

# **COMMUNITY ASSESSMENT REPORT FOR THE TOWN OF WINTHROP, WASHINGTON**



**March 7 - 9, 2005**

**PRODUCED BY  
THE WASHINGTON RURAL DEVELOPMENT COUNCIL**

## **THE WASHINGTON RURAL DEVELOPMENT COUNCIL**

The Washington Rural Development Council is a private non-profit organization governed by a board of directors representing; Business, Natural Resources, Environment, Counties, Local Government, Health, Agriculture, Tribal Government, Economic Development, Human Services, Education, Labor and a Member at Large that represents Hispanic concerns. The public agencies represented are; USDA Rural Development, UDSA Forest Service, USDA NRCS, Bonneville Power Administration, Environmental Protection Agency, Senator Murray, Governor's Office, Washington Tate Departments of Community Trade and Economic Development, Agriculture, Health, Ecology, Natural Resources and Transportation.

The council's mission is: "to improve the delivery and accessibility of public and private resources to help rural communities meet their needs."

The goals established to accomplish that mission are to:

- Inform Legislators, the governor's office, state agencies, and federal agencies about the rural perspective on community and economic development issues
- Identify, and in some cases develop, recommended improvements to existing resource delivery systems; and
- Serve as a liaison or intermediary between rural communities and public and private resource providers.

The executive committee believes that to fulfill the Council's mission and reach its goals they need to make sure they are listening to rural thoughts and concerns. With this belief in mind, they have established listening forums, solutions forums, business climate forums, a rural survey and most recently the community assessment process.

This and other Community Assessment Reports are available electronically on the Washington State Rural Development web site. View these reports by pointing your web browser to:

[www.ruraldevelopmentcouncil.org](http://www.ruraldevelopmentcouncil.org).

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## **Winthrop, WA and the Surrounding area**

### **History**

For 9,000 years Native Americans lived along the banks of the Methow, Twisp, and Chewuch rivers, digging camas root, picking berries, fishing and hunting. The first white men to visit the valley were trappers in the 1800's. The gold rush of 1883 brought the first permanent white settlers, including James Ramsey, Ben Perrygin and Guy Waring. In 1891 Guy Waring established a trading post at the confluence of the Methow and Chewuch rivers. Waring diversified his interests through the years to include a sawmill, an orchard, a water power system, a freight company, and the Duck Brand Saloon. The town was rebuilt after a devastating fire in 1893. Waring's original Duck Brand Saloon (considered the best run saloon in the country by numerous church publications) was built in 1891. It survived the fire and now serves as Winthrop's Town Hall. Although Waring is the acclaimed founding father, the town is named after Theodore Winthrop, a Yale graduate, adventurer/traveler and gifted 19<sup>th</sup> century author. In 1898, Waring convinced one of his Harvard classmates, Owen Wister to spend his honeymoon in the Methow Valley. Some say this was the inspiration for one of the country's first western novels "The Virginian", which Wister wrote four years later.

By 1915 most of the mines had shut down. Winthrop languished and was hard hit by the depression, it appeared likely to become a ghost town, but a few hardy soles stuck it out. Winthrop has survived and today is well known through out the northwest for its western theme. In 1972, when State Highway 20 over the North Cascades was nearing completion, several business people began planning for travelers passing through the town. Mrs. Kathryn Wagner and her husband Otto came up with the idea of a western restoration. All of the local merchants pitched in financially and Mrs. Wagner paid the balance for the reconstruction, painting and new signs. The architect and designer was Robert Jorgenson of Leavenworth who wanted "to make the design as authentic as possible in order to preserve the spirit of the valley."

With the opening of the North Cascade Highway, Winthrop was no longer a town at the end of the road but a community located along a busy cross-state highway, and tourism and recreation rapidly became a mainstay of the community's economic vitality.

### **Environment**

Winthrop is located in Western Okanogan County, at the confluence of the Methow and Chewuch rivers. Average annual temperatures range from 16 degrees to 86 degrees Fahrenheit.

### **Population**

According to the 2000 census the population of Winthrop is 349 people. The age range of the population is as follows:

Age	Number	%
Under 15	57	16
15-24	25	7
25-44	84	24
45-64	118	34
65+	65	19
Average (years)	46	100%

There is very little racial diversity within the community, the population is over 97 percent white.

**Income**

The median Household income for Winthrop is approximately \$25,417 compared to \$ \$45,776 for the State of Washington. Per capita income for the community is \$17,649, for the state it is \$22,973.

**Housing**

There are approximately 236 housing units in Winthrop, of those approximately 22% are renter occupied and 53 % are owner occupied. Median rent is \$268 and median rent priced for vacant units is \$500. Median value of owner occupied homes is \$ 96,200 and median asking price for vacant homes is \$60,000. The median \$60,000 price tag for vacant homes is dated information and is obviously no longer representative. The explosive growth in home/property values during the past few years has led to a shortage of affordable housing.

**Economy**

Early in its history, Winthrop's economy was based primarily on mining. Mining as an economic driver faded in the early 20<sup>th</sup> century. Subsequently the economy was supported by logging and agriculture. These two economic drivers are also now waning in importance. Tourism and recreation have always been part of the economy, though it was not until the opening of the North Cascades Highway in 1972 that tourism and recreation rose in prominence. Today, the community is significantly dependent upon tourism, recreation, and the hospitality industry for much of its economic vitality.

## **Process for Development of This Report**

The Washington Rural Development Council (WRDC) provided a resource team to assist Winthrop and the surrounding area in evaluating the community's assets, and liabilities and in developing suggestions for improving the environment, social and economic future of the community.

This community assessment process was initiated by a letter from the Mayor of the Town of Winthrop requesting the Washington Rural Development Council to provide a Resource Team to Winthrop for a Community Assessment. That letter designated Nellie Casey as the Community Planning leader for this effort. As time went by, these duties were shared by Rocklynn Culp, Director of Planning for the Town of Winthrop. In January, 2005, Paul Johnson met with Nellie, Rocklynn, and council members. During that meeting the group established the dates of March 7<sup>th</sup>, 8<sup>th</sup>, and 9<sup>th</sup>, 2005 for the resource team to come to the area and conduct several listening sessions. Resource team members for the Assessment were selected by interest and expertise, a four person team was scheduled.

On the morning of March 7<sup>th</sup>, the resource team received a tour of the Winthrop area. Listening sessions began at noon that day. Nellie and Rocklynn had scheduled an ambitious three days and the team heard from just over 100 people in 17 listening sessions. People at each listening session were asked the same three questions:

- What do you think are the major problems and challenges in your community?
- What do you think are the major strengths and assets in your community?
- What projects would you like to see completed in two, five, ten and twenty years in your community?

During the afternoon of the third day the resource team convened to review the notes of the verbal responses and written comments received during the previous three days. By the time they met with

citizens at the public town hall meeting that evening, the Resource Team had assembled the major problems, strengths and projects that the community had identified. At the public meeting these themes were reported back to the community and a dialogue between the team members and the community ensued. There was a high level of awareness and understanding in that meeting.

At times it may seem that this report was written by four separate individuals, working alone, scattered throughout the state. It was. The team agreed to divide the work of writing the results, conclusions and recommendations. The recommendations of all of the team members have been combined in this report with enough editing that we hope it appears to be one report, as opposed to a combination of four separate reports. For any shortcomings in the editing and combining, we apologize in advance. The written report was presented to the Community on May 13, 2005. It was agreed that the Town and the local coordinators would see to the publication and distribution of the report to the community.

## **EXECUTIVE SUMMARY**

### **Community Attitude**

All the elements needed to begin a process of community renewal are present in Winthrop. There is a very high degree of skill and understanding of community and project development dynamics in the community members of Winthrop. Attendance at the listening sessions suggests a fair amount of interest among the community members.

A growing, vibrant community requires the commitment of community members working together on priority projects. There is a sense of community in Winthrop, people living in and around Winthrop value the small town nature, the sense of neighborhood and security that comes with living in a small rural community. They also place a very high value on the outdoor recreation opportunities that the area offers. The western theme of the downtown area is somewhat controversial among community members.

Most of the attendees at the listening forums expressed a very positive attitude about the community's many attributes, and were enthusiastic about the opportunity to begin work on dealing with some of the challenges they saw in their community. Many in the community indicated they would be willing to become personally involved in developing some of the projects which were suggested in the listening forums, however many indicated that they were not sure how to start. The experience of large scale planning and development efforts in the past caused some community members to be reluctant to engage in current project development efforts.

### **Proposed Projects**

There are a few simple but highly visible projects that could be easily completed. Working on and completing these projects will demonstrate that community members can be successful in implementing their vision for the future of Winthrop, and that community action and volunteerism can be successful. These successes can serve as models for more complex projects, and will also help to attract more volunteers. The scale and rate of success in Winthrop's revitalization efforts is directly proportional to the commitment of the community members. Not only will the community benefit by its own efforts, but those efforts will be noticed by, and attractive to outside resources. Given a choice, outside resources (agencies, foundations and grant makers) will always prefer to work with those who are willing to help themselves rather than those who perceive their challenges as some one else's problems. Those who roll up their sleeves and go to work need to be encouraged and rewarded for their efforts.

This report provides the community of Winthrop with a summary list of the strengths, weaknesses, and projects suggested by members of the community during the assessment. The team has incorporated recommendations and resources, some of which may be useful in implementing all of the projects and some which apply only to specific projects.

There were so many ideas for projects (see the transcript located in appendix) that only a few of the more popular proposals have been selected for recommendations. Because the team members have limited time and resources to dedicate to the preparation of this report they have tried to focus their efforts on projects within the community that have a high degree of acceptance, and which have a reasonable likelihood of success. This does not imply that the other projects suggested in the listening forums are without merit, or that they do not deserve the efforts of dedicated community members.

In general these projects fall in one of three categories:

- **Community Betterment** projects are typically very popular with community members. They represent additions to the amenity asset base of the community but are not essential for the orderly progress and development of the community. Such projects as parks, swimming pools, teen and senior centers fall into this category. These projects do not generally compete well for public or foundation financing and usually must rely on local resources (taxes, donations, in-kind contributions and volunteer labor) for a significant portion of their development and operating costs.
- **Community Facility** projects are usually seen as essential for the orderly growth and development of a community. Such projects as public utilities, public buildings, and emergency service facilities, and equipment typically fall into this category. There are a number of federal and state financing sources that will participate in partnership with local funding for the development portion of these kinds of projects. Operation and maintenance costs are typically expected to be financed by user fees or system revenues.
- **Economic Revitalization** projects may either be developed as public or private efforts, or sometime in partnership between public and private entities. Projects such as industrial park improvements and business recruitment activities typically fall into this category. In a community so dependent on tourism and recreation, projects such as trails, and other outdoor recreation facilities could possibly be construed as Economic Revitalization efforts. Financing for these types of projects may come from either the public or private sector and usually depend on the specific eligibility requirements of the funding source.

### Next Steps

This report may be seen as a call to action. At some point each member of the community of Winthrop needs to make a decision about their role in these efforts. One person cannot do it all, but working with others, one person can make a difference. Participating in the activities that develop out of this report could be an excellent opportunity for you to help shape the future of Winthrop. The fact that the assessment was requested by the community suggests that there is a core group of community members interested in initiating efforts toward community revitalization. If you choose to participate, you will not be working alone.

The members of the Resource Team wish to thank the community for their invitation and hospitality. Nellie Casey and Rocklynn Culp did an outstanding job of scheduling the listening sessions and making sure the team had lodging, meals and other accommodations. We especially want to thank Dan and Sally Kuperberg, owners of the Chewuch Inn for graciously hosting us during our stay in Winthrop. These members of your community made a significant contribution toward the success of this project and we are very thankful to them for providing our lodging during our stay in the community. Meals were donated by:

- The Duck Brand
- Burnt finger Barbeque
- The Kiwanis Club
- Topo Cafe

The interest and enthusiasm demonstrated by all members of the community at the listening sessions was exceptional. Our reception in the community during the listening sessions, including the final town hall meeting causes us to be very optimistic about the prospects for Winthrop. We have high expectations for the community and look forward to participating in your efforts in the future.

We hope this report is of value to the community and want to remind you that any team member is available for you to contact for more information or clarification and assistance. Please don't hesitate to take advantage of this offer. The Washington Rural Development Council is also available as a resource.

Sincerely,

Paul Johnson, Team Leader, Washington Rural Development Council Community Assessment Team

## WHAT WE HEARD FROM THE COMMUNITY

After three days of listening sessions, the Resource Team reviewed what was said by the community and developed the following major themes.

Of the major **problems** or challenges raised by community members the ones most commonly mentioned were:

- Transportation
  - Motorized
  - Pedestrian
- Lack of Cohesive Community Vision
- Westernization / Enhancing Tourism
- Diversification/Year Round Economy

Many **strengths** were listed in the listening forums, the most commonly repeated were;

PEOPLE:

- Friendly
- Selfless Volunteers
- Diverse – Many Talents

RIVER

- Recreation and all it brings
- Natural Setting



## WESTERNIZATION

- All that it brings to the town

The listening forums identified many **projects**. The ones that received the most support were:

- Community Trails/River walk
- Parking/Shuttle/Bypass
- Planning, Communication, Coordination, Cooperation
- Community Amenities
  - Ice Skate Rink/venue
  - Parks
  - Sports Fields
  - Teen Center
  - Arts Center

## **Winthrop Resource Team Report Recommendations**

The recommendations below are broken into two broad categories. There are general recommendations that apply to all of the projects listed in this report. They would also be useful for many of the other projects that were suggested in the listening forums. These recommendations and the attached resources have to do generally with project development, economic capacity, and financing strategies. Following those are recommendations and resources which specifically address some of the projects that surfaced in the listening forums. We have also included recommendations relative to housing. The issue of housing and housing affordability surfaces in many of the listening sessions in a variety of ways. People of the Winthrop area are aware of a growing housing affordability gap. This issue, as much as any other has the potential for shaping the community and the surrounding area. Dealing with housing affordability is a serious challenge and it only becomes harder to deal with as time passes.

### **General Recommendations and Resources**

#### **Funding for Local Projects**

Communities frequently assume they have no money and therefore can't fund projects locally. They also feel intimidated by the numbers of foundations and government groups that have money or other resources available. Many groups fail to start on a project and therefore they fail. Failure becomes a self-fulfilling prophecy.

The first steps of any project seem daunting. This is especially true for those who have not had experience working on project development, and is compounded when there is no current effort under way. Inertia is defined in the dictionary as the tendency of a body at rest to remain at rest, and the tendency of a body in motion to remain in motion. Likewise in project development it seems that it takes much more energy to get a project "moving" than it does to keep it moving. This is in fact usually true: other people are more likely to participate in something that looks like it is moving along than to step up when there does not seem to be anything to participate in. But every effort has to start somewhere, and there may be a project that is nothing more than an idea, that has your name on it. Don't let the fact that

no one else is making an effort deter you. It is possible that there are more people like you, with the same or a similar idea just waiting to see the beginning of something to participate in.

The following is an example of how to get started on a project using “Develop Ice Rink” as an example.

The key to ‘beginning’ is to stop waiting for someone else to begin. Take it upon yourself to convene a group of individuals who have a common goal in mind. Be as inclusive as possible and make sure you include people who would be served by the project. If there is an existing group with this goal, even an inactive group, become a motivated and motivating member of that group or invite that group, to be part of your activities. Check with the city council, the school, the chamber of commerce, local churches, etc. to see who would be interested in devoting time to developing an ice skating venue. If someone asks, “Who made you the Ice Queen?” reply that no one else was doing the job so you decided to get the ball rolling (*inertia*). Then ask them if they’d like to help.

The group’s first task is to clearly define their goals and priorities. These must be based on as much community input as possible so look for any existing plans, assessments or proposals. This assessment can be a valuable tool in defining community priorities.

Unfortunately, the community seldom speaks in unison when it comes to priorities. This project may not be the top priority but if there are people interested enough to attend meetings and work on it, that is enough reason to continue your efforts. In developing the project it is reasonable to ask the following questions:

- Who will benefit from this project?
- Does this project represent our community in a positive way?
- How much will this cost?
- Is the community support widespread or is it coming primarily from a vocal minority?
- Is this project listed in any comprehensive community plan,
- What has been the experience of other communities who have tried this type of project?
- What types of funding are available for this type of project?
- Is there an existing nonprofit organization that would allow us to work through them to apply for funding or do we need to establish our own 501c3?
- Does this project conform to existing planning or other development regulations?

Give yourselves time to gather all this information and don’t jump to conclusions until you have some data to draw conclusions from. If a few group members set aside an hour every week or two to work through these questions this process should take less than three months. Once you’ve done your homework, it’s time to move forward. When people ask you why you picked this project you need to be able to say something like, “Over one hundred people in and around Winthrop were asked about community projects as part of an assessment. One of the comments heard most often was that we need more activities for teens. When asked specifically what would meet that goal, 30% of the people who mentioned “teen activities” as a priority said that they’d like to see a skating rink built in Winthrop. We checked with cities like Boise, Idaho who had recently opened a skating rink and found that we could build one for less than \$500,000. There are foundations that fund local projects, such as the Community Foundation of North Central Washington, so we felt that this project had great potential for success.”

Providers of technical and financial assistance are anxious to assist groups who have done their homework and can articulate an answer like the one written above. By thoughtfully preparing

information about your needs in advance you will help yourself enormously when it comes time to seek assistance from others.

### **Economic Development Vehicles**

**The North Central Washington Resource Conservation and Development Council (RC&D).** One of the most promising economic development vehicles for Okanogan County is the RC & D. According to their literature:

The North Central Washington Resource Conservation & Development Council (NCW RC&D) is a 501-c-3 non-profit group designed to assist Douglas, Chelan, and Okanogan Counties in the use of their resources to develop a strong area economy that can support conservation efforts. The Council is composed of Commissioners, Council members, Mayors, Tribal Leaders, Chamber members, PUD members, Port District members, and representatives from four Conservation Districts. It has been in existence since 1992.

By creating a large diverse organization the RC&D is able to access diverse grants or federal/state moneys that otherwise would not be available to individual smaller groups. The RC&D helps coordinate matching funds from a variety of organizations to assure success of grant applications. Annual dues to become a member of the RC&D are \$250.00 per small organization and \$1,000.00 per large organization. Groups can use the RC&D's tax exempt status to obtain donations and grants by presenting a project proposal to the RC&D Council. The Coordinator assists groups to match sources of funds to proposed projects. Priorities for proposed projects are decided by the RC&D Council depending on the resource conservation, or economic benefits to the region and how well the project fits into the RC&D's defined goals. Each project requires a current council member as a sponsor. The Coordinator assists project proponents to line up match dollars, complete grants, and define sources of funds. The RC&D can serve as the fiscal agent for grants received and usually receives a 10% grant administration fee for these services.

The RC&D has played an active role in initiating some of the latest regional projects in which the organization is currently involved. Some of their current projects include reinstating an Economic Development District for the region, gaining designation for North Highway 97 as a scenic byway, supporting small diameter wood product development and promoting the Highway 97 corridor as an alternative route to the 2010 Olympics in Vancouver, B.C. The RC&D has been the parent organization for the soon to be (June 2005) completed NCW Salmon Recovery Plan through its sub-committee, the Upper Columbia Salmon Recovery Board. The NCW RC & D is coordinated by Jay Kehne who can be reached at (509) 682-8284.

The Federal Department of Commerce. Economic Development Administration designates **Economic Development Districts** through which they can fund a variety of planning and economic development projects. The Economic Development District (EDD) is the federally designated economic development district for the North Central Washington region covering Okanogan, Douglas and Chelan counties and includes the Colville Confederates Tribes. The EDD is responsible for regional economic development planning and collaborates with various private and public sector agencies to accomplish this goal. The EDD brings together the private and public sectors in a partnership necessary to provide a coordinated strategy and an ongoing economic development program for the region with ongoing measurable goals and objectives. The EDD is governed by a board of directors chosen from Okanogan, Douglas, Chelan counties and the Colville Confederated Tribes, cities, special purpose units of government, EDCs, Port

Districts, individuals, private businesses, and non-profits within the region which choose to support the organization through active participation and financial contributions. The board of directors elects officers of the Council and committees are established to advance the work of the EDD as needed. Coordinated planning for individual county and regional needs will enable us to be more effective competitors for public and private funding sources that are needed to develop economic opportunities that create jobs, sustain existing jobs, enhance and improve infrastructure and ensure the stability, health, and future of the NCW region. Jay Kehne currently serves as the Executive Director of the EDD and can be reached at (509) 682-8284.

**Okanogan Economic Alliance.** The main vehicle for economic development in Okanogan County is the Okanogan Economic Alliance. Winthrop, the County and other cities provide financial and leadership support for the organization. Director Terry Knapton works part-time for the Economic Alliance and can be reached at (509) 826-5107. Terry is vice-chair of the developing Economic Development District and ensures coordination between those two groups.

**Public Development Authority (PDA)** A PDA is a quasi-municipal corporation created by a city or town to address specific economic development or community development projects. The oldest PDA in Washington is the Pike Place Market. Towns such as Odessa and Republic have created PDAs to create jobs for their communities. The City of Chelan is currently considering the creation of a PDA to address the need for a community center. PDAs have the same authority to receive state and federal funds, issue bonds, etc as a port district but have no taxing authority. City councils can create them through a simple resolution. They then request volunteers to serve on the PDA board. Once the board members are appointed the PDA works independently of the city which protects the city from any liability issues. In recent years PDAs in rural communities in eastern Washington have received hundreds of thousands of dollars to build industrial parks for a variety of new and expanded businesses.

The **Municipal Research Service Center** offers an information topic on Public Corporations and Public Development Authorities on their website. This topic provides background on the purpose and use of PDA's, how they are established, and many examples of existing PDA's in the state of Washington. You can see this information on line by pointing your web browser to:

<http://www.mrsc.org/Subjects/Econ/ed-pda.aspx>

### **On Line Resources**

Throughout this report there are many online resources listed. If you have access to the World Wide Web, we strongly recommend that you take the time to review these web sites. There is an enormous amount of information available through this medium, which does not require you to travel, to make appointments with people, or attempt to attract technical matter specialists to come to visit you. There are several categories that these resources fall in:

**Government Agencies and Programs:** As the name implies, this source of information relates to agencies and programs at many levels, from cities, counties, the state and federal resources. One value of taking the time to explore these resources is that many times there are links to associated information. If you follow these links you may often find information directly related to your original inquiry. Several sources in this category that we especially recommend are the **Municipal Research Service Center** [www.mrsc.org](http://www.mrsc.org) and the **Association of Washington Cities** [www.awcnet.org](http://www.awcnet.org). Others are listed throughout this report.

**Peer Groups:** In this instance, with a little bit of searching you will be able to find websites for many organizations, or communities that have faced the same issue you are challenged with, that have in some cases already begun the process of addressing the issue or perhaps they have already over come the problem. Examples include Chambers of Commerce, and other community betterment groups and organizations formed in towns such as yours. These are can be located by doing web searches using keywords that are common to your area of interest. In this category, do not overlook the assessment reports that have already been completed by the **Washington Rural Development Council**. They can be found on the RDC website at [www.ruraldevelopmentcouncil.org](http://www.ruraldevelopmentcouncil.org).

## Specific Recommendations and Resources

### **Community Trails/River Walk**

Though the pace of progress may seem slow, much has already been accomplished on the project to develop a non motorized pathway along the Methow river through town. If it was cheap or easy, this project would probably have been completed years ago. Thanks to the continued efforts of the community this project is not far from becoming a reality. It is at such times that people occasionally reduce the intensity of their efforts thinking that the accomplishment is a foregone conclusion, (*remember inertia?*). “Finishing” can be hard, or harder than starting a project and so renewed commitment to completing this project is vital. Not only will it produce a valuable asset for the community but all who were involved will feel a tremendous sense of accomplishment which can carry over into other projects that community members choose to undertake in the future. Some references to assist your efforts with this project are listed below:

**The Office of the Interagency Committee** is a state agency that serves the *Interagency Committee for Outdoor Recreation (IAC)* and the *Salmon Recovery Funding Board (SRFB)*. The agency's staff, under the guidance of a director appointed by the Governor, implements policies and programs established by the two Boards, the Legislature, and the Governor.

The Aquatic Lands Enhancement Account (ALEA), funded by the Department of Natural Resources offers a grant program to increase public access (non motorized, pedestrian-oriented access) to water, water related recreation and interpretive signs or displays of aquatic resources. The ALA is administered as part of the Interagency Committee. For more information on IAC, and ALEA, contact:

Marguerite Austin  
Manager, Recreation and Habitat Grants Project Services  
1111 WA St SE  
P.O. Box 40917  
Olympia, WA 98504  
Phone: (360) 902-3016  
Fax: (360) 902-3026  
Email: [info@iac.wa.gov](mailto:info@iac.wa.gov)  
Website (IAC): [www.iac.wa.gov](http://www.iac.wa.gov)  
(ALEA link): <http://www.iac.wa.gov/iac/grants/alea.htm>.

Washington State Department of Transportation offers a number of programs to assist in developing pedestrian and bicycle paths and facilities. Access the comprehensive web page at [www.wsdot.wa.gov/bike/funding.htm](http://www.wsdot.wa.gov/bike/funding.htm) Contact:

Paula Reeves  
Department of Transportation  
P.O. Box 47390  
Olympia, WA 98501  
Phone: (360) 705-7258

### **Parking /Shuttle/ Bypass**

Now You See it! Now you Don't! Traffic Congestion in Winthrop isn't a problem. Sometimes. It is a problem. Sometimes.

On busy summer days, weekends and holidays, it can be almost impossible to get from one end of town to another. This is a major concern to town officials charged with providing safety to residents and visitors, and an enormous frustration for everyone else. Businesses that rely on tourists are concerned that traffic congestion is becoming so bad that people are not willing, or can't find a place to stop. Others worry that their town is being "loved to death" by large numbers of people who are entering town with their vehicles.

During the assessment, traffic congestion was frequently mentioned as a problem the town needs to solve. The new bridge and trail system, funded with a state grant, will help, but it won't solve the problem entirely. Multiple solutions that involve a variety of strategies will most likely provide the most effective results.

Several outcomes need to be met when developing a solution to the traffic problem. The community expressed a variety of concerns and needs related to traffic during the assessment. These include:

1. Get traffic through town;
2. Encourage people to stop; and
3. Move people from their cars to town in a quick, efficient fashion.

To meet these needs, Winthrop residents also provided some recommendations. These include providing:

1. Adequate parking, preferably within walking distance to the downtown core;
2. A shuttle system that will move people between their cars and downtown; and
3. A bypass for Highway 20 that will reduce the number of cars traveling through downtown.

### **Where to find out more about Transportation issues:**

There are several online resources to find out more about dealing with transportation issues.

- Washington State Department of Transportation, Highways and Local Programs Service Center - Includes news and information on operations, program management, planning, technology transfer, and local programs. (<http://www.wsdot.wa.gov/TA/HOMEPAGE/HLPHP.html>)
- Washington State Department of Transportation Pedestrians Page - Includes information on planning, safety, mobility, design and maintenance, funding, and more. (<http://www.wsdot.wa.gov/walk/>)

- Infrastructure Funding Assistance Council - The organization helps local governments meet their infrastructure needs by maintaining an online database of infrastructure assistance programs, and sponsors training workshops and conferences throughout the year.  
(<http://www.infracfunding.wa.gov>)

## **RECOMMENDATIONS:**

### **Recommendation 1: Traffic Feasibility Study**

The best solution or solutions for the Town of Winthrop is unclear. While solving traffic problems was a clear consensus among residents, there was far less agreement around appropriate solutions. The very first step the City should undertake is a traffic feasibility study that determines the extent of the problem, describes a variety of alternatives, and recommends an appropriate approach.

#### **Potential Funding Sources:**

- Community Development Block Grant (CDBG) Planning-Only Program – According to CDBG staff, the most recent information available (May, 2005) indicates that the majority of Winthrop’s residents can be considered Low and-moderate income. While this may not be considered an overall positive aspect, it does mean that Winthrop can qualify for the CDBG program.
  - Planning-Only Grants are limited to \$24,000 for a single applicant or \$40,000 for a joint application involving two or more eligible jurisdictions that share a common planning need.
  - Contact and application information can be found at:  
[http://www.cted.wa.gov/cted/documents/ID\\_1196\\_Publications.pdf](http://www.cted.wa.gov/cted/documents/ID_1196_Publications.pdf)
- Public Works Trust Fund Planning Loan Program
  - 0% loans up to \$100,000 are available for infrastructure system planning projects. Planning loans have a six year repayment term.
  - Contact and application information can be found at:  
<http://www.pwb.wa.gov/Planning.htm>

### **Recommendation 2: Implement traffic mitigation activities**

It is important to remember that dealing with traffic is often a frustrating, long-term prospect. While some activities can be done inexpensively and in a short timeframe, many activities are costly and require a great deal of time, effort, and perseverance on the part of community leaders and community “sparkplugs.” No matter what activities Winthrop pursues, having a clear picture of what needs to be accomplished, with a wide range of community support, most often yields the best results. When approaching potential funders, or when gaining support for local funding (i.e., tax initiatives), it is essential that the Town use information and data gathered in Recommendation 1 that supports the need and the benefit of a proposed project.

#### **Potential Funding Sources:**

- Transportation Improvement Board Small City Funding Programs
  - The Transportation Improvement Board (TIB) invests state gas tax funds in local communities through six grant programs serving cities, urban counties and transportation benefit districts in Washington State. The TIB identifies and funds the highest-ranking transportation projects based on criteria established by the Board consistent with legislative

intent for each program. TIB staff provide customer service and grant administration throughout the project life. (taken from the TIB website)

- Contact and application information can be found at:  
<http://www.tib.wa.gov/> and at <http://www.tib.wa.gov/SmallCity/SmallCity.htm>
- Washington State Department of Transportation Highways and Local Programs
  - This office at the Washington Dept. of Transportation oversees several state/federal funding programs.
  - Program information can be found at the following website:  
<http://www.wsdot.wa.gov/TA/ProgMgt/Grants/>. Additional information about DOT programs can be obtained by calling Dave Zevenbergen at (360) 705-7384
- Public Works Trust Fund
  - The PWTF provides low-interest loans ½% to 2% up to 20 years) for local government infrastructure projects. The Program can fund a wide variety of road improvement projects.
  - Additional Information about the Public Works Trust Fund can be found at <http://www.pwb.wa.gov>, or by calling (360) 586-4128.

### **Planning /Communication /Coordination /Cooperation**

*We are a diverse community. We know how to get things done.*

*Two groups of people: (some) don't want anything to happen, others want to grow. ...need to bring the groups together*

*Don't know what we want to be—not a resource based community, not a farming community.*

These comments illustrate much of what we heard from you during the assessment process. The diversity that Winthrop has is not racial diversity—it is diverse in lifestyles, work, education, values, and vision. Ultimately, this brings an excitement and exuberance to the community and a desire to make things better for one another.

While there is a desire to improve the community among your residents, you also told us that you could do more together as a community. You told us that what is preventing you from doing that is the lack of a comprehensive community vision and “roadmap” for Winthrop—including those of you who live within the town’s borders, and those of you who don’t but are in someway connected to the community. You want to get better connected to one another, both as individuals and as groups.

Many of you told us that community-planning processes are either out of date or do not reflect the direction that you would like to see Winthrop take. There was frustration among some residents who do not live within Winthrop’s borders that they are not able to hold public office or able to participate in forums where they felt that they are heard.

### **RECOMMENDATIONS:**



There are a number of activities that the Town, community groups, and residents can undertake to improve communication, build a community consensus around the needs of the Greater Winthrop area, and improve planning processes.

It's also worthwhile to voice a word of caution. It is worthwhile to pursue efforts that improve communication, strengthen coordination and collaboration, and develop community-wide strategies. Along with this however, some communities have experienced "planning burn-out." This happens when groups seem to meet and meet and meet, and nothing appears to be accomplished. Let's face it, some people are energized and motivated by participating in planning, while others see it as a waste of time. There are four recommendations listed below. The Town may elect to do none of them or one or more of them. Finding that sense of balance is important. Not spending enough time won't bring about community consensus. Too much will drive people away, and create more divisions than existed before.

### **Recommendation 1:**

Undertake a community visioning event that describes what Winthrop will look like 20 years from now. Include residents and stakeholders from the Greater Winthrop Area. "Envisioning Winthrop 2025" could be a vehicle for all persons who live in and around their community to be heard and who wish to actively shape their community.

The Assessment and this report can help to lay the framework and be a catalyst for future work. It tries to reflect the needs and aspirations of Winthrop residents at a particular point of time. It doesn't, however, begin to develop consensus around what kind of community Winthrop should be.

Envisioning Winthrop 2025 will involve a number of activities. It will involve developing:

- A 20-year vision into a clear, concise description of Winthrop's future.
- A variety of "strategic directions" that outline specific areas that the community wants to work on.
- Specific projects that helps build the greater Winthrop community towards it's Vision

This process does not take the place of other community planning processes. It does, however, supplement those processes. Additionally, a successful event will ensure that all persons who want to participate are able to meaningfully participate and to be heard.

## **Resources**

### **Technical:**

#### **Partnership for Rural Improvement**

PRI is a long standing, Washington state organization that provides a collaborative community development outreach effort to small towns, rural communities and nonprofit organizations. PRI is sponsored by the Community Colleges of Spokane, the Institute for Extended Learning and Washington State University Cooperative Extension. They offer a variety of no cost and low cost training and facilitation services for small communities.

For more information, contact:

Patrick M. Copeland Malone  
Partnership for Rural Improvement  
TECC, 3939 N. Freya Street, Spokane, WA 99217-6800  
Phone: (509) 533-4706  
Email: [pmalone@iel.spokane.cc.wa.us](mailto:pmalone@iel.spokane.cc.wa.us)

## **Municipal Research and Services Center**

MRSC provides technical information on developing community visioning processes. This information can be found at <http://www.mrsc.org/Subjects/Governance/Participation/Effective.aspx#Citizen3>

## **Funding:**

Funding for strategic planning is limited.

## **Private (Foundations):**

- **The Foundation Center** has a website that provides technical resources on preparing foundation proposals, and provides perhaps the most extensive listing of foundation funding sources (for a fee). The Website can be found at: <http://fdncenter.org>
- Winthrop has local philanthropists that may be interested in helping out with a community-building project of this type.

## **Public (Government)**

- Community Development Block Grant (CDBG) Planning-Only Program – According to CDBG staff, the most recent information available (May, 2005) indicates that the majority of Winthrop's residents can be considered Low and-moderate income. While this may not be considered an overall positive aspect, it does mean that Winthrop can qualify for the CDBG program.
  - Planning-Only Grants are limited to \$24,000 for a single applicant or \$40,000 for a joint application involving two or more eligible jurisdictions that share a common planning need.
  - Contact and application information can be found at: [http://www.cted.wa.gov/\\_cted/documents/ID\\_1196\\_Publications.pdf](http://www.cted.wa.gov/_cted/documents/ID_1196_Publications.pdf)

## **Recommendation 2:**

The Town should work to increase the knowledge and understanding of the Comprehensive Planning process among its residents

Winthrop's Comprehensive Planning process is understood by some and not understood by others. There are some folks who stated they had a desire to provide input into the process but do not understand how they can do so. One way of doing this is to sponsor a "short course on local planning" that is conducted by the Washington State Department of Community, Trade and Economic Development, and the Planning Association of Washington. Courses are usually held in the evening, and last about three hours. There is no charge for the course, and can be customized to fit your needs. There are several topics that the Town might want to consider covering:

- "What is a comprehensive plan"
- How can a community participate and be actively involved
- Inter-jurisdictional cooperation on planning
- Transportation Planning

More information on the Short Course:

[http://www.cted.wa.gov/portal/alias\\_cted/lang\\_en/tabID\\_395/DesktopDefault.aspx](http://www.cted.wa.gov/portal/alias_cted/lang_en/tabID_395/DesktopDefault.aspx)

[http://www.planningpaw.org/short\\_course.htm](http://www.planningpaw.org/short_course.htm)

Contact:

Ted Gage, Short Course Planning Coordinator

Washington State Department of Community Trade and Economic Development,

Phone: (360) 725-3049

Email: [tedg@cted.wa.gov](mailto:tedg@cted.wa.gov),

### **Recommendation 3:**

Winthrop should develop additional methods for encouraging residents who live outside the town's borders to meaningfully participate in planning processes.

We heard from Winthrop residents who live outside the town's borders that they can't participate in local government planning processes. While people who live outside a community's legal boundaries can't hold elected office, they can actively participate in government activities in other ways. They can (and do) participate on local committees and advisory boards sponsored by the City.

### **Resources:**

Visit the Municipal Research and Services Center website to obtain extensive information on effectively communicating and obtaining citizen involvement. A wide variety of information and techniques can be found here. <http://www.mrsc.org/Subjects/Governance/Participation/Participation.aspx>

### **Recommendation 4:**

The Town, Community Groups, and Residents should develop new ways to share successes and share input with one another.

Communication leads to Cooperation, and Cooperation Leads to Collaboration. And Collaboration brings people together in new and exciting ways. We heard from you that many of you are working hard to make Winthrop a better place. But it is sometimes difficult to share with one another what you have done and what you plan to do, and how you can help each other out. Here are a couple of suggestions for consideration:

- The Town should sponsor an annual "Let's get up to Date" function that gets the entire community celebrating successes and looking towards the future. It could be a picnic, it could be a potluck, or it could be some other format that combines fun with business and allows the community to get together.
- Put together a community weblog, sometimes referred to as a "blog." According to Government Technology magazine, more and more local governments are using weblogs to communicate current activities and let residents know what has happened and what will be happening. With today's technology, Blogs can be designed to be user-friendly, quick, and painless to put together, and best of all, at virtually little, if no cost. More information can be found in an article entitled, "Blogs for Local Government." This article can be found at: [http://www.govtech.net/magazine/channel\\_story.php?channel=17&id=93913](http://www.govtech.net/magazine/channel_story.php?channel=17&id=93913)

### **Ice Skate Rink**

The development of an ice rink, or ice skating venue was a project that received frequent mention throughout the listening forums. The efforts that have been made in town to provide such a facility so far

provide evidence to suggest that such a facility would receive support and use. In order to determine if such a facility could achieve financial sustainability, community members should seek out information about the appropriate scope and scale of such a facility, how much use demand could be expected from the local community, what sort of use from outside parties could be projected, and capital and operating cost estimates. Listed below are a few resources that might be useful in determining some of this information:

**Serving the American Rinks (STAR)** is a trade association dedicated to fostering growth and development of ice skating rinks in the United States. Created as a joint venture between USA Hockey and the United States Figure Skating Association in 2000, more than 500 facilities, individuals and vendors have benefited from a STAR membership. The mission of STAR is to be "the premier national organization designed to foster the development, growth and success of ice skating rinks and in-line facilities in the United States". It is possible that this organization may be helpful in finding support for the development of an ice skating rink in Winthrop. Their website can be found at:

[http://www.usahockey.com/star/main\\_site/main/star/](http://www.usahockey.com/star/main_site/main/star/)

I spoke with Mr. Dave Westcott of STAR about the community's interest in developing a facility. While STAR does not have resources at hand to assist in this effort Mr. Westcott was useful in providing me with some information and he indicated that he would be willing to continue a dialogue with community members if they were interested. Mr. Westcott can be reached at (941) 758-4057.

You can find a STAR vendor member on the STAR website at:

[http://www.usahockey.com/star/main\\_site/main/star\\_vend/star\\_vendor\\_mem//](http://www.usahockey.com/star/main_site/main/star_vend/star_vendor_mem//). These vendor members may be of use in developing preliminary cost estimates for the construction of a facility. Also located in the appendix of this report you will find a very rudimentary preliminary cost range estimate provided by STAR.

There is a small community rink, the **Lake George Forum**, in Lake George, NY that is able to sustain operations by hosting out of town events at the facility as well as providing activities for the local populace. Community members may be able to learn useful information by contacting the people in Lake George. They can be reached at:

Lake George Forum  
Iggy Tarajos  
P.O. Box 289  
Lake George NY, 12845  
Phone: (518) 668-2200 ext 11  
Fax: (518) 668-4537  
Email: [iggy@lakegeorgeforum.com](mailto:iggy@lakegeorgeforum.com)

Closer to home, the **Palouse Ice Rink** was recently constructed in Moscow, Idaho. It is a multi-use facility, providing ice skating in the winter season and other uses in the summer. The project was a significant community accomplishment; the local Kiwanis Club played a major role in its success. You can learn more about this facility by contacting the manager, and reviewing the facility's home page on the World Wide Web:

Reese Riggin  
Palouse Ice Rink General Manager  
P.O. Box 8322  
P.O. Box 8021 (business related items)

Moscow, ID 83843  
Phone: (208) 883-7188  
Fax: (208) 883-4558  
Email: [palouseicerink@moscow.com](mailto:palouseicerink@moscow.com)  
Website: [www.palouseicerink.com](http://www.palouseicerink.com)

**The Maryland - National Capitol Park and Planning Commission (M-NCPPC)** operates three different public ice skating venues. One, the Herbert Wells Ice Rink Operates from October through March. This ice skating facility includes the rink, an indoor warming room and party room, and a snack bar. Rental skates are available. During the summer, the facility is used for roller and/or street hockey. Find out more at their website:  
<http://www.pgtparks.com/places/sportsfac/icerinks.html>

### **Herbert Wells Ice Rink**

5211 Paint Branch Parkway (formerly Calvert Road)  
College Park, MD 20740  
Phone: (301) 277-3717 (general inquiries);

TTY: (301) 454-1493

As mentioned above in the section on the Community Trail/river walk, the **Office of the Interagency Committee (IAC)** is a possible resource for the ice rink project. Because this facility would be an outdoor venue it would probably qualify for funding through IAC. Contact:

Marguerite Austin  
Manager, Recreation and Habitat Grants Project Services  
1111 WA St SE  
P.O. Box 40917  
Olympia, WA 98504  
Phone: (360) 902-3016  
Fax: (360) 902-3026  
Email: [info@iac.wa.gov](mailto:info@iac.wa.gov)  
Website: [www.iac.wa.gov](http://www.iac.wa.gov)

The Parks and Recreation link at the **Municipal Research Service Center** website provides considerable information about a variety of ways to structure management of municipal parks and recreation facilities. The link is:  
<http://www.mrsc.org/Subjects/Parks/parks.aspx>

Finally, the 2007 **US National Figure Skating Championships** will be held in Spokane, WA on January 21-28, 2007. This event offers an opportunity to meet with operators of existing skating venues if community members plan for it in advance. Learn more about this event on the internet by pointing your web browser to:  
<http://www.spokane2007.com/spokane2007/>

### **Parks**

Parks are a great place to bring families together and create a great source of outdoor recreation for young and old. The Office of Interagency Committee has some resources for your community in planning and creating parks in your town.

If you have ever heard of the Playground of Dreams, you will know what an awesome playground they are. I have personally volunteered some time in building two of these playgrounds. It takes the community to come together to make one of these projects work. Leathers & Associates help you design your structure and assist your community in making it happen. Because Winthrop has a western theme, it's possible to have the play structure look like a western town. Leathers & Associates dare you to dream!

Visit the local Leather's and Associates designs at Lincoln Park on the corner of Methow and Crawford in Wenatchee, built in the early 1980's, and Columbia Park, Kennewick, WA, built in 1999.

## **CONTACTS/ REFERENCES**

The Office of the Interagency Committee  
1111 Washington Street SE  
P.O. Box 40917  
Olympia, Washington 98504-0917  
Phone: (360) 902-3000  
Email: [Info@iac.wa.gov](mailto:Info@iac.wa.gov)  
Website: [www.iac.wa.gov](http://www.iac.wa.gov)

Leathers & Associates/ Playgrounds  
99 Eastlake Road  
Ithaca, NY 14850  
Phone: (877) 564-6464  
Email: [leathers@leatherassociates.com](mailto:leathers@leatherassociates.com)  
Website: [www.leathersassociates.com](http://www.leathersassociates.com)

## **Sports Fields**

I spent some time talking with Bud Adams, the Managing Partner for the Wenatchee Valley Sportsplex in Wenatchee. We discussed some of the existing buildings that you have in your area and he has some great ideas on how to use the existing sites for recreational purposes. Please invite Bud Adams to visit your area and show him some of the facilities you have available for the Youth to use, i.e. Twisp community center, the outdoor ice rink and the "Barn", as well as any school fields, and or gymnasiums. Bud Adams and his partners have been providing recreational sports activities for the youth in the Wenatchee area for 4 years. They offer soccer camps (indoor and outdoor), indoor batting cages, Semi-Pro Soccer Clinics, soccer tots classes. It would be possible to have the Wenatchee Valley Sports come to your location to provide these camps and or classes.

For a long term goal of adding sports fields or outdoor recreation sites in your area, contact the Office of the Interagency Committee for funding. Funds will also need to be generated by your community so keep up the great work of holding fund raisers to make these projects happen.

## **CONTACTS/ REFERENCES**

Bud Adams  
Managing Partner  
Wenatchee Valley Sportsplex  
Cell # (509) 679-3392  
Website: [buda@wvsportsplex.com](mailto:buda@wvsportsplex.com)

The Office of the Interagency Committee  
1111 Washington Street SE  
P.O. Box 40917  
Olympia, Washington 98504-0917  
Phone: (360) 902-3000  
Email: [Info@iac.wa.gov](mailto:Info@iac.wa.gov)  
Website: [www.iac.wa.gov](http://www.iac.wa.gov)

### **Teen Center**

Most of the information that I found regarding “Teen Center” or sports field made note that it takes a person or people to follow through and to dedicate some time to these projects. Youth can not be left to manage these facilities themselves. So it’s important when making decisions about these projects that several community members volunteer their time to make it happen.

The Boys and Girls Club have many partners to assist in getting a club for your area. As you may know, the Boys and Girls Club offer different programs for the youth i.e., Health and Life Skills, The Arts, Sports and Fitness and Recreation. What better way to “bring the kids home” by providing them life skills through the Boys and Girls Club or other similar project.

Bill and Melinda Gates Foundation have been a huge resource in the Washington and Oregon communities with providing funds for the youth in the community. They have financially assisted the YMCA of Seattle, Boys and Girls Club in numerous counties in Washington State and many more.

For a teen center that is more for “entertainment” check out this web site called Non-Toxic Youth Alternatives, Inc. The information in the site should answer any questions you have on creating a place for the youth in your community. The site provides information on how to start a center, how to raise funds and give ideas for different types of activities the center can offer.

The Barn or Twisp community center seemed to be great facilities to house a Teen Center for your youth. It will take dedicated adults to bring this project together and make it happen.

### **CONTACTS/ REFERENCES**

**Non Toxic Teen Center**  
[info@nontoxiceencenter.com](mailto:info@nontoxiceencenter.com)

**Boys and Girls Club of America**

**National Headquarters**  
1230 W. Peachtree Street, NW  
Atlanta, GA 30309



Phone: (404) 487-5700

Email: [Info@bgca.org](mailto:Info@bgca.org)

Website: [www.bgca.org/programs/](http://www.bgca.org/programs/)

### **Bill & Melinda Gates Foundation**

PO Box 23350

Seattle, WA 98102

Phone: (206) 709-3100

Email: [info@gatesfoundation.org](mailto:info@gatesfoundation.org)

### **Grant Inquiries**

Phone: (206) 709-3140

Website: [www.gatesfoundation.org/default](http://www.gatesfoundation.org/default)

### **Arts Center**

Successful arts centers can have a significant benefit to small town communities. They not only provide a fine entertainment facility for residents to use but can be a magnet for drawing cultural tourism to the area. During our visit we often heard comments regarding the community having an abundance of artistically talented individuals who have settled in the Methow valley. Taking the step to provide opportunities for these individuals to exercise and display their talents is an option this community may want to explore. It is certainly possible for the town of Winthrop to gain an additional reputation of being a notable Small Art Town since it already has the necessary raw resources at its disposal. An article well worth reading and may offer some future direction choices for your community to consider is written by John Villani. It's titled "Art-related economic development strategies in Small Art Towns: Impact on Downtown Economic Revitalization". The article can be located at this web site:

<http://travelmontana.state.mt.us/conference/PresentationArchive/jvillani.htm>

Two small town art center success stories that may be used as possible models are listed below. We recommend you can contact them for suggestions and lessons learned if you pursue establishing a performing arts center for your area.

#### **Mill Pond Center for the Arts**

Tom Scharff

50 New Market Rd

Durham, NH 03824

Phone: (603) 868-8999

Fax: (603) 868-6651

Email: [millpondcenter@verizon.net](mailto:millpondcenter@verizon.net)

Website: [www.millpondcenter.org/info/](http://www.millpondcenter.org/info/)

#### **LaConner Institute of Performing Arts**

Michael Bruggeman

117 Maple Ave

PO Box 724

La Conner, WA 98257



Phone: (360) 840-9020

Website: [www.laconnerarts.com/](http://www.laconnerarts.com/)

Regardless if this center is owned and operated by a private party or a non-profit organization, a possible funding source (for loans) that serves the Okanogan County is:

North Central WA Business Loan Fund

Ron Smith, Executive Director

P.O. Box 741

Okanogan, WA 98840

Phone: (509) 826-7425

Website: [www.ncwloans.org/](http://www.ncwloans.org/):

Capital facilities matching grants for non-profit arts and cultural organizations may be available from the resource listed below:

The Building For the Arts (BFA) program awards state grants to non-profit performing arts, art museum and cultural organizations to defray up to 20 percent of eligible capital costs for the acquisition, construction, and/or major renovation of capital facilities. This is a reimbursement-style grant, and operating costs are ineligible. The grants are funded by the sale of state bonds (no federal funds are involved). Awardees are selected through a competitive grant process held every two years.

If you are considering applying for a BFA grant for the 2007-2009 funding cycle, you are strongly encouraged to contact BFA and discuss your project. Daniel Aarthun is the lead contact (see contact information below). If he isn't available, one of the other [CTED Capital Programs staff](#) may be able to help you.

Daniel Aarthun, Manager

CTED Capital Programs

Department of Community, Trade and Economic Development

PO Box 42525

Olympia, WA 98504-2525

Phone: (360) 725-3007

Emails: [dana@cted.wa.gov](mailto:dana@cted.wa.gov)

Website:

[http://www.cted.wa.gov/portal/alias\\_\\_CTED/lang\\_en/tabID\\_311/DesktopDefault.aspx?tabID=0&alias=CTED&lang=en](http://www.cted.wa.gov/portal/alias__CTED/lang_en/tabID_311/DesktopDefault.aspx?tabID=0&alias=CTED&lang=en)

### **Housing Affordability**

There are a variety of funding assistance programs available through USDA and the Rural Community Assistance Corporation, but these would be a starting point.

### **Community Land Trusts**

Community land trusts have been a great foundation for providing affordable housing in the Leavenworth Area. To date, there are two community land trusts sites in Leavenworth. SHARE/MEND provided our first housing project in 2000, and currently working on their second project this month. This has been a tremendous asset for the locals in the area that need affordable housing.

### **Single Family Housing**

Rural Development's housing programs finance new or improved housing for very low to moderate income families and individuals who wish to live in rural areas or low population rural cities and towns. The purpose is to provide financing with no down payment and at favorable rates and terms. These loans are for the purchase, construction, rehabilitation, or relocation of a dwelling and related facilities.

Two types of homeownership loans are offered: guaranteed and direct loans. Under the direct loan program, individuals or families receive a loan directly from USDA. Payments are based on income, and you must be unable to obtain a homeownership loan from a bank or other conventional sources.

Guaranteed loans are available to qualifying applicants whose income is too high for a direct housing loan. These are loans made by other lenders, such as banks or credit unions, and are guaranteed by Rural Development.

### **Self-Help Housing Loans**

Many rural families have achieved the American dream of owning their own homes through USDA's Mutual Self-Help Housing program.

Self-Help Housing loans help groups of 6 to 10 low income families build their own homes by providing materials and the skilled labor they cannot furnish themselves. The families must agree to work together until all homes are finished.

Self-Help works in combination with a grant program to nonprofit organizations, such as Okanogan Community Action Council, and the direct single family lending program, although other home financing sources can be used. The nonprofits help families build their houses by providing technical assistance.

### **CONTACTS/ REFERENCES**

USDA, Rural Business Cooperative Service  
John Brugger, Cooperative Development Specialist  
1908 North Dale Lane  
Spokane, WA 99212  
509-927-7350 x 114  
Email: [john.brugger@wa.usda.gov](mailto:john.brugger@wa.usda.gov)

SHARE/MEND- Community Land Trust  
Carl Florea  
219 14th Street  
P.O. Box 772  
Leavenworth, WA 98826  
(509) 548-0408  
Email: [CarlF@ShareCLT.com](mailto:CarlF@ShareCLT.com)

Lincoln Institute of Land Policy  
Website: <http://www.lincolninst.edu/pubs/pub-detail.asp?id=1011>

USDA, Single Family Housing Program  
Trudy Teter, Single family housing specialist  
Richard Rose, Single Family Housing Specialist

301 Yakima Street, room 317  
Wenatchee, WA 98801  
(509)664-0223  
Phone: (509) 664-0224  
Email: [Trudy.Teter@wa.usda.gov](mailto:Trudy.Teter@wa.usda.gov)  
[Richard.Rose@wa.usda.gov](mailto:Richard.Rose@wa.usda.gov)  
Website: [www.rurdev.usda.gov](http://www.rurdev.usda.gov)

USDA, Single Family Housing Program  
Section 523 Self-Help Technical Assistance  
POC: Tammy Repine  
1835 Black Lake Blvd SW, Suite B  
Olympia, WA 98512-5716  
Phone: (360) 704-7767  
Email: [Tammy.Repine@wa.usda.gov](mailto:Tammy.Repine@wa.usda.gov)

Finally, to provide an example of how a community can mobilize to develop a major, expensive project we have included the following simple discussion of how one community went about it. We think it is important to provide real world examples so that you can have faith that such projects can become a reality. In this case, there is cooperation between seven different entities, including community groups, local youth, government agencies and elected officials.

### **Building a Skate Board Park**

#### **A. Here is how Skamania County built a Skatepark for their youth:**

1. The Skamania County Parks and Recreation Department agreed to initiate a project to develop a Skatepark for the local youth.
2. The Skamania County Board of Commissioners and the Parks and Recreation Department agreed to change the use of an existing Picnic Shelter to a Skatepark. The Shelter has a roof and concrete floor. The picnic tables were removed and the Skatepark had a home!
3. A local manufacturing company donated some initial funds to help get the project going.
4. The Skamania County Counseling Center receives funds from the State of Washington Drug and Alcohol Abuse program and the Crime Agency Against Alcohol and Substance Abuse. Some of these funds are passed on to the Skamania County Sheriff's Office. The Sheriff's Office agreed to pass on \$15,000 of these funds to the Parks and Recreation Department to purchase the materials to build the skatepark modules.
5. Volunteers downloaded park layouts and module construction drawings from various sites on the internet, and they visited other skateparks to see what others had done.
6. Local youths who were experienced skaters and who had visited skateparks in other cities volunteered their time to work with the adult volunteers to design the layout and decide which modules to construct.

7. The modules were constructed and layout assembled by volunteers using materials purchased with the above mentioned funds.
8. The Parks and Recreation Department purchased protective gear for use by the riders, if they do not have their own gear. The gear is checked out to the riders with no fee. Protective gear is mandatory for all users.
9. The Skatepark has a large disclaimer sign posted at the park.
10. With the above two measures (Items 8 and 9) the County's insurance did not go up due to the addition of the Skatepark. The County's insurance coverage is through a Risk Pool which helps keep their costs down.
11. Special wood and other materials were purchased from Northwest Ramp Builders. You may research their products at [nwrampbuilders.com](http://nwrampbuilders.com)
12. **Contact: Bev Majors  
Skamania County Parks and Recreation Department  
509-427-9478**

**B. How to fund a Skate Board Park**

1. The Washington State Interagency Committee for Outdoor Recreation (IAC) "Washington Wildlife and Recreation Program Outdoor Recreation Account" provides funding for the acquisition and development of local parks, including skate parks, trails, and water access.

Contact Myra Barker at the number below for specific information about IAC, or go directly to the web site: [www.iac.wa.gov](http://www.iac.wa.gov)

**Contact: Myra Barker at IAC on 360-902-2976**

2. Donations from local businesses in the form of labor, equipment, tools, refreshments for workers, landscaping products, lumber and other materials, site and module design, land, construction, concrete, etc., can be sought from both local and regional businesses and entities. You may be able to use these types of "in-kind" donations as leverage or match to a grant of one type or another. Cash donations are always nice too!
3. Other options include the following:
  - Tony Hawk Foundation  
Check out this foundation for grant opportunities and resource information.  
[www.tonyhawkfoundation.org](http://www.tonyhawkfoundation.org)
  - [www.skatepark.org](http://www.skatepark.org)  
This is a resource site which is worth exploring. They offer resource information including park developers and funders.
  - Search the web. It is amazing what you can find in an hours time searching the web.

- Contact other cities that have Skateparks and ask them how they funded their park. Cashmere and Leavenworth recently built Skateparks.
4. A Skatepark might also qualify for the U.S. Department of Housing and Urban Development Community Development Block Grant (CDBG) if the project would primarily benefit low to moderate income persons. This Program funding is administered by the State of Washington.

**Contact: Dan Reibli**  
**Phone: (360) 725-3017**

### **Conclusion:**

There were many worthy projects proposed in the listening forums which have not been addressed in this report. As mentioned earlier, due to time and resource constraints, the assessment team chose to provide specific recommendations for the projects above. Much of the recommendations could have application to any project which community members might choose to undertake. We hope this report is not viewed as the limits of what can be done, rather it should be seen as a suggestion of how to get started implementing the many ideas that the people of Winthrop have for improving their community and economic future.

We sincerely hope the information received in this report is helpful in identifying common issues and creating a sense of community identity. Based on the comment below from one of the listening sessions, we are certain the community is ready to begin refining and implementing its vision.

*[Winthrop] ..... “ A community filled with folks who have no limits to what they are willing to do to make Winthrop a better place”*

## **APPENDIX**

Resource Team Members

Resource Team Agenda

Comments from Listening Sessions

Ice Rink Cost Projection

## **RESOURCE TEAM MEMBERS**

Winthrop Resource Team March 7 – 9 2005

### **Bruce Lund**

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### **Local Contacts**

Nellie Casey  
Rocklynn Culp

**Resource Team Agenda**  
Winthrop, Washington

<b>Sunday March 6<sup>th</sup>, 2005</b>		
	<b>Activity</b>	<b>Location</b>
Evening	Team Arrives Winthrop	Chewuch Inn
<b>Monday April 21<sup>st</sup>, 2003</b>		
	<b>Activity</b>	<b>Location</b>
8:00 to 9:00 a.m.	Breakfast	Duck Brand
9:00 to 9:30	Meet Mayor Pro Tem	Town Hall
9:30 to 10:00	Meet Pub Works and Town Planner staff	Town Hall
10:00	Tour of Community	around town
12:00	Lunch	
1:30	Parks Committee Incl MVSTA	Town Hall
2:30 to 3:30	Methow Conservancy, PSM	Town Hall
3:30	Break	
4:00 to 5:00	Economic Development	Town Hall
	Homemovie.com	Homemovie.com
5:00 to 6:00	Service provides (C.O.V.E. Room One Community Action )	Town Hall
6:00 to 7:00	Dinner	Raleigh Chinn's
<b>Tuesday March 8<sup>th</sup>, 2005</b>		
6:30 to 7:30	Kiwanis	Barn
7:30 to 8:30	Medical Providers	Duck Brand
8:30 to 9:30	Chamber of Commerce	Barn
10:30 to 11:30	Alternative School Students	Twisp
12:00	Lunch	Burnt Finger BBQ
2:00 to 3:15	Planning Commission/Town Council	Town Hall
3:30 to 4:30	Church Community	Friendship Church
5:00	Dinner	Topo Café
6:30 to 7:30	All Community Meeting	Town Hall
<b>Wednesday, March 9<sup>th</sup>, 2005</b>		
7:00 to 8:00	Breakfast	
8:30 to 9:30	Westernization	Town Hall
9:30 to 10:30	Town Staff	Town Hall
11:00 to 12:00	All Community Meeting	Barn
12:00	Lunch	
1:00 to 5:30	Team compiles results	
7:00	Town Meeting – Preliminary Report	Barn



## Comments from Listening Sessions

During each of the listening sessions people attending were asked the same three questions:

- What do you think are the major problems and challenges in your community?
- What do you think are the major strengths and assets in your community?
- What projects would you like to see completed in two, five, ten and twenty years in your community?

Following are notes taken by the team members while we were in those listening sessions:

### Winthrop – Problems and Challenges

Number	Issue
	3-7-05
	Complete what we already have—Bridge from the ski area
	Transportation
111	Satisfying needs and wants from a diverse population Good communication
	Westernization Theme and staying w/ that theme
11	Transportation – both mobile and foot
	Communication w/ kids
	Tried to landscape downtown—haven't been able to do it
11	Provide tourist amenities and at the same time provide trails and other things for tourists to do—need funding Need ice rink
	Lack of sports fields, youth soccer and baseball fields
	There is an area on the river where people put boats, rafts in the water—not developed. Could lead to erosion and other problems
	Winthrop has a tourism economy—based on favorable weather. Would like to have an economy that is not dependent on weather
	Kids leave to build a career
	Create affordable housing
	Keep people from getting priced out of being able to live here
	Exceptional natural beauty that is not acknowledged by the town
	Thinking about growth and econ dev w/out weighing the consequences of the natural beauty
	Affordable housing – prices increasing rapidly—will be a problem in the near future
	Balancing sustainable growth w/ community infrastructure, values, etc.
	Traffic
11	Western theme
	Need to have a better sense of community – too tourism scoped
	Pedestrian traffic can be dangerous
	Lack of land use planning, and businesses need to be created that is not tourism based
	No walking trail between Twisp and Winthrop
	This community supports the rest of the county; yet our voice often is not heard in other parts of the county
111	The city needs to be more proactive in it's comp planning 50 years out and not be focused so much on issuing building permits Potential to be aurora-esque and infill w. both commercial and residential
	Pay attention to the longer view
	Encourage high density housing within the city borders
	Need to maintain historical significance

	If it's a western theme, then need to realistic about what fits and how it fits
	Keeping business occupancy filled, esp in downtown
	The barn is the only large meeting space and it is expensive to use
	Potential annexations
	Lack of public parks
	Narrow tax base w/ the city relying too much on tourism
	Long distance to hospital
	Long distance to assisted care facility
	Some of us who have been here are still not sure what is in Winthrop
	Street lights that project downwards instead of upwards for people who appreciate the night sky
	Transitioning from tourism economy to other industries (opportunity)
	Perception for changing economy and the changing demographics
	Lack of public and business parking
	Need to enforce the western theme community
	Infrastructure
	Adequate reliable power (frequent blackouts)
	Working on telecommunications
	Training – finding qualified people who are willing to work
	Not connected with training institutions
	Economic and cultural stratifications
	Everyone is very busy and juggling different hats
	Lack of understanding and knowledge about others in the community
	Cell communications – not wide area
111	Daycare
	Difficult to keep agriculture economy
	Traffic congestion, esp. in summer
	The city has not always supported business in the past
	Professional law enforcement – can't keep trained law enforcement officers, they move to the county after getting experience
	There are a lot of regional, bigger community wide issues that the City could support (i.e., Twisp swimming pool)
	Restaurants (open restaurants)
	Tourism doesn't build community. Winthrop is limited when it comes to some of the services that tourism doesn't bring.
11	Affordable housing (under \$100,000)
	Aging population
	Assisted living
	Zoning doesn't accommodate assisted living
	If you try to walk down the street, you're life is in danger, esp. if you are elderly, disabled, or have a child in a stroller
	Economic Jobs
	Access to social services – 50 miles to the closest hospital
	Access to specialized services are not readily available
	Some services are focused in other parts of the county – but many don't have transportation
	DSHS, WorkSource, training in Okanogan
	Have senior transportation, but not public transportation
11	Seasonal economy
	Infrastructure (technology)
	Change in perspective: not what everyone else is doing, but where do you want to be in 20 years? (Focus on quality, not quantity)
	<b>Day 2</b>

11	Kids can't live here—have jobs that create good paying jobs, economic development
	Think more globally outside the city limits
	Property values increasing that raises taxes
	Taxation
111	Affordable housing
	Infrastructure not readily available for businesses that want to locate
	No swimming pool that has no long range planning
	Assisted housing
11	Business is not the enemy (town hall)
	Few year-round employment opportunities
	Have to be on a road to get to the school
	No early warning mental health screening system
1111	Too many people are on the road—not safe
	No Assisted living
	Need to control growth
	No safe place to ride a bicycle in the valley along the highway
	Health care for kids
	Large pool of retired medical assets (liability doesn't allow them to practice)
	Council members have to live within the boundaries of the city—need to have a voice on the council
111	No public transportation
	Accessibility to urgent care
	Could be more recreational opportunities
	Few low-income senior housing
	Lack of trailheads / trails within the town boundaries
	A few individuals blocking river trail project; funding still needs to be secured
	Swimming pool funding—Winthrop needs to pay it's full share
	No low-income housing
	Maintaining the integrity of the westernization theme
11	Town leadership as it relates to the business community Town raises expectations but does not follow through Town council needs training and education
11111	Seasonal businesses—diversify into low times and keep businesses open during low times
11	Police force—coverage is not adequate
	Bring more people here for a reason – get the real word out in Western Washington—they need to tell the real story—we have snow!!
	The majority of us do not live in the town of Winthrop – 98862 should be included by annexation—greater Winthrop area
	Comprehensive planning – commitment to ongoing development and implementation
	Have infrastructure needs: parking, traffic flow
	Maintain sense of community Sense of volunteerism, activism has changed in the last 10 years Apathy rising
11	If you don't open the doors to 98862'ers, you minimize your talent and energy pool—you will get a broader cross-section of the real community
	Comp planning does not favor annexation—Winthrop is losing residential units within the town
	Every major street is an arterial
	Most business owners don't live within Winthrop borders—businesses then can't serve in elected local gov't. positions, which lead to businesses not being represented However, people can be on the planning commission and serve on town committees
	Comp planning has not been revisited
	Effectively marketing opportunities (arts, birding, smoke jumping base)
	Ideas (walkway) brought forward 10 years ago, still an idea

	Students
	Police focus on kids and what they are doing...target kids, automatically think kids are doing something bad Instead of taking kids to juvenile, take them to parents
11	No jobs to keep us here
11	Nothing to do: no movie theatre, bowling alley
	Vehicles and pedestrians don't mix
	People who move in and want to change things, or try to tell us how to change things
11	No public transportation. I have to hitchhike between Winthrop and Twisp
	Come to Twisp for friends and school
	Access to river
	Road to Carlton is scary on a bike—cars going 60 mph
	Grubstake is cool
	Not welcome at sharry's – getting kicked out
	Part-time jobs are tough usually dish washing, and hard to get to.
	If there were good jobs here, I probably wouldn't be moving at the end of the month
	The town hall is going to be inadequate in the near future
11	Parking Town business takes up valuable parking space
11	Communication between the town hall and the diverse people/groups in the community
	Growth: How are we going to grow, have a large low-income population that needs jobs/income.
	Want to plan correctly
	Lot of emphasis is on the pedestrian bridge. Lack of understanding for costs, etc.
	Maintaining western theme. Lost interest in the theme. Need to revitalize
	<b><u>Need to keep the town like a small town</u></b>
	Zoning restricts mixed use development in the downtown
	Shops need to be kept up more
	Future: water aquifers are going dry, compounded by growth
	Could use river more
	Full-time employment Variety of employers needed
	Social Service Issues Domestic Violence Issues Many are centered in Omak
	Many were angered about the Methodist Church leaving Winthrop If this church was to close, it would present problems
	Absentee owners in the business community – some resentment among longer-term residents
	Fires: fires in buildings
	Winthrop-Twisp: Obtaining law enforcement officers who stay. Get trained and leave
	Have a lot of water that runs by Winthrop—useable water
	Fight over the fish—used to be able to fish in the Western Chewuch river and keep them. Now w/ restrictions, fishing is more of a pain than a joy
	Barrier to employment: people who are coming are retired
	Twisp ED barrier—water rights. Winthrop doesn't have that problem
	Except for government jobs, there aren't full-time living wage jobs.
	Employment—can't hire someone in the police dept due to lack of funds
	Affordable housing
	Live outside the community, but rely on the town to provide the infrastructure—hopefully they can afford it
	Gov't is on auto pilot
	The town as a whole is kind of stuck
	Parking problem

	Stagnant growth
	If the people don't want to change, then so be it. If people want to change, then they need to work on the changes
	Two groups of people: don't want anything to happen, others want to grow, need to bring the groups together People who have moved here from Seattle want to close down the area and not allow more people in
11	Don't have a trail between Twisp and Winthrop
	Dangerous to ride bikes through town and to Twisp
	\$\$\$\$--need more, either through the state or locally
	Don't have a community wide vision
	Need Dollars to provide recreation (need taxing district)
	Looks terrible from the Bridge (south) to downtown
	Elderly have to leave when they need assisted living
	Winthrop will not survive a bypass
	Setting aside open space may not be the best thing to do for our kids
	Day 3
	Maintaining a workable westernization ordinance for the town
11	Enhance the coordination of recreational opportunities—not existent
	Affordable housing
11	Getting traffic through town without interrupting community events
11	Litter along roadways In downtown core, the garbage cans are totally inadequate
	Maintenance of public restrooms inadequate during summer
	Recreation areas don't have restrooms
	Need rain
	Enormous stratification in terms of income – people buy homes and don't live here and don't contribute to the community
	Enforce noxious weed ordinance
	South end trail system might be impacted by the need to realign the bridge
	Staying and sustaining viable
	Affordable housing as property values increase
	Lack of living wage jobs—have declined in the past quarter century—many jobs are minimum wage jobs
	People building w/out a permit
	Code compliance
	Traffic congestion during summer months
	Pedestrians unsafe in town due to traffic
	Continue to value agriculture while maintaining/growing a diversity in economy
	How do some of the businesses survive during the off-season?
	Funding infrastructure that serves a much larger population than the 350 w/in the town borders. Falls short in parks and recreation, not just for tourists but for residents
11	Address pedestrian circulation
	Supporting street utilities when state funding has gone down
	The town closes down too early
	Sometimes people complain about street lights shining into their windows, the electric company will shade the lights, but leads to potentially unsafe areas
	The boardwalks pose potential unsafe conditions for the elderly and for the disabled—difficult for wheelchairs to navigate.
	Stores are not open on a regular basis all winter long. Winthrop has the reputation of becoming a winter ghost town
	We need to come together as businesses and coordinate what we sell so we do not duplicate
	Winthrop doesn't have a land use plan that recreates beauty if it has to be destroyed

11	Town not pedestrian friendly. Businesses are beginning to sprawl, and new businesses are locating in areas not of walking distance
11	Don't know what we want to be—not a resource based community, not a farming community.
	How to bring more off-season visitors to Winthrop
1	Lack of planning/coordination between community and the county and twisp
	No kid-friendly place in town—green space for children
111	Ridge line development
	The employees in town are or are perceived to be unfriendly
11	Not enough respect for our riparian corridors. The coop does not replace or mitigate corridors.
	Lack of awareness that landscapes and natural beauty of the area is important in its own right
	Development in flood plains
	Create a welcoming environment in the community
	Twin lakes and main hwy intersection is very dangerous
	Existing land use regulations not enforced by the town and the county
	The county does not understand what the town needs in order to be successful
	Inconsistency of the application of the westernization theme
	Lack of use by the Barn
	Affordable high speed telecommunications not readily available
	Comprehensive plan is outdated
	People (groups) go off on their own direction
	Community in status quo
	People have vested interests, but do not come together to reach consensus
	The town is growing, need to do more to manage it (comp plan, citizens and city government efforts should coordinate)

#### Winthrop – Strengths and Assets

Number	Issue
Session 1	3-7-05
11	Location
111	The number of dedicated citizens who live here
	People from mazama to twisp
	Natural beauty brings people here
11	Diverse population of people who really want to live here
11	Western Theme
	MVTA
	The skills of the people who live here
	Weather (location)
	The cascades pass highway closes every winter
	The cascades pass highway brings an economy to the town
	Amenities (location)
	The River
	Strong Art Community
	No stop light w/in 60 miles
11	Good diversity of people
	Vitality in the arts
	High volunteerism
	The setting
	Amount of land available for well-planned growth
	Not linear; small enough that people can visualize it and know it

	Not so large that people can not walk
	Tourists
	Creative and ingenuity (westernization covering it up)
	Location (long ways from Seattle)
	Growing tax base
	Lots of medical services will be valuable to aging population
	Access to trailhead right in the community
	Have access to lots of extra-curricular activities, both outside and in the arts
	Young town (population, in it's inception, room to be creative)
	People coming from Seattle
	The City has been supporting business and has been very proactive, as has been the county commissioners
11	Diversity (agriculture, opinions, like each other in spite of differences)
	Interest in supporting local economy
	Heart of recreational area
	Western Theme
	Architectural consistency
	Amenities
	Small-town feel
	Large contingent of people involved in a wide variety of activities that contribute to the community
	The Barn
	Located along two rivers
	The environment
	Being sensitive to the environment while helping the community to grow and improve
	Interesting history (logging, mining, native American)
	Museum
	Well Known
	Have created a cultural community that was created from tourism
	Tourism
	Westernization Theme w/ requirements are important and strength
	Skiing and recreational opportunities
	People: generous, take care of one another, people committed to doing something will get things done
	Charitable organization has turned away from grants, but trying to get people w/in the community to contribute to those in need.
	Have a real identity: more places to eat, more cultural activities
	The Environment: clean air, lots of water, sun
	Observation: the area has become two towns—winthrop is the tourist town, the area south and twisp is the service town
	Homemovie.com and the call center are bringing a new energy to town.
	Day 2
	Human capital
	Enjoy living here
11	Climate
	Women's high school softball and volleyball teams
	Good school system
	Wonderful children
11	Pristine place to live
11	Very calm, laid back
	Artist's community
111	People who share and help
	Sense of community
	Outdoor recreation opportunities
	Best Concrete Plant in the nation
	People
	Outdoor recreation opportunities
	Out of the rat race
	Quality of life
	Western atmosphere of the town
	Kiwanis Club
	Emergency volunteer svcs.

	Diverse skills and interests
	Montessori school
	Many people got up at 6 am to be here
	Rich array of artisans and musicians
11	People care about the community—will get involved
	Beautiful
	Lots of outdoor recreation opportunities
	Diversity of medical services
	Strong community support
	No mall
	No Wal-mart
	Maintained its uniqueness to Western theme
	Recreation is an incredible asset
	Forest service relationship
	Developed trails system
	Schafer Museum
	River
	Alpine lakes
	Winter activities – skiing, snowmobiling
	Loop-Loop Ski area
	Strong cultural community Arts, music, theatre playhouse
	Artisans live here
	Weather--Sun
	Smoke jumping base
	Birding
	Cowboy
	Fire lookout station at Harts Pass
	Four-season resort destination
	Parragon Lakes Campground
	North Cascades
	Incredible hiking and mountain biking
	People here
	No traffic lights
	Students
	The River and access to it
	Outdoor activities
	Patterson Lake, Parragon Lake, Sun Mountain
	Relatively little crime, can actually pick people up
11	People are friendly
	Know just about everyone
	Use the river to swim; pool is for the younger kids
	<i>“A community filled with folks who have no limits to what they are willing to do to make Winthrop a better place”</i>
	Natural beauty
	Unique
	Small town
	Friendly people
	Wooden sidewalks
	Location Fishing, hunting Gateway to the cascades
	Outdoor recreational opportunities
11	Diverse and talented population that cares about the valley
	Nice community to raise a family
	Along with above, industry will follow
	Strong retail tax base
	Westernization Theme helps to unify community, serves as a springboard to work from
	Trail system
	The MVTA is a wonderful asset



	Have the Barn—performing arts venue
	Occasional updates in the town newspaper
	Very generous community members who have made very generous financial contributions to the town.
	Lots of people who come here build expensive homes. Lot easier to pass levies, and have wonderful buildings for schools
	Area we live in. Fastest growing area in the County
	<i>“People who come here want to be here, and are willing to make some sacrifices to be here.”</i>
	Vibrant construction industry
	Ann Diamond’s Physician clinic—great to have a dr. in town. Emergency services
	Room 1 and The Cove (social service)
	Tourism allows many of us to live here
	Cascade Hwy.
	Snow—when it’s here
	Is an AA group every day of the week
	Number of people committed to the Arts. Music, theater, art creation
	Tourism
11	Beauty
11	Recreational activities
	Dry
	“What a great place to live”
	People
	Special Events
	Wonderful music cultural aspect
11	Westernization
	Cute shops
	“There is no place like it”
	People know one another
	Bald Eagles
	Cross country trails
	Day 3
	Westernization
	Widespread commitment to westernization, at least in concept
	Recreation
	Music events
	Cultural diversity
	Natural beauty
	Really good drinking water
	Location along a major highway
	Love it when the road is closed
	A really nice place to live
	Community spirit
	Low crime
	Farmer’s Market
	Location
	Beauty/mountains
	Continuity of Westernization
	Friendliness of people
	Small town atmosphere
	City government is extremely approachable
	Quality of life—people WANT to be here
	Recreational opportunities
	Community has embraced the concept of planning—way ahead of a lot of similar communities in this area
	You can bring your child to work and have it fairly accepted—family orientation
	The town itself
	The river -
	Being a small town—there are many socio-economic classes and people socialize together (that’s the diversity)

111	“Winthrop is a community” friendly place and people watch out for each other
11	Picturesque western heritage
	Barn is a BIG plus
	Janet
	Businesses are locally owned. Owners are behind the corner, little corporate presence.
	The valley is cosmopolitan which creates a wealth of resources
	Agriculture community that surrounds Winthrop
	People tolerate one another—politically, religious
11	Crime-free
	Great place to raise children
	When someone says how are you, they stop and listen when you answer
	Parks and recreation opportunities, including open landscapes, are incredible
	Wildlife in the middle of town: harlequin ducks, salmon runs, bears
	Economic resource as well as natural

### Winthrop-Accomplishments in the Future

Number	Issue
Session 1	3-7-05
11	Regional trails system that connects town to paragon lake, then from Chewuck to concunully lake to osoyoos lake. Also pipestone canyon
111	Paved trail along highway that connects Winthrop to twisp and addresses child transportation issue – to school <ul style="list-style-type: none"> <li>• Link downtown w. the barn via the perimeter of the river (2)</li> <li>• Go up on the hill by the forest svc. Work center</li> <li>• Riverfront</li> </ul> Snowshoe in the winter
	Ice rink
	Outdoor performing arts venue
	More pedestrian friendly—get people walking (transportation)
	Multi-purpose athletic fields by the sewer lagoons
	Odorless lagoon
	More parks and plantings, esp at Macloid park (arboretum)
	Native plant garden at the park
	Street trees
	River access: river walk, greenways
	City wide landscaping
	Interpretive walks
	Big parking lots to decrease parking on city streets
	Boat launch
	Create rafting opportunities as part of boat launch
	Whitewater park as part of river diversion dam that will be taken out—a series of steps will be created
	Like to see hazel be able to stay in the valley in 20 years
	Create a dialogue w/ snowmobillers and see what can be done to address some of their needs and wants
	More consistent snow!!!!
	Lower temperatures!!
	Create affordable housing
	Create Parks and Recreation Local Improvement (taxing) District that mimics the school district boundaries
	River walk trail going from town park to trailhead w/ a couple of bridges
	A vision of a town that is capable of a pedestrian orientation—walk to dr’s office, grocery store, and that it has the services that are needed
	Get Winthrop off of the three month year
	Make it accessible to people of all abilities
	A project that accommodates pedestrians in the south side of town along hwy 20

	Plan and procure adequate water rights
	Like to see some of that water stay for agriculture
	The Town could market itself as an alternative to rural sprawl. Great place to cluster. Winthrop is a great place to develop along this line.
	Creative co-housing would attract people into a cluster environment
	You can't allow people to live in the upstairs of buildings in town. Would like to see mixed use development
	Like to see more people move to Winthrop to live
	Provide a nursing home/assisted care that people could afford. Nearest hospital is in Brewster
	Street lights that project downward instead of upward for people who appreciate the night sky.
	Assure that there is a town trailhead. Work w/ the county on this.
	Wouldn't like to see a trail right through town. The nature along the river is an asset, and wouldn't like to see it disrupted by a trail
	Lots of weeds between the duck brand and the ? Would like to have a weed pulling party—no herbicides
	Need to address traffic – pedestrian safety at the four-way. It's just a matter of time before someone is killed
	Make the bridge more safe w/ the turns
	Use state highway funds to make the roads better—pedestrian and bicycle
	Get deer signs up
	Bring back the kids (kids who want to come back and have needed skills can)
	Address traffic congestion
	River walk
	Historical map of the community (not just a place to eat or buy t-shirts)
	Tourism brings lots of people—lessen the impact by creating year round jobs
	Walking bridge would alleviate lots of traffic
	Emphasis on river, not on the road. More people focus on the river, the better they treat it. On the same time, need to balance the environmental impacts that it will bring
	All of the various river walk ideas are part of a larger part
	Affordable housing for wage earners
	Side walk from the Red Apple (currently it is extremely dangerous to walk)
	Trail between Winthrop and Twisp
	Levy funding to support the creation and maintenance of parks, ice rink, pool in Twisp. (Use school district as the boundaries)
	Lots of property owners are part time. Though they invest in the community, they don't live here, and so their investment in day-to-day life is minimal. Need to get people to spend more time here.
	Need to have some core businesses that smaller businesses can be built from.
	No chain/franchise stores
	Create telecommuting jobs/attract lone eagles
	People who don't live here full-time care about the area—what can be done to tap them (PJ pitched—discussion by participants follow)
	Perception to change image that kids from here may not be as well educated. Need infrastructure, show that it can work)
	In terms of the Western theme, is this where we want to go? What does that entail? Or do we need to create a lifestyle that is divergent from tourism? Are we evolving away from the western theme?
	Bypass for Highway 20
	Trail system between Twisp and Winthrop, and the trail system that would link Winthrop w/ the service area of town.
	Trail system would be wheel chair accessible
	Fiber optic lines
	More businesses along the line of call center and homemovie.com
	Services to the elderly: We have wealthy elderly, let's keep them here. My husband doesn't bury anyone in Twisp.
	YMCA would allow recreational opps (swimming pool) for youth, and a place for social services.
	Start as a community center w/ people identifying it as theirs
	Cultural center – examine the community's history, including the Methow Tribe
	More educational opportunities beyond high school w/ a regional four year university in Okanogan County. There are lots of highly educated persons who are not using their skills/talents
	Creating a center for artistic pursuits

	Positive energy around the environment
	More citizen engagement
	Echo Village (dome homes) up and running in the Methow, which would then be replicated in the community.
	<b>Day 2</b>
111	Performing Arts Center
111	More little league and soccer fields
	Clean up junk yards, littered yards
1111	Bypass hwy 20 Wolf Creek Road most logical For emergencies Decrease traffic through town
	Affordable housing
	Keep acreage through town
	Small business incubators
	Youth projects
	Create opportunities for fishers' to stop in town. Market fishing opps
	Driving Range
	Planning for the community (master plan)
	Adequate parking w/ pedestrian bridge over river
	City hall should have a scrap iron sale (junk sale)
	Trail to connect downtown w/ the bridge
	Create more access to the river -- business fronting
	Town needs to be turned around fronting the river
	Paved sidewalks
	Mass (Public) transportation
	Parks and Recreation taxing district to fund river walk and trail to school
11	Town trail system Link other communities in the valley both down valley and up valley
111	Assisted living
11	School based health clinic May not be able to be based, but it needs to be linked
	Data communication for telemedicine
	Better high speed access
	More development of light industry that will employ people w/ a living wage
	Mental health screening system
111	A place for people to get together Movie theatre Good Mexican restaurant
11	Methow Valley Arts and Performing Arts Center
	Match (medical) services to people who need them
11	Multi-purpose use—venues for music festivals Use proposed ice skating rink for summer festivals Some place for teens to go Movie Theatre
	Snow-making machines
	Lodge at Loop-Loop Ski Bowl
	Something for teens to do
	Have a winter trail from Winthrop to Mazama—would like to see that in the summer as well
	Low-income housing
	Explore options for Cluster development
	Preserve river front and ridge top
	Database of existing businesses for people thinking about a new start-up
111	Hold annual meeting for community to update on what's happening and what's going to happen
	Training and education for council members and staff
	Council Welcome wagon that gets newly elected members oriented to chamber perspective and needs
	Have to visit yearly infrastructure needs
	City can do more intentional outreach to businesses

	Loop-Loop Ski Bowl
	Ice Skating Rink
	Untapped opportunities
	Current plans need to be updated
11	Pedestrian walkway connecting east side of town to Barn Develop an extensive year-round trail system through partnership w/ existing community groups
	Get people off the road
	Get the chamber, the barn, and the town to work together on joint planning and activities
	Obtain professional staff for Convention Bureau (professional promoters, grants to acquire professional staff)
	Better traffic flow – bypass not supported by some
	As tourism grows, maintain character
	Immediate parking solution
	More things for tourists to do in Winthrop
	Something for tourist kids to do
	Something for Winthrop kids to do
	Keep the kids home
	More public access for fishers'
111	Winthrop trail system and bridges Trail to the park
11	Public transportation between Winthrop and Twisp
	Snowmobile through the town of Winthrop and through the Chuwach
	Skate Park
	Jobs
	Community College
	Movie Theater
	Bowling Alley (bowling alley/arcade is always packed in Omak)
	Arcade
	Pave/repair the roads
	Footbridges
	Bicycle trail between Winthrop and Twisp
	Some place to hang out and see other people
	24 hour store (partner's closes at 12 midnight)
	Good bands (idea pitched, students agree)
	Performances by local musicians
	Revise the park for weddings, events, functions
	Farmer's market in Winthrop that doesn't conflict w/ Twisp timeframe
	Mixed use of streets (street festivals, etc.)
11	Shuttle system to address parking Make it fun, make it unique Start small, and then expand
	Beautify the area between the Barn and downtown to encourage people walking
	Complete street lighting project
	Complete sidewalk from downtown to up the hill
	City complete timeframe and funding strategy for building new shop (have a plan)
	Complete Capital Facilities Plan
	Continue to explore options for recycle collection for residents
1111	Creation of more recreational opportunities Walking paths that will hold people into town Use shuttle to drop off and pick up Trail from the barn up the hill to the park (same person as yesterday) Chewuck ditch nice trail Historical walks/tours
	Chewuck ditch diversion dam removal—create white water raft through the creation of steps
	More places for people to stay around town than what we currently have, especially for big groups
	Hwy 20 Bridge—make it into a covered bridge
	Play structures appropriate for older youth such as a climbing wall or a boulder field in city park
	Trails behind the park need to be readdressed. Signs have been destroyed
	Spot where the forest service put kiosks, stairs, benches. No one uses it
	Town government should produce a quarterly newsletter
	Town should work with state to market vacant industrial sites to sell to businesses who will bring jobs

	into the community.
	Development of more community parks located w/in selected neighborhoods
	Finish the trail between the two towns
	Ice Skating rink (lots of hockey players in the area)
	Work towards stopping domestic violence and sexual assault crimes
	(Substance abuse question: alcohol a problem, but not on the conscience, how do you begin to make a dent in the problem)
	Marijuana is here
	More access to the rivers and trails. Ease up on the fees.
	Kiwanis Organization does an extraordinary job in service to the community
	Trails to the church
	Bike Trail
	Connect bike trails with cross country trails
	Trail system around town is very important
	Sidewalk on the south side of town connecting the hotels to downtown
	Footbridge
	Ice Rink (A whole nuther side of worms)
	Development for the elderly
	Public transportation that connects towns and also brings people into the valley so they don't have to bring a car
	The community needs to retain the ambiance that brought us here
	Support the Barn
	Do something with Sam's place—it's an eyesore
	Have another good restaurant in town
	Tie in Castle Avenue with downtown and open it up for development
	Keep the highway open when feasible
	Sharry's – concern about teens hanging out. Need a place for teenagers to hang out. Sam's would be a good place
	Soccer Field for 100 soccer kids
	Communities should contribute to Twisp recreational fields for kids
	City should buy the property next to the bridge where the pedestrian bridge is going in and create a pay parking to pay for additional tourist expenses
	Bike and walking paths – short term south of town to twisp
	Day 3
	Preserve rural and agriculture character (debate on whether there is an agri-culture here)
	Need living wage, year-round jobs (Don't want to have to work multiple jobs)
	Open space ordinance
	No signage in town that lets people know what there is to do or where to go (parking)
	River walk
	South end trail
11	New commitment to make westernization ordinance work in a consistent manner—chamber peer pressure vs. city enforcement
	The westernization ordinance is not workable and needs to be revised
	Expand the business districts
	Business development coordination – businesses compete against one another
	“Only two stores we go into are the sports and the liquor store”
	Shuttle system
	Network of walking paths
	Mazama could be a training ground for the BC Olympics for some international Nordic teams
	Solution to the traffic and pedestrian problem
	Network of pedestrian and bicycle trails and/or sidewalks
	Connect South side of town
	Fingers connecting to main trail
	Trail connecting state parks at Parragon
	Ice Rink built AND operating successfully
	Giving kids more outlets for things to do, esp. at night Give kids a place
	Public transportation between towns, esp. for kids
	Have some tools in place that support agriculture

	Bring some living wage jobs to the community
	Create affordable housing
	Create the face of businesses towards the river
	Subsidized housing
	Town Shop
	Redo the Water system
	Businesses should “dress the part.”
	Boardwalks can be dangerous for the elderly, disabled. Do something that will make it safer.
	Law enforcement officers should be called peace officers
	More formal recognition of Winthrop community values in county land use decisions
	Parking lot next to tennis courts s/be developed into some sort of park
11	Walking trails along river and north end pedestrian bridge over the Chewuch on the Larson property
	Tie in urban sprawl with trails for walking and biking
	Veeshed analysis within the city limits to help in preserving open space
11	Light pollution—shade mercury vapor light in towns—includes street lighting as well as residential lighting
	Bypass and a portion of town w/greenspace that people walk through
	Support the Barn so it is well-funded and well-functioning
11	I would like to see the businesses developed so they can see and enjoy the river
	Harmonic highways
	Information kiosk or an information booklet that explains community values to both tourists and new residents
	So you want to build a house in Winthrop booklet
	Enhance and beautify town entrance signs
	Traffic by the fish hatchery is loud since it was repaved—eliminate the type of chip seal that was used. Get the highway dept involved in using smoother quieter road surfaces
	Infill existing vacant areas for new businesses
	Review and upgrade the community’s comprehensive plan Short-term: Landscaping plan
	Get some landscaping done to address some of the more ugly areas in town
	Painting the Barn
	Upgrading the aesthetic beauty of the town
	Barn Parking lot should have some barrier so they don’t park in the fire lane
	Bring various groups together in the community a couple of times a year to share information and create collaborative opportunities Community functions for the community, not for tourists

## Priced Range for Ice Rink Equipment

<b>All prices indicated are estimates and are not intended to be used as a formal cost analysis</b>				
All prices are for a single sheet of ice.				
	Low End		High End	
Refrigeration / Boards:				
Ice Rink Refrigeration	\$ 200,000.00		\$ 500,000.00	
Rink Floor	\$ 100,000.00		\$ 200,000.00	
Boards and Glass	\$ 50,000.00		\$ 120,000.00	
Hockey Nets (one set)	\$ 1,100.00		\$ 2,000.00	
Dehumidification	\$ 30,000.00		\$ 75,000.00	

Spare Parts Inventory	\$ 1,000.00		\$ 2,500.00	
Misc. Ice Equipment	\$ 1,000.00		\$ 5,000.00	
Accessory Items:				
Ice Resurfer	\$ 50,000.00		\$ 85,000.00	
Edger	\$ 2,000.00		\$ 4,000.00	
Shovels, Hand Chippers & Squeegees	\$ 200.00		\$ 500.00	
Scoreboard	Outside Vendor Contract \$0		\$ 50,000.00	
Sound System	\$ 10,000.00		\$ 75,000.00	
Rink Netting	\$ 2,500.00		\$ 5,500.00	
Seating Bleachers based on 250 seats	\$ 10,000.00		\$ 20,000.00	
Rental Skates based on 750 pair	\$ 51,750.00		\$ 65,000.00	
Rental Skate Racks based on 750 pair	\$ 1,500.00		\$ 5,000.00	
Rental Skate Sharpener	\$ 2,000.00		\$ 10,000.00	
Pro-Shop Skate Sharpener	\$ 2,500.00		\$ 15,000.00	
Telephone System	\$ 5,000.00		\$ 30,000.00	
Security System	\$ 2,500.00		\$ 5,000.00	
Anti Theft System	\$ 2,500.00		\$ 4,000.00	
Computers	\$ 4,500.00		\$ 22,000.00	
Point of Sale System	\$ 3,500.00		\$ 8,500.00	
Rink Management Software	\$ 3,000.00		\$ 12,000.00	
Tables and Chairs	\$ 2,000.00		\$ 7,000.00	
Benches	\$ 1,000.00		\$ 5,000.00	
Floor Scrubber	\$ 1,200.00		\$ 7,500.00	
Coin Operated Lockers	\$ 1,000.00		\$ 3,000.00	
Office Furniture	\$ 3,000.00		\$ 12,000.00	
Arcade / Video Games	Outside Vendor Contract \$0		\$ 15,000.00	
Vending Machines	Outside Vendor Contract \$0		\$ 15,000.00	
Food / Beverage Equipment	\$ 5,000.00		\$ 15,000.00	
Exterior Signage	\$ 10,000.00		\$ 50,000.00	
Interior Signage	\$ 2,000.00		\$ 20,000.00	
Working Capital for Opening	\$ 25,000.00		\$ 100,000.00	
Working Capital for Pro Shop	\$ 75,000.00		\$ 150,000.00	
Total	\$ 661,750.00		\$ 1,720,500.00	

### Ice Rink Cost Projection

This sheet lists items that are required when building a skating facility.			
A typical single sheet skating facility is would be approximately 27,000 square feet.			
Building costs per square feet vary greatly though out the country.			
If you use an average number of \$75.00 per square foot for the building cost.			
A 27,000 sq ft building would come in at approximately \$2,000,000.00.			



STAR Vendor Members and local builders or architects can assist with pricing for this list.	Ice Rink Estimating Sheet		
	Quantity	Price	Extension
Site Cost:			
Construction Costs:			
General Conditions			
Site Improvements			
Concrete			
Masonry			
Structural Steel/ Misc Metals			
Carpentry			
Thermal Moisture Protection			
Doors / Windows			
Finishes			
Rubber Flooring			
Rink Lighting			
Specialties			
Equipment			
Mechanical			
Plumbing			
Fire Protection			
Rink Electrical / Non-Rink Electrical			
Bond			
Secondary Costs:			
Architecture and Engineering			
Civil Engineering			
Soils / Environmental Studies			
Specialty Engineering - Refrigeration			
Building Permits			
Impact Fees			
Legal			
Accounting			
Insurance			
Advertising / Marketing			
Development Fee			
Management Fee			