
AMOUNT: about $45,000
REQUIREMENTS: Any U.S. nonprofit organization with 501(c) tax exempt status is eligible, as are state and local governmental agencies. Grants are not awarded to individuals. Scholars must be included; and as appropriate, so too should museum educators or curators, librarians, or others with experience and knowledge of the humanities or the project's technical requirements. Most competitive proposals have a range of consultants whose expertise is suited to the project and who can incorporate diverse humanities perspectives.
SOURCE: National Endowment for the Humanities; NEH's Division of Public Programs at 202-606-8269 or via e-mail at publicpgms@neh.gov. Website: http://www.neh.gov/grants/guidelines/historicplanning.html#program.

F46. Farm Security and Rural Investment Act
DESCRIPTION: The USDA anticipates that this program will help farmers, ranchers and rural small businesses reduce energy costs and consumption and help the nation meet its energy needs. The program will also help support and stimulate rural economic development by helping agricultural producers and rural small businesses create new sources of income, to create new jobs, and to create new uses for agricultural products and wastes.
AMOUNT: Grant request must not exceed 25 percent of the eligible project costs. Renewable energy grants can range from $2,500 to $500,000. Energy efficiency grants can range from $1,500 to $250,000.
REQUIREMENTS: Projects must be for the purchase of a renewable energy system or to make energy efficiency improvements. Eligible renewable energy projects include systems that generate energy from wind, solar, biomass, or geothermal source or that produce hydrogen derived from biomass or water using a renewable energy source. Renewable energy projects can include the generation of electricity, heat, fuels, or hydrogen. Energy efficiency projects typically involve installing or upgrading equipment that results in a significant reduction in energy use from current operations. The project must be located in a rural area.
SOURCE: United States Department of Agriculture; Website: http://www.rurdev.usda.gov/rbs/farmbill/what_projects.html. E-mail:

oc.webteam@usda.gov.

F47. Clean Renewable Energy Bonds (CREBs)

DECRIPTION: CREBs deliver an incentive comparable to the Production Tax Credit ("PTC") that is available to private developers and investor-owned utilities ("IOUs"). A CREB is a special type of bond, known as a "tax credit bond," that offers cooperatives the equivalent of an interest-free loan for financing qualified energy projects for a limited term. Renewable energy generation projects that qualify for the Production Tax Credit generally qualify for CREB financing. Specifically, these projects include wind, closed-loop biomass, open-loop biomass (including agricultural livestock waste), geothermal, solar, municipal solid waste (including landfill gas and trash combustion facilities), small irrigation power and hydropower.

AMOUNT: Contact Source.

REQUIREMENTS: Entities qualified to issue CREBs include governmental bodies, Indian tribal governments, mutual or cooperative electric companies and clean energy bond lenders.

SOURCE: Russ Wasson, 703-907-5802 or Susan Pettit, 703-907-5822; http://www.nreca.org/Documents/PublicPolicy/CleanRenewableEnergyBonds.pdf

F48. Rural Housing and Economic Development (RHED)

DESCRIPTION: The purpose of the RHED program is to provide support for innovative housing and economic development activities in rural areas. There are five rating factors that will be used to evaluate and rate your application. They are: 1. Capacity of the Applicant and Relevant Organizational Experience 2.Need and Extent of the Problem 3. Soundness of Approach 4.Leveraging Resources 5.Achieving Program Results and Evaluation

AMOUNT: See Source

REQUIREMENTS: Eligible applicants are local **rural** nonprofit organizations and community development corporations, federally recognized Indian tribes, state housing finance agencies and state community and/or economic development agencies.

SOURCE: US Department of Housing and Urban Development (HUD); www.grants.gov or www.hud.gov For more info, contact Dorthera Yorkshire at Dorthera_Yorkshire@hud.gov

F49. Public Housing Neighborhood Networks

DESCRIPTION: The purpose of the PHNN program is to provide grants to public housing authorities (PHAs); to: (a) updated and expand existing NN/community technology centers; (b) establish new NN centers. This funding program provides grants to Public Housing Authorities (PHAs) to establish, expand and/or update community technology centers. Neighborhood Networks centers provide access to computers, computer training and the Internet. NN centers can also provide a wide range of services to help residents achieve long-term economic self-sufficiency.

AMOUNT: Contact Source

REQUIREMENTS: Public Housing Authorities are eligible to apply for this funding category.

SOURCE: US Department of Housing and Urban Development (HUD); www.grants.gov or www.hud.gov

F50. Green Communities Grants
DESCRIPTION: Green Communities™ offers grants to help cover the costs of planning and implementing green components of affordable housing developments, as well as tracking their costs and benefits. In the first year alone, Enterprise awarded $1.9 million in grants to 49 affordable housing developers, an amazing response to the Green Communities offer of funding.
AMOUNT: $50,000 maximum.
REQUIREMENTS: Open to 501(C)3 nonprofits, public housing authorities, tribally designated housing entities; for profit entities participating through joint ventures with qualified organizations. Rental housing developments that have at least 25 units reserved for renters with incomes below 60% of area median income. Homeownership developments that have at least 15 homes that will be sold to buyers with incomes below 80% of area median income.
SOURCE: Dana Bourland, Director of Green Communities and Enterprise Community Partners; Tel: 410-772-2516; Email: greencommunities@enterprisecommunity.org Web: http://www.enterprisefoundation.org/resources/green/index.asp

F51. University Transportation Centers
DESCRIPTION: The U.S. Department of Transportation requests proposals for the University Transportation Centers Program: Regional UTCs. DOT plans to establish and maintain one UTC in each of the ten standard federal regions. The purpose of the Centers is to advance U.S. technology and expertise in the many disciplines comprising transportation through the mechanisms of education, research, and technology transfer. $62.5 million expected to be available, 10 awards anticipated. Responses due 6/1/06.
AMOUNT: Contact Source.
REQUIREMENTS: The applicant's demonstrated commitment of at least $400,000. The location of the Center within the federal region to be served.
SOURCE: For more info, go to: http://utc.dot.gov/comp2006.html.

F52. Integrated Corridor Management
DESCRIPTION: The U.S. Department of Transportation requests applications for Integrated Corridor Management. The goal of this initiative is to develop and provide the organizational guidance, operational capabilities, and Intelligent Transportation System technical methods needed for effective integrated corridor management. $12.5 million expected to be available, 8 awards anticipated.
AMOUNT: Contact Source.
REQUIREMENTS: The Applicant must be a public sector agency, such as a state DOT, a transit agency, a metropolitan planning organization (MPO), or other such public sector agency. It is desirable that the public sector agency be one that deals with transportation issues on a regular basis. See Section III of the complete Request for Applications (RFA) package.
SOURCE: DOT Federal Highway Administration. Contact: Carl Rodriquez; Phone: 202-366-4240 E-Mail: carl.rodriguez@fhwa.dot.gov; Web: www.grants.gov

F53. NSF SBIR/STTR
DESCRIPTION: The National Science Foundation requests applications for the FY07 Small Business Innovation Research and Small Business Technology Transfer Programs Phase I (SBIR/STTR). This program seeks to stimulate technological innovation in the private sector by strengthening the role of small business concerns in meeting Federal R&D needs, increasing the commercial application of federally supported research results, and

encouraging participation by socially and economically disadvantaged and women-owned small businesses. Proposed project should provide evidence of commercial viability and meet an important social or economic need. Broad areas of interest include: Advanced Materials, Emerging Opportunities, Information Technology and Manufacturing Innovation.
AMOUNT: Contact Source.
REQUIREMENTS: Only companies meeting the definition of a small business concern may submit proposals.
SOURCE: Web: http://www.nsf.gov/publications/pub_summ.jsp?ods_key=nsf06553; Rosemarie D. Wesson, Program Manager and Solicitation Coordinator, Directorate for Engineering, Office of Industrial Innovation, 590 N, telephone: (703) 292-7070, fax: (703) 292-9056, email: rwesson@nsf.gov

F54. Partnerships for Innovation
DESCRIPTION: The National Science Foundation requests proposals for the Partnerships for Innovation Program (PFI). PFI stimulates the transformation of research and education into innovations that create new wealth, build strong local, regional and national economies and improve the national well-being. PFI proposals must be submitted by academic institutions, however, partnerships are required.
AMOUNT: $600,000
REQUIREMENTS: Limitation on the categories of organizations that are eligible to submit proposals: PFI proposals must be submitted by U.S. academic institutions located in the U.S., its territories, or possessions. Academic institutions include universities, colleges and two- and four-year community colleges.
SOURCE: For more info, contact Sara Nerlove at snerlove@nsf.gov or go to: http://www.grants.gov/search/search.do?mode=VIEW&oppId=8389.

F55. HUD SuperNOFA
DESCRIPTION: The U.S. Department of Housing and Urban Development has released their FY06 Notice of Funds Available, also known as the SuperNOFA. $2.2 billion is expected to be available for grants through 39 individual programs.
AMOUNT: Contact Source.
REQUIREMENTS:
SOURCE: HUD; Web: http://www.hud.gov/offices/adm/grants/nofa06/gensec.pdf (PDF 864 KB). To apply go to www.grants.gov

STATE

S1. Community Development Block Grants (CDBG)

DESCRIPTION: Provides partial funding for public infrastructure to support industrial and business expansion. Also downtown revitalization projects, low income housing, physical infrastructure, low income jobs, reduction of blight.

AMOUNT: Variable up to $500,000

REQUIREMENTS: Grants to cities and counties only, with sub-recipients (nonprofits) common. Project must benefit low and moderate income households, maximum of $10,000 per new job.

SOURCE: U.S. Department of Housing and Urban Development via Idaho Department of Commerce, 208-334-2470

S2. Community Transportation Enhancement (CTE) Grant

DESCRIPTION: Program administered by Idaho Department of Lands in cooperation with Idaho Transportation Department and Idaho Community Forestry Council. Funds are provided for cities, counties or tribal governments for the purchase of trees and plantings along major public transportation corridors in Idaho communities.

AMOUNT: $15,000 maximum.

REQUIREMENTS: 10 percent match required. All grant fund expenditures must comply with Federal Office of Management & Budget

SOURCE: Idaho Department of Lands, 3780 Industrial Ave, South; Coeur d'Alene, ID 83815; contact David Stephenson, (208) 666-8621; www2.state.id.us/lands/bureau/community_forestry/grants/cte_ grant_pgm/index.htm

S3. Statewide Transportation Program – Local Urban

DESCRIPTION: Provides funding support for areas with a population 5,000 or greater for use in new construction, reconstruction or rehabilitation or roadways. Funds can be used for transportation planning, corridor studies and the purchase of minimal corrosive anti-icing material. Funds can also be used for enhancement, bridge or safety activities.

AMOUNT: Contact source.

REQUIREMENTS: State or local match of 7.34 percent is required.

SOURCE: Idaho Transportation Department, Local Highway Technical Assistance Council; contact Joe Haynes, (208) 344-0565.

S4. Statewide Transportation Program – Enhancement

DESCRIPTION: Funding is available to state, local, federal agencies, universities and tribes for transportation enhancement activities.

AMOUNT: $500,000 maximum.

REQUIREMENTS: State or local match from 2 to 10 percent.

SOURCE: Idaho Transportation Department, Enhancement Program; contact Patti Raino, (208) 334-8209; www.state.id.us/itd/planning.

S5. Statewide Transportation Program – Safety

DESCRIPTION: Funding is provided for state or local public roads for projects to reduce accidents at identified hazardous locations and for bicycle and pedestrian safety improvements, including on road facilities, public trails and traffic calming activities.

AMOUNT: Contact source.
REQUIREMENTS: State or local match of 7.34 percent is required.
SOURCE: Idaho Transportation Department, District 6; contact Lance Holmstrum, (208) 239-3300

S6. Idaho Commission on the Arts Cultural Facilities
DESCRIPTION: Encourages local support, both public and private, for feasibility studies, renovation or construction of performance, exhibition, or artist spaces, and for capital purchases for those facilities.
AMOUNT: Qualified organizations may apply for up to $10,000. Grant funds must be matched with an equal amount of cash. In-kind contributions are not allowed under this category.
REQUIREMENTS: Not for profit organizations, 501(c)3, or is an agency/department of city, county, tribal, or state government. Applicants for renovation/construction projects must have completed a feasibility study. Plans must comply with Section 504 regulations.
SOURCE: Idaho Commission on the Arts, (208) 334-2119.

S7. Idaho Travel Council Tourism Development Grants
DESCRIPTION: Supports tourism planning and promotion activities among communities and community development organizations..
AMOUNT: Varies. Contact Source.
REQUIREMENTS: Contact Source.
SOURCE: Idaho Travel Council, (208) 334-2470.

S8. IDOC Idaho Business Network (IBN)
DESCRIPTION: The foundation of the IBN is a computerized data bank that matches detailed information about Idaho companies' products, services, and capabilities with the current purchasing needs of private companies and government agencies. The objectives of the Network are to bring buyers and sellers in Idaho together, to stimulate new economic growth, to help increase the capability of local firms, and to create more Idaho jobs.
AMOUNT: None
REQUIREMENTS: Enrollment Form
SOURCE: Idaho Department of Commerce, 1-800-842-5858.

S9. IDOC Gem Communities
DESCRIPTION: A program to provide focused technical assistance in economic development to Idaho's communities. The goal is to build a lasting ability within Idaho communities to meet the economic development challenges they face in a changing global economy.
AMOUNT: Gem Communities may apply for up to $10,000 as a matching grant (subject to availability) for implementing their economic development strategy and will qualify for extra planning points on CDBG projects.
REQUIREMENTS: Communities desiring certification as a Gem Community must complete the following: Gem Community Training; Community Profile and Land and Building Inventory; Long-Term Plan; One-Year Operational Plan; and a Community Visit Test.
SOURCE: Idaho Department of Commerce, 1-800-842-5858.

S10. Idaho Department of Lands Urban Forestry Program
DESCRIPTION: Small technical assistance grants and trees for urban forestry.
AMOUNT: Varies but most technical assistance grants are under $1000.
REQUIREMENTS: Recipients must qualify with Source.
SOURCE: Idaho Department of State Lands, 208-334-0200.

S11. Small Business Development Center
DESCRIPTION: Offers business counseling, technical resources, training, contract training and referrals to assist Idaho firms in business development. Most services are free. There are charges for most workshops and seminars, contract training and other special services.
AMOUNT: N/A
REQUIREMENTS: Contact source.
SOURCE: SBDC, Lewis-Clark State College, 208-799-2465

S12. ISBDC Idaho Premier Fast Trac Course
DESCRIPTION: The Fast Trac program is an intensive 40 hour training course that equips entrepreneurs with skills to develop and run successful business ventures.
AMOUNT: *Cost:* $240.00
REQUIREMENTS: Contact source.
SOURCE: Idaho Small Business Development Center; LCSC; 1-800-933-5272, ext. 465.

S13. AmeriCorps
DESCRIPTION: The mission of the Corporation is to engage Americans of all ages and backgrounds in community based service. As a result, the Corporation will foster civic responsibility, strengthen the cords that bind us together as a people and provide educational opportunities for those who make a substantial commitment to service. AmeriCorps programs will provide members with a full or part-time service experience, a living stipend and education award from the National Service Trust Fund.
AMOUNT: Americorps Members serving one full year of service, 1,700 hours of volunteer time, shall receive a living stipend of $7,650; basic Health Insurance; Child care allowance, if needed; and education award of $4,725 to be used to pay for higher education or vocational training. Those choosing part-time service of 900 hours over 1-2 years will receive a living stipend of $3,825 and education award of $2,362 without benefits.
REQUIREMENTS: A member must have U.S. Citizenship or legal alien status in the U.S.; be 17 years of age or older; and must be a high school graduate or agree to achieve a GED prior to receiving education awards.
SOURCE: Idaho Commission for National & Community Service; Boise, Idaho; 1-800-588-3334.

S14. Idaho TRIO AmeriCorps Program

DESCRIPTION: The three program pillars: AmeriCorps, Learn & Serve and the National Senior Service Corps have a core mission in common. This is: To strengthen communities, encourage responsibility and to expand opportunity. While there is a broad array of programs and strategies, they are all built upon the belief that citizens who join together in genuine partnership are capable of creating safe and healthy communities in which we can all prosper and grow.
AMOUNT: Contact source
REQUIREMENTS: Contact source.
SOURCE: Idaho Commission for National & Community Service; Boise, Idaho; 1-800-588-3334.

S15. American Communities
DESCRIPTION: The information center of HUD's Office of Community Planning and Development, American Communities serves State and local agencies, nonprofit organizations, public interest and intermediary groups, and others interested in housing and community development.
AMOUNT: Contact source
REQUIREMENTS: Contact source
SOURCE: American Communities; P.O. Box 7189; Gaithersburg, MD 20898-7189; 1-800-998-9999.

S16. Land and Water Conservation Fund
DESCRIPTION: To increase individual active participation in outdoor recreation by acquiring land and/or developing outdoor park and recreation facilities such as: swimming pools, ball fields, picnic areas, playgrounds, beaches, boating facilities, bike paths, restrooms/concession buildings, and acquire wildlife habitat.
AMOUNT: Varies annually. Requires a 50% matching grant from local sources.
REQUIREMENTS: A contract with qualifying conditions must be signed between the project sponsor, county and the state in order to receive these moneys. Title restrictions must be placed on all property assisted through the L&WCF program. Projects must be maintained so as to be open and inviting to the public.
SOURCE: Idaho Department of Parks and Recreation, 208-327-7444.

S17. General Operating Support Grant
DESCRIPTION: General Operating Support is designed to stabilize the financial base and assist in long-range planning for Idaho's arts organizations.
AMOUNT: Single year request - 15% of cash revenue - up to $15,000
Multi-year request - 15% of cash revenue - up to $25,000
REQUIREMENTS: Not for profit organization 501 (c) (3), as determined by IRS for at least one year, or is an agency/department of city, county, tribal, or state government. Compensates professional performers and support personnel. Its primary purpose is the production or presentation of the arts. Demonstrated history of maintaining high artistic standards.
SOURCE: Idaho Commission on the Arts, (208) 334-2119.

S18. Certified Local Government Program (CLG)

DESCRIPTION: The purpose of the CLG program is to assist local governments in the identification and preservation of local historic and pre-historic resources.

AMOUNT: Allocations are based on population. An average grant ranges from $1500 to $3500. All grants must be matched with cash or in-kind sources.

REQUIREMENTS: To achieve a long-term working relationship between the SHPO and the local government, a historic preservation commission must be established by ordinance.

SOURCE: State Historic Preservation Office (SHPO), 208-334-3861; Washington State Historic Preservation Office (SHPO), 360-753-5010.

S19. Rural Business On-line (RBO)

DESCRIPTION: Provides a platform for Idaho and Oregon businesses to compete in the global marketplace. RBO has created a searchable, user-friendly, interactive database that can be utilized by any small business or community/economic development organizations.

AMOUNT: None

REQUIREMENTS: Contact source.

SOURCE: Contact Jessica Stone 208-799-2465 or www.ruralbusinessonline.org

S20. HOME Block Grant Program

DESCRIPTION: The federal HOME Program is a block grant funding source made through HUD. It is designed to encourage partnerships between federal, state and local governments, housing developers, and nonprofit service agencies to expand the supply of decent, safe, sanitary and affordable housing. This is accomplished through down payment/closing cost assistance, acquisition, and construction and rehabilitation of single-family and multi-family affordable housing for low-income families across Idaho.

AMOUNT: Depends on Need.

REQUIREMENTS: Those eligible to apply are: local government agencies; private housing developers; housing authorities; private 501(c) 3. Projects funded by HOME have strict requirements for rent controls, income eligibility of tenants and home owners, housing development costs and long-term affordability requirements. All HOME funds must be matched by non-federal, permanent donations. These are specifically defined under HOME as: Permanent Cash Donation; Land Donation; In-Kind Services; Waivers of Taxes and Fees; Interest Rate Reductions. Projects that can identify match resources receive incentive points in the HOME scoring process. Non-match funding such as loans from private lenders, other federal funds, owner equity, etc, are used to leverage HOME funds and ensure project feasibility.

SOURCE: Idaho Financing Association (IFA); www.ihfa.org; 565 W. Myrtle PO Box 7899, Boise, ID 83707-1899; Tel: 208-331-488.

S21. Idaho Municipality Bond Bank

DESCRIPTION: A municipal bond bank is a state level entity which lends money to local governments within the state, with the goal of providing funds for their infrastructure needs and access to the capital markets at competitive interest rates. Under the Idaho Municipal Bond Bank

program "MBB", a municipality obtains a loan from the Bond Bank secured by either the municipality's bond or a loan agreement with the Bond Bank. The Bond Bank pools several loans to municipalities into one bond issue. The municipalities then repay the loan, and those repayments are used to repay the revenue bonds. The Bond Bank can obtain better credit ratings, more attractive interest rates, and lower underwriting costs than municipalities could achieve individually. The Bond Bank is able to pledge certain state funds as additional security for its bonds, further reducing interest costs.

AMOUNT: Contact Source.

REQUIREMENTS: Participation is open to all state agencies and to all political subdivisions including: Cities, Towns, Countries, Public Retirement Systems, Regional School Districts, Local Public Agencies, Public Health Districts, Irrigation and Soil Conservation Districts and Water and Sewer Districts.

SOURCE: Lisa Carberry, (208) 332-2997; Idaho State Treasurer Office

LOCAL

L1. Assessment-backed Debt
DESCRIPTION: Debt undertaken for public improvements wherein payback is tied to LIDs, ULIDs, or BIAs.
AMOUNT: Variable
REQUIREMENTS: Contact source.
SOURCE: City coordinates assessment of property owners and/or businesses.

L2. Business Improvement Areas (BIA)
DESCRIPTION: Self-taxing business districts. Business and property owners pay for capital improvements, maintenance, marketing, parking, and other items as jointly agreed to through systematic, periodic self-assessment.
AMOUNT: Variable
REQUIREMENTS: BIAs tend to be controversial since taxation is involved. Considerable communication and consensus building should be conducted prior to launching a BIA creation program.
SOURCE: Individual Businesses, coordinated through City Government.

L3. City/County General Fund
DESCRIPTION: General revenue funding is recommended for those improvements or ongoing projects which have general community-wide benefits.
AMOUNT: Variable
REQUIREMENTS: Contact source.
SOURCE: City or County.

L4. Development Fees
DESCRIPTION: A system of fees on private development to address infrastructure impacts.
AMOUNT: Variable
REQUIREMENTS: A difficulty of establishing equitable fees: those which are fair and do not eliminate the viability of desirable new projects.
SOURCE: Developers.

L5. Development Incentive Programs
DESCRIPTION: Incentives encourage the private sector to provide the desired public improvement.
AMOUNT: Variable
REQUIREMENTS: Contact source.
SOURCE: City.

L6. Local Improvement Districts (LID)

DESCRIPTION: Property owners pay for such projects as capital improvements, parking lots, landscaping and public parks through systematic, periodic self-assessment.

AMOUNT: Variable

REQUIREMENTS: Self-taxing districts

SOURCE: City.

L7. Revenue Allocation Financing

DESCRIPTION: Also known as tax increment financing. Most tax revenues from any increase in property values within the urban renewal area are dedicated to servicing the bonds.

AMOUNT: Funding dependent upon increased property values within revenue allocation area.

REQUIREMENTS: Facilities must be located within designated revenue allocation area boundaries. Only available within incorporated cities. Requires vote of city council to establish urban renewal area and dedicate any increased revenues to the project.

SOURCE: City ordinance.

L8. General Obligation Bonds

DESCRIPTION: Tax-supported bonds used to finance governmental capital improvements such as public buildings, roads, infrastructure improvements, community centers, etc.

AMOUNT: Variable

REQUIREMENTS: This form of debt requires a public vote for approval.

SOURCE: Loan. Private banking industry.

PRIVATE

P1. 501 (c)(3) Bonds

DESCRIPTION: Nonprofit, 501 (c)(3) organizations may now borrow for land purchases, acquisition and/or improvement of facilities, design and financing of same. Museums, performing arts, theaters, social services (e.g., teen centers), historical societies and others are included.

AMOUNT: Variable

REQUIREMENTS: Must be 501 (c)(3) organization.

SOURCE: Non-profit organization.

P2. Revenue Bonds

DESCRIPTION: Debt undertaken wherein payback is tied to specific revenue streams. This form of debt does not require a public vote. Common uses include industrial development, housing and social services.

AMOUNT: Variable

REQUIREMENTS: Requires local government support.

SOURCE: Private banking industry.

P3. Revolving Loan Funds

DESCRIPTION: This (RLF) Program provides for up to 50% of the financing requirement for a term of up to 7 years at a fixed, below-market interest rate. The purpose of the RLF is to assist private business and industry to finance capital improvements and expansion.

AMOUNT: Loans from the RLF require a 15% capital injection from the borrower. There must be a 50% financing match by a bank or other lending institution. Their collateral consists of a first lien position on assets. PAC is the subordinate lender. The interest rate is negotiable and will fall between 8% and two percentage points below the prime rate. The established minimum RLF portion is $25,000 with a maximum of $350,000. The term of the loans are for a period not to exceed 7 years. Working capital and fixed loans should not be for more than 5 years.

REQUIREMENTS: An eligible small business must be a for-profit corporation, partnership or proprietorship, and must be unable to obtain comparable funding for the project from private sources. The net worth of the business may not be in excess of $6,000,000 and its net profit after taxes must have averaged less than $2,000,000 during the previous 2 years. The project must create/retain one full-time, permanent job for every $15,000 borrowed from the RLF, within a two year period.

SOURCE: Provided, in part, through the Idaho Dept. of Commerce 208-334-2470, Federal EDA, HUD, SBA, and DOL.

P4. SBA 504 Program Loans

DESCRIPTION: The fund is fixed asset financing for land and building purchases, new construction, long-term leasehold improvements and equipment purchases. Must be a for-profit business and unable to obtain comparable funding for the project from private sources.

AMOUNT: Maximum SBA share $750,000 or 40% of project cost. The term of the loan is up to 20 years at a fixed, below-market interest rate. The borrower's capital injection requirement is 10% of the project total.

REQUIREMENTS: Working capital, debt refinancing and real estate speculation are not allowed under this program. Must create/retain approximately one job for each $35,000 of SBA financing. Net worth of less than $6,000,000 and net earnings of less than $2,000,000 (after taxes) on average of last 2 years.
SOURCE: Banks; Contact Idaho Department of Commerce, 208-334-2470.

P5. SBA Guaranteed Loans (7a Program)
DESCRIPTION: To provide assistance to small businesses in obtaining financing for up to 90% of a loan made by a commercial lending institution. Projects might include: land and/or building purchases; new building construction and/or building renovation; machinery and equipment purchases; leasehold improvements; acquisition of inventory; financing of working capital; or reduction of trade debt.
AMOUNT: This program allows real estate loans of up to 25 years and working capital loans of up to 7 years. The rate for SBA 7(a) Guaranteed Loans may not exceed the prime rate by more than 2.75%. Loans may be either fixed or variable rate.
REQUIREMENTS: For-profit businesses meeting the following size limitations:
Retail and service: Sales do not exceed $3.5 million.
Wholesale: Employees do not exceed 100 people.
Manufacturing: Employees do not exceed 500 people.
Construction: Sales average of less than $17.0 million for past 3 years.
SOURCE: Banks; Contact Idaho Department of Commerce, 208-334-2470.

P6. Northwest Area Foundation
DESCRIPTION: The Foundation contributes to the vitality of its eight-state area by promoting economic revitalization and improving the standards of living. Programs are public policy, economic development, community building, arts and culture, sustainable development, sustainable agriculture and water and Fisheries
AMOUNT: Variable, up to six digits
REQUIREMENTS: Contact Source
SOURCE: Northwest Area Foundation, E-1201 First National Bank Bldg., 332 Minnesota St., St. Paul, MN 55101-1373, (612) 224-9635.

P7. Alfred P. Sloan Foundation
DESCRIPTION: Private nonsectarian supporting conferences/seminars.
AMOUNT: Variable, up to five digits
REQUIREMENTS: Contact source
SOURCE: Alfred P. Sloan Foundation, 630 Fifth Ave., Suite 2550, New York, NY 10111, (212) 649-1649.

P8. The Robert Wood Johnson Foundation
DESCRIPTION: Support of film/video/radio. Substance abuse, prevention; medicine/medical care, information services; public health.
AMOUNT: Variable, up to five digits
REQUIREMENTS: Contact source

SOURCE: The Robert Wood Johnson Foundation, PO Box 2316, Princeton, NJ 08543, (609) 452-8701.

P9. The Public Welfare Foundation, Inc.

DESCRIPTION: Priority areas are: Environment, population, criminal justice, disadvantaged youth, disadvantaged elderly and health, and telecommunications.

AMOUNT: Variable, up to five digits

REQUIREMENTS: Contact source

SOURCE: The Public Welfare Foundation, Inc., 2600 Virginia Ave., NW, Room 505, Washington, DC 20037-1977, (202) 965-1800.

P10. Critical Issues Fund

DESCRIPTION: The CIF was created to help local communities resolve major disputes involving historic preservation and urban development. CIF model project and research grants are intended to support studies or other activities that address widespread, pressing preservation problems(or common community-development problems to which preservation may offer a solution).

AMOUNT: Competitive model project grants range from $5,000 to $25,000 and must be matched on at least a 1-to-1 basis.

REQUIREMENTS: Eligible grant recipients include nonprofit organizations, local public agencies, and universities. For-profit entities may carry out CIF commissioned research on a contractual basis. Projects may address urban, rural and suburban issues.

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861.

P11. Heritage Tourism Initiative

DESCRIPTION: Offers comprehensive technical assistance for heritage tourism development and marketing.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861.

P12. Inner City Ventures Fund

DESCRIPTION: ICVF awards may be used for acquisition and rehabilitation and related capital costs for projects that offer housing, neighborhood services and commercial opportunities for area residents and, to a limited degree, architectural costs. ICVF awards may not be used for administrative costs.

AMOUNT: ICVF awards consist of a grant and a low-interest loan in equal amounts; the maximum term for an ICVF loan is five years. Each ICVF award package ranges from $40,000 to $100,000.

REQUIREMENTS: At no time can ICVF funds be the only money invested in a project. ICVF funds are intended to provide up to one-sixth of the rehabilitation funds needed to finance a project; therefore, ICVF awards have matching and leveraging requirements. Every ICVF dollar awarded must be matched with 50 cents in cash or equity and $5 in other loans or grants for the project. This translates into a minimum project budget of $240,000 to qualify for the smallest ICVF award.

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861.

P13. National Preservation Loan Fund

DESCRIPTION: A flexible financing program to promote the revitalization of commercial and industrial centers, the conservation of neighborhoods and rural communities, and the preservation of archaeological and maritime resources. Through the NPLF, the National Trust provides financial and technical assistance to help preserve historic resources as well as strengthen the real estate development capabilities of recipient organizations. NPLF awards can be used to; acquire, stabilize, rehabilitate or restore a National Register-listed or eligible property for use, lease or resale; establish or expand a revolving fund either to acquire and resell properties or to re-lend for acquisition and rehabilitation costs; purchase options to acquire historic properties. Funds may not be used to support administrative expenses or planning costs incurred prior to a NPLF award.

AMOUNT: Low-interest loans and loan guaranties up to $100,000 to public agencies and owners of endangered National Historic Landmarks.

REQUIREMENTS: A minimum dollar-for-dollar match of National Trust funds is required and projects with high local-to-Trust leverage will be most likely to receive NPLF awards. Matching funds must be available to spend at the time of loan disbursement. Financing requirements will be tailored to individual projects. All applicants must be members of the National Trust's preservation Forum.

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861.

P14. Preservation Services Fund

DESCRIPTION: These grants are intended to increase the flow of information and ideas in the field of preservation. Emphasis is on stimulating public discussion, enabling local groups in gaining the technical expertise needed for particular projects, introducing students to preservation concepts and crafts, and encouraging participation by the private sector in preservation.

AMOUNT: Maximum grant awards are $5,000, but because of strong competition and limited resources, most will be $1,000 to $1,500. All grants must be matched on a dollar-for-dollar basis, primarily using cash contributions.

REQUIREMENTS: Applicants must be a nonprofit incorporated organization or public agency and members of the National Trust's Preservation Forum program.

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861.

P15. The National Trust for Historic Preservation

DESCRIPTION: Provides grants for projects that contribute to the preservation or the recapture of an authentic sense of place.

AMOUNT: Grants range from $2,500 to $25,000.

REQUIREMENTS: Nonprofit organizations, government agencies, for-profit businesses and individuals.

SOURCE: National Trust for Historic Preservation, (202) 588-6000. Call Idaho State Historic Preservation Office, 208-334-3861. Contact http://www.nthp.org/main/frontline/departments/finacial.htm

P16. Local Government Environmental Assistance Network (LGEAN)

DESCRIPTION: LGEAN is a clearinghouse of environmental information designed as a "first stop shop." It's a place to learn about and discuss environmental issues affecting local governments. LGEAN can assist local governments meet the challenges they face in protecting the environment, public health, and the quality of life in communities.

AMOUNT: None.

REQUIREMENTS: Contact source.

SOURCE: The website is managed by the International City/County Management Association; contact 1-877-865-4326 or www.lgean.org

P17. The Idaho Company Loans

DESCRIPTION: The Idaho Company promotes economic growth by lending to and counseling with new and expanding businesses. The Company is publicly held by shareholders throughout Idaho and the Northwest.

AMOUNT: Contact source

REQUIREMENTS: Good credit history; Experienced management; Owner equity and/or substantial collateral base.

SOURCE: The Idaho Company, 701 W. Franklin Street, Boise, ID 83707. (208) 344-6308.

P18. Inland Northwest Small City Grant Program

DESCRIPTION: Avista Corporation (formerly Washington Water Power) has created a small fund to assist the communities and organizations in the Inland Northwest to build capacity to carry on economic development activities.

AMOUNT: The amount requested from Avista can not be the sole largest amount given by the private industry sector for the project. It is recommended that at least 50% of the total cost of the project be funded by local fundraising.

REQUIREMENTS: The requestor must apply through a city or county government or a recognized economic development organization of a city, county or region within the geographical boundaries of Avista's service area.

SOURCE: Local Avista office or 1-800-727-9170 ext. 8076.

P19. US West Foundation

DESCRIPTION: Provides funding for area of interests that include; arts and culture, education, economic development, and support for human service organizations through United Way.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: US West Foundation; 1801 California St., Suite 1360; Denver, CO 80202; contact Jeanne Bistranin, Regional Program Officer for Colorado, Idaho, Montana and Wyoming, 303-896-9967.

P20. U.S. Bank Grants

DESCRIPTION: Provides support to organizations that (1) improve the educational and economic opportunities of targeted individuals and families, and (2) enhance the cultural and artistic life of communities.

AMOUNT: Contact source

REQUIREMENTS: Organizations in US Bank operating areas and are designated as 501 (3) (c) organizations by the IRS.
SOURCE: Local US Bank branch or 206-344-2248

P21. Cunningham, Laura Moore Foundation, Inc.
DESCRIPTION: Provides grants and scholarships to Idaho institutions, primarily hospitals and businesses.
AMOUNT: Contact source.
REQUIREMENTS: Institution must originate from Idaho.
SOURCE: Joan D. Carley; 510 Main Street; Boise, ID 83702.

P22. Global Environment Project Institute, Inc.
DESCRIPTION: Promotes the conservation of biodiversity and sustainability of life on earth. Areas of funding are: Environmental education, citizen participation, sustainable development, and wildlife protection.
AMOUNT: Average grant size is $10,000.
REQUIREMENTS: Contact source
SOURCE: Michell Richer Stennett, Grants Coordinator; P.O. Box 1111; Ketchum, ID 83340; 208-726-3025.

P23. Idaho Community Foundation
DESCRIPTION: The Foundation supports charitable activities that benefit the citizens of Idaho. Grants are made in a wide variety of categories including arts, education, health, environment, public projects and social services.
AMOUNT: Usual grant range: $500 to $5,000.
REQUIREMENTS: Contact source.
SOURCE: Idaho Community Foundation; P.O. Box 8143; Boise, ID 83707; 208-342-3535 or 1-800-657-5357.

P24. Idaho Heritage Trust
DESCRIPTION: Funds non-profit organizations seeking to preserve historic buildings, archeological sites and artifacts.
AMOUNT: Varies; requires a 50% cash match.
REQUIREMENTS: Contact source.
SOURCE: Idaho Heritage Trust; P.O. Box 352; Bellevue, ID 83313; 208-788-7529.

P25. Idaho Humanities Council
DESCRIPTION: Funds non-profit organizations, associations, or ad hoc groups.
AMOUNT: Contact source
REQUIREMENTS: Contact source.
SOURCE: Idaho Humanities Council: 217 West State Street; Boise, ID 83702; 208-345-5346 or 1-888-345-5346.

P26. Micron Technology, Inc.

DESCRIPTION: Provides funding for projects and programs which promote growth and enhance the quality of communities with primary emphasis on educational programs related to math and science.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Micron Technology, Inc. Corporate Affairs Department MS #407; 8000 S. Federal Way; P.O. Box 6; Boise, ID 83707-0006; contact Ms. Marilyn Whitney, 208-368-4401.

P27. Regional Development Alliance, Inc.

DESCRIPTION: Provides financing to companies expanding in Bannock, Bingham, Bonneville, Butte, South Custer, Jefferson, and Madison counties. Money is lent to for-profit companies at low rates. Funds may be used for operating capital, equipment, and if appropriate, infrastructure development.

AMOUNT: Variable. Rates and terms are negotiated on an individual project basis.

REQUIREMENTS: For-profit companies with job creation potential.

SOURCE: Regional Development Alliance, Inc. 2300 North Yellowstone; Idaho Falls, ID 83401; (208) 528-9400; www.regalliance.org

P28. Harry W. Morrison Foundation

DESCRIPTION: Funds non-profit organizations.

AMOUNT: Variable.

REQUIREMENTS: Completed application form should be accompanied by statement of organization purpose, copy of financial reports including major sources of funding, an explanation of request and proof of tax exempt status.

SOURCE: The Foundation, Attention: Velma Morrison, 3505 Crescent Rim Drive, Boise, ID 83706 208-345-5225.

P29. Margaret W. Reed Foundation

DESCRIPTION: Provides funding for non-profit organizations.

AMOUNT: Variable.

REQUIREMENTS: Contact source.

SOURCE: Margaret W. Reed Foundation, C/O Scott Reed, P.O. Box A, Coeur d'Alene, ID 83816. 208-664-2161.

P30. J.R. Simplot Foundation

DESCRIPTION: Funds non-profit organizations and associations.

AMOUNT: Grants range from $100 - $5,000.

REQUIREMENTS: Approximately $150,000 is managed and distributed under supervision of public relations department. Contribution requests are reviewed by the Corporation Committee on a case-by-case basis.

SOURCE: Adelia Garro Simplot, Community Relations Coordinator, P.O. Box 27, Boise, ID 83707 208-336-2110.

P31. J.A. and Kathryn Albertson Foundation

DESCRIPTION: To foster improvement of K-12 education in Idaho. The Foundation awards grants through announced initiatives.
AMOUNT: Variable.
REQUIREMENTS: Contact source.
SOURCE: The Foundation, Attention: Grant Making; P.O. Box 70002, Boise, ID 83707. 208-424-2621; fax: 208-424-2626.

P32. Claude R. and Ethel B. Whittenberger Foundation

DESCRIPTION: Funding for organizations that provide services to youth and children.
AMOUNT: Variable.
REQUIREMENTS: Qualified Idaho organizations; contact source for organization requirements.
SOURCE: William Rankin, P.O. Box 1073, Caldwell, ID 83606. 208-459-0091.

P33. The David and Lucile Packard Foundation

DESCRIPTION: A private foundation that awards grants to tax-exempt and/or charitable organizations promoting the development and preservation of the arts and sciences.
AMOUNT: Contact source.
REQUIREMENTS: Grant proposals must not benefit specific individuals or serve religious purposes. Grants are typically awarded to those organizations operating in the Western United States.
SOURCE: The David and Lucile Packard Foundation, Attention: Nancy Glaze, 300 Second Street, Suite 200, Los Altos, CA 94022 650-948-3696.

P34. Greenville Foundation

DESCRIPTION: The foundation normally provides support for special projects, not for general operations. Current program priorities are; education, environment, human and social issues, international, and religion.
AMOUNT: Grant amounts generally range from $5,000 to $25,000. A typical grant is $15,000.
REQUIREMENTS: Applicants must be non-profit organizations as classified under section 501 (c) (3) of the Internal Revenue Service Code. Grants are made for a one-year period.
SOURCE: The Greenville Foundation, 283 Second Street East, Sonoma, CA 95476. 707-938-9377.

P35. The Paul G. Allen Foundation – Community Service Grant

DESCRIPTION: Improve the quality of life in the Pacific Northwest through programs designed to create new opportunities for community service. Special areas of interest: education, environmental research, youth services, social services, and aid to the disabled and disadvantaged.
AMOUNT: Variable; contact source.
DESCRIPTION: To be eligible, organizations must qualify under section 501 (c) (3) of the Internal Revenue Service code.
SOURCE: The Paul G. Allen Foundation, Attention: Jody Patton; 110 110th Avenue N.E., Suite 550, Bellevue, WA 98004.

P36. The Paul Allen Foundation – Arts Grant

DESCRIPTION: Promote a creative and flourishing arts community in the Pacific Northwest.
AMOUNT: Variable; contact source.
DESCRIPTION: Non-profit organizations whose projects serve the Pacific Northwest.
SOUR CE: The Paul G. Allen Foundation, Attention; Jody Patton; 110 110th Avenue N.E., Suite 550, Bellevue, WA 98004.

P37. The Kresge Foundation

DESCRIPTION: Provides funding for tax-exempt, charitable organizations operating in the fields of higher education, health care and long-term care, human services, science and the environment, arts and humanities, and public affairs.
AMOUNT: Variable; grants typically range from $150,000 to $500,000.
REQUIREMENTS: Tax-exempt, charitable organizations.
SOURCE: The Kresge Foundation, John E. Marshall, III, President; 3215 W. Big Beaver Road, P.O. Box 3151, Troy, MI 48007-3151.

P38. The Rockefeller Foundation

DESCRIPTION: Supports groups and communities undertaking change that is culturally informed and builds on diversity. The Foundation identifies community-based, cooperative and culturally grounded initiatives that are building on diversity.
AMOUNT: Contact source.
REQUIREMENTS: Contact source.
SOURCE: The Rockefeller Foundation, 420 Fifth Avenue, New York, NY 10018.

P39. The AT&T Foundation – Civic and Community Service

DESCRIPTION: To promote diversity and advance equal opportunity; support projects that promote economic capacity building in local communities; support organizations that aim to protect the environment.
AMOUNT: Contact source.
REQUIREMENTS: Funding awarding to non-profit organizations.
SOURCE: AT&T Foundation, 1875 Lawrence Street, Suite 750, Denver, CO 80202; 303-298-6559.

P40. The American Honda Foundation

DESCRIPTION: Supports organizations working in the areas of youth and scientific education, minorities, and human services.
AMOUNT: Contact source.
REQUIREMENTS: Contact source.
SOURCE: American Honda Foundation, P.O. Box 2205, Torrance, CA 90509-2205. Contact: Kathryn A. Carey, Manager, 310-781-4090.

P41. The Ben and Jerry's Foundation

DESCRIPTION: Supports projects which facilitate progressive social change in the following areas: children and families, disadvantaged groups, minorities, civil rights, community development, the environment and grass roots organizing.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Ben and Jerry's Foundation, P.O. Box 299, Waterbury, VT 05676. Contact; Rebecca Golden, Foundation Director, 802-882-1240.

P42. Otto Bremer Foundation

DESCRIPTION: Emphasis on rural poverty and combating racism. Support also for post-secondary education, human services, health, religion and community affairs.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Otto Bremer Foundation, 445 Minnesota Street, Suite 2000, St. Paul, MN 55101-2107. Contact; John Kostishack, Executive Director, 651-227-8036.

P43. First Bank System Foundation

DESCRIPTION: Supports community development, elementary and secondary education, arts and cultural programs, low-income housing, and local economic development.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: First Bank System Foundation, P.O. Box 522 MPFP 1750, Minneapolis, MN 55480. Contact; Cheryl L. Rantala, President, 612-973-2440.

P44. Morrison Knudsen Corporation Foundation, Inc.

DESCRIPTION: Supports education, health care, human services, children and youth services, and community development.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Morrison Knudsen Corporation Foundation, P.O. Box 73, Boise, ID 83729. Contact; Mary Cunningham-Agee, Chair and Director, 208-386-8100.

P45. Charles Stewart Mott Foundation

DESCRIPTION: Support in community organizing and development, community leadership development, racism and race relations, violence prevention, teenage pregnancy prevention, family and parenting support, early childhood development, and improving education.

AMOUNT: Contact source.

REQUIREMENTS; Contact source.

SOURCE: Charles Stewart Mott Foundation, Office of Proposal Entry, 1200 Mott Foundation Building, Flint, MI 48502-1851. Contact; Office of Proposal Entry, 810-238-5651.

P46. Minnesota Mining and Manufacturing Foundation, Inc.

DESCRIPTION: Primary areas of interest include community funds, higher and vocational education programs for minorities, the performing arts, drug abuse programs, and the elderly.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Minnesota Mining and Manufacturing Foundation, 3M Center Building, 591-30-02, St. Paul, MN 55144-1000. Contact; Automated Fax (Call to request guidelines by fax.) 800-4876744 or 651-733-8335 to speak with someone.

P47. The William and Flora Hewlett Foundation

DESCRIPTION: To promote the well-being of mankind by supporting selected activities of charitable nature, as well as organizations or institutions engaged in such activities. The Foundation concentrates its resources on activities in education, performing arts, population, environment, conflict resolution, family and community development, and U.S.-Latin American relations.

AMOUNT: Variable; contact source.

REQUIREMENTS: Contact source.

SOURCE: The William and Flora Hewlett Foundation, 525 Middlefield Road, Suite 200, Menlo Park, CA 94025; 650-329-1070, fax; 650-329-9342 www.hewlett.org.

P48. The Andrew W. Mellon Foundation

DESCRIPTION: The purpose of the Foundation is to aid and promote such religious, charitable, scientific, literary, and educational purposes as may be in the furtherance of the public welfare or tend to promote the well-doing or well-being of mankind. The Foundation currently makes grants on a selective basis to institutions in higher education: in cultural affairs and the performing arts: in population; in conservation and the environment; and in public affairs.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Andrew W. Mellon Foundation, 140 East 62nd Street, New York, NY 10021. 212-838-8400.

P49. The John D. and Catherine T. MacArthur Foundation

DESCRIPTION: Program supports efforts to; Generate new knowledge about community dynamics and community-building, and about the relationships between community characteristics and individual development. Enhance the capacity of community residents to organize, to mobilize their own resources, and to obtain and use external resources. Support, evaluate, and strengthen community-improvement initiatives, especially in education, public safety, economic opportunity, and recreation.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.
SOURCE: The John D. and Catherine T. MacArthur Foundation, 140 South Dearborn Street, Suite 1100, Chicago, IL. 60603-5285. 312-920-6285

P50. DeWitt Wallace-Reader's Digest Fund

DESCRIPTION: To foster fundamental improvement in the quality of educational and career development opportunities for all school-age youth, and to increase access to these improved services for young people in low-income communities.
AMOUNT: Contact source.
REQUIREMENTS: Limited to non-profit organizations.
SOURCE: The DeWitt-Reader's Digest Fund 914-238-1000.

P51. Weyerhaeuser Company Foundation

DESCRIPTION: Through education, employee volunteer efforts, arts and cultural programs, and health and human services grants, Weyerhaeuser Company Foundation participates in community efforts to create a better place to live, play and work.
AMOUNT: Contact source.
REQUIREMENTS: Private, non-profit, tax-exempt organizations with certified IRS 501 (c) (3) public charity status; or public entities qualifying under Section 170 (c) of the Internal Revenue Code. In addition, the funded organizations must practice equal opportunity employment.
SOURCE: Weyerhaeuser Company Foundation, CH1 L32, P.O. Box 2999, Tacoma, WA 98477-2999. 253-924-3159.

P52. The Nathan Cummings Foundation

DESCRIPTION: The Foundation seeks to build a society that values nature and protects ecological balance for future generations: promotes humane health care; and fosters arts to enrich communities.
AMOUNT: Grants range from $5,000 to $300,000.
REQUIREMENTS: Contact source.
SOURCE: The Nathan Cummings Foundation, 1926 Broadway, Suite 600, New York, NY 10023. 212-787-7300 www.ncf.org.

P53. PacifiCorp Foundation

DESCRIPTION: The Foundation intends to support the betterment of communities where PacifiCorp, its divisions, and its subsidiaries have operations, employees and interests. The objective is to link company and community goals to determine- and then fulfill – it's responsibility to improve the quality of life in areas it serves.
AMOUNT: Contact source.
REQUIREMENTS: Grants are limited to charitable non-profit, tax-exempt organizations that have obtained a letter of determination from the IRS under Section 501 (c) (3) of the Internal Revenue Code, and are not classified as private foundations.
SOURCE: PacifiCorp Foundation, 825 N.E. Multnomah, Suite 2000, Portland, OR 97232. 503-813-7257.

P54. Metropolitan Life Foundation

DESCRIPTION: Emphasizes projects that build or stabilize community resources, such as new or renovated housing for low and moderate income people; revitalize deteriorated commercial districts; or provide service enriched facilities for groups with special needs, such as the homeless and mentally ill.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Social Investment Program, MetLife/Metropolitan Life Foundation, One Madison Avenue, New York, NY 10010-3690 212-375-1735.

P55. The Annenberg Foundation

DESCRIPTON: The Annenberg Foundation provides support for program development and other pilot projects.

AMOUNT: Contact source.

REQUIREMENTS: The Foundation makes grants only to nonprofit organizations that are defined as tax-exempt under Section 501 (c) (3) of the Internal Revenue Code and are not classified as private foundations.

SOURCE: The Annenberg Foundation, St. Davids Center, Suite A-200, 150 Radnor-Chester Road, St. Davids, PA 19087 (610)-341-9066 www.whannenberg.ofg.

P56. Robert W. Woodruff Foundation, Inc.

DESCRIPTION: Focuses its giving in the areas of elementary, secondary, and higher education; health care; human services, particularly for children and youth; economic development and civic affairs; art and cultural activities; and conservation of natural resources and environmental protection.

AMOUNT: Contact source.

REQUIREMENTS: Limited to tax-exempt organizations.

SOURCE: www.woodruff.org/

P57. M.J. Murdock Charitable Trust

DESCRIPTION: The Foundation generally supports activities which promote solutions to problems, preventive approaches, or new opportunities; endeavors which expand our knowledge of ourselves and our world and which promote those values and activities that are likely to lead to happier, healthier, freer and more productive lives. Other factors the Trust finds attractive in considering support include a value-based mission, approaches to self-help, the concepts of free enterprise, sound management, organizational strength and credibility, highly qualified and well-received leadership and the ability to generate other support, thus assuring self-sufficiency and strength.

AMOUNT: Variable; contact source.

REQUIREMENTS: Applications for grants are considered only from organizations which have been ruled to be tax-exempt under Section 501 (c) (3) of the Internal Revenue Code and which are not private foundations as defined in Section 509 (a) of the Code. Priority is given to applications for the support of projects and programs conducted by qualified institutions within five states of the Pacific Northwest: Alaska, Idaho, Montana,

Oregon and Washington. Of major interest are organizations and projects which are not primarily or normally financed by tax funds. Grants usually are awarded for a limited period of time, such as one or two years.

SOURCE: Dr. John Van Zytveld, Senior Program Director; M.J. Murdock Charitable Trust, P.O. Box 1618, Vancouver, WA 98668 (360)-694-8415.

P58. Aetna Foundation

DESCRIPTION: Provides funding in the following areas; Matching funds, employee matching gifts, employee-related scholarships, scholarship funds, special projects, annual campaigns, and renovation projects. Urban affairs, minorities, law and justice, youth, education, arts, community development, employment, AIDS, higher education, disadvantaged, housing, insurance education, leadership development, international affairs, literacy, performing arts, educational associations, and urban development.

AMOUNT: Contact source.

REQUIREMENTS: Giving limited to organizations in the U.S. No support for religious organizations for religious purposes, private secondary schools, political activities, or sporting events.

SOURCE: Aetna Foundation, 151 Farmington Avenue, Hartford, CT 06156-3180; www.aetna.com.

P59. Community Development Institute

DESCRIPTION: Helps low-income communities combat the causes of racism and poverty. Offers training, technical assistance, and consultation in management, organizational development, resource development, program planning and evaluation, public relations, conflict resolution, and research and policy analysis. Also provides professional services.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Community Development Institute, P.O. Box 5099, Palo Alto, CA 94303; 650-327-5846; fax 650-327-4430.

P60. Amoco Foundation

DESCRIPTION: Provides funding in the following areas; Seed money, operating budgets, continuing support, annual campaigns, emergency funds, building funds, equipment, scholarship funds, fellowships, special projects, general purpose, capital campaigns, and employee matching gifts. Higher education, education, social services, community development, cultural programs, youth urban affairs, conservation, energy, science and technology, engineering, and medical research.

AMOUNT: Contact source.

REQUIREMENTS: Giving primarily in areas of company representation to assist communities. No support for primary or secondary schools, religious, fraternal, social, or athletic organizations; generally no support for organizations already receiving operating support through United Way. No grants to individuals, nor for endowments, research, publications, or conferences; no loans.

SOURCE: Amoco Foundation, 200 East Randolph Drive, Chicago, IL 60690; 312-856-6306.

P61. Sage Community Resources – Revolving Loan Fund

DESCRIPTION: Funds about 1/3rd of a loan and a bank funds the balance. The customer is required to have at least 10% equity in the project. Single purpose real estate or working capital requests may require more equity.

AMOUNT: Varies.

REQUIREMENTS: This fund requires the participation of a bank.

SOURCE: Sage Community Resources, (208) 322-7033, Bobetta Turner, bturner@sageidaho.com

P62. Sage Community Resources – Micro Loan Program

DESCRIPTION: This fund is designed for small inventory and equipment investments.

AMOUNT: Varies.

REQUIREMENTS: Direct loans or partnered with a bank.

SOURCE: Sage Community Resources, (208) 322-7033, Bobetta Turner, bturner@sageidaho.com

P63. Sage Community Resources – Community Reinvestment Fund

DESCRIPTION: This loan fund is designed for larger dollar Real Estate loans.

AMOUNT: Generally, this program is designed for loan requests over $100,000.

REQUIREMENTS: Can finance: Commercial Real Estate purchases, Equipment, Inventory and Fixtures; Cannot Finance: Re-finances, Gambling or illegal purposes.

SOURCE: Sage Community Resources, (208) 322-7033, Bobetta Turner, bturner@sageidaho.com.