

JOSLYN PARK PROJECT FINANCING ROADMAP REPORT

Priest River, Idaho
September 2023



Prepared for the City of Priest River, Idaho
by Tetra Tech and Adaapta
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EXECUTIVE SUMMARY

EPA Region 10 identified the Joslyn Park project site (“the site”) in Bonner County, Idaho, as a candidate for technical assistance under OBLR’s Regionally Directed Funding and Financing Task Order (FTO).

The site is located on the southern edge of Priest River in Bonner County, Idaho, and includes 38.4 acres along the confluence of the Pend Oreille River and the Priest River. The [Joslyn Park Master Plan](#) (“the plan”) was completed by Welch Comer, a local engineering firm, and presented to the City of Priest River in the spring of 2023. The following vision statement expressed the community’s goals for redevelopment.

“Our mission is to develop a sustainable multi-use park that serves Priest River as a community gathering space and provides varied year-round recreational opportunities for Bonner County residents as well as visitors. The park shall include uses and venues that generate revenue to ensure long term viability of the park by offsetting and/or contributing to operation and maintenance costs.”

The Priest River Urban Renewal Agency (PRURA), chaired by Jim Martin, is leading the implementation of the plan under the City’s direction. Support and funding from the Idaho Department of Environmental Quality (IDEQ) through the EPA kicked off this project by funding and implementing various essential environmental related components such as shore stabilization, partial paving, storm water culvert repairs, and related assessment, design, and engineering.

This report focuses on funding and financing strategies associated with the implementation of the project. Several plan components have been grouped into the following 5 key elements.

1. Athletic/planned recreation spaces
2. Natural recreation spaces
3. Camping/RV facilities
4. Water-related improvements
5. Infrastructure and facilities

Types of funding, specific sources, and overarching strategies are included to help the project team succeed. A detailed spreadsheet is also included which outlines potential funding opportunities. Adaapta has recommended four next steps for the project team to focus on as they move the project forward.

1. Develop the Project Team
2. Develop the Project Story
3. Develop an Implementation Plan
4. Develop a Pro Forma for all Revenue Generating Activity

SITE AND PROJECT BACKGROUND

The City of Priest River is a small riverfront community located in North Idaho (in Bonner County). The City is approximately 55 miles northeast of Spokane, Washington, a larger population center, and about 40 miles south of Priest Lake, a popular destination for residents from around the region. As the midpoint between these two locations, Priest River has the potential to draw in travelers to the community.



Figure 1: Area and Community Location Maps

The project site is located on the southeast edge of the community on the Pend Oreille River and includes two parcels: 10.4 acres located north of the rail line and 38.4 acres to the south, which is a primary area of focus. The planned redevelopment on the southern parcel will include open park space, recreational and waterfront trails, community gathering areas, athletic fields, ADA swimming and boat launch access, a wetlands protection area, stormwater management, and shoreline stabilization efforts.

During the community planning process, residents expressed the importance of the ongoing maintenance and operational expenses for this project and noted that it should be self-sustaining. The technical assistance team identified potential funding sources (summarized later in this report) to develop the site as well as potential revenue generating areas to offset the ongoing operation and maintenance costs. The estimated redevelopment cost is currently \$16 million.



Figure 2: Map of the Project Site

History

In the mid-1900s, a mill and pole treatment facility was operational at the site. According to information presented to the City by Steve Gill, IDEQ, the prior owner burned about 22,000 creosote coated poles per year, equaling approximately 106,000 gallons of creosote. The following photos are from 1955.



Figure 3: Historic photos of the site (1955)

Joslyn Manufacturing, Inc. completed a site assessment and remedial action to clean up creosote contamination caused by wood treatment activities. Prior to the City's acceptance of the property, Joslyn Manufacturing, Inc. participated in DEQ's Voluntary Cleanup Program. The following photos are from the clean-up process.



Figure 4: Clean-up photos

In the winter of 2021, the owner gifted the property to the city, restricting future use to public park space. The Pend Oreille Valley Railroad (POVA) railway bisects the site into a 10.4-acre northern parcel and a 38.4-acre southern parcel. The southern plot is the focus of this technical assistance. The City completed a master plan for the site with the guidance of a community steering committee and recently annexed the property into the corporate City limits.

Environmental Considerations

Joslyn Manufacturing, Inc. participated in the IDEQ Voluntary Cleanup Program which resulted in environmental covenants being recorded. Property use is restricted, and shall not be used for residential purposes, agricultural purposes, or any permanently occupied human habitation (including hotels or motels), schools, day care, or hospital use. There shall be no excavation or disturbances within the restricted area of the property, and any development must comply with the provisions of the covenant.

In the next steps of the master plan, wetland delineation was identified as a priority. IDEQ has been working with Tetra Tech to complete this work, and preliminary information was presented to Adaapta at the site visit. The following graphic shows some of the data presented. A complete report will not be available until September 2023, after additional guidance is released from federal authorities.

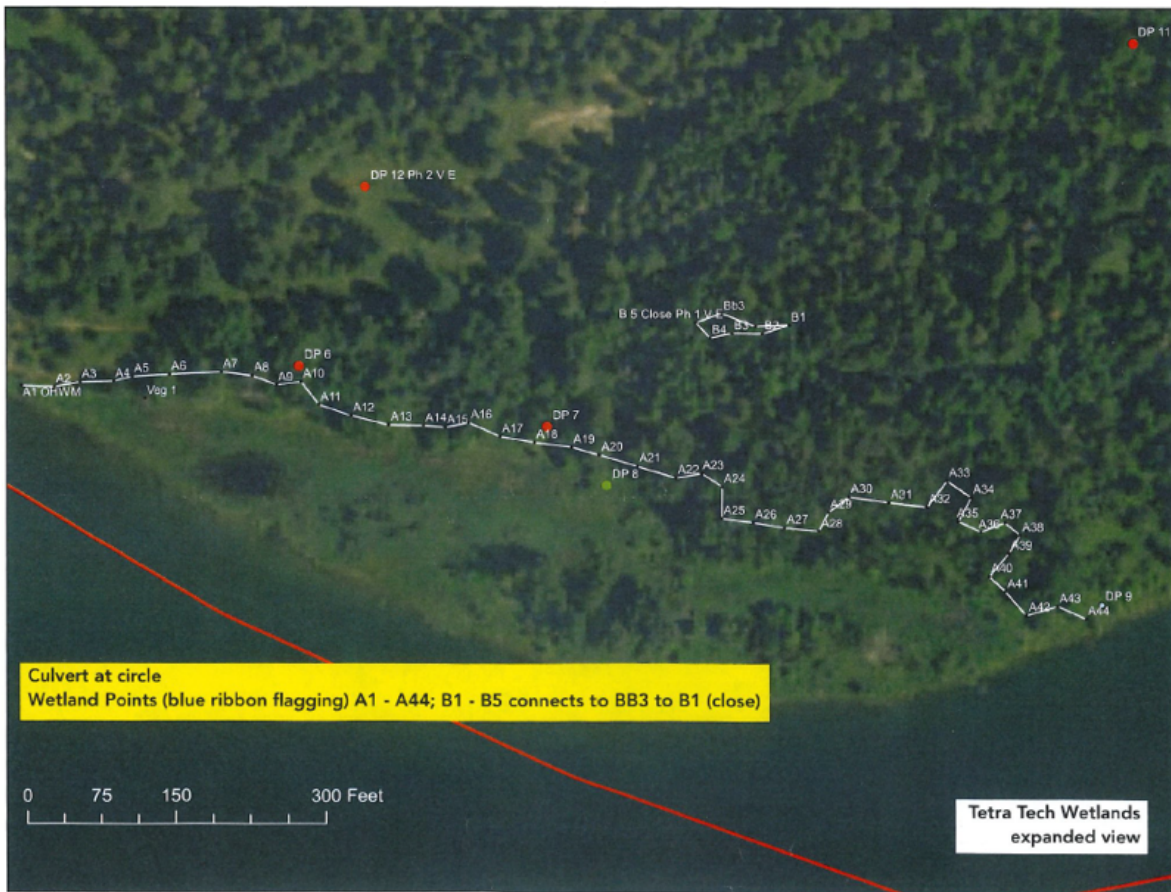


Figure 5: Wetland delineation map

The plan also discussed the need to secure permitting and coordinate efforts with other agencies. IDEQ has plans for permitting associated with the work they have planned, which includes earthwork, parking lot construction over the Area of Concern (AOC), shoreline stabilization, wet utility installation, and stormwater culvert repair. The estimated cost of this work including design, engineering, construction, and contingency is \$1.6 million. IDEQ had a meeting with the Army Corps of Engineers related to permitting on a similar project. It was determined that a biological assessment of the area must also be completed. IDEQ is adding this to the scope of work so it can be completed as part of the permitting process. The estimated review period for permitting is 60 days following the complete submission of all required information.

The AOC is approximately 2.14 acres in size and is located on the north side of the site. This area would be included in the parking area and access road to the campground/RV facilities. The below graphic from the master plan shows the AOC.

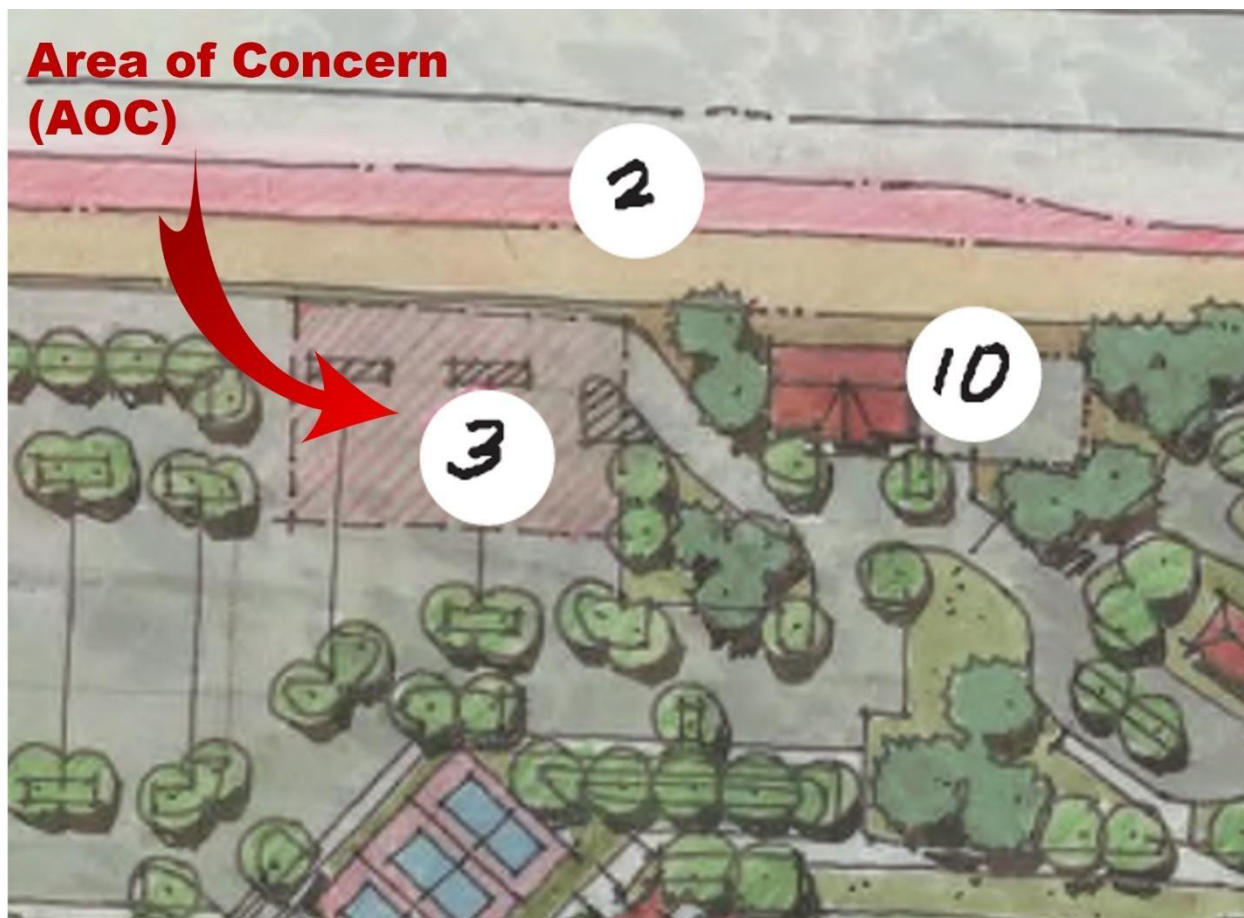


Figure 6: Graphic of the Area of Concern - Capped Contamination Area

Surrounding Community

The City of Priest River is a community rich in cultural history with a deep commitment to the preservation of the environment. The community has a current population of approximately 2,100 residents, which makes up 4.5% of the County population. According to the Idaho Department of Commerce, [2015 City and County low to Moderate Income Date \(LMI\) table](#) for Community Development Block Grant programs, 61.6% of the population is below the LMI level.

Priest River is located south of Priest Lake, a destination location that draws people into the area from around the region, including the Spokane area, for day trips and overnight stays. The northern Idaho panhandle is a beautiful area with multiple recreation attractions, including State Parks and Army Corps of Engineers Parks. Part of the Pend Oreille River Valley, Priest River is one of the small communities attracting visitors. The attractive downtown offers a variety of eating and drinking establishments, shopping, cultural amenities, and park spaces. With recently updated streetscapes, renovated historic buildings, and opportunities for additional growth, Priest River has the potential to grow as a community and as a destination.



Figure 7: Photos of Downtown Priest River

The U.S. Army Corps of Engineers owns and operates multiple campgrounds in the region. The closest is the Priest River Campground. This campground offers 20 campsites ranging \$35 to \$70 per night. There are numerous amenities, including a swimming area, boating, softball fields, playground area, picnic areas, shelters, amphitheater, and an RV dump station. This park is on the east bank of the Priest River directly east of the project site. The proximity of this park and similarity to the proposed plan could present some competition depending on market demand. The camping spaces at the park generally have limited services at the site. Some of them have electric hook-ups, but many do not and are better suited for tent camping. There are four additional parks within 15 miles of this park operated by the U.S. Army Corps of Engineers. Detailed information on each of the parks is available online at recreation.gov. There is a lack of larger sites and pull-through sites with hook-ups in the local area, which could be an opportunity for the project.



Figure 8: Priest River Recreation Area - Army Corps of Engineers Park

PROPOSED SITE DESIGN AND MASTER PLAN

The Joslyn Park Master Plan was presented to the City Council in the spring of 2023. It included the Preferred Master Plan shown in Figure 9. This result came together because of public input received during the visioning process. An active steering committee worked to review information gathered and make a final recommendation. This steering committee can be re-engaged throughout the development process, especially if the scope changes in the future.

Five Key Elements

The plan can be divided into the five key elements:

1. Athletic/planned recreation spaces
2. Natural recreation spaces
3. Camping/RV facilities
4. Water-related improvements
5. Infrastructure and facilities

Each of these key elements includes several components where overarching strategies can be incorporated, including sustainability and climate resiliency, and arts and culture.

Implementation of this plan will need to be completed in a phased approach addressing specific components outlined in the plan. Funding applications may then be based on availability, timelines, and applicability. There will be some overlapping of work that needs to occur for multiple elements, such as the required infrastructure, earthwork, and landscaping.

Table 1 shows which components outlined in the plan may be grouped together as part of a key element. This is a graphic that could be easily shared with funders and community members.

- 1. Northern parcel (10.4 acres)
- 2. Potential future Railroad Crossing
- 3. Capped Contamination Area - no excavation
- 4. Park Entry from Railroad Ave.
- 5. Possible Boat Launch Improvements
- 6. Future Marina
- 7. Reserved for Future Commercial
- 8. Parking Lot - with boat trailers
- 9. Soccer field
- 10. Maintenance Building and Yard
- 11. Plaza Space
- 12. Children's play Area
- 13. Park Pavilion/performance venue and Restroom
- 14. Park "Meadow"
- 15. New Swim Beach
- 16. Dog Park
- 17. Lighted Softball/Baseball fields with Restroom
- 18. Water-front Park Trail (all trails ADA compliant)
- 19. Possible trail connection below Railroad Bridge
- 20. Wetland Boardwalk interpretive Walk
- 21. Land Dedicated to City
- 22. ADA Swim Access
- 23. ADA Kayak Launch
- 24. RV Campground with shelter and Restrooms
- 25. Trailside Water Access & floater Take out
- 26. Fishing Dock
- 27. undeveloped Natural Area
- 28. Shade Structure
- 29. Restroom
- 30. general Riverbank stabilization
- 31. stormwater Upgrade
- 32. Marine fueling station



Acres	
1/8	Acres
1/4	Acres
Acres scale	



Figure 9: Preferred Master Plan

Athletic/Planned Recreation Spaces	Natural Recreation Spaces	Camping/RV Facilities	Water Related Improvements	Infrastructure and Facilities
(9) Soccer Fields	(14) Park "Meadow"	(24) RV Camp-ground with Shelter and Restrooms	(5) Possible Boat Launch Improvements	(3) Capped Contamination Area (AOC) – no excavation
(11) Plaza Space	(18) Waterfront Park Trail (ADA Compliant)	(28) Shade Structure	(6) Future Marina	(4) Park Entrance from Railroad Ave.
(12) Children's Play Area	(20) Wetland Boardwalk Interpretive Walk		(15) New Swim Beach	(8) Parking Lot – w/Boat Trailers
(13) Park Pavilion/ Performance Venue & Restroom	(27) Undeveloped Natural Area		(22) ADA Swim Access	(10) Maintenance Building and Yard
(16) Dog Park			(23) ADA Kayak Launch	(19) Possible Trail Connection Below Railroad Bridge
(17) Lighted Softball/ Baseball Fields with Restroom			(25) Trailside Water Access & Floater Takeout	(29) Restroom
			(26) Fishing Dock	(30) General Riverbank Stabilization
			(31) Marine Fueling Station	(31) Stormwater Upgrade

Table 1: Plan Components

Phasing Development

Developing almost 40 acres of land is a very large project. Creating an implementation plan for the project will help to prioritize which work needs to happen first and what the best funding strategy is for each phase. Funding requests will be more successful if they are timed appropriately to the project phases.

For example, if you secure funding at the start of the project for a phase that is three years out, you likely will experience issues in meeting goals and terms of the grant, which may jeopardize future awards. It is critical to set realistic expectations and goals that can be achieved and to be mindful of the market and potential delays in the labor force or supply chain. Costs rarely decrease, so it is important to plan for inflationary adjustments to your cost estimates.

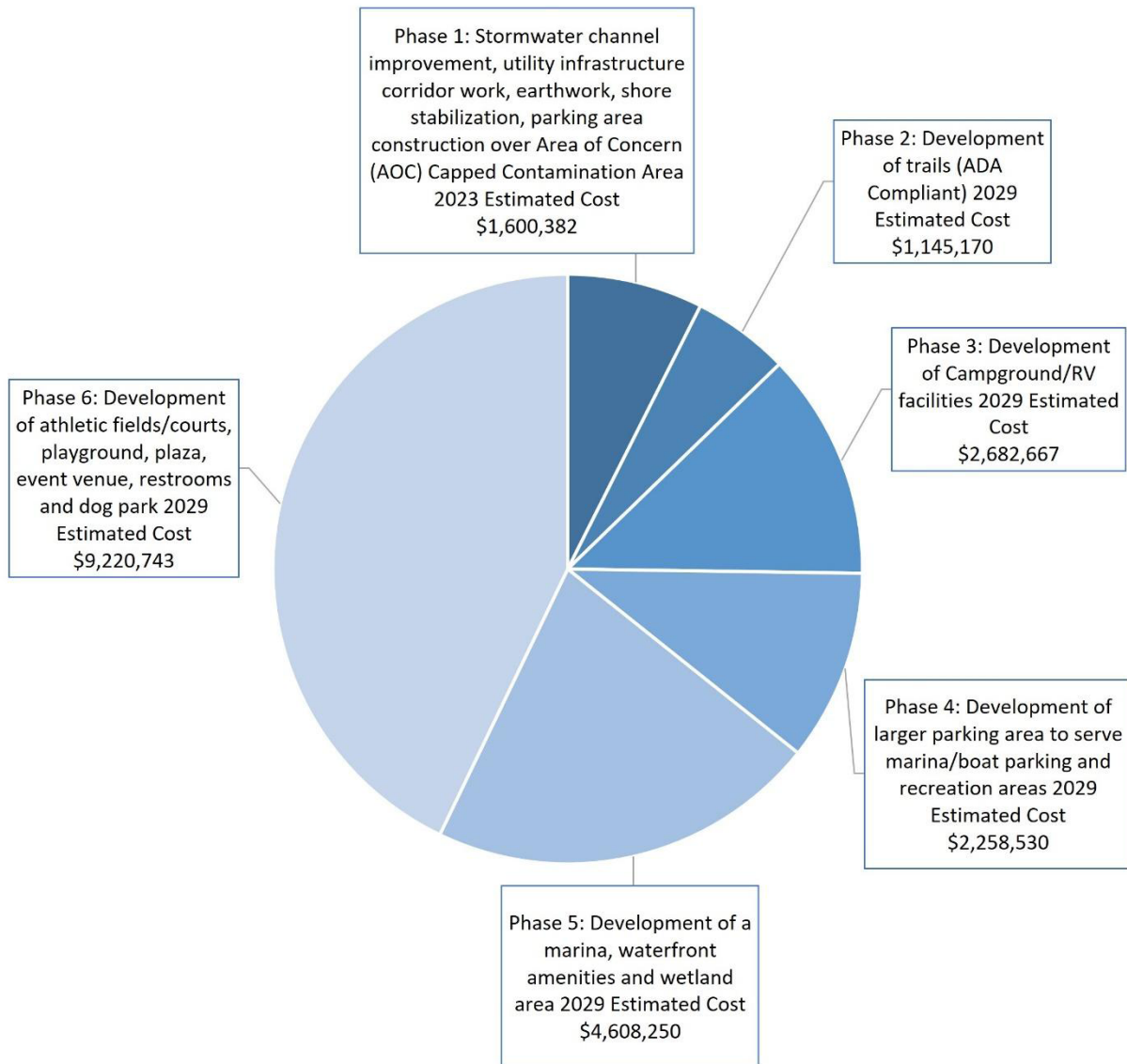
Soft costs are often underestimated or even forgotten when estimating a project. Examples of soft costs to take into consideration include the following:

- Fees for professional service providers, such as architects
- Permit fees
- Financing costs
- Insurance
- Project management fees
- Advertising and marketing expenses
- Legal fees
- Post-construction costs, such as ongoing maintenance or replacement costs

Communicating your implementation goals will be important to community members to ensure that you have continuous and transparent information available. The City discussed sharing information about the project on the City's website and through various public meetings such as the City Council or Chamber meetings. Signage is also planned for the first phase of development, which is happening in partnership with IDEQ and EPA.

The following graphic is a proposed high-level phased implementation plan that can be used for presentations to the public and inserted in funding requests. More detail on each phase follows the graphic.

Priest River Joslyn Park project phases of development



*Cost estimates include Engineering, design, permitting, general earthwork, landscaping, contingency and construction. All costs are estimates and subject to change based on final designs and current market pricing. Long range projects have a 6% annual escalation factor applied.

Figure 10: Project Phases of Development Chart

Phase 1 Additional Information

This phase includes stormwater channel improvement, utility corridor construction, earthwork, shoreline stabilization includes approximately 1,200 feet along the Pend Oreille River and approximately 1,300 along the Priest River, and construction of the parking area and portion of the drive lane over the Area of Concern (AOC) or Capped Contamination Area. A large amount of work will be completed with the assistance of IDEQ with primary funding from the EPA. The stormwater channel improvements are significant and require design and engineering work. Construction will include earthwork. IDEQ will be assisting in the development of a utility/infrastructure corridor in the area that will allow the City to install utility services such as water, sewer, electrical, or other necessary utilities. The estimated cost for this phase of development is **\$1,600,382**. All amounts are estimates and subject to change based on final designs and current market conditions.

Estimates Provided during site visit from Welch Comer	
Earthwork/General	\$ 139,600.00
Wet Utility Service	\$ 184,800.00
Stormwater Culvert	\$ 143,750.00
Shoreline Stabilization (Priest River)	\$ 121,300.00
Shoreline Stabilization (Pend Oreille River)	\$ 397,680.00
Parking Lot and Drive Lane	\$ 83,360.00
Sub-total	\$ 1,070,490.00
15% Contingency	\$ 160,573.50
Total Estimated Construction	\$ 1,231,063.50
30% Design & Engineering	\$ 369,319.05
Total 2023 Estimate	\$ 1,600,382.55

Table 2: Phase 1 Cost Estimate Breakdown

Phase 2 Additional Information

This phase includes the development of a trail system in the park. The trail will be ADA-compliant and extend throughout the area in natural spaces and along gathering spaces. This phase will require funding to be secured. The trail system may be completed in phases throughout the park as areas develop, breaking the costs down into smaller projects. The estimated cost for this phase of development is **\$807,300**. Estimated costs are projected out to 2029, with an annual 6% escalation factor. The projected cost is **\$1,145,170**. All amounts are estimates and subject to change based on final designs and current market conditions.

Estimates Provided during site visit from Welch Comer	
Trail System (ADA)	\$ 540,000.00
Sub-total	\$ 540,000.00
15% Contingency	\$ 81,000.00
Total Estimated Construction	\$ 621,000.00
30% Design & Engineering	\$ 186,300.00
Total 2023 Estimate	\$ 807,300.00
Annual 6% Escalation Factor - 2029 Estimate	\$ 1,145,170.48

Table 3: Phase 2 Cost Estimate Breakdown

Phase 3 Additional Information

This phase includes the development of the campground/RV facilities. This is a significant project that is also an opportunity for revenue generation. The City may choose to lease the campground to a private entity and receive payment under a lease or management agreement, or the campground can be managed directly by the City. Upgraded RV spaces that allow for full or partial hook-up (electric, water, sewer, wi-fi) will generate more per night than a spot with no hook-ups. These improvements do have higher upfront construction and ongoing maintenance costs. This phase would also include facilities to support the campground, such as a shower house and shelter building.

According to campgroundaccounting.com, a target occupancy rate should be 75%. Many campgrounds are open from Memorial Day through Labor Day, weather dependent. This allows for 99 days of occupancy. Based on the rates for surrounding parks, standard sites with electricity range from \$30 to \$50. Full-service sites are more limited in the immediate area. Throughout the state, rates range from \$40 up to \$100. If the park has approximately 25 spaces and rents full-service spaces at the average rate of \$70 per night based on the average rates, the estimated annual revenue would be approximately \$130,000. The estimated cost for this phase of development is **\$1,891,175**. Estimated costs are projected out to 2029, with an annual 6% escalation factor. The projected cost is **\$2,682,667**. All amounts are estimates and subject to change based on final designs and current market conditions.

Estimates Provided during site visit from Welch Comer	
Campground/RV facilities	\$ 810,000.00
25% of general earthwork expense	\$ 342,500.00
25% of general landscaping expenses	\$ 112,500.00
Sub-total	\$ 1,265,000.00
15% Contingency	\$ 189,750.00
Total Estimated Construction	\$ 1,454,750.00
30% Design & Engineering	\$ 436,425.00
Total 2023 Estimate	\$ 1,891,175.00
Annual 6% Escalation Factor - 2029 Estimate	\$ 2,682,667.88
Estimated Annual Revenue	\$ 130,000.00

Table 4: Phase 3 Cost Estimate Breakdown

Phase 4 Additional Information

This phase includes the development of the larger parking area which will serve the marina and boat parking. It will also be used by visitors to the recreation areas. This phase will require funding to be secured. The parking area could include green design elements to enhance the sustainability and climate resiliency impacts. Inclusion of permeable pavers and water retention bioswales can be part of the design. Including these elements could open potential funding opportunities. The estimated cost for this phase of development is **\$1,592,175**. Estimated costs are projected out to 2029, with an annual 6% escalation factor. The projected cost is **\$2,258,530**. All amounts are estimates and subject to change based on final designs and current market conditions.

Estimates Provided during site visit from Welch Comer	
Larger parking area	\$ 610,000.00
25% of general earthwork expense	\$ 342,500.00
25% of general landscaping expenses	\$ 112,500.00
Sub-total	\$ 1,065,000.00
15% Contingency	\$ 159,750.00
Total Estimated Construction	\$ 1,224,750.00
30% Design & Engineering	\$ 367,425.00
Total 2023 Estimate	\$ 1,592,175.00
Annual 6% Escalation Factor - 2029 Estimate	\$ 2,258,530.67

Table 5: Phase 4 Cost Estimate Breakdown

Phase 5 Additional Information

This phase includes the development of the waterfront improvements, including the wetland interpretive area, the beach, and the marina. This phase may include multiple phases of development depending on the funding available schedule. This is a significant project that is also an opportunity for revenue generation. The City may choose to lease the marina to a private entity and receive payment under a lease or management agreement, or the marina can be managed directly by the City. Seasonal rates for slips in the marina can be staggered for Priest River residents, Bonner County residents, or non-residents. A daily rate could also be established for slips.

The City of Sandpoint operates two marinas and has their seasonal moorage rates posted [online](#). This is a good comparison for consideration. Using the average seasonal slip rate of \$1,100, 30 slips would generate \$33,000 in revenue. Additional fees could be generated with daily rates, launch fees, and fuel service. The City should also look to Bonner County leadership and the Priest River Yacht Club to discuss potential partnerships in this area, since they both own waterfront property in the immediate vicinity.

The estimated cost for this total phase of development is **\$3,248,635**. Estimated costs are projected out to 2029, with an annual 6% escalation factor. The projected cost is **\$4,608,250**. All amounts are estimates and subject to change based on final designs and current market conditions.

Estimates Provided during site visit from Welch Comer	
Wetland Interpretive Area	\$ 691,000.00
Beach	\$ 1,070,000.00
Marina	\$ 230,000.00
10% of general earthwork expense	\$ 137,000.00
10% of general landscaping expenses	\$ 45,000.00
Sub-total	\$ 2,173,000.00
15% Contingency	\$ 325,950.00
Total Estimated Construction	\$ 2,498,950.00
30% Design & Engineering	\$ 749,685.00
Total 2023 Estimate	\$ 3,248,635.00
Annual 6% Escalation Factor - 2029 Estimate	\$ 4,608,250.84
Estimated Annual Revenue (Moorage)	\$ 33,000.00

Table 6: Phase 5 Cost Estimate Breakdown

Phase 6 Additional Information

This phase includes development of the athletic fields and planned recreation spaces. In many ways it is the largest, since it has the potential to include a variety of smaller phases. Certain areas may be revenue producing, such as fields that are rented out for sporting competitions, annual fees for dog park users, or venue space rental fees for events. This phase may include multiple phases of development depending on the funds available.

The spaces in this phase of development are going to be attractive to donors looking for recognition. This may include a donor plaque or naming rights of a specific space or feature. Examples include memorial benches or the naming of a shelter building. The City could consider the opportunity to incorporate this into a capital fundraising campaign. The National Recreation and Park Association published the [Park and Recreation Professionals' Guide to Fundraising](#), which provides valuable information on the fundraising process and how to be successful.

The City could partner with the local school district or other regional districts to develop the athletic fields. If this option is pursued, the partnership agreement should outline who is responsible for the cost associated with ongoing maintenance, repairs, and replacement. The City could alternately partner with a commercial company such as [Kemper Sports](#). Private companies can take on several roles including development, construction, operations, and marketing.

The estimated 2023 cost for this phase of development is **\$6,500,260**. Estimated costs are projected out to 2029, with an annual 6% escalation factor. The projected cost is **\$9,220,743**. All amounts are estimates and subject to change based on final designs and current market conditions.

Estimates provided during site visit from Welch Comer	
Sport Field Areas, playground, plaza, event space, restrooms, and dog park	\$ 3,620,000.00
40% of general earthwork expense	\$ 548,000.00
40% of general landscaping expenses	\$ 180,000.00
Sub-total	\$ 4,348,000.00
15% Contingency	\$ 652,200.00
Total Estimated Construction	\$ 5,000,200.00
30% Design & Engineering	\$ 1,500,060.00
Total Estimate	\$ 6,500,260.00
Annual 6% Escalation Factor - 2029 Estimate	\$ 9,220,743.04

Table 7: Phase 6 Cost Estimate Breakdown

OVERARCHING STRATEGIES

Developing Your Story

The key to leveraging resources for your project is to fully create your story. Take time to develop a narrative that addresses as many of the questions below as you can. As you apply for and request funds, many granting agencies will require an application. Knowing your story in advance and answering some of the most common questions will make application preparation easier.

It is also important to develop a high-level summary of your project that can be easily shared during outreach efforts or introductions to prospective funders. Below is a sample project summary.

The Priest River park project includes the redevelopment of a formerly contaminated site along the Pend Oreille and Priest Rivers. The plan is to develop almost 40 acres of outdoor recreation areas for the community to use and to create a destination for visitors from around the region. The project showcases the natural beauty of the area and provides a variety of ways to interact with the outdoors, including hiking, camping, boating, sporting, entertainment opportunities, and outdoor playscapes.

The following questions are grouped into general categories that can help you start developing your story. Some questions are more technical, while others focus on the intangible aspects of the project. They are all important at various stages of the project.

Project Description and Impacts

- o What makes your park project stand out from park projects in other communities?
- o Why should a granting agency award your project funds?
- o What is the history of the site?
- o Will your project be accessible to persons with disabilities?
- o Will your project negatively impact a specific population based on a protected class or other status (i.e., race, ethnicity, or age)?
- o What are the potential environmental impacts of your project?
- o What population are you planning to serve, such as youth or seniors?
- o Are you incorporating arts and culture opportunities into your design?
- o Who is the current owner of the property and what are the plans for the property upon completion of the project?
- o Does your project include any new and innovative technologies or other trends?

Community Information

- o Who is going to benefit from your project?
- o What need are you filling with the completion of the project?
- o What are the demographics of your community?
- o What will make the community members support the plan by volunteering, voting favorably, or donating financially?
- o What makes your community unique?

Organizational Capacity

- What is your organizational structure?
- What are your key programs and services offered?
- What is your mission statement, organizational vision, or strategic goals?
- Who is on your Council, Board of Directors, or other governing body involved in this project?
- Who is responsible for the implementation of the project?
- What methods will you use to track outcomes once the project is completed to report back to your funding partners?

Partnerships

- Who are your project advocates?
- Who are your partners and what roles do they play in the project?
- What organizations and/or individuals would be willing to write a letter of support for your project?
- Do you have partners that are supporting this project financially?

Finance Related

- What funding have you secured for this project?
- What is your gap in funding?
- Do you have a campaign plan to secure needed funds for the project?
- Who will be leading the fundraising efforts?
- What organization will serve as the fiscal agent for this project?
- Are you able to comply with any required audit regulations?
- What is your plan for ongoing maintenance and operation of the project?
- What amount of funding has already been invested in the project?
- Is there local financing available, such as tax incentives or public funds?
- What is your anticipated revenue related to this project?

Timelines

- What is your timeline for project completion?
- What are the phases planned to complete this project?
- Is this project shovel ready?

Community Engagement

- How do you plan to market your project from concept through completion?
- Is the community supportive of your project?
- Why is this project meaningful to your community?
- What are the challenges associated with the project?
- How did you engage the community in creating your plan?
- Is there currently or is there a potential for opposition to the project?

Once your project team has taken the time to evaluate these questions and develop others, keep them on hand so that you can use the information for future applications. Update the information as your project progresses and elements are completed.

Identifying Strategic Partners

Community projects are almost always more successful when they involve strategic partnerships. Each organization brings different strengths and resources to the table in a partnership. Examples of this may include a fiscal agent, a grant writer, grant administrators, funding agencies, regulatory agencies, community advocates, arts and culture representatives, historians, environmental and conservation experts, design professionals, community engagement specialists, elected officials, business leaders, and many others. Different partners are needed at different phases of development, and building a team of strategic partners will aid in the implementation process. Strategic partners will also help share your story and advocate for the project.

Non-profits and Community Organizations

Adaapta had a conversation with the Executive Director of the [Priest Community Forest Connection \(PCFC\)](#), Liz Johnson-Gebhardt, regarding how their organization can be a strategic partner in this project. The City already has an established relationship with PCFC through the landfill restoration project. PCFC can assist in project management, including grant management, and can provide other resources. Continuing to include PCFC in the discussion at an early stage can help keep the project on track. They are also able to assist in maintaining a critical component, community engagement and transparency.

Adaapta also connected with Dig Chrismer, the Rural Engagement Manager for the North Region with the [INNOVIA Foundation](#), a regional community foundation. Dig was able to share a variety of roles that the foundation can play in this project. It is highly recommended that further efforts be made to build on this relationship directly, as the INNOVIA Foundation can be a valuable partner in this project. Some of the ways that the INNOVIA Foundation can contribute to this project include the following:

- The foundation makes grant awards annually through a competitive process. They are well connected to other funders and can share your story with other potential donors that may have a specific interest in projects like yours or in the community.

- They can assist in establishing an endowment fund to provide for the ongoing financial needs of the park.

- They can work with individuals looking for charitable giving opportunities and discuss ways to ensure their legacy giving supports projects they care about.

- They can provide referrals to other partners that may be able to assist in grant writing and management.

- The foundation has knowledge and resources available to assist in the development of a non-profit organization that could be active in the park operations and management.

Other foundations that serve the area and may make good partners include the [Idaho Community Foundation](#) and the [LOR Foundation](#).

Professional Network and Design Team

Successful projects include a professional team that has the skill set and knowledge to accurately develop a scope of work, understand the needs and challenges of a project, design plans, and prepare accurate cost estimates. Public projects are subject to public scrutiny, and it is extremely important to be confident in the information being presented to the community. An initial cost estimate is established during the early stages of a project, and as a project goes through the detailed design process, costs will often increase. This may be due to inflation, material changes, changes in the plans, or unexpected site conditions. The public may react negatively to cost increases if the information is not communicated in a transparent and engaging way. Ongoing communication is critical, and starting with solid, accurate information makes that process easier.

There are a variety of professionals that offer design-related services. This includes engineering firms, planners, recreation specialists, assessment teams, and construction companies. You may have firms that have past involvement in the project and there may be opportunities to bring in additional professionals based on specific needs and the project timeline.

Other professionals that are essential to the process and should be engaged at the early stages of development include legal and financial representatives.

Community Members

Community members are one of the most important strategic partners in a public project. When residents, community leaders, organizations, and business leaders are engaged in the project and information is shared about the process, anticipated costs, and timelines, they can be an advocate for the project. When activities are completed without transparent communication, it can lead to misinformation and opposition, causing additional challenges to rise during the process.

Appendix A includes contact information for various individuals and organizations that were identified during the preparation of this report. This network can be utilized to develop relationships and outreach to other potential partners.

Working with Elected Officials

It is increasingly important to develop relationships with your elected state and federal officials since increasing amounts of funding are directly appropriated to projects. Funding coming through under the American Rescue Plan Act (ARPA) and the Bipartisan Infrastructure Law (BIL) is made available to states, and it is critical that elected officials understand the need for this funding and accept it so that local communities can utilize the dollars.

On July 26, 2023, Idaho Governor Brad Little signed [Executive Order No. 2023-03](#) establishing the Idaho Outdoor Recreation Fund Advisory Council in recognition of the increasing impact outdoor recreation and tourism is having on public lands, especially in rural areas. Ensuring that state representatives are familiar with your project and the needs you have can impact accessing funds that become available. Projects that are brought before a council, such as the one recently established, have a better chance of success, especially when there is inter-agency involvement.

Here are a few additional points to consider when working with federal representatives.

Senators and Congressional Representatives can recommend projects for congressionally-directed funding, when available. Take time to introduce your project to the staff supporting your representatives so that when funding becomes available, they can alert you about the opportunity.

Elected officials can be advocates for you when applying for competitive grants. For example, if you apply for a federal grant award, your Senator and/or Congressional Representative may be willing to write a letter of support for your project to the agency. They want to see the federal awards granted to their state. Provide them with a short summary of your request, the amount you have requested, the granting agency, and program name.

They typically will not submit a letter of support for funding through a state agency since they represent all communities in the district.

Occasionally, they will be notified of federal funding awards prior to public announcements and may contact you in advance. Do not release this information to the public prior to formal announcements by the granting agency.

It is important to recognize their support of your project when appropriate. Invite them to groundbreaking ceremonies, ribbon cuttings, and celebrations.

Sustainability and Climate Resiliency

Incorporating sustainability and climate resilient features into this project would reduce the negative, future environmental impact and potentially reduce some ongoing expenditures. The City should investigate opportunities to incorporate best practices addressing items such as stormwater management and energy efficiency. The [Idaho Catalog of Storm Water Best Management Practices](#) is a comprehensive guide to various management methods that can be incorporated into the project. One example would be to introduce green streets design into the parking lot. The [EPA Green Street Handbook](#) provides additional information on different design elements. An example of a parking lot that uses permeable pavers and functional landscaping is below. When integrated, it will provide both aesthetic and stormwater management benefits. Funding for projects that go beyond the essential paving of a parking lot are projects that may be eligible for funding through various agencies.



Figure 2-4. A parking lot with green infrastructure features (bioretention areas and street trees).

Figure 11: Graphic from the EPA Green Streets Handbook showing a parking lot with green infrastructure.

With a growing number of electric vehicles (EV) entering the market, there is also an increased demand for charging stations. There is an opportunity to install new EV charging stations in the project's parking area. The user may be charged directly. The City may have the opportunity to partner with a third-party to operate the chargers.

Other possible enhancements that could be incorporated include the use of solar power to supply electricity to lights at athletic fields, facilities, or parking areas. This could be in the form of rooftop panels on a structure or an area for ground-mounted panels covering a larger area. The graphic below is from the article, [Buzzing Around Solar: Pollinator Habitat Under Solar Arrays](#) produced by the U.S. Department of Energy, Solar Technologies Office. It demonstrates the benefits of installing pollinator-friendly solar environments.

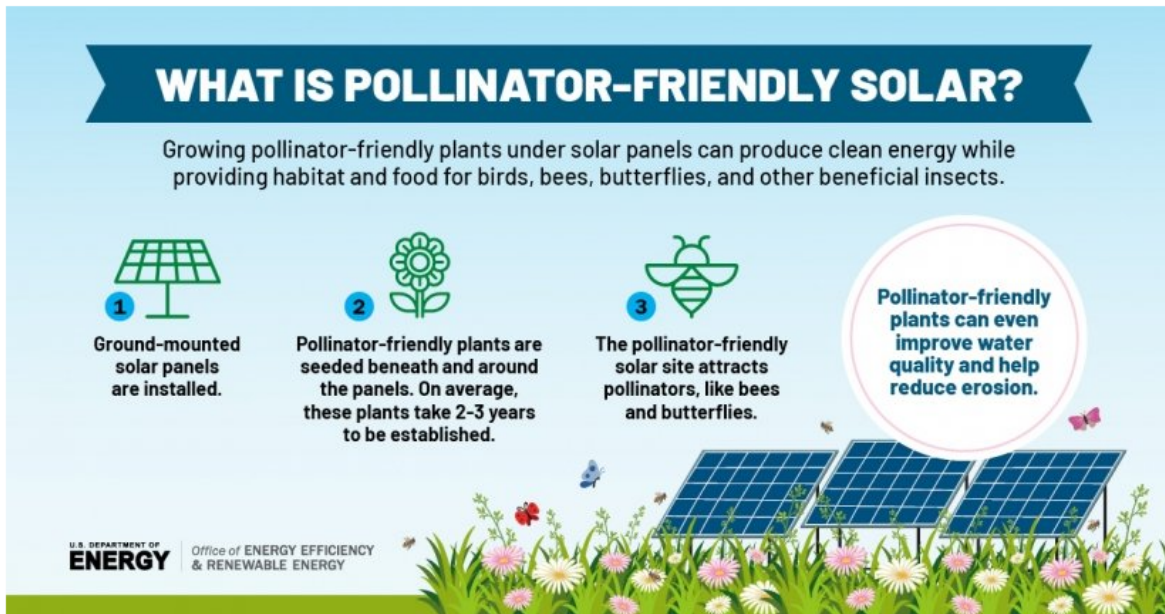


Figure 12: Pollinator-Friendly Solar example from the U.S. Department of Energy

Arts and Culture

Another overarching concept that can be incorporated into the project includes a focus on art and culture components. According to the National Endowment for the Arts (NEA) [page on creative placemaking](#): “Creative placemaking integrates arts, culture, and design activities into efforts that strengthen communities.” This project has the potential to engage and excite community members in a new and innovative way, bringing arts and culture into the design. Certain agencies, such as the NEA, can provide resources to communities through grant funding, technical assistance, and knowledge building.

The initial planning and community engagement process that resulted in the site master plan was a start in the creative placemaking process. In many ways, your site can be developed to tell a story about the community, history, and the natural beauty found along the rivers. Pushing the creative boundaries of what a park includes, how a trail develops, how you feel in a plaza area, or even the messaging the signage shares with the visitor is all part of creative placemaking and aids in creating a destination.

Below is an example of an [Asphalt Art Project](#) funded by the Bloomberg Foundation. This is the type of project that can engage the community with an artist to tell the story of the area. This could be used in the plaza area, part of the park entrance, or at the marina as a connection to the waterways. A project like this does not pay for the pavement but it could be used to leverage funding for the infrastructure from private sources.

Creating a welcoming space for community events – Reno, NV

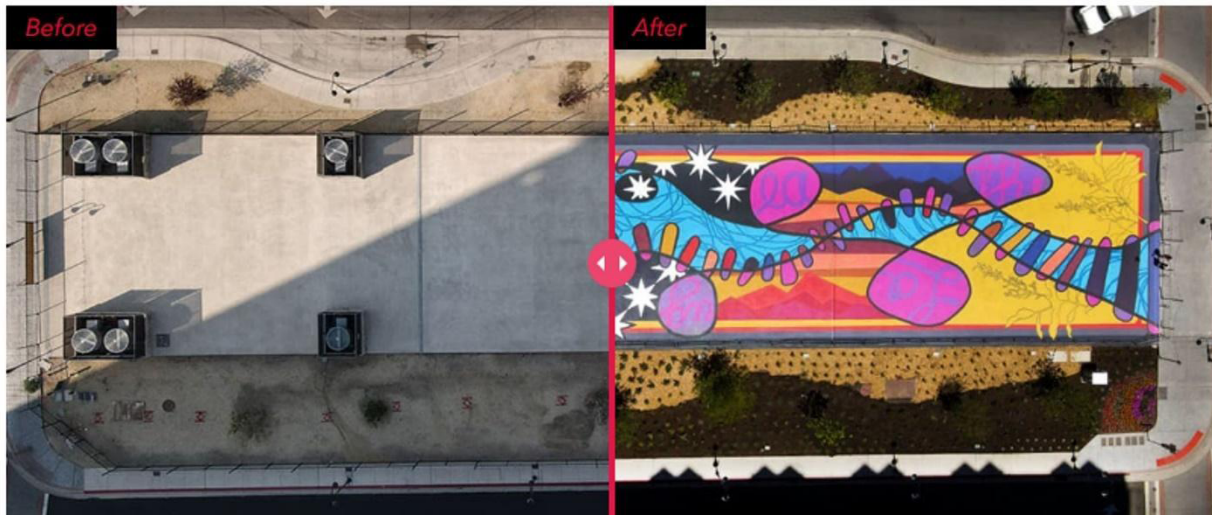


Figure 13: Example of Asphalt Art Project in Reno, Nev.

Another way to incorporate creative placemaking into your project on a smaller scale is to partner with local organizations, such as community groups or the Friends of the Library, and develop a Story Walk along the trail. This encourages families to explore the trails, engage in healthy activity, and read a story that inspires creativity, all while enjoying the outdoors. The stories can rotate on a regular basis encouraging return visits to the trail.



Figure 14: Example of a Story Walk in Reno, Nev..

Community Involvement

Virtual Meetings

Adaapta held several virtual meetings with project team members throughout the preparation of this report to keep up dated on the status of the project and evolving information. Representatives from the community, Welch Comer, IDEQ, EPA, and Adaapta joined in on multiple calls. Continuing a recurring call for this project with the appropriate team members is highly recommended.

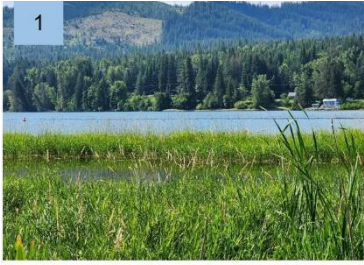
Site Visit – June 2023

On June 26th and 27th, 2023, Patricia Gage and Michelle Spohnheimer from Adaapta were able to spend time touring the site in Priest River. During the visit, the team met with community leaders, City representatives, IDEQ, and the project Engineer to discuss the current project status. Updated cost estimates were provided at the site visit meeting along with proposed timelines for the State funding work. IDEQ shared additional information related to the State funding allocated to the initial phases of this project. This includes the items related to the AOC, shoreline stabilization, the storm water culvert, and the related assessment, design, and permitting required as part of construction. During the meeting, proposed branding was also presented along with site signage related to the work being completed by IDEQ. These are items that the City Council must still review and approve.

Adaapta also attended the quarterly Chamber meeting on June 27th. PRURA presented an update on the project to the members present. The timelines and funding options for the project were discussed. During the Chamber event, Adaapta connected with the INNOVIA Foundation Executive Director, Dig Chrisman.

On June 27th, a comprehensive walk-thru of the project site was completed with Steve Gill from IDEQ and Priest River Mayor, Jeff Connolly. The tour included viewing the storm water culvert, the rail line, the AOC, the shoreline of both rivers, the wooded areas, and the wetland. Several photos of the site were taken during the tour, and Steve Gill shared information about the work IDEQ has completed to date and anticipated additional work.

The following photos were taken during the site visit:



1 – Wetland on South Bank
2 - South Bank
3 - South bank looking West
4 - Northern Rail Line looking East
5 - Capped Contaminated Area (3)
6 - Storm Water Culvert
7 - East Bank looking South
8 - Natural Area
9 - South Bank
10 - Open Area
11 - East Bank looking East



Figure 15: Photos from Site Visit

Types of Funding Sources

Funding for a project of this scope is extensive and may come from a variety of sources, including federal, state, local, and philanthropic and private organizations. Understanding the dynamics of these various sources is important when layering funds for a project. The following is an overview of common points to consider with various types of funding.

Federal Funding

Federal funding tends to be for larger award amounts ranging from tens of thousands to millions of dollars, depending on the project and source of funding. Here are some general points to understand about how federal funding works and what to be prepared for:

Applications are typically applied for through the [Grants.gov](https://www.grants.gov) website following the release of a Notice of Funding Opportunity (NOFO).

The federal fiscal year begins in October. NOFOs must be reviewed and approved before they are released and there is often a push by the Federal Agencies to release their notices as quickly as possible to commit funding by the end of the Federal fiscal year, September 30. Since announcements are typically only made once per fiscal year, it is important to understand the timing of federal funding as it relates to your proposed project.

Expenses occurring prior to an executed contract are typically not eligible for reimbursement and cannot be counted as match funding.

Reviewing the eligibility criteria is essential to any federal funding opportunity. Typically, federal funds are available to governmental agencies (i.e., City, County or Council of Government), tribal organizations, and occasionally non-profit or development corporations.

Almost all federal funds will require that the City, or partner applicant, to be registered with [SAM.gov](https://www.sam.gov) and have a [Unique Entity Identifier](https://www.sam.gov) (UEI) number. Registration for this information can be time consuming and take several weeks for approval.

Federal funds are typically not available to private developers, individuals, or for-profit entities. It is very important to ensure that you are an eligible applicant before proceeding with any application.

Federal funding will come through as a reimbursable grant, so it is important to ensure that you have a plan to cash-flow a project until reimbursement is available. Only expenses which are approved as eligible can be reimbursed. Often this may include hard construction costs, planning, and engineering design fees, and depending on the grant, there may be an administrative allowance to cover expenses such as staff time and other related expenses.

A budget is always required to be approved as part of a federal grant, and amendments must be approved prior to incurring expenses.

Most federal grants require a matching contribution from the local community.

The initial startup of a federal grant may include an environmental process to receive a Request for Release of Funds (RROF). The RROF process may involve public hearing and comment periods that can add time to the start of your project.

Federal funds are also typically subject to federal procurement requirements.

There may also be limitations on how much assistance a contractor or design professional can provide if they plan to bid on or submit a proposal.

Federal funds will typically require multiple reports throughout the period of performance or term of the grant. Some reports may be monthly, quarterly, and/or annually. Depending on the agency they may require reports to be submitted through an online portal or via email to the designation grant officer.

Certain grants may require compliance with Davis-Bacon wage rate standards which adds additional time to track and document information by the contractor as well as the grantee.

State Funding

State funding has a lot of similarities to federal funding, however there may be variations based on the administering agency. Different departments may have different application processes and reporting methods. Here are some highlights regarding state funding.

State awards may come in the form of pass-through grants from the Federal Government, which will typically carry many of the federal restrictions, guidelines, and requirements listed previously.

Other state funding is not federal pass through and may be less restrictive.

Typically, the state funding will still carry requirements related to reporting, eligibility, and use and will be distributed on a reimbursement basis.

Grant application periods typically will be annually, but that may depend on the funding agency.

Matching contributions are often required when applying for state grants and typically federal awards will not be considered an eligible match. Local dollars, philanthropic or private awards, or in-kind contributions are great matching funds.

Typically, letters of commitment or documentation of a secured match may be required with the application.

There are also opportunities where the state may administer funds directly on behalf of the project, such as with the initial work being completed by the Idaho Department of Environmental Quality (IDEQ) related to the environmental impacts of the site. In cases where funding is administered by the state, the community is involved in the process, but decisions related to procurement and financing are managed by the state directly. Funds do not pass through the City in these situations.

A significant amount of funding that has been allocated through the American Rescue Plan Act (ARPA), the Bipartisan Infrastructure Law (BIL), and the Inflation Reduction Act (IRA), is coming from the federal agencies directly down to the state and sometimes local governments. It is important to build relationships with state and federal elected officials, as well as agency representatives, to advocate for this funding. There may be increased amounts available overall in traditional grant programs or increased maximum awards. In other situations, state run programs will see an increase to their budgets. A prime example of this is the funding provided by the EPA to IDEQ.

Several of the potential funding sources for this project are administered through the [Idaho Department of Parks and Recreation](#) (IDPR) and [Idaho Department of Environmental Quality](#) (IDEQ). Additional program information can be found online at [idaho.smapply.io](#). The Idaho Department of Lands produced a [Funding Opportunities Reference Guide](#) which includes a variety of funding opportunities.

Local Funding

Local funding typically will come through the City in the form of general fund dollars, bonds, Tax Increment Financing (TIF) or Revenue Allocation, capital improvement funds, special taxing districts, or other applicable special tax allocations such as [Local Option Sales Tax \(LOST\)/Resort City Tax \(RCT\)](#). Use of local funds must meet applicable state or federal laws governing the use of funds as well as any locally adopted restrictions placed by the Council or voting population.

Local funding typically will not carry the same restrictions and reporting requirements as state and federal funding. It is important, however, to account for the various funding by project since you may be able to use your local funds as matching contributions or leveraged funds to other funding sources. Local funding may also include in-kind contributions of staff time or other resources which can also be included as match value. Plan to track project expenses from the beginning of a project to account for leveraged funds.

Philanthropic and Private Funding

One of the most valuable attributes of philanthropic or private funding is the ease of administration. This funding may come from family, commercial, financial, utility, or community foundations, or it may also come directly from businesses or individuals. Typically, the reporting requirements are minimal if required at all. Funds also may be available immediately at the start of a project rather than as reimbursement. Often these funders request some sort of donor recognition, so think about these funding sources for projects where you can showcase a donor plaque or recognition piece, or perhaps the naming of a ball field or structure. Funding amounts can vary from a \$1 community member donation to hundreds of thousands from larger organizations. It is important to build relationships with your local philanthropic and private funders as they are the most vested in improving the community. You may also be able to apply for multiple phases of the project over the implementation period.

Funding Source Summary Based On Key Plan Elements

The following tables highlight some of the potential funding sources for each of the key elements of the master plan. Refer to the complete funding workbook for more details on the various funding resources as well as a more comprehensive list. Projects like this are primarily supported through state, local and philanthropic and private funding. There may be some federal funding for specific components.

Athletic/Planned Recreation Spaces

The master plan calls for several athletic and planned recreation spaces. These spaces include ball diamonds, playgrounds, pickleball courts, and event spaces. These are projects that may be funded by private and philanthropic sources or through community fundraising. Residents and nearby visitors are more likely to be frequent users of these components. There may be an opportunity to generate revenue from tournaments or renting facilities for larger events.

Potential Funding Source	Type of Funding	Max Award
INNOVIA Foundation – Community Grants Program	Philanthropic/ Private	\$50,000
T-Mobile – Hometown Grant	Philanthropic/ Private	\$50,000
AARP Community Challenge Grant	Philanthropic/ Private	\$50,000

Table 8: Athletic/Planned Recreation Spaces - Funding Resource Highlights

INNOVIA Foundation – Community Grants Program

The [Community Grants Program](#) is a competitive grant opportunity that could be applied for through various phases of development. Each year, the funding cycle has a theme, such as “Bringing people together to build an inclusive community.”

It is important to think about the funding requests and how they fit with the funding organization’s mission, goals, and priorities. Highlight aspects of your project story that align with the theme. Demonstrate how the community supports and values this project and what positive impacts it will have on the community.

T-Mobile – Hometown Grant

The [Hometown Grant](#) focuses on community development projects spanning technology, education, environment, outdoor spaces, the arts, community centers and health care. Hometown Grants are part of the massive five-year commitment announced in April 2021 to bring 5G to rural America, open hundreds of new stores, and support economic development in small towns by providing \$25 million in funding. Projects that add to a sense of place or could lead to further investment are of particular interest. Funding is awarded quarterly to 25 communities.

AARP Community Challenge Grant

The [AARP Community Challenge grant](#) is focused on projects that support senior residents 50 years of age and over. Their goal is to help support the creation of vibrant public places that improve open spaces, parks, and access to other amenities. Previously funded projects have included pickleball courts.

Natural Recreation Spaces

Natural recreation spaces can include a variety of opportunities focused on the natural environment. Trails, wetlands, and natural spaces can be a unique attraction for visitors. Trail funding is more common, yet still very competitive. Identifying opportunities to incorporate art into the trail experience may open some additional funding sources. Environmental sustainability, conservation, and climate resiliency is another way to increase opportunities by layering funding sources.

Potential Funding Source	Type of Funding	Max Award
U.S Fish & Wildlife Service – NAWCA Grants: Small	Federal	\$250,000
IDRP – Recreational Trails Program (RTP)	State	Varies
Equinox Foundation Grant Program	Philanthropic/ Private	\$30,000

Table 9: Natural Recreation Spaces - Funding Resource Highlights

U.S. Fish & Wildlife Service – North American Wetlands Conservation Act (NAWCA) Grants

The [Small Grants Program](#) is a competitive, matching grants program that supports public-private partnerships carrying out projects in the United States that further the goals of the [North American Wetlands Conservation Act](#). These projects must involve long-term protection, restoration, or enhancement of wetlands and associated uplands habitats for the benefit of all wetlands-associated migratory birds.

Idaho Department of Parks and Recreation (IDPR) – Recreational Trails Program (RTP)

[RTP](#) is a grant available annually through the IDPR. Eligible projects must be from trail plans included or referenced in a [Statewide Comprehensive Outdoor Recreation Plan](#) (SCORP). Chapter 3 of the plan discusses demand and identifies the increased use of recreational areas from large population centers such as Spokane and Spokane Valley, Wash., specifically in the northern region. The following table is an excerpt from the SCORP showing facility demands that exceed supply and activities increasing in participation. The highlighted items are components of the Priest River plan. When applying for funding, referencing this information would aid in demonstrating a need that can be addressed.

Top Results: Facility Demand Exceeds Supply	
Local Providers	State/Federal Providers
1. Mountain biking trails (unpaved)	1. Mountain biking trails (unpaved)
2. Developed trailheads (parking, restrooms and information)	2. Multi-use trails (unpaved, non-motorized)
3. Dog parks	3. UTV/Jeep Trails
4. Multi-use trails (paved, non-motorized)	4. ATV trails
5. Picnic shelters	5. Hiking trails (unpaved)
6. Hiking trails (unpaved)	6. Outdoor shooting ranges
7. Playgrounds	7. Multi-use trails (paved, non-motorized)
8. Docks or boardwalks for fishing	8. Motorbike trails (singletrack)
9. Multi-use trails (unpaved, non-motorized)	9. Cabins or yurts
10. Skate parks (outdoor)	10. Outdoor archery ranges

Top Results: Activities Increasing in Participation (past 5 years)	
Local Providers	State/Federal Providers
1. Pickleball	1. ATV riding
2. Walking/jogging on paved trail	2. Mountain biking
3. Biking (paved surfaces)	3. UTV/Jeep riding
4. Disc golf	4. RV/Camper Camping
5. Swimming in lakes or rivers	5. Hiking

Source: 2017 Idaho Outdoor Recreation Provider Online Survey: see Appendix B for full results

Figure 16: Table from the Idaho [SCORP](#)

Equinox Foundation Grant Program

This is a competitive grant application specific to Bonner and Boundary counties. The [Equinox Foundation](#) was founded on the values of wisdom, integrity, and environmental stewardship. Administered by the INNOVIA Foundation, the grant focuses on education and youth development, arts and culture, economic opportunity, health and wellbeing, and quality of life.

Camping/RV Facilities

Camping and RV Facilities may be one of the most challenging areas to develop without private investment or a local funding commitment. There are limited funding sources included in this section. This is an area that has some of the highest revenue producing potential, depending on the structure.

Potential Funding Source	Type of Funding	Max Award
IDPR – Recreational Vehicle (RV) Fund	State	Varies
Private campground development (i.e. KOA)	Philanthropic/Private	Private Investment

Table 10: Camping/RV Facilities - Funding Resource Highlights

IDPR – Recreational Vehicle (RV) Fund

The [RV Fund](#) is a grant available annually through the IDPR. It is funded by registration fees. The estimated annual funding level is \$4.5 million and grants range in award level from \$5,000 to more than \$1 million depending on the project. Applications are typically due in January of each year. A 5% matching contribution is required for most projects. Motorized equipment has a 20% match. The average match amount for awarded 2024 projects is 20%.

The RV Fund is a good option if the City chooses to develop the campground and manage the operation and maintenance. This would result in the City receiving the revenue produced through rentals. This will require staffing and an operating budget which includes ongoing improvements. The City should prepare a pro forma budget to determine financial feasibility and use it to attract investors.

Private Campground Development

One potential option for the RV Campground phase of the project is to consider allowing a private developer to be involved. There are various approaches to implementing this phase.

The City could consider leasing the developed campground to a private entity to manage and maintain the campground. This would require an agreement or contract between parties outlining various terms. Consultation with the City's legal counsel should occur to ensure that any applicable laws are followed related to awarding a contract to a private party for services. Another point to consider is the potential impact on property tax assessment. Leasing property may impact the tax-exempt status of the property being leased resulting in additional expenses.

A third option may be to split a portion of the property off as a separate parcel and sell or lease the land to a private developer for the purpose of developing a campground. This is an option provided that any minimum zoning and subdivision requirements can be met. Once again, consulting with legal counsel is important when considering the sale or lease of public land.

In reviewing potential private campground development, Adaapta reviewed franchise information from [Kampgrounds of America Inc. \(KOA\)](#) and [Yogi Bear's Jellystone Park](#). KOA requires a minimum of 90 total sites (75 RV sites) at start-up. The estimated average cost of development is \$3.3 to \$4.6 million. Yogi Bear's Jellystone Park has a minimum requirement of 30 usable acres and requires 125 RV sites and other amenities. Their estimated costs reach upwards of \$10 million. Whereas these larger campgrounds may be an option if the entire site was devoted to the campground, they are not likely to be a feasible option with the current master plan. A smaller private developer may be interested, however there is also an increased risk factor depending on their experience and capital available.

Water-Related Improvements

The water-related improvements element focuses on the opportunity to enhance experiences along the river. This may include expanded swimming areas, boat access, marina development, fishing docks, and riverfront trails. Like the camping/RV facilities, there may be an advantage in finding a private development partner to implement specific components. This element also has the potential to be a revenue producer depending on the structure. The adjacent property is owned by Bonner County and another parcel is owned by the Priest River Yacht Club. Conversations with these entities could lead to a future partnership.

Potential Funding Source	Type of Funding	Max Award
IDPR – Waterways Improvement Fund (WIF)	State	Varies
IDPR – Cutthroat License Plate Fund	State	Varies
BoatU.S. Foundation – Grassroots Grants	Philanthropic/Private	\$10,000

Table 11: Water Related Improvements - Funding Resource Highlights

IDPR – Waterways Improvement Fund (WIF)

[WIF](#) awards can be used for a variety of items including the protection and promotion of safety, waterways improvement, creation, and improvement of parking areas for boating purposes, making and improving boat ramps and moorings, marking of waterways, and search and rescue needs. Recent grant awards ranged from \$37,000 up to \$377,000 and provided match amounts ranging from 11% up to 70%.

IDPR – Cutthroat License Plate Fund

This is limited funding and not available every year. However, it does support projects for the construction and maintenance of non-motorized boating access facilities for anglers. Examples include fishing docks or piers, non-motorized ramps, and other support facilities for angler access sites.

BoatU.S. Foundation – Grassroots Grants

The [Grassroots Grant](#) is primarily a program for projects that promote safe and clean boating. This could be used for signage as part of the project or educational opportunities.

Infrastructure and Facilities

At the foundation of this plan is the critical needs of infrastructure and facilities that support the various amenities. Components such as parking, utilities, restrooms, maintenance buildings, lighting, shore stabilization, and environmental containment are in this category.

Potential Funding Source	Type of Funding	Max Award
IDEQ – State and Tribal Response Program (STRP)	State	Varies
IDPR – Recreational Road & Bridge Fund	State	Varies

Table 14: Infrastructure and Facilities - Funding Resource Highlights

IDEQ – State and Tribal Response Program (STRP)

States receive supplemental funding under recent federal funding acts such as the American Rescue Plan Act (ARPA), the Bipartisan Infrastructure Law (BIL), and the Inflation Reduction Act (IRA). Funding was allocated to various state agencies such as IDEQ. This increased funding for programming under the Brownfields program allows for appropriations to be applied to targeted projects. Some programming may be completed through traditional grant application processes while other projects are based on state involvement with a project. The Priest River project has been a long-standing priority for IDEQ and the community. Recent funding opportunities allowed the project to proceed.

During the site visit, Adaapta received information on proposed IDEQ involvement with the project. Planned work includes earthwork, paving in limited areas, shoreline stabilization, utility corridor preparation, and stormwater culvert reconstruction. The estimated total, including design, engineering, and contingencies, is approximately \$1.6 million. There are various funding programs supporting this work, but it is all under the IDEQ administration and direction, with EPA funding as the primary funding agency. The estimated timeline for the state-managed projects runs through December 2026.

IDPR – Recreational Road & Bridge Fund

The purpose of the [Road & Bridge Fund](#) is solely to develop, construct, maintain, and repair roads, bridges, and parking areas within and leading to parks and recreation areas of the state. Approximately \$250,000 is available annually. Each year, 50% of the road and bridge funds will be made available for Department projects. The remaining 50% will be distributed through the road and bridge grant program to projects that benefit snowmobiling, off-highway vehicle use, or boating.

NEXT STEPS/CONCLUSION

This report focuses on funding and financing strategies associated with the implementation of Joslyn Park project master plan at the former Joslyn Manufacturing site. The master plan includes several components which have been grouped into the following 5 key elements.

1. Athletic/planned recreation spaces
2. Natural recreation spaces
3. Camping/RV facilities
4. Water-related improvements
5. Infrastructure and facilities

Throughout this report, information is included about how to approach different types of funding and which funding sources may be best suited for the various phases of development. There are overarching strategies to help prepare the project team to apply for funding and build relationships with strategic partners. A detailed spreadsheet is also included, which outlines potential funding opportunities. New programs and opportunities may become available in the future and can be added to the list.

Adaapta suggests the following next steps for moving the project forward:

Develop the Project Team

The current project team has made tremendous progress in initiating the project and has dedicated leadership. Now is a good time to bring in additional strategic partners that can specifically assist in grant writing and administration, project management, community engagement, and public education. Take the time to determine who should participate and what role they play. Maintaining a core leadership team to make decisions will remain important. A larger group that is connected to the project can bring new ideas to the table or take on responsibilities.

Develop the Project Story

To secure continued funding for this project, there will be a need to fully develop the project story. Use the questions in this report to prepare for grant applications and funding requests. Continue to update responses as your project is completed so that information is current. The answers to the questions identified in this report will be a good start on an application. However, it is extremely important to understand that every application will be different, and funding agencies will be looking to see how your project meets their program goals and guidelines.

Develop an Implementation Plan

This is a major project that will ultimately happen in phases. Take the time to develop an implementation plan that can be communicated with the community. Incorporate your estimated budgets and staffing requirements into the plan. This will help establish realistic expectations for how long the project may take, what the financial needs will be, and what areas will be completed first. This report includes a high-level flow chart showing eight phases of development. Each phase may be broken down further into smaller projects or specific steps in the process. Use the chart as a starting point to think about each of the areas.

It is important to acknowledge that plans change, and you will need to be adaptable should unexpected situations arise. That may include a new funding opportunity or an unexpected challenge or delay. Either way, flexibility will allow the project to keep moving.

Develop a Pro Forma for all Revenue Generating Activity

Throughout the planning process, the City has emphasized the importance of this project being self-sustaining through revenue generation. Several of the components outlined in this report have the potential to generate revenue. Adaapta strongly recommends that the City develop a pro forma for each applicable project. Going through this process will allow the City to identify sources of revenue that may come directly as a user fee, under leases or management agreements, or through donations. It will also require the evaluation of ongoing anticipated expenses.

APPENDIX A

The following is a list of contacts identified during the preparation of this report as potential strategic partners.

Name	Title	Organization
Phone	E-mail	Resources
Tiffany Brunson	North Region Grants Specialist	Idaho Department of Parks & Recreation
O: 208.415.3396 C: 360.880.8206	Tiffany.brunson@idpr.idaho.gov	State funding, technical assistance
Dig Chrismer	Rural Engagement Manager – North Region	INNOVIA Foundation
C: 208.290.8868 O: 509.624.2606	dchrismer@INNOVIA.org	Advocate, grant funding, endowment information
Katie Eglund Cox	Executive Director	Kaniksu Land Trust
O: 208.263.9471	katie@kaniksu.org	Technical assistance, information
Peter Faucher	Philanthropic Advisor, North	Idaho Community Foundation
O: 208.342.353x23	peter@idahocf.org	Advocate, grant funding, philanthropic information
Steve Gill	Brownfields Analyst	Idaho Department of Environmental Quality (IDEQ)
C: 208.215.5986 O: 208.666.4632	Steve.gill@deq.idaho.gov	State funding, technical assistance
Jeremy Grimm	President	Whiskey Rock Planning & Consulting
C: 208.946.9944	jeremy@whiskeyrockplanning.com	Planning, consulting, grant writing
Wally Jacobson	Executive Director	Panhandle Area Council (PAC)
O: 208.772.0584	wjacobson@pacni.org	Community planning, grant assistance and administration
Liz Johnson-Gebhardt	Executive Director	Priest Community Forest Connection (PCFC)
C: 208.661.2073	pcfc.liz@gmail.com	Advocate, community engagement, project management, grant administration
Dale Lish	Acting State Director	USDA
O: 208.690.3538	Dale.lish@usda.gov	Grant funding, technical assistance
Anthony (Tony) Tenne	Senior Community Development Specialist	Idaho Commerce
O: 208.334.2470	lcdbg.community@commerce.idaho.gov	State funding
Gary Wilmot	Executive Director	LOR Foundation
O: 307.699.5343	gary@lorfoundation.org	Community engagement, technical assistance

APPENDIX B

The following is a list of websites referenced throughout the report:

Page 4	Joslyn Park Master Plan
Page 9	2015 City and County low to Moderate Income Date (LMI) table
Page 11	Recreation.gov
Page 18	Campgroundaccounting.com
Page 19	Sandpoint Moorage Rates
Page 20	Park and Recreation Professionals' Guide to Fundraising
Page 20	Kemper Sports
Page 23	Priest Community Forest Connection (PCFC)
Page 24	INNOVIA Foundation
Page 24	Idaho Community Foundation
Page 24	LOR Foundation
Page 25	Executive Order No. 2023-03
Page 26	Idaho Catalog of Storm Water Best Management Practices
Page 26	EPA Green Street Handbook
Page 27	Buzzing Around Solar: Pollinator Habitat Under Solar Arrays
Page 27	NEA on creative placemaking
Page 28	Asphalt Art Project
Page 31	Grants.gov
Page 31	SAM.gov
Page 31	Unique Entity Identifier
Page 33	Idaho Department of Parks and Recreation
Page 33	Idaho Department of Environmental Quality
Page 33	Idaho.smapply.io
Page 33	Funding Opportunities Reference Guide
Page 33	Local Option Sales Tax (LOST)/Resort City Tax (RCT)
Page 34	Community Grants Program
Page 34	Hometown Grant
Page 34	AARP Community Challenge grant
Page 35	Small Grants Program
Page 35	North American Wetlands Conservation Act
Page 35	Recreational Trails Program
Page 35	Statewide Comprehensive Outdoor Recreation Plan
Page 36	SCORP
Page 36	Equinox Foundation
Page 37	RV Fund
Page 37	Kampgrounds of America Inc. (KOA)
Page 37	Yogi Bear's Jellystone Park
Page 38	Waterways Improvement Fund
Page 38	Grassroots Grant
Page 39	Road & Bridge Fund