



## REQUEST FOR PROPOSALS

To the City of Sandpoint and its Downtown Sandpoint Business Association located in Sandpoint, Idaho



The Downtown Sandpoint Business Association (DSBA), in association with the City of Sandpoint and the Sandpoint Urban Renewal Agency, is soliciting proposals from qualified consultants or independent contractors to provide professional business development services for the downtown core of Sandpoint, Idaho.

A view of Sandpoint looking south. Downtown adjoins Sand Creek near the south end of Sandpoint as the rail and automobile bridges jut into Lake Pend Oreille.

### PROFESSIONAL SERVICES DESIRED – GOALS and SCOPE OF WORK

**Overall goal:** Strengthen the economic vitality of downtown Sandpoint by fostering lively commerce downtown, retaining and supporting existing business, attracting new business, and creating living-wage employment opportunities for Sandpoint residents.

**Objectives:** First, to update and augment the attached action outline plans for “Business Development” and “Economic Restructuring.” These plans were developed by consultants Tom Hudson and Lorraine Roach as part of a 2001- 2002 contract with the City of Sandpoint to develop an overall downtown revitalization plan. Second, to set the action plans in motion with hands-on implementation of identified initiatives to be accomplished within the term of our contract, coupled with a succession plan for DSBA or another local organization to assume longer-term implementation.

**Scope of Work Outline** (based on the 2001 Hudson-Roach Plan, the outline of which is appended. Their full plan is available upon request.)

- 1 Develop and implement a plan to address priority business needs in the downtown core and to develop and implement a plan to address customer needs.
- 2 Recruit complementary businesses and services to locate in our downtown core.
- 3 Design and facilitate a process to recruit support and participation of all major stakeholders in the downtown, including businesses, government and NGOs.
- 4 Build Business Retention Program and tools for implementation.
- 5 Assist DSBA manager and city police department in refining downtown parking policy and its implementation.
- 6 Gather and distribute market and business trends.
- 7 Review marketing by DSBA and other major stakeholders; develop strategies to encourage collaboration and consolidate resources; advise and assist in the implementation of marketing efforts.
- 8 Help the city and the Sandpoint Urban Renewal Agency (SURA) and the DSBA institutionalize the efforts made during the contract period.

## **REQUIRED PROPOSAL ELEMENTS**

To be considered in the selection process for the project described above, all proposals must include the following elements, but not in any particular order:

1) Experience. Briefly describe you or your firm's experience in each of the following areas:

- a. Working with municipalities (downtowns in particular)
- b. Experience in any or all of the following:
  - i. real estate/ financing and/or
  - ii. marketing and/or
  - iii. business ownership and/or
  - iv. business recruitment and/ or
  - v. downtown management, and/or
  - vi. national main street program and/or
  - vii. historic preservation and redevelopment and/or
  - viii. entrepreneurship associations and/or
  - ix. economic development associations and/or
  - x. business incubators and/or
  - xi. mall management and/or
  - xii. business manager for a large business
- c. Your education
- d. Your skill sets as evidenced in:
  - i. Written and oral presentations you have made;
  - ii. Projects you have managed or administered;

- iii. Meetings in which you have built consensus;
  - iv. Any production of website content, social media and press releases and marketing material;
  - v. Your ability to work independently;
  - vi. Your creative abilities.
- 2) Staff Resources. List names and credentials of those members of your staff that your firm will devote to this project. (There is no requirement that you have a staff.)
- 3) Time/ Workload. Of particular interest to the DSBA and the City of Sandpoint is how you will arrange your time here in Sandpoint. The proposal is for *implementation* work, not a study how to implement. Thus, there are board members who believe this work should be done by an employee or dedicated contractors, on a part-time to full-time schedule. That said, it follows the consultant should live in or near Sandpoint for the necessary period of time. However, there are others who believe a consultant and his or her team can accomplish the Scope of Work on an as-needed-basis over a period of one to X years. All board members agree that the work has to *more or less* be done IN Sandpoint. We are very interested in how you and your team would set up your operations.
- 3) References. Provide the name, address, telephone number and contact person for three to five clients with whom you have served in a similar capacity within the past ten years.
- 4) Special or Unique Qualifications/Considerations. Include any data or information relating to your firm's special or unique qualifications/considerations as they may relate to the proposed project.
- 5) M/D/W/BE Status. If the consultant is a minority business enterprise (MBE) or a woman business enterprise (WBE) or a disadvantaged business enterprise (DBE), provide indication of that status.
- 6) Costs for Professional Services. Include your firm's overhead and hourly rates for the individuals involved. Also provide an estimated budget for completing each phase of the proposed scope of work. This budget shall include an estimate of all projected staff man-hours. You will be required to have office space downtown. At this point in time, we do not know to what degree the DSBA will be able to help the consultant(s) set up office space. So, for now, we ask you not to include office costs in your proposal. We will work those costs out with the consultant/ firm to which the contract is awarded.
- 7) Discuss the Scope of Work – including proposed additions and revisions to the scope of work outlined on page 2 and a discussion of the model to be used. At a minimum we require an executive summary of the work you propose to do and how you will do it and in what time frame. We are looking for someone who, based on their experience, can help fine focus the scope of work.

## **PROPOSAL EVALUATION**

Respondents will be evaluated according to the following factors:

- |    |   |     |
|----|---|-----|
| 1. | Consultant Qualifications and Experience                                | 40% |
| 2. | Workload and Capacity to Meet Project Schedule                          | 15% |
| 3. | Overall Quality of Proposal, Thoroughness of the Work Plan and Schedule | 30% |
| 4. | Consultant Costs  | 15% |

A team composed of board members from the Downtown Sandpoint Business Association, the Sandpoint Urban Renewal Agency and the City of Sandpoint will evaluate the proposals and decide upon whom to interview.

While we will not make it a requirement, we strongly recommend that before you submit your final proposal you visit Sandpoint.

## **PROPOSAL SUBMITTAL DEADLINE**

Three (3) copies of the Proposal shall be submitted by mail or electronically no later than 5:00 P.M. on March 30, 2011 to the following address:

Stephen Drinkard  
Planning Department  
City of Sandpoint  
1123 Lake Street  
Sandpoint, Idaho 83864

Questions on the project should be addressed to Stephen Drinkard at:

Telephone: (208) 255-1443  
E-mail: [sdrinkard@ci.sandpoint.id.us](mailto:sdrinkard@ci.sandpoint.id.us)

## **PROJECT SCHEDULE**

Once all proposals have been submitted by the March 30 deadline they will be read and considered within a two week time period. At the end of those two weeks, the top two to four candidates will be invited for an interview in town. (The Sandpoint Urban Renewal Agency will likely pay for those visits.) One week after meeting with all the interviewees, the selection committee will announce to whom it is awarding the consulting position.

The project will begin immediately upon selection of consultant and successful negotiation of a contract, ideally by May 2011.

## FUNDING

Funding for this position or positions will come from the Sandpoint Urban Renewal District (SURA). SURA has not prescribed a specific budget for this project. It will establish a budget based upon the proposal of the winning firm or individual.

Initial discussions have described a strategic or executive role, part or full time, which would command compensation of \$25,000 to \$75,000 annually, for two to five years, depending upon experience and other qualifications.

SURA has also considered a shorter time frame in which a consultant or contractors set up a presence in Sandpoint and accomplish the goals of this initiative in a one to two year time frame at the cost of \$50,000 to \$100,000 per year.

*In short, the term and compensation are open to proposals from qualified applicant.*

## LOCATION

The City of Sandpoint is the county seat of Bonner County in the northern panhandle of Idaho. The county has an approximate population of 41,000 and the City of Sandpoint has about 8370 residents; the city is the core of a larger “urban area” that includes Dover to the west (2000 population, 325), Ponderay to the north (638) and Kootenai to the northeast (441). The city serves on a daily basis about 12,000 people living in the greater Sandpoint area and, during high tourist season, about 17,000 people daily.

The area known as the “downtown core” is bounded by the through-town routes of Highway 95 and Highway 2. More specifically, Cedar Street on the north, Fifth Avenue on the west, Pine Street on the south and First Avenue on the east, comprising an area of 12 blocks. There is a Business Improvement District that extends that area a few more blocks in all four directions. The BID was formed in 2000 with purposes of physical improvements, parking enhancement, promotion of events and the general promotion of downtown trade activities. The City of Sandpoint levies an assessment on businesses within the district that ranges from \$10 to \$60 per month, based on the square footage of the business. About 68 percent of the businesses are assessed at \$10 or \$20 per month. However, the BID is opposed by a group of downtown



businesses currently in the midst of a petition drive to repeal the BID; most who oppose it simply don't want to pay the BID assessment or have concerns about how their BID taxes are managed. Two previous petition drive attempts have failed.

The DSBA is a separate entity from the city; it is a nonprofit organization with which the city contracts to manage the BID and fulfill its purposes. The BID currently raises approximately \$100,000 per year for DSBA; about half that funds a single staff position of executive director who has an assortment of duties for event promotion, marketing, beautification projects and advocacy on issues concerning the downtown. The balance of the annual budget is used to carry out the marketing, promotion and beautification initiatives.

First and Second Avenues comprise that portion of the core known as the historical district. Preservation efforts have been largely successful in maintaining the original historical character as defined by the late 1890s and early 1900s.

Many of the core issues of the downtown relate almost directly to its specific location.

The city and its downtown lie at the confluence of two highways — U.S. Highway 95 (north and south) and U.S. Highway 2 (east and west). In the 1950s there were at least ten gas stations just in the downtown core, with 33 fuel related businesses in the wider Business Improvement District. Today there is but one gas station left in the core, but there is evidence that gas tanks remain beneath businesses that “grew over” the gas stations. If the highways have nurtured the growth of Sandpoint it was the railroads that gave birth to Sandpoint in the 1880s. To this day they heavily influence the greater Sandpoint area. Train tracks have been removed for some time now from the downtown core. Nonetheless, about 75 trains from Union Pacific, Amtrak and Burlington Northern-Santa Fe run daily through Sandpoint and quite near the downtown. At this writing our historical train depot—the only Amtrak train stop left in Idaho—remains standing in disrepair next to a new bypass under construction on the east side of Sand Creek, still within our ‘downtown area’. But, its future is up in the air as are the approximate 8700 riders per arrivals and departure per year, as well as the marketing opportunities to increase ridership.

Of most concern to the Downtown area is the four year construction (now in year two) of the Highway 95 bypass on the east side of the core, along the east side of Sand Creek. It has had and will continue to have both positive and negative effects upon the downtown that are not slight. Highway 95 north and south traffic has increased to the point of summer grid lock at times. First Avenue, perhaps the site of the city's most attractive historical buildings, is accosted by hundreds of trucks that roar and rattle through the downtown. The bypass is designed to remove much of the through traffic, but as business owners have fretted for decades, that also means fewer people will pass by their storefronts. There may be something to that fret. In 2000 when the Idaho Department of Transportation did their Environmental Impact Statement for the project, it estimated the downtown core would lose 250 jobs to the Highway 95 traffic bypassing downtown. There are other communities in which a bypass has not disturbed business, but in fact has improved it. That said, it is a big unknown. We do know that businesses have moved out of town to Ponderay in anticipation of more easily capturing shoppers from the south side of the bridge, the growing Sagle area, as they will now have a straight path to their shops.

On the bright side, once the bypass is completed, the city hopes, the highway routes that utilize downtown streets – currently under control of the state transportation department – will revert to the city and the city plans to turn all those current one-way streets into what they were originally designed for before the highway traffic got too plentiful—two way traffic streets. Downtown driving will be a much more pleasurable experience.

On a most positive side, the city and its downtown are located next to a 10 mile wide and 40 mile long lake, Lake Pend Oreille [pronounced ‘Ponderay’]; the city’s eastern boundary is its very popular city beach and marinas on the lake. Only 30 minutes away is the Schweitzer Mountain Resort, the region’s largest ski resort.

In 2002, the City of Sandpoint began a re-construction of the downtown core. With the help of downtown revitalization consultant Tom Hudson, the city realized that it lacked a center and so one of the first efforts made with block grant money and Resort City Tax funding was to build next to the city parking lot a small town square with a fountain and public bathrooms. It does not as yet function as a town center. The farmer’s market, operating six months of the year does help the town center function as such, but the existing businesses around the Center do not contribute to the town center function.



The new town square facing Farmin Park and the Farmers’ Market in 2003.

Nonetheless, those initial hardscape efforts also established a design metric for the rest of the downtown. Basically, that metric describes new and wider sidewalks, corner bulb-outs, street lights befitting the historical character of the downtown, street trees, benches, bike racks, information kiosks and, invisible to the eye but critical nonetheless, improved storm water capacity. The city is gradually, block by block, reconstructing the downtown, the downtown’s first real public “make-over” in over a hundred years. This work is being largely funded by the urban renewal agency.

While the streets are being gradually face-lifted, there are other “structural issues” with which the community is subliminally confronted. We note just one example. While there are buildings, particularly on First Avenue in the core, that have a consonant “visage”, as noted by Tom Hudson, there are others, also pointed out by Tom Hudson in 2001, whose facades are dissonant.



There is a rhythm among the older brick buildings downtown. They create a sense of continuity in the downtown district.





A long blank façade is presented in contrast to the more vibrant Community Theatre across the street.



Two adjacent buildings contrast dramatically in style, confusing the viewer.

*Tom Hudson photographs (2001)*

## KEY DOWNTOWN ISSUES

### Business Retention

Like Main Streets across the nation, many residents and primary businesses have moved out of town to the box town centers, the suburbs; in our case, nearby Ponderay. There are no more pharmacies or grocery stores or TV/ electronic supply stores or gas stations/ auto repair shops downtown. Local people shop for their basics elsewhere, even if that "elsewhere" is on Fifth Avenue, a few blocks away or a couple of miles away in Ponderay and Kootenai, where there are several big-box stores, including Wal-Mart, Staples and Home Depot. The core downtown has changed. While our downtown experiences some vacancies and there are some prominent, large square foot buildings for sale or lease downtown right now, our primary problem according to many people has been for the past ten to 20 years the "settlement" of real estate companies in the downtown. They moved in because they are among the few businesses that can afford a space downtown. Although the recession has culled the number of real estate companies, there are still a proportionately high number of these businesses in the core.

### Commercial Mix

But, even as lease rates fall, the existing retail mix is not inherently attractive to residents in the greater Sandpoint area. Art galleries and gift shops and boutiques for tourists don't typically attract residents, although they are important for the tourists in the summer. What is attractive is the relatively large number of restaurants in the downtown core and the Panida Theater and the live music establishments. While there are bars downtown, food preparation is more prevalent than drink dispensing. But, some of the restaurants try to appeal to the tourist rather than the local. In fact, one successful restaurant owner told the president of the urban renewal agency, "I don't care about the locals; my bread and butter are diners from out of town." Because Sandpoint is a destination tourist town, given its proximity to the lake in the summer and the ski mountain in the winter, restaurants nonetheless do set up shop downtown. That said, the competition is great. To wit: In the last 20 years, one local restaurateur has counted over 200 restaurants which have come and gone!

Perhaps downtown Sandpoint is "the best it can be" given national trends and the proximity of cheap land in nearby Ponderay.

It does have a hardware store and one general clothing store, many service businesses, from barber shops and salons to insurance agencies and banks, in addition to more upscale boutique clothing stores and a few specialty shops. The Panida Theater is a major cultural attraction that brings people downtown every Thursday and Friday and Saturday for films, music productions and plays. The DSBA, with the help of funding from SURA, is now setting up more and more events and entertainment venues that are designed to bring people downtown. The Farmers market at the city's Farmin Park does bring a lot of people during the summer and early fall seasons, although there is no significant coordination between local merchants and the Farmer's market board to leverage greater retail expenditures. The town center, with its small water fountain and public bathrooms, is a kind of lure, as well. Of course, the lake and the city beach nearby is the main attractor for people during the summer and the near by ski hill in the winter attracts many people. In short, the city does have assets, both physical and cultural, that other cities would "die for."

#### Development of Anchors

What we may lack is another anchor or two, although the notion of what is an 'anchor' has to change given the unlikelihood of a major retailer moving downtown without a very large parking garage. A downtown is not unlike a mall. Every mall NEEDS one or two anchor stores. Like the JC Penny store which moved out of downtown Sandpoint in 1984 to the new mall in Ponderay. That mall absolutely languished for a long time, until other anchor stores showed up. Without JC Penny, that mall would have been boarded up a long time ago. Their gain was the downtown's loss.

It hurt the downtown to lose Sandpoint City Hall in 1995 also to a residential area about three-quarters of a mile away. Most of the downtown county offices followed the city's lead in 2008 when it moved to vacant federal building about a mile away. It hurt to lose a major furniture store, Belwoods, when the owner retired in 2009 and now the only remaining car dealer in town and only auto repair place, Taylor-Parker, announced it is moving to Ponderay soon. While the construction of a new, three story financial center in the core helped (although we lost a movie theater and a cleaners and a grocery store when it was built) it was finished just about the time that the recession hit and it has not been able to fulfill its promise of many new jobs in the downtown core.

#### Customer Relations/ Community Unity

When consultants Tom Hudson and Lorraine Roach did their implementation study of downtown in 2001-2002, two of many observations they made were that 1) customer attraction and customer retention programs need to be formalized and coordinated. These programs need to be directed at locals as well as tourists. Special emphasis on potential customers within a 40 miles radius need to be developed; and 2) the businesses tended to advertise their wares in isolation from the other stores downtown, whereas the downtown needed a coordinated marketing program.

Hudson also observed there was a tendency in the downtown and in the entire community that often prompted “people to circle the wagons and shoot inwards.” While there have been efforts by the DSBA to ameliorate those two conditions just described, an outside observer might find both issues are still festering and might find ways to improve them.

**BACKGROUND INFORMATION--RESEARCH**

We strongly recommend that before you submit a proposal you visit the Sandpoint downtown and talk to us in person. Please contact Stephen Drinkard for when you might schedule a visit.

In the mean time for those applicants not familiar with Sandpoint and who wish to do more research on the city and immediate environs, we list some resources below.

**Web Sites**

[www.downtownsandpoint.com](http://www.downtownsandpoint.com) [official website of the Downtown Sandpoint Business Association, under whose auspices this project will be partially managed]

[www.cityofsandpoint.com](http://www.cityofsandpoint.com) [official city government web site]

[www.sandpointonline.com](http://www.sandpointonline.com) [extensive community website]

For a slide show of the city and its beautiful environs see:

<http://www.sandpointonline.com/slideshow/index.html>

**People**

Primary Contact for this RFP: Stephen Drinkard, Project Coordinator, City of Sandpoint. 208-255-1443 and [sdrinkard@ci.sandpoint.id.us](mailto:sdrinkard@ci.sandpoint.id.us)

The following people have agreed to talk in general to prospective consultants about Sandpoint and its downtown issues. Please start your phone work with our primary contact. He will be able to answer all your logistical questions. You can flesh out your understanding of the city by talking to these people and of course anyone else your research leads you to:

<b>From the City of Sandpoint</b>		
Mayor Gretchen Hellar	208-263-3310	Ms. Hellar is a proactive mayor whose primary focus is on economic development
Stephen Drinkard, Project Coordinator, Sandpoint	208-255-1443	In 2001 Mr. Drinkard secured the services of downtown consultants Tom Hudson and Lorraine Roach that began our downtown revitalization efforts. He has helped coordinate much of the revitalization activity since 2001.
Jeremy Grimm, City Planner	208-255-1738	Although Mr. Grimm is recent transplant to Sandpoint, as city planner he oversaw the city’s recent revision of its comprehensive plan.
Kody Van Dyk, Public Works Director	208-263-3411	Mr. Van Dyk has been the Public Works director for 20 years. There is no aspect of the downtown topography with which he is not familiar.
<b>From the Downtown Sandpoint Business Association (DSBA)</b>		
Kathy Freidman, President of	208-255-2522	Kathy is the newly elected president. She is

DSBA and owner Zero Point on First Avenue		relatively new to town, though she and her husband have a very successful gem and gallery store on First Avenue.
Chris Bessler, Vice president of DSBA and owner of Keokee Co. Publishing, Inc.	208-263-3573	Chris has been in business downtown for 20 years and produces the city's prominent Sandpoint Magazine and sandpointonline.com.
<b>From The Sandpoint Urban Renewal Agency (SURA)</b>		
Eric Paull, chairman of the board	208-263-6104	Eric has guided the Urban Renewal Agency almost since its inception. He is also a commercial banker for Washington Trust bank.
Marilyn Sabella, owner of Eve's Leaves, a woman's clothing store on First Avenue downtown.	208-263-0712	Marilyn's family has deep and long roots in the community. She is a very active promoter of the town as an arts community.

This solicitation is being offered in accordance with OMB Circular A-102 and the Idaho statutes governing procurement of professional services. Accordingly, the Downtown Sandpoint Business Association reserves the right to negotiate an agreement based on fair and reasonable compensation for the scope of work and services proposed, as well as the right to reject any and all responses deemed unqualified, unsatisfactory or inappropriate.

Here follows the outline of the action plans for business development and economic development in the downtown as established by consultant Tom Hudson in 2001. A full CD of his and his partner's work is available upon request.

Committee		Business Development Action Plan									
Program		TIMING						Lead; Partners	Priority		
Action		2002	2003	2004	2005	2006	Later	(See Code Key)	Priority		
Detail											
<b>E1. Address Priority Business Issues, Customer Needs</b>										Key to Codes:	
a.	Evaluate status of anchors, at-risk businesses							ER;ED,MC,Bd,Biz	1	AC	Arts Commission
	1 Visit Post Office, Courthouse, Coldwater Creek, etc.							ER;ED,MC		Bd	SBA Board of Directors
	2 Provide follow-up support, advocacy, services							ED; SBDC, PAC, EDC		Biz	Businesses
b.	Support Expansion/Diversification Candidates							ER;ED,City,EDC	1	CC	Chamb. of Commerce
	1 Meet with biz's planning to expand; provide support							ER;ED,UR,City		City	City of Sandpoint
	2 Encourage expansion of Farmers Market							ER;ED,MC,FM,AC		Cn	Contracted Service
c.	Encourage outdoor dining and entertainment							ER;MC,City,Biz	2	DE	Design Cmte
d.	Extend business hours for Downtown Customers							ER;Biz,MC	2	ED	Executive Director
	Be incremental (e.g., start w/ "1st Friday", etc.)									EDC	Bonner Co. EDC
e.	Provide Visitor Information in Downtown							ER;CC,MC,HS,AC	2	ER	Econ Restr. Cmte
f.	Address Transportation Issues: Hwy, Amtrak, Shuttle							ER;CC,City,Sch	3	FM	Farmers Market Mgr
										HS	Historical Society
<b>E2 Build Business Retention Program and Tools</b>										ITD	Id Transportation Dept
a.	Create loan & grant pool for business development							ER;ED,Biz,CC	1	MC	Marketing Cmte
b.	Provide customer service/sales training							ER;ED,CC/NIC/Cn	1	PAC	Panhandle Area Council
c.	Sponsor workshops re. merchandising, marketing, etc							ER;ED,NIC/Cn	1	OR	Organization Cmte
d.	Create business advisory team (SBDC, SCORE, etc)							ER;NIC	2	NIC	North Idaho College
e.	Provide design assistance for façade renovations							ER;DE,HS	2	NITA	N Idaho Tourism Assn
f.	Develop voluntary sign guidelines							ER;Biz,DE,MC	3	SBDC	Small Biz Devt Center
g.	Communicate with businesses via newsletter, fax, e-mail							ED;ER,Bd,OR,MC	1	Sch	Schweitzer
h.	Create a documentation system for business referrals							ER;ED	1	UI	University of Idaho
										Vol	Volunteers
<b>E3 Refine and Enforce a Downtown Parking Policy</b>											
a.	Conduct a comprehensive parking analysis & plan							ER;Bd,Biz,Cn,City	1		
b.	Improve and assign designated parking areas							ER;Biz,City	2		
c.	Create signed agreements for business owners/employees							ER;Bd,Biz	2		
d.	Evaluate pro's/con's of pay vs. free customer parking							ER;Bd,Biz	2		

Committee		Economic Restructuring Action Plan									
Program											
Action		TIMING					Lead/Partners	Priority			
Detail		2002	2003	2004	2005	2006	Later	(See Code Key)			
<b>E4</b>	<b>Gather &amp; Distribute Market &amp; Business Trend Data</b>								Key to Codes:		
a.	Distribute copies of Market Analysis to businesses							ED;ER,Biz	1	AC	Arts Commission
b.	Conduct regular foot traffic & parking counts							ER;ED,Vol	2	Bd	SBA Board of Directors
	1 Recruit youth, NIC marketing students, Sr volunteers							ER;ED,Vol		Biz	Businesses
	2 Track re. special events, day of week, time of day							ED;Vol		CC	Chamb. of Commerce
c.	Track seasonality trends; recruit businesses to help							ER;Biz,ED	2	City	City of Sandpoint
d.	Conduct annual business survey, distribute results							ER;OR,ED,NIC/Cn	2	Cn	Contracted Service
e.	Track visitor (tourist) data and expenditures							ER;CC,Biz,ED	2	DE	Design Cmte
										ED	Executive Director
<b>E5</b>	<b>Create Construction Survival Plan for 5th Avenue Biz</b>									EDC	Bonner Co. EDC
a.	Meet with City, contractor, ITD to discuss schedule							ED;Biz,City,Cn,ITD	1	ER	Econ Restr. Cmte
b.	Request weekly mtgs w/ contractor, City, biz, SBA							ED;Biz,City,Cn,ITD	1	FM	Farmers Market Mgr
c.	Address biz concerns (access, parking, water, EMS, etc.)							ED;Biz,City,Cn,ITD	1	HS	Historical Society
	1 Create contingency plans, distribute to biz									ITD	Id Transportation Dept
	2 Designate City and contractor reps for help to biz									MC	Marketing Cmte
	3 Ensure that contractor properly signs access/parking									PAC	Panhandle Area Council
d.	Create public relations/promotion plan							MC;ED,Biz,Cn,City	1	OR	Organization Cmte
	1 Daily status in paper/radio (closures, delays, etc.)									NIC	North Idaho College
	2 Use humor ("Pardon our dust", hard-hat theme, best-looking construction worker contest, etc.)									NITA	N Idaho Tourism Assn
	3 Focus on positive: print before/after photos in SBA newsletter, paper; host school tours of construction									SBDC	Small Biz Devt Center
										Sch	Schweitzer
										UI	University of Idaho
										Vol	Volunteers

Committee		Economic Restructuring Action Plan											
Program													
Action	Detail	TIMING						Lead/Partners	Priority	Key to Codes:			
		2002	2003	2004	2005	2006	Later	(See Code Key)					
<b>E6 Recruit Complementary Businesses &amp; Services</b>													
a.	Create an inventory of commercial/residential space							ER,ED,Biz	1	AC	Arts Commission		
	1 Work w/ property owners & realtors to obtain info							ER,Biz,Vol,EDC		Bd	SBA Board of Directors		
	2 Compile 3-ring binder, summarize for recruit. packet							ER,ED,Vol		Biz	Businesses		
b.	Tap/create recruitment incentives and benefits:							ER,ED,Biz,EDC	1	CC	Chamb. of Commerce		
	Location, cost and management benefits									City	City of Sandpoint		
c.	Work with property owners to prepare space							ED;Biz,City	1	Cn	Contracted Service		
	1 Create/tap incentives (UCBC, tax credits, design assist)							ED;City,HS		DE	Design Cmte		
d.	Identify target businesses: bakery, biz services,							ER,ED,Biz,FM,UI	1	ED	Executive Director		
	low-price gen merchandise, farmers market tenants									EDC	Bonner Co. EDC		
e.	Create a business recruitment packet; update regularly							ER,ED,Biz,EDC	2	ER	Econ Restr. Cmte		
	1 Dntn "vision", space info/contacts							ER;Bd,ED		FM	FarmersMarket Mgr		
	2 Community/economy info and contacts							ER,EDC,CC,ED,PAC,AC		HS	Historical Society		
f.	Pursue the deal: make contacts and follow up							ER,ED,PAC,CC	1	ITD	Id Transportation Dept		
	1 Contact candidates re. interest, appointment							ER,ED		MC	Marketing Cmte		
	2 Site visit, meet with recruitment team							ER,ED,CC,Biz		PAC	Panhandle Area Council		
g.	Recruit housing development to Downtown							ER;Biz,City	3	OR	Organization Cmte		
	1 Assist in adaptive reuse of historic buildings							ER;City,DE,HS,Biz		NIC	North Idaho College		
	2 Seek regulatory support for upper flr apart's/condo's							ER;City,DE,Biz		NITA	NI Idaho Tourism Assn		
h.	Bring a college/arts-oriented institute to Downtown							ER;AC,EDC	3	SBDC	Small Biz Devt Center		
	1 Seek candidates for "branch" of private institute							AC,ER,ED		Sch	Schweitzer		
	2 (Alternative) Create new institute with local artists							AC,ER,ED		UI	University of Idaho		
	3 Consider former Jr. High building as location?							ER;Biz		Vol	Volunteers		
i.	Recruit horse-drawn trolley to return to Downtown (after trucks re-routed) for transit, tours, events							ER,ED,Biz,City					