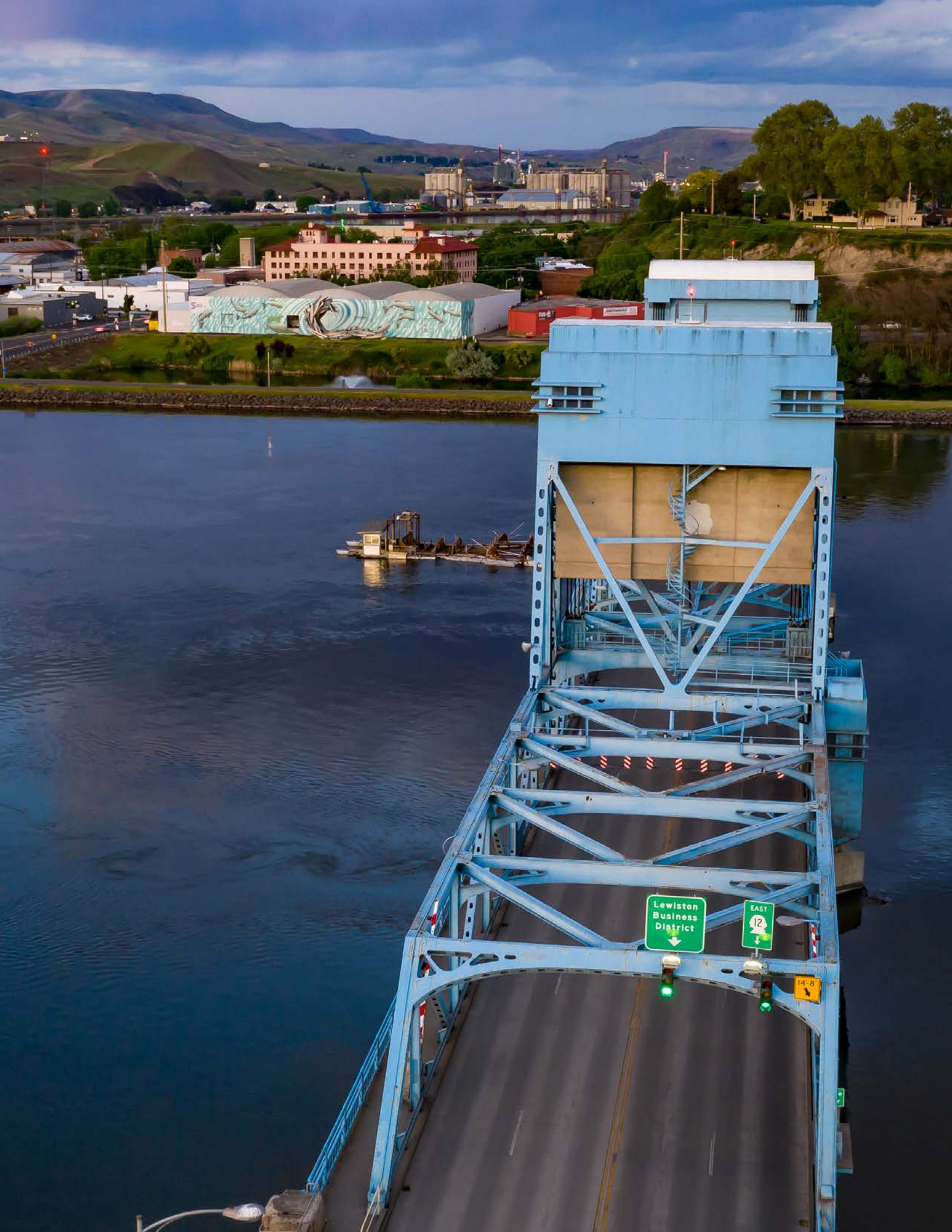




PREPARED FOR THE CITY OF LEWISTON, IDAHO
WITH FACILITATION FROM POINTS CONSULTING
1.10.22

Lewiston Community Strategic Plan

2022 – 2026



Lewiston
Business
District
↓

EAST
12
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14-B

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Letter from Mayor Michael Collins

DECEMBER 2021

Lewiston is growing and changing. This Strategic Plan allows Lewiston to anticipate future needs and meet the changes that will come, which is only possible with strong community partnerships and continued collaboration.

The City invited community members to help prioritize how they wanted to see Lewiston grow and evolve in the years to come. The result of this feedback gave life to the Lewiston Community Strategic Plan.

I am pleased to present this plan that is unique to the Lewis Clark Valley because it's not the "City's plan," and it's not the "Council's plan." Instead, it's the community's plan; a document that was inspired by the expressed needs and wants of the citizens of Lewiston.

The Strategic Plan envisions a vibrant community with ample employment, shopping, and affordable housing opportunities; a year-round destination for recreation, arts, and culture; a city that invests in blighted areas and aging infrastructure; and a community that strives to provide quality services. Overall, Lewiston is a unique town with attributes that are attractive to both citizens and visitors. This vision, created by the citizens of Lewiston, is within reach and can be brought to life by involved community members, community organizations, and partnering agencies.

I hope you are as inspired as I am by the Lewiston Community Strategic Plan. It is reflective of our growing and changing community. Even more so, it strikes a balance between accommodating future growth and change, and finding ways to maintain our sense of place and identity. It clearly articulates the steps by organizations to help become the community within which people want to live, work, and play.

Finally, I want to thank you for your participation in the development of this Plan. I also want to thank all the volunteers, staff, and partner organizations who have contributed so much time and energy to this endeavor. You make Lewiston a better place and inspire all of us to serve.

Sincerely,

Mayor Michael Collins



Introduction

ABOUT THE DEVELOPMENT OF THIS PLAN

The City of Lewiston, along with its affiliated community and non-profit partners, is pleased to present this Community Strategic Plan. Our hope is that this document will guide goals and activities of community leaders for the next five years (2022-2026).

In process of crafting this Plan, participants were routinely reminded that this is a *Community Strategic Plan*, not a City Strategic Plan. The distinction is important for two reasons. Firstly, it connotes the fact that the concepts, goals and actions were determined by a wide array of community members, not just elected and appointed officials. Secondly, loosening the Plan from the confines of city administration allowed the identification of a wide variety of issues, including those that area outside the strict purview of city government. Therefore, topics identified throughout the Plan identify an array of partners, which includes citizens, private businesses, non-profit organizations, and city government departments.

This Plan was shaped by an array of community engagement methods during Fall 2021. Methods include a paper and electronic based community survey, conversations with leaders and community members, and designated focus groups.

The Plan is structured using the following format:

- Theme title: Title of the set of issues being addressed
- Goal Statement: Mission statement related to each topic
- Actions: Specific activities that can be taken up to improve the identified issue. Actions are specifically designed to be SMART (specific, measurable, achievable, relevant, and time-bound)
- Partners: Groups of businesses, organizations or individuals who can lead or assist in the execution of each Action
- Timeline: Date by which the designated Action should be achieved (where relevant)

Strategic Plan

Priorities are presented by Themes. These Themes do not necessarily correspond with departments within the City of Lewiston.

Key



Economic Development

Promote a business-friendly environment to retain, expand and recruit local and private business owners and investors

Action

- 1** Conduct educational campaign on connection between retail business and economic development, particularly focused on differences between locally owned and commercial enterprises.
TIMELINE
2022
- 2** Purchase and renovation of an Innovation Hub building. Develop leadership and programming according to 2020 Innovation Hub Feasibility report.
TIMELINE
2025
- 3** Encourage redevelopment of vacant retail parcels. Host a community event focused on Adaptive Reuse of Big Box parcels for purposes such as healthcare, industrial, housing and other options.
TIMELINE
2025
- 4** Increase enplanements annually over the next three years. Re-establish local flights to nearby hubs (e.g., Lewiston to Boise same day).
TIMELINE
TBD
- 5** Reduce vacancies in the Downtown area through encouragement of 'maker-spaces', local retail, food, and beverage businesses and facilitation of greater visitor traffic and events in the Downtown area.
TIMELINE
TBD

Partners

Valley Vision, Chamber of Commerce, Beautiful Downtown Lewiston, Community Action Partnership, City of Lewiston Public Information Officer

Partners

Community Development, Valley Vision, Beautiful Downtown Lewiston, Lewis-Clark Association of Realtors

Partners

Valley Vision, Economic Development, Lewis-Clark Association of Realtors, Private Sector, Lewiston Independent School District No. 1

Partners

Airport Authority, Valley Vision

Partners

Economic & Community Development, Beautiful Downtown Lewiston, Human Resources, Chamber of Commerce, Valley Vision

Community Development

Provide community services, events and opportunities that create enthusiasm and pride among Lewiston community members

Action

- 1 Identify and bring resources to topics adjacent to economic development (e.g. childcare, workforce development).

TIMELINE
2023

- 2 Create a guiding document for the arts community that creates goals, deadlines, and responsibilities.

TIMELINE
2023

- 3 Improve maps, images and communication on Urban Renewal District ongoing projects on the City website.

TIMELINE
Ongoing

- 4 Create a more pleasant environment for bikes, pedestrians, drow walkers, etc. on the levy. Focus on education and code enforcement.

TIMELINE
2023

- 5 Conduct community health assessment specific to mental health, identify voids in community, and determine impact of Telehealth services.

TIMELINE
2025

Partners

Clearwater Economic and Development Association, Valley Vision, Chamber of Commerce, Private Business Owners

Partners

Beautiful Downtown Lewiston, Confluence Arts & Culture group, Lewiston Civic Theatre

Partners

Urban Renewal Agency, Public Works, Transportation Department, Public Information Office

Partners

Beautiful Downtown Lewiston, Police Department, U.S. Army Corps of Engineers, Public Information Office

Partners

Suicide Prevention of the Inland Northwest, Innovia Foundation, St. Joseph Regional Medical Center, Community Action Partnership

Parks & Recreation

Provide quality local activities, recreation and parks to the community and valley

Action

- 1 Explore opportunities for further development of passive amenities for users (i.e., mountain biking, hiking, etc.), particularly using existing park assets.

TIMELINE

Ongoing

- 2 Resurface and expand pickleball courts at Sunset Park.

TIMELINE

TBD

- 3 Update list of priorities in Parks and Open Spaces Master Plan to determine highest priority enhancements, repairs, and additions to existing Park inventory.

TIMELINE

2022

- 4 Update and expand area of Normal Hill cemetery for projected future needs/use.

TIMELINE

2025

- 5 Complete the development of the new Community Park (north of Warner Ave. and east of Park Ave.) Ensure that composition and activities promote both community priorities and tourism opportunities.

TIMELINE

2027

Partners

Parks & Recreation, Community Development, Lewiston Gun Club, Boys & Girls Clubs of the LC Valley, Planning & Zoning Commission

Partners

Parks & Recreation, Community Development, Planning & Zoning Commission

Partners

Parks & Recreation, Public Information Office

Partners

Parks & Recreation, Cemetery and Urban Forestry Commission, Local Funeral Homes

Partners

Parks & Recreation, Community Development, Planning & Zoning Commission, Lewiston Gun Club, Boys & Girls Clubs of the LC Valley

Quality of Place

Increase community engagement through enhancement and augmentation of existing community assets

Action

- 1 Improve co-branding and partnership opportunities between Lewis-Clark State College and the City of Lewiston to focus on unique education and community features.

TIMELINE
2022

- 2 Establish “Valley Collaborative” of operating non-profits. The group can communicate and coordinate on mission, responsibilities, and alignment of various non-profit groups, including responsibility for visitor attracting events.

TIMELINE
2023

- 3 Educate the community on proper landscaping to preserve water and expand vegetation.

TIMELINE
2024

- 4 Reduce downtown parking time limit from 3-hours to either 2-hours or 1-hour (depending on location) to facilitate access to downtown consumer-facing businesses.

TIMELINE
TBD

- 5 In accordance with the Downtown Master Plan, explore possibilities for increasing accessibility public recreational opportunities and expanding marinas near the confluence of the Snake and Clearwater Rivers.

TIMELINE
Ongoing

- 6 Quantify and qualify necessary improvements to the Twin City Foods site. Make information public to private developers for consideration.

TIMELINE
TBD

- 7 Make engineering and feasibility documents public deriving from the 2021 review of the Twin City Foods site, in order to generate greater private interest and reduce barriers to developing the parcel.

TIMELINE
TBD

- 8 Consider strategic acquisition of plots for recreation, home, and business development on the Lewiston waterfront.

TIMELINE
TBD

Partners

City of Lewiston, Lewis-Clark State College, Boys & Girls Clubs of the LC Valley, Civic Theatre, Community Action Partnership, Public Information Office

Partners

Public information office, Beautiful Downtown Lewiston, Clearwater Economic and Development Association, Valley Vision, Chamber of Commerce, Lewiston Round-Up, Nez Perce County Fairgrounds, Lewis-Clark State College, Visit LC Valley, LC Valley Wine Alliance

Partners

Urban Forestry, Public Information Office, Lewis-Clark State College (Ag. Dept)

Partners

Beautiful Downtown Lewiston, Chamber of Commerce, Public Works

Partners

Parks & Recreation, Public Works, US Army Corp. of Engineers, Private Developers, Port of Lewiston

Partners

Community Development, Public Works, Private Developers

Partners

Community Development, Public Works, Private Developers

Partners

Valley Vision, Port of Lewiston, Public Works, Chamber of Commerce, Nez Perce County

Travel & Tourism

Increase number of visitors and economic impact of visitors to the LC Valley

Action

- 1 Determine the economic impact of existing travel and tourism industry, and catalogue associated events and amenities; publicise and host events to indicate the breadth and impact of the existing tourism industry.

TIMELINE
2023

- 2 Conduct focus groups and best practices related to increasing visitor tourism; study successful programs and events in comparable communities.

TIMELINE
2025

- 3 Expand number and reach of community-based festivals and events including but not limited to: Sports, water, historic and wine-themed.

TIMELINE
2025

Partners

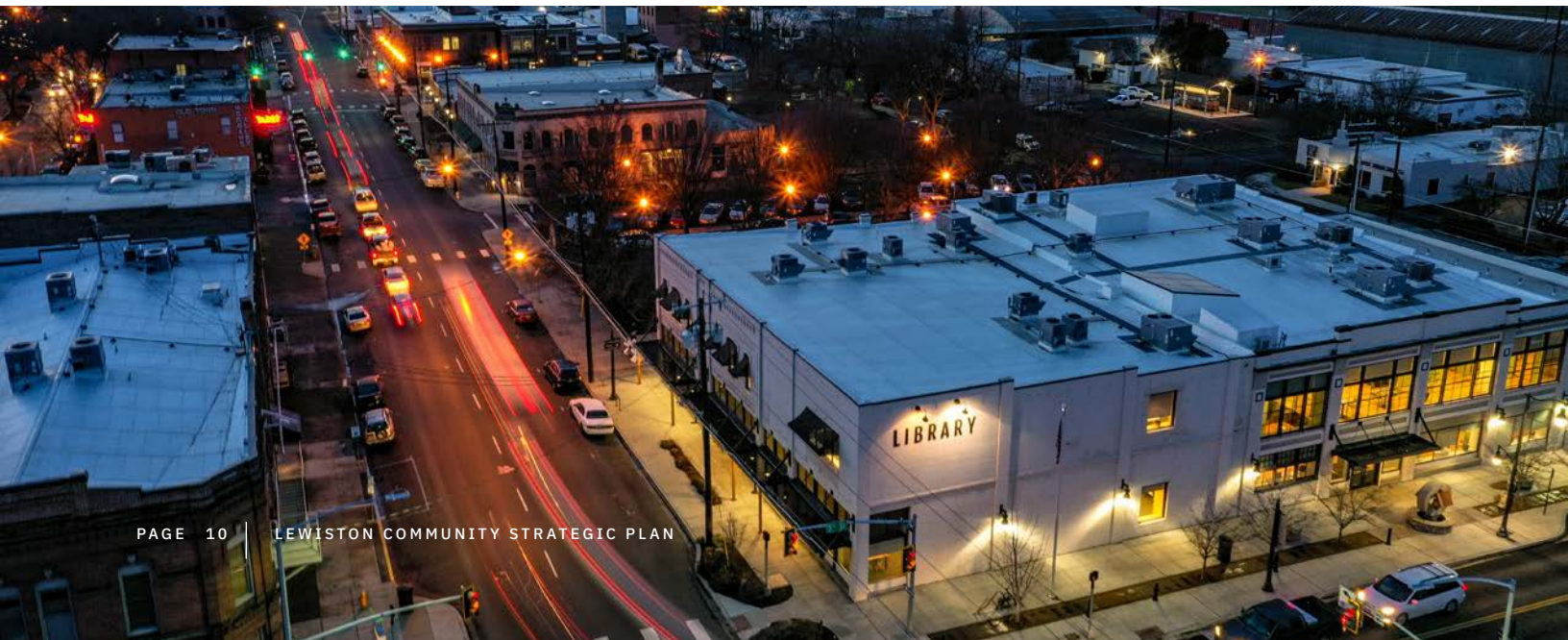
Idaho Chamber of Commerce, Visit LC Valley, Public Information Office

Partners

Visit Lewis Clark Valley, Idaho Chamber of Commerce, Valley Vision, Beautiful Downtown Lewiston

Partners

Parks & Recreation, Beautiful Downtown Lewiston, Economic Development, Lewiston Roundup, Boys & Girls Clubs of the LC Valley, Visit LC Valley, LC Valley Wine Alliance, Public Information Office



Transportation & Wayfinding

Update roads, sidewalks, paths for transportation to satisfy daily commutes and year-round travel

Action

- 1** Consider the development of an alternative third transit route between the Lewiston Orchards and Downtown Lewiston.

TIMELINE
2022
- 2** In accordance with the Downtown Master Plan, improve signage in the downtown area and areas adjacent to rivers to indicate pathways for accessing the waterfront and the levee walkways.

TIMELINE
TBD
- 3** Repair pedestrian staircase at New 6th Street and Park Drive

TIMELINE
TBD
- 4** Improve bike and pedestrian access along 5th Street from Normal Hill to downtown and to the waterfront.

TIMELINE
Ongoing
- 5** Determine and prioritize high density residential and travel areas. Communicate basic need for updates and timeline.

TIMELINE
Ongoing
- 6** Utilize the Transportation Master Plan.

TIMELINE
Ongoing

Partners

City of Lewiston Transit Department

Partners

Public Works, Port of Lewiston, U.S. Army Corps of Engineers

Partners

Public Works

Partners

Public Works, Parks & Recreation, U.S. Army Corps of Engineers

Partners

Public Works, U.S. Army Corps of Engineers, Lewis Clark Valley Metropolitan Planning Organization

Partners

Public Works

Municipal Services

Provide services that accommodate a thriving lifestyle for all citizens of Lewiston

Action

- 1** Lewiston Police Department working with other City departments on a strategic plan for community safety and quality of life.
TIMELINE
Ongoing
- 2** Complete new Fire Station and maintain adequate staffing to provide services following recommendations from fire station study.
TIMELINE
2023
- 3** Complete construction of new Water Treatment Plant to ensure safe and clean water conveyance.
TIMELINE
2025
- 4** Use American Rescue Plan Act funding to repair downtown water systems to facilitate greater residential and commercial usage.
TIMELINE
TBD
- 5** Improve visibility of Public Works Graphic Information System. Publish updates of ongoing and upcoming projects for citizens.
TIMELINE
TBD

Partners

Police, Communications

Partners

Fire Department

Partners

Public Works, Corp. of Engineers, Port of Lewiston, Planning and Zoning Commission

Partners

Administrative Services, Public Works, Community Development, Urban Renewal Agency, Beautiful Downtown Lewiston

Partners

Public Information Office, Graphic Information System Department, Urban Renewal Agency

Public Communication

Effective, engaging, and transparent communication between the community, the City of Lewiston, and all other community partners

Action

- 1 Ensure that all master plans and comprehensive plans are updated, accessible, and can be found via the “search” tool of the City’s website.

TIMELINE

Ongoing

- 2 Improve website accessibility and access to OpenGov, financial transparency software, for citizens to explore City financial information. Publicize this tool through articles, press releases, and other publications.

TIMELINE

2022

- 3 Commission a Rate Comparison Study to provide objective data on city taxes in comparison to peer cities in Idaho. Also, ensure that the Study accounts for the unique structure of the City of Lewiston and Nez Perce County taxing districts.

TIMELINE

TBD

Partners

Public Information Office

Partners

Public Information Office

Partners

Administrative Services Office,
Public Information Office, Nez Perce
County Treasurer



Housing

Improve availability of housing options for residents of Lewiston

Action

- 1 Pursue partnerships to create affordable and attainably priced homes for purchase in Lewiston.

TIMELINE
TBD

- 2 Improve understanding of residents housing needs and opportunities to improve housing stock through a Housing Needs Assessment.

TIMELINE
TBD

- 3 Conduct assessment of zoning code and review process using peer comparisons and input from builders and real estate developers to determine if any further barriers can be removed that could help facilitate further housing development.

TIMELINE
TBD

- 4 Facilitate increase of middle and higher density multi-family homes in Lewiston.

TIMELINE
TBD

Partners

Lewis-Clark Association of Realtors, Private landowners, Community Action Partnership, Lewis-Clark State College

Partners

Clearwater Economic and Development Association, Lewis-Clark Association of Realtors, Private landowners

Partners

Lewis-Clark Association of Realtors, Private Landowners, Planning and Zoning Commission

Partners

Lewis-Clark Association of Realtors, Private Landowners

Community Survey

SURVEY BACKGROUND

Points Consulting facilitated a community survey in the Lewiston community between September 2 and October 15 of 2021. A total of 1,520 unique responses were collected. Accounting for the combined number of adults who either live or work in Lewiston, this represents a 4.5% response rate. The majority of respondents (98.7%) utilized the electronic survey while the remainder responded via paper survey during several special events in Lewiston over the period that the survey was open. Respondents were primarily individuals who either live in Lewiston, work in Lewiston or both.

The consulting team conversed with numerous other individuals who indicated that they are connected to the L-C Valley in some way but that they did not technically live or work in Lewiston. These individuals were instructed that their input would not be included in the analysis since the project is focused solely on the Lewiston community. Nevertheless, 80 persons who neither live nor work in Lewiston still responded to the survey. Their input will be excluded from the final version of the survey analysis.

The survey included a mix of both fixed response questions (e.g. multiple choice, selection and scaled responses), and open-ended questions. PC utilized a thematic coding method to group open-ended responses into categories that are largely similar.

SUMMARY OF KEY THEMES

The following are some of the consensus key themes:

- Recreation is considered the biggest asset but community members would like to see more activities for adults, kids, and better access to water-based activities.
- Community wants more retail. Not necessarily the role of the City or Community Developers to attract retail. Private sector will make its own decisions but these entities can encourage and facilitate it.
- Vacant spaces (particularly big box) are a big concern.
- The “smell” of Lewiston plays a relatively small role in perception by those in the community. It does effect visitors but to a lesser degree than previous decades.
- Residents appreciate the food and beverage options they have but would like more variety.

Community Survey Responses

Q1: Location of Survey Respondents

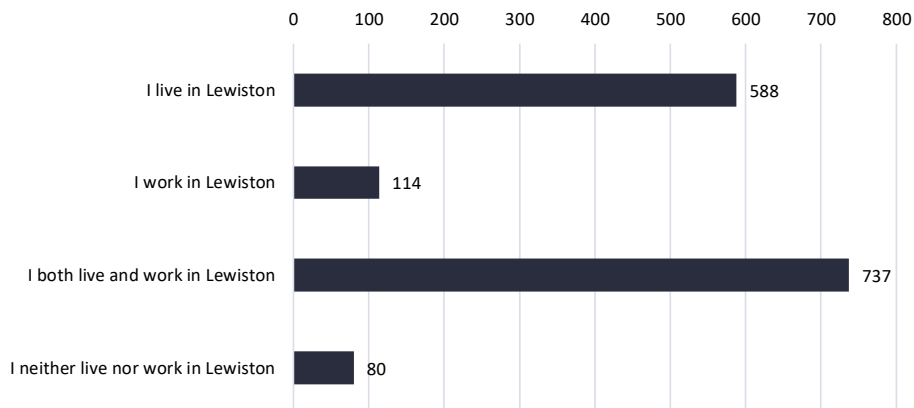
TABLE 1

Do you live and/or work in Lewiston?

Group	Number	Percentage
I live in Lewiston	588	38.7%
I work in Lewiston	114	7.5%
I both live and work in Lewiston	737	48.5%
I neither live nor work in Lewiston	80	5.3%
Grand Total	1,519	100.0%

FIGURE 1

Do you live and/or work in Lewiston?



Q2: Respondents' Work Situation

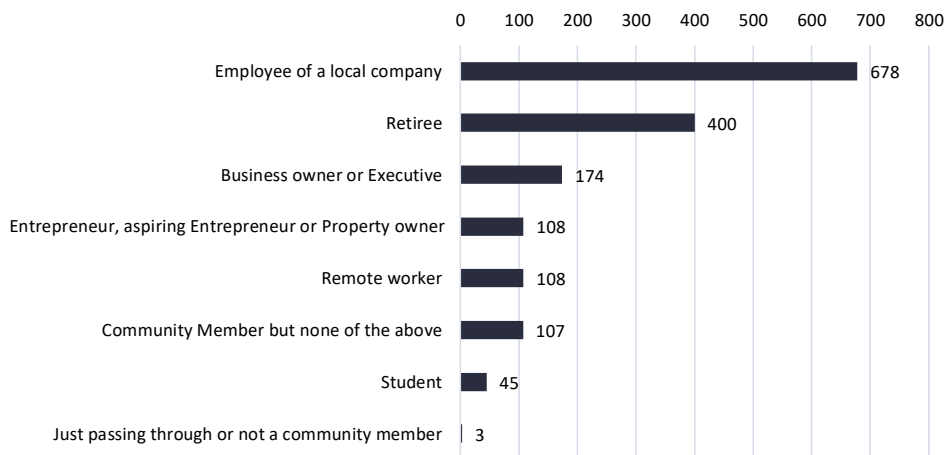
TABLE 2

What categories best describe your work situation?
(Select as a many as are relevant)

Group	Number	Percentage
Employee of a local company	678	47.5%
Retiree	400	28.1%
Business owner or Executive	174	12.2%
Entrepreneur, aspiring Entrepreneur or Property owner	108	7.6%
Remote worker	108	7.6%
Community Member but none of the above	107	7.5%
Student	45	3.2%
Just passing through or not a community member	3	0.2%
Grand Total	1,425	100.0%

FIGURE 2

What categories best describe your work situation?
(Select as a many as are relevant)



**COMMUNITY
SURVEY RESPONSES**

Q3: Rating Community Assets

TABLE 3

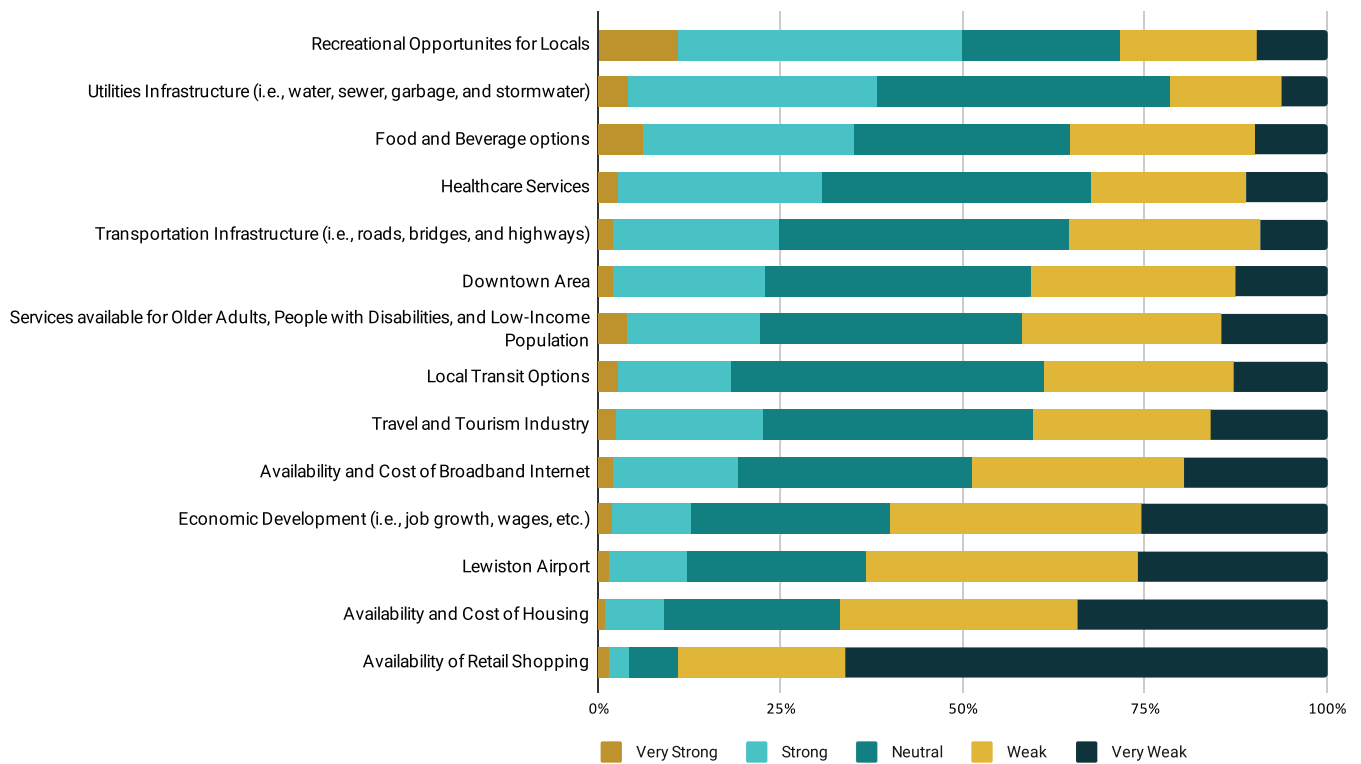
How would you rate the Lewiston community in each of the following aspects?

Options	Very Weak	Weak	Neutral	Strong	Very Strong	Don't know	Total	Avg. Score
Recreational Opportunities for locals	73	142	164	295	84	3	761	3.23
Utilities Infrastructure (i.e., water, sewer, garbage, and stormwater)	48	116	308	260	32	21	785	3.15
Food and Beverage options	74	191	225	218	46	5	759	2.96
Healthcare Services	83	160	276	210	21	8	758	2.90
Transportation Infrastructure (i.e., roads, bridges, and highways)	70	200	302	176	14	5	767	2.82
Downtown Area	95	210	274	159	14	3	755	2.72
Services available for Older Adults, People with Disabilities, and Low-Income Population	97	180	239	121	26	113	776	2.70
Local Transit Options	86	177	289	105	18	91	766	2.69
Travel and Tourism Industry	120	185	280	153	18	18	774	2.69
Availability and Cost of Broadband Internet	142	218	232	126	14	24	756	2.52
Economic Development (i.e., job growth, wages, etc.)	198	266	212	83	15	17	791	2.29
Lewiston Airport	191	272	180	80	10	21	754	2.24
Availability and Cost of Housing	263	249	185	62	8	12	779	2.09
Availability of Retail Shopping	509	176	53	20	12	0	770	1.51
Grant Total								2.61

Q3: Rating Community Assets

FIGURE 3

How would you rate the Lewiston community in each of the following aspects?



Q4: Public Investment Preferences

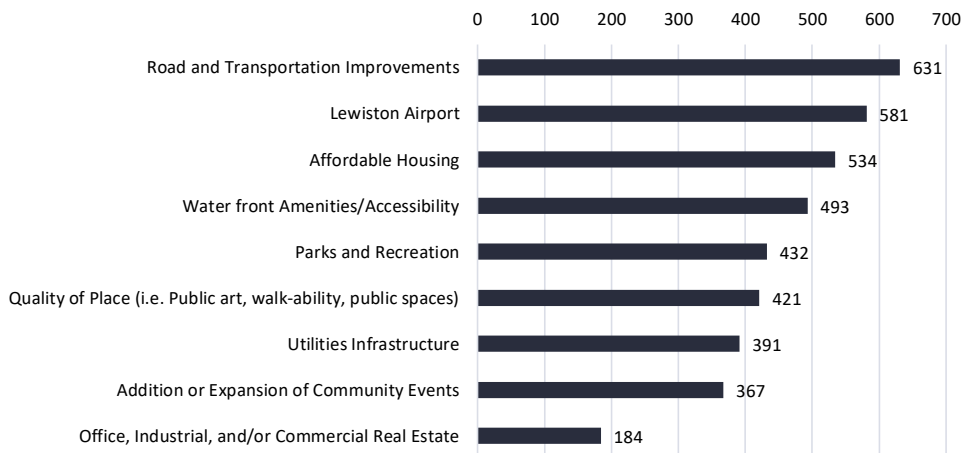
TABLE 4

Over the next five years, I would most like to see local public entities invest in the following:

Group	Number	Percentage
Road and Transportation Improvements	631	50.7%
Lewiston Airport	581	46.7%
Affordable Housing	534	42.9%
Waterfront Amenities/Accessibility	493	39.6%
Parks and Recreation	432	34.7%
Quality of Place (i.e. Public art, walk-ability, public spaces)	421	33.8%
Utilities Infrastructure	391	31.4%
Addition or Expansion of Community Events	367	29.5%
Office, Industrial, and/or Commercial Real Estate	184	14.8%
Grand Total	1,245	100.0%

FIGURE 4

Over the next five years, I would most like to see local public entities invest in the following:



**COMMUNITY
SURVEY RESPONSES**

Q4: Coded Responses, Public Investment Preferences

TABLE 9

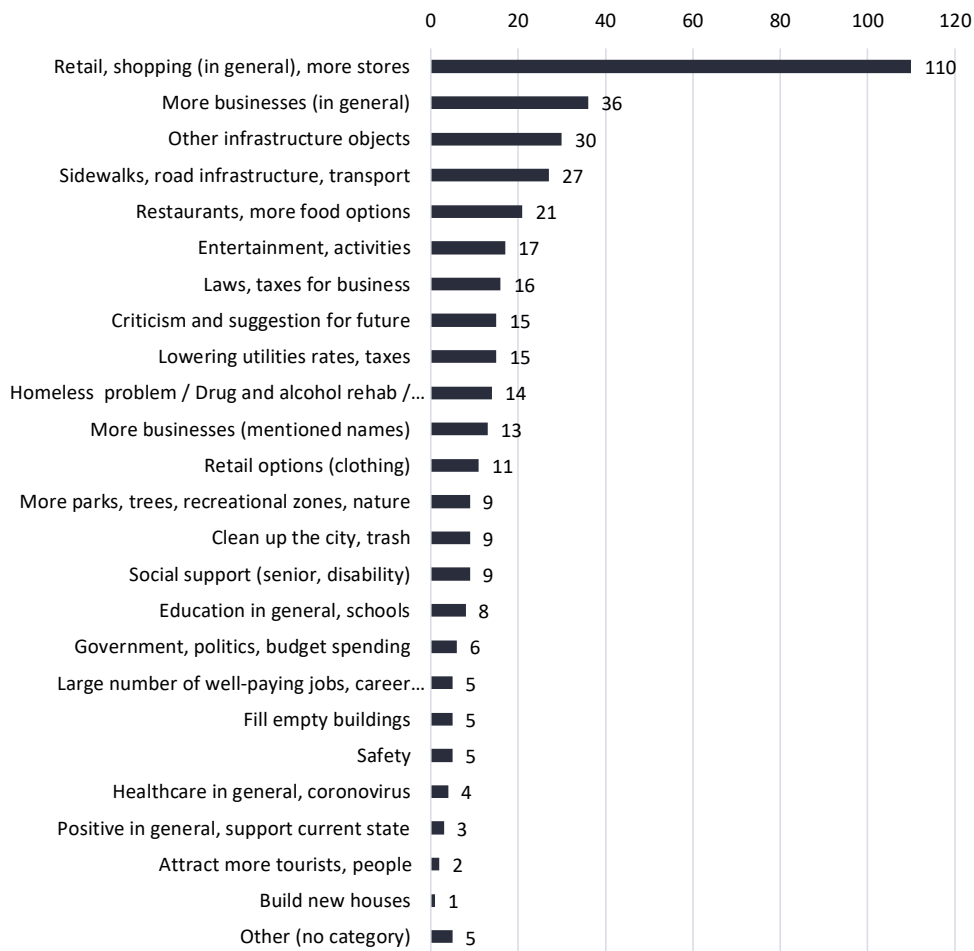
Coded Responses: Over the next five years I would most like to see local public entities invest in the following:

Group	Number	Percentage
Retail, shopping (in general), more stores	110	39.9%
More businesses (in general)	36	13.0%
Other infrastructure objects	30	10.9%
Sidewalks, road infrastructure, transport	27	9.8%
Restaurants, more food options	21	7.6%
Entertainment, activities	17	6.2%
Laws, taxes for business	16	5.8%
By the way: Criticism and suggestions for future	15	5.4%
Lowering utilities rates, taxes	15	5.4%
Homeless problem / Drug and alcohol rehab / Animal Control	14	5.1%
More businesses (mentioned names)	13	4.7%
Retail options (clothing)	11	4.0%
More parks, trees, recreational zones, nature	9	3.3%
Clean up the city, trash	9	3.3%
Social support (senior, disability)	9	3.3%
Education in general, schools	8	2.9%
Government, politics, budget spending	6	2.2%
Large number of well-paying jobs, career employment	5	1.8%
Fill empty buildings	5	1.8%
Safety	5	1.8%
Healthcare in general, coronavirus	4	1.4%
Positive in general, support current state	3	1.1%
Attract more tourists, people	2	0.7%
Build new houses	1	0.4%
Other (no category)	5	1.8%
Grand Total	277	100.0%

Q4: Coded Responses, Public Investment Preferences

FIGURE 9

Coded Responses: Over the next five years I would most like to see local public entities invest in the following:



Q5: Private Investment Preferences

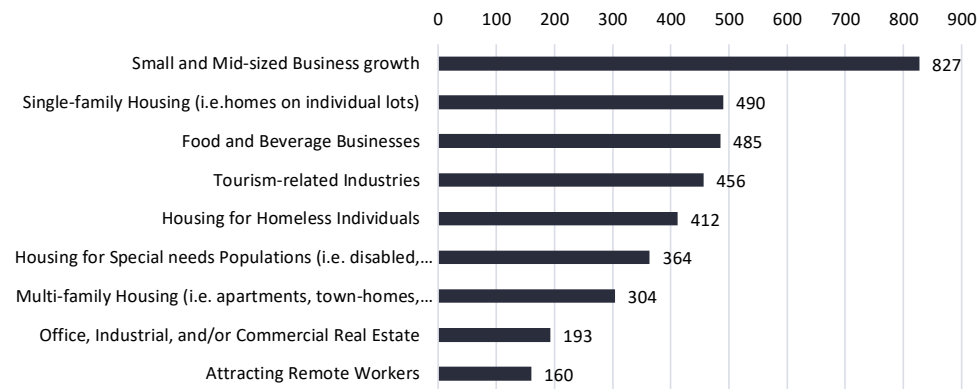
TABLE 5

Over the next five years, I would most like to see private sector and non-profit entities invest in the following:

Group	Number	Percentage
Small and Mid-sized Business growth	827	66.5%
Single-family Housing (i.e. Homes on individual lots)	490	39.4%
Food and Beverage Businesses	485	39.0%
Tourism-related Industries	456	36.7%
Housing for Homeless Individuals	412	33.1%
Housing for Special needs Populations (i.e. disabled, single-parents, etc.)	364	29.3%
Multi-family Housing (i.e. apartments, town-homes, duplexes, etc.)	304	24.4%
Office, Industrial, and/or Commercial Real Estate	193	15.5%
Attracting Remote Workers	160	12.9%
Grand Total	1,244	100.0%

FIGURE 5

Over the next five years, I would most like to see private sector and non-profit entities invest in the following:



Q5: Coded Responses, Private Investment Preferences

TABLE 10

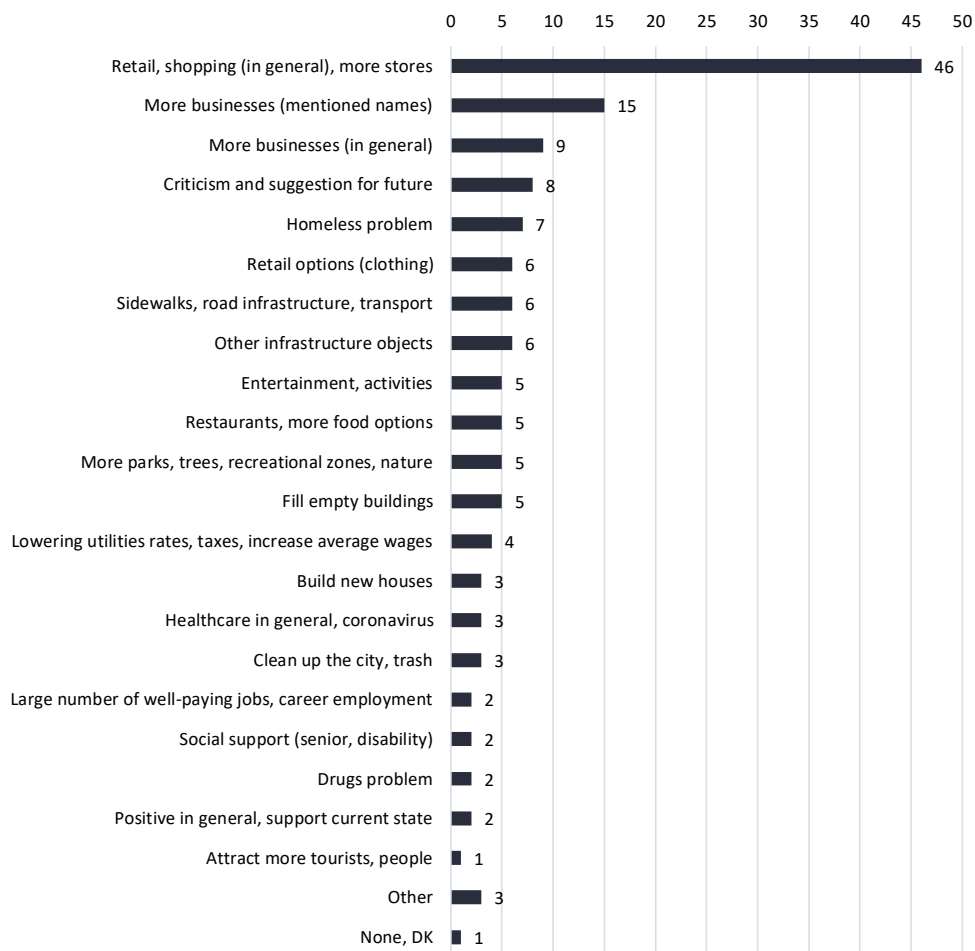
Coded Responses: Over the next five years, I would most like to see private sector and non-profit entities invest in the following:

Group	Number	Percentage
Retail, shopping (in general), more stores	46	37.1%
More businesses (mentioned names)	15	12.1%
More businesses (in general)	9	7.3%
By the way: Criticism and suggestion for future	8	6.5%
Homeless problem	7	5.6%
Retail options (clothing)	6	4.8%
Sidewalks, road infrastructure, transport	6	4.8%
Other infrastructure objects	6	4.8%
Entertainment, activities	5	4.0%
Restaurants, more food options	5	4.0%
More parks, trees, recreational zones, nature	5	4.0%
Fill empty buildings	5	4.0%
Lowering utilities rates, taxes, increase average wages	4	3.2%
Build new houses	3	2.4%
Healthcare in general, coronavirus	3	2.4%
Clean up the city, trash	3	2.4%
Large number of well-paying jobs, career employment	2	1.6%
Social support (senior, disability)	2	1.6%
Drugs problem	2	1.6%
Positive in general, support current state	2	1.6%
Attract more tourists, people	1	0.8%
Other	1	0.8%
None, DK	1	0.8%
Grand Total	124	100.0%

Q5: Coded Responses, Private Investment Preferences

FIGURE 10

Coded Responses: Over the next five years, I would most like to see private sector and non-profit entities invest in the following:



Q6: Modes of Transportation

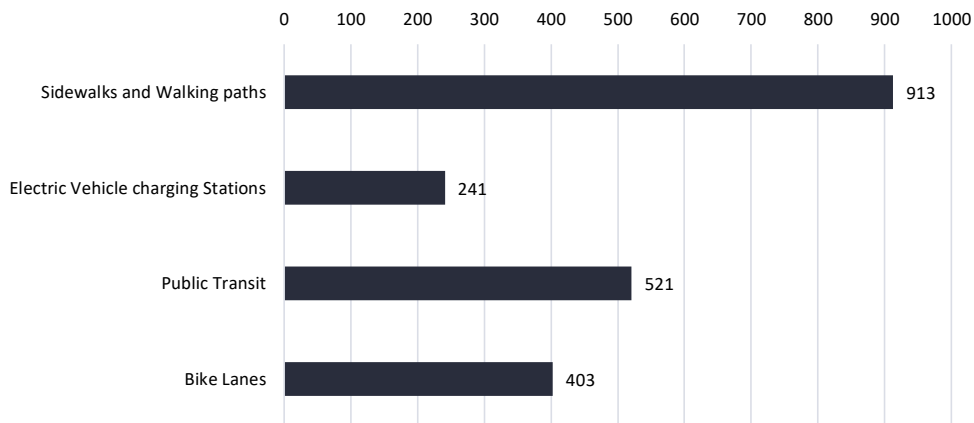
TABLE 6

Which of the following forms of alternative transportation would you like the City to invest in:

Group	Number	Percentage
Sidewalks and Walking paths	913	74.7%
Electric Vehicle charging Stations	241	19.7%
Public Transit	521	42.6%
Bike Lanes	403	33.0%
Grand Total	1,223	100.0%

FIGURE 6

Which of the following forms of alternative transportation would you like the City to invest in:



Q7: Lewiston’s Leadership & Future

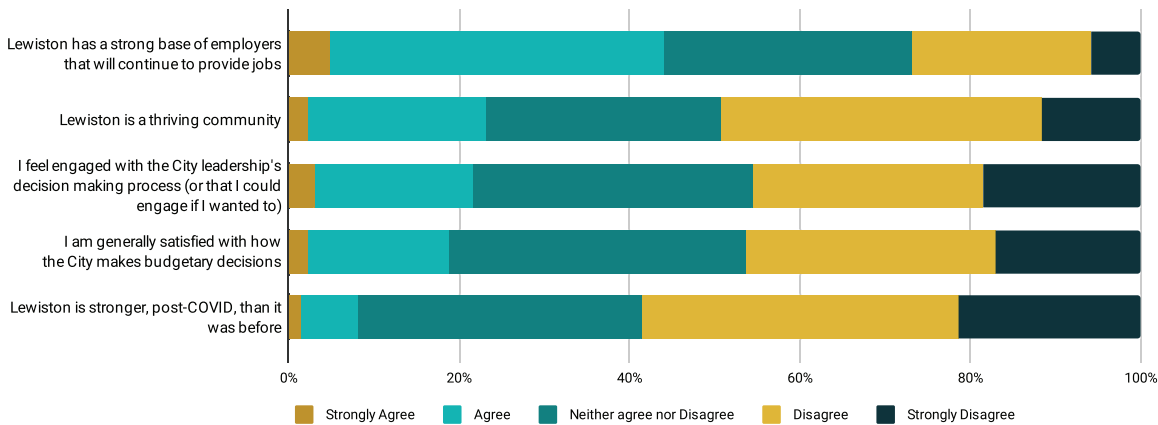
TABLE 7

To what extent do you agree with the following statements:

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Total	Average Score
Lewiston has a strong base of employers that will continue to provide jobs	49	172	241	322	40	824	3.16
Lewiston is a thriving community	95	308	225	171	18	817	2.64
I feel engaged with the City leadership's decision making process (or that I could engage if I wanted to)	151	220	268	151	25	815	2.61
I am generally satisfied with how the City makes budgetary decisions	142	243	288	138	18	829	2.57
Lewiston is stronger, post-COVID, than it was before	179	312	279	56	12	838	2.30
Grant Total							2.66

FIGURE 7

To what extent do you agree with the following statements:



Q8: Greatest Threats to Lewiston

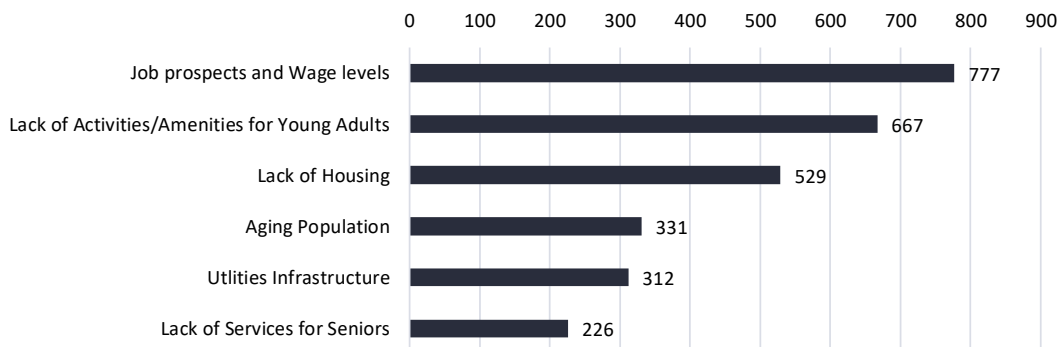
TABLE 8

The greatest threats to the strength of the Lewiston community in the next five years are:

Group	Number	Percentage
Job prospects and Wage levels	777	66.8%
Lack of Activities/Amenities for Young Adults	667	57.3%
Lack of Housing	529	45.4%
Aging Population	331	28.4%
Utilities Infrastructure	312	26.8%
Lack of Services for Seniors	226	19.4%
Grand Total	1,164	100.0%

FIGURE 8

The greatest threats to the strength of the Lewiston community in the next five years are:



Q8: Coded Responses, Greatest Threats to Lewiston

TABLE 11

Coded Responses: The greatest threats to the strength of the Lewiston community in the next five years area ('Other'):

Group	Number	Percentage
Lack of retail, shopping (in general), more stores	64	28.6%
Lack of leadership, City council / government politics, budget spending	60	26.8%
By the way: Criticism and suggestion for future	24	10.7%
Lack of businesses (in general)	18	8.0%
High utilities rates, taxes, low average wages	16	7.1%
Sidewalks, road infrastructure, transport	15	6.7%
Absent of well-paying jobs, or workforce	13	5.8%
Healthcare in general, coronavirus	9	4.0%
Property taxes	8	3.6%
Other	8	3.6%
Lack of entertainment, activities	7	3.1%
Restaurants, more food options	7	3.1%
Build new houses	7	3.1%
Homeless problem	7	3.1%
Lack of another infrastructure objects	6	2.7%
Drugs problem	6	2.7%
Laws, licenses, code enforcement	6	2.7%
Community structure, communication inside	6	2.7%
Social support (senior, disability)	5	2.2%
Reduce of the population	5	2.2%
Clean up the city, trash	5	2.2%
Safety	5	2.2%
Education in general, schools	2	0.9%
Mindset	2	0.9%
Fill empty buildings	2	0.9%
Nothing for families	2	0.9%
Climate change	1	0.4%
Grand Total	224	100.0%

Q8: Coded Responses, Greatest Threats to Lewiston

FIGURE 11

Coded Responses: The greatest threats to the strength of the Lewiston community in the next five years area ('Other'):



**COMMUNITY
SURVEY RESPONSES**

Q9: Coded Responses, Best Things about Lewiston

TABLE 12

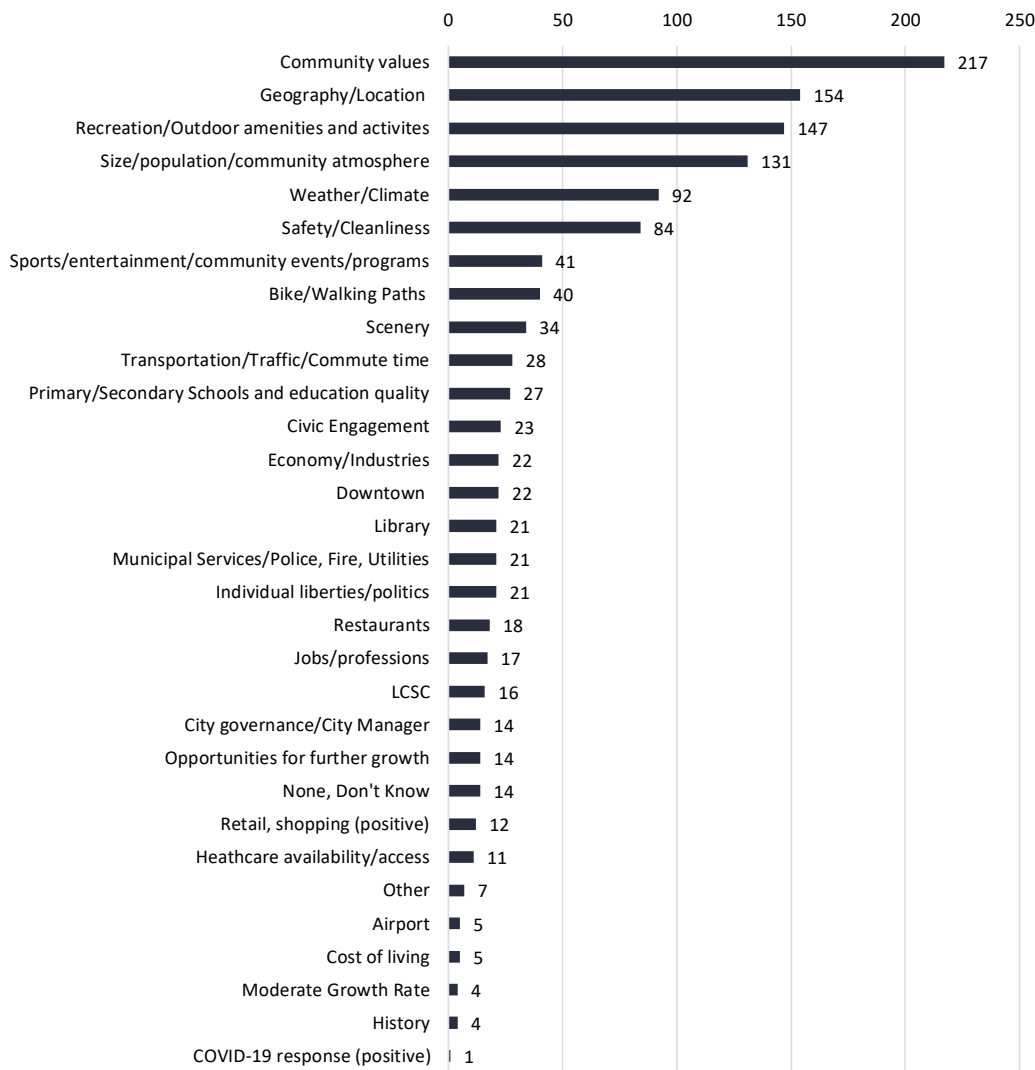
Coded Responses: The best things about the Lewiston community are:

Group	Number	Percentage
Community values	217	17.1%
Geography/Location	154	12.2%
Recreation/Outdoor amenities and activities	147	11.6%
Size/population/community atmosphere	131	10.3%
Weather/Climate	92	7.3%
Safety/Cleanliness	84	6.6%
Sports/entertainment/community events/programs	41	3.2%
Bike/Walking Paths	40	3.2%
Scenery	34	2.7%
Transportation/Traffic/Commute time	28	2.2%
Primary/Secondary Schools and education quality	27	2.1%
Civic Engagement	23	1.8%
Economy/Industries	22	1.7%
Downtown	22	1.7%
Library	21	1.7%
Municipal Services/Police, Fire, Utilities	21	1.7%
Individual liberties/politics	21	1.7%
Restaurants	18	1.4%
Jobs/professions	17	1.3%
LCSC	16	1.3%
City governance/City Manager	14	1.1%
Opportunities for further growth	14	1.1%
None, Don't Know	14	1.1%
Retail, shopping (positive)	12	0.9%
Healthcare availability/access	11	0.9%
Other	7	0.6%
Airport	5	0.4%
Cost of living	5	0.4%
Moderate Growth Rate	4	0.3%
History	4	0.3%
COVID-19 response (positive)	1	0.1%
Grand Total	1267	100%

Q9: Coded Responses, Best Things about Lewiston

FIGURE 12

Coded Responses: The best things about the Lewiston community are:



**COMMUNITY
SURVEY RESPONSES**

Q10: Coded Responses, Desired Improvements to Lewiston

TABLE 13

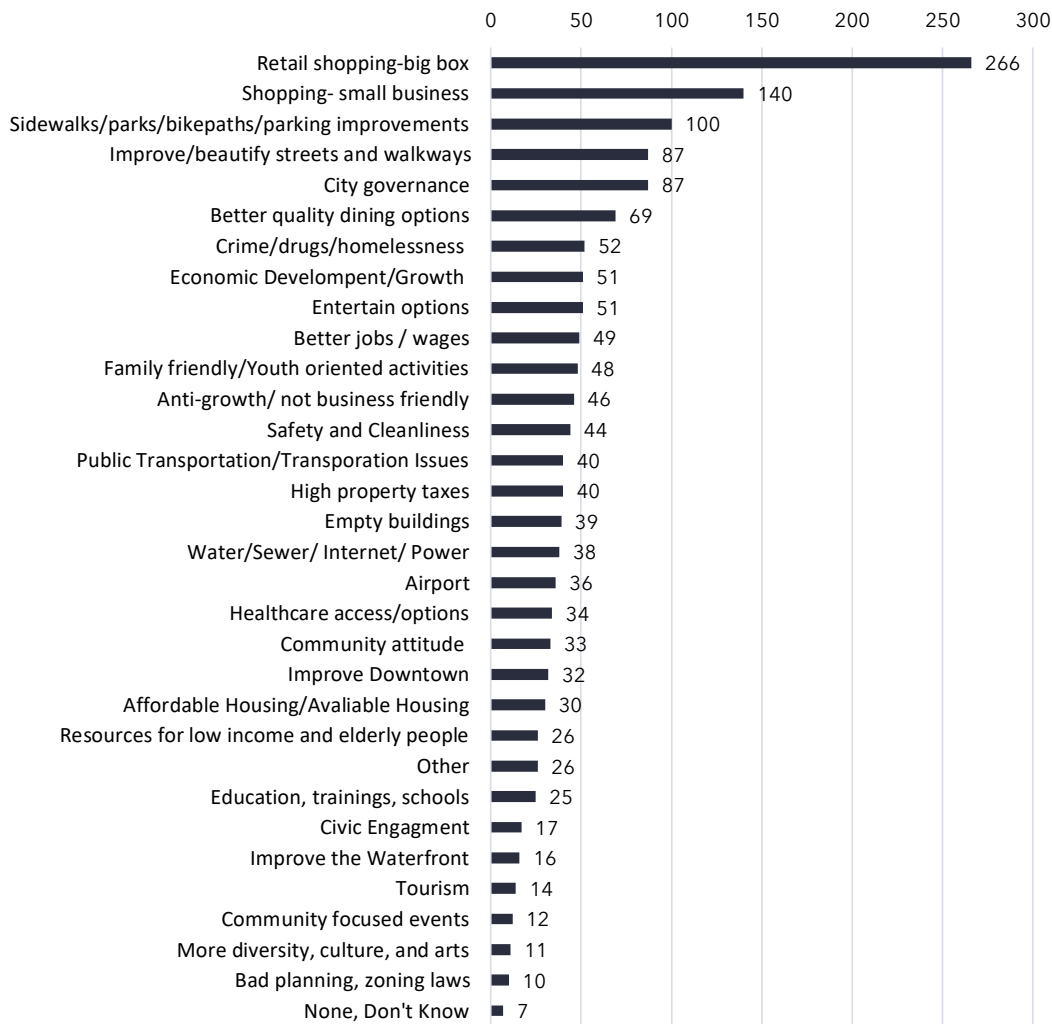
Coded Responses: The things you would most like to see improved about the Lewiston community are:

Group	Number	Percentage
Retail shopping-big box	266	16.9%
Shopping- small business	140	8.9%
Sidewalks/parks/bike paths/parking improvements	100	6.3%
Improve/beautify streets and walkways	87	5.5%
City governance	87	5.5%
Better quality dining options	69	4.4%
Crime/drugs/homelessness	52	3.3%
Economic Development/Growth	51	3.2%
Entertain options	51	3.2%
Better jobs / wages	49	3.1%
Family friendly/Youth oriented activities	48	3.0%
Anti-growth/ not business friendly	46	2.9%
Safety and Cleanliness	44	2.8%
Public Transportation/Transportation Issues	40	2.5%
High property taxes	40	2.5%
Empty buildings	39	2.5%
Water/Sewer/ Internet/ Power	38	2.4%
Airport	36	2.3%
Healthcare access/options	34	2.2%
Community attitude	33	2.1%
Improve Downtown	32	2.0%
Affordable Housing/Available Housing	30	1.9%
Resources for low income and elderly people	26	1.6%
Other	26	1.6%
Education, trainings, schools	25	1.6%
Civic Engagement	17	1.1%
Improve the Waterfront	16	1.0%
Tourism	14	0.9%
Community focused events	12	0.8%
More diversity, culture, and arts	11	0.7%
Bad planning, zoning laws	10	0.6%
None, Don't Know	7	0.4%
Grant Total	1576	100.0%

Q10: Coded Responses, Desired Improvements to Lewiston

FIGURE 13

Coded Responses: The things you would most like to see improved about the Lewiston community are:



ABOUT

Points Consulting

At Points Consulting (PC) we believe in the power of peoples' interests, passions, and behaviors to shape the world around us. Now more than ever, people are the primary factor in the success of businesses, organizations and communities. Our work is focused not only on how people impact communities and organizations, but how to align their potential to create more successful outcomes for all. We partner with private and public entities on projects such as feasibility studies, economic impact studies, and strategic planning. In summary, at Points Consulting we believe in "Improving Economies. Optimizing Workforce."

PC was founded in 2019 and since that time has completed many projects both regional and national in focus. Firm President, Brian Points, has worked in the public/private management consulting industry for the past 14+ years focusing on research projects, in general, and feasibility studies, in particular. In past roles he has managed many projects funded by federal agencies including the USDA, the DoD, and the EDA.



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