

# Harrison Community Review

## Phase II



❖ *Infrastructure*

❖ *Housing*

❖ *Community Recreation & Economic Development*

*March 3-4, 2022*



*Printing provided by the Idaho Transportation Department*

# Harrison Community Review Report

## Phase II

*March 3-4, 2022*

This report is presented to the City of Harrison and its citizens by the Idaho Community Review Program. The Idaho Community Review Program is a collaboration of federal, state, tribal and local governments along with the private sector. It is coordinated by the Idaho Rural Partnership.

Phase II of the Harrison Community Review was supported by funding from USDA Rural Development's Rural Business Development Grant program, USDA's Agriculture and Food Research Initiative (AFRI) of the National Institute of Food and Agriculture, Idaho National Laboratory, Bayer Crop Science, Timber Plus, Panhandle Area Council, and the Coeur d'Alene Area Economic Development Corporation. Special thanks to the Harrison Baptist Church for providing meals and meeting space.

For more information, call 208-332-1730 or visit [www.irp.idaho.gov](http://www.irp.idaho.gov).



# Supporting Agencies and Organizations



# Harrison Home Team Members

## **INFRASTRUCTURE**

Wayne Godsby

Jim Fruehan

Debbie Hogan

Julie Kincheloe

Charlie Shutt

Cody Wilkinson

## **HOUSING**

Mike Reinhardt

Loren Whitten-Kaboth

Todd Moore

Jeff Fautt

## **COMMUNITY RECREATION & ECONOMIC DEVELOPMENT**

Brandi Godsby

Robert Hoskinson

Lorraine Thiele

Whitney Hruza

Shelby Fautt

# Visiting Team Members

## **INFRASTRUCTURE**

Nancy Mabile, Panhandle Area Council

Alex Barta, Timber Plus

## **HOUSING**

Jenny Hemly, Idaho Department of Commerce

Colleen Rosson, Shoshone County

## **COMMUNITY RECREATION & ECONOMIC DEVELOPMENT**

Michelle Noordam, USDA Rural Development

Jon Barrett, Idaho Rural Partnership

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# INTRODUCTION

The Idaho Community Review program is coordinated by the Idaho Rural Partnership in collaboration with multiple partner agencies and organizations. The community review process typically includes three phases. This report summarizes the activities completed and conclusions reached during Phase II of the Harrison Community Review. Phase II activities were completed on March 3 and 4, 2022. The agenda for Phase II sessions is attached as Appendix A.

Phase II of the community review process features project brainstorming, prioritizing, and action planning for focus areas identified by Phase II participants based on the results of Phase I. Focus areas for Phase II of the Harrison Community Review include:

- Infrastructure
- Housing
- Community Recreation & Economic Development

Phase III of the community review process includes community efforts to implement the actions plans developed during Phase II.

## Key Participants

Phase II of the Harrison Community Review would not have been possible without the support of Mayor Wanda Irish and the Harrison City Council. The assistance of City Clerk Miriah Stevens and active participation of public works employees Cody Wilkinson (Public Works Supervisor) and Wayne Godsby was also important. The 14 residents of Harrison and the surrounding area who participated in Phase II



as members of the home team, as well as the six community and economic development professionals who served on the Visiting Team, are identified at the beginning of the report. Names and contact information for Visiting Team members are found in Appendix B. The visiting team notes and appreciates that, with just one or two exceptions, all 14 home team members were available to participate in the entire process on March 3 and 4, 2022.



Financial support for Phase II of the Harrison Community Review was provided by USDA Rural Development, Idaho National Laboratory, Timber Plus, Pandhandle Area Council, and Coeur d'Alene Area Economic Development Corporation. Idaho Rural Partnership also appreciates financial and in-kind support for our work statewide from Idaho Department of Commerce, Idaho Department of Environmental Quality, Region IV Development Association, Rocky Mountain Power, Bayer Crop Science, and Idaho Housing and Finance Association.

## Summary of Phase I

The written report for Phase I of the Harrison Community Review is found here:

[http://www.irp.idaho.gov/home/community\\_review\\_program/](http://www.irp.idaho.gov/home/community_review_program/).

Phase I was completed from August-November, 2019. Phase I activities included:

- Completion of an economic and demographic profile
- Conducting a survey of residents in Blackfoot and surrounding area
- Completing a bus tour
- Conducting a series of community listening sessions and two town hall meetings

Most of these activities occurred in Harrison from September 17-19, 2019.

The results of the survey and the listening sessions during phase I and a follow-up meeting with home team members on November 19, 2019 were used to develop the following list of potential focus or topic areas to be explored in Phase II.

- Infrastructure, including transportation
- Economic Development
- Communication & Outreach
- Community Recreation, including lakefront access
- Housing
- Education

Residents who attended the September 19, 2019 town hall meeting at the Harrison Senior Center were invited to write their name under the potential focus area they personally would be most interested in working on during Phase II. The largest number of people put their name under:

- Community Recreation
- Lakefront Access
- Housing
- Transportation

In addition to the potential focus areas for Phase II identified above, the visiting team offers the following topics that also received considerable attention during Phase I:

- Education and youth
- Governance and planning
- Increase population
- Internet and cell
- Jobs and business
- Partnerships and networking
- Recycling
- Volunteerism

Harrison is \_\_\_\_\_.

As an ice breaker at the beginning of the Phase II session on March 3, 2022, home and visiting team members were invited complete the sentence “Harrison is \_\_\_\_\_” during introductions. Their responses are found below.

### Home Team

- Peaceful
- Beautiful
- Land of opportunity
- America at its best
- Dying
- Family
- My paradise
- Great community and people
- Home
- Window to the natural world
- A great winter place
- A challenge
- No place better
- A place where I want to stay
- Peaceful place to meet
- Safe
- Is a challenging place to support businesses due to limited number of businesses
- The right spot for me/us

### Visiting Team

- Quaint
- Home
- Great family memories each year
- Community
- A hoot
- Fun
- Pride in community
- Charming
- A place where residents care.

## Selection of Focus Areas for Phase II

In mid-February, 2022, residents of the Harrison community were invited to complete an on-line Google form to express their interest in participating in Phase II. This invitation was sent to people who participated in Phase I; it also appeared in the St. Maries Gazette Record. The Google form gave residents the option of working on one of the four focus areas below. The form asked them to indicate their 1<sup>st</sup> and 2<sup>nd</sup> choice. The number following each focus area, below, represents the number of people who identified the focus area as their first or second choice.

- Infrastructure (9)
- Housing (6)
- Business creation and expansion (economic development) (3)
- Community recreation (2)
- Communication & outreach (2)
- Education (0)

A few people who participated on March 3 and 4 did not complete the on-line registration process.

The agenda for the Phase II session on Thursday, March 3 included final selection of the Phase II focus areas. Each home team member was invited to write their preferred focus area on a piece of paper. Each person then shared their preference with the rest of the participants. This process narrowed down the focus areas for Phase II to the following:

1. Infrastructure
2. Housing
3. Community recreation and economic development

Community recreation and economic development were combined because it was recognized that public and private recreation amenities could be considered an economic development opportunity.

# PROJECT BRAINSTORMING BY FOCUS AREA

On Thursday, March 3, 2022, home team members developed a list of possible projects for each focus area. Home team members were provided an opportunity to add their projects ideas for all three focus areas. Their brainstorming included consideration of the project ideas identified during Phase I of the Community Review. This list is attached as Appendix C.

The project lists developed by the Home Team for each focus area are found below.

## *Infrastructure*

- Maintain and increase system capacity by completing improvements to the water and sewer systems
- Develop GPA system to create as-built maps for infrastructure (related to housing)
- Obtain equipment needed to repair and maintain the water and sewer systems
- Improve streets and sidewalks in disrepair
- Improve and increase parking in the downtown area
- Increase EMS volunteers

## *Housing*

- Construct new housing that people employed in Harrison can afford
- Encourage multi-family and mixed-use housing, “mixed use” referring to housing and other public or commercial uses being incorporated into the same building or property
- Encourage accessible housing that can accommodate seniors and others with disabilities
- Find donated land on which to develop housing
- Review Harrison’s planning and zoning policies to determine if or how they contribute to higher housing costs and/or limiting housing types
- Create incentives to encourage property owners to keep properties available for long-term rental and/or convert short term rental properties to long-term rentals for residents.
- Explore options to register or perhaps limit short term rentals.
- Develop a housing or land trust
- Develop seasonal housing for local workers during the summer and early fall (e.g., a hostel)
- Attract a hotel to offset short term housing demand
- Develop partnership with Coeur d’Alene Tribe to develop a public use area along lakefront; include condos, docks, employee housing, and other amenities.
- Use local option tax to help complete housing and housing-related projects
- Maintain the commercial health, attractiveness, and culture of downtown.
- Develop a ferry service to future development across the lake.
- Maintain local ownership of commercial and residential real estate to encourage development that’s accountable and responsive to local needs.
- Manufactured homes
- Explore development of a resident-owned community (aka housing cooperative)
- Create standards and permit process of accessory dwelling units and/or tiny homes

- Incorporate housing into the rehabilitation of the old school gym
- Create an information packet for builders, developers, and property owners that identifies the type(s) of housing the community needs and the related permitting processes.

### *Community Recreation & Economic Development*

- Clean up junk and improve appearances in the downtown area
- Increase access to broadband internet
- Attract one or more of the following businesses:
  - hair salon
  - dry cleaner/seamstress
  - bank
  - gas station
- Develop a wedding venue with a commercial kitchen (could be public or private)
- Create a co-working space or office for self-employed and remote workers.
- Renovate and re-use the old school gym as a community event and recreation center
- Improve the senior center to make it more usable for a greater variety of activities (e.g. classes)
- Develop cruise boat from Coeur d'Alene to Harrison
- Develop water activities/amenities (e.g., a water slide)
- Create visitor parking area at old school gym.
- Develop a community garden
- Attract urgent care clinic, possibly with a nurse practitioner
- Install new playground equipment at city park
- Improve beach access

# ACTION PLANS FOR HIGH PRIORITY PROJECTS

## *Identification of High Priority Projects*

The agenda for the Phase II session on March 3, 2022 included reaching group agreement on the two or three highest priority projects for each focus area. Action plans were then developed for the top one or two projects for each focus area on March 4, 2022.

All home team members participated in the identification of the high priority projects for each focus area. Each home team member was given three “votes” per focus area. The highest priority projects for the focus areas are listed below.

## *Infrastructure*

1. Obtain equipment needed to repair and maintain the water and sewer systems.
2. Maintain and increase system capacity and comply with applicable state requirements by Complete improvements to the water and sewer systems to maintain and increase system capacity and comply with applicable state requirements.
3. Improves streets and sidewalks.

## *Housing*

1. Review planning and zoning policies to identify how or if they contribute to housing cost or limit housing options; revise policies as necessary.
2. Develop private/public partnership. Partner with affordable housing funding programs and organizations to develop housing -- possibly on public or other donated land -- that people working in Harrison can afford; put policies in place to ensure this housing remains affordable indefinitely.
3. Create incentives to encourage owners of residential properties to make their units available for long-term rental.

## *Community Recreation and Economic Development*

1. Renovate and re-use the old school gym as a community event and recreation center, possibly incorporating a new senior center in the project.
2. Increase access to broadband internet.
3. Improve the appearance of downtown.



## Action Plans

Action plans for one or more projects for each focus area begin on the following page. These actions plans provide a guide for the completion of the projects. The hope and expectation are that the members of the home team will be joined by other Harrison community members to refine and implement these actions plans. This implementation effort is Phase III of the community review process.

**Harrison Community Review, Phase II**

**Worksheet B: Focus Area Action Plan**

**Focus Area Infrastructure Project Equipment Purchase**

ACTION STEPS What you need to do to complete the project	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
1. Create Wish List. Equipment needs identified March 3-4, 2022: <ul style="list-style-type: none"> <li>• Slicing rod</li> <li>• Compactors</li> <li>• Compressor</li> <li>• Welder</li> </ul>	Public Works	Google	Ongoing	March 2022
2. Research equipment & get quotes	Public Works	Google	Ongoing	March 2022
3. Budget out by Line Item	Public Works	Google	Ongoing	March 2022
4. Identify funding sources/ outreach	City Press Chamber CdA EDC	CdA EDC Press Chamber Timber Plus	Document communication	on-going
5. Communication with Mayor/Council so that purchase of needed equipment is included in city budget.	Public Works	Public Works	Ongoing	on-going
6. Prioritize list by funding source/need, create purchase plan	Public Works City Timber Plus PAC	Public Works City Timber Plus PAC	Ongoing	April 2022



7. Purchase equipment	City	Funding	Ongoing	December 2022
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**Harrison Community Review, Phase II**  
**Worksheet B: Focus Area Action Plan**  
**Focus Area Infrastructure Project Water/Sewer Upgrades—END MORATORIUM**

ACTION STEPS What you need to do to complete the project	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
1. Identify components of compliance order	Public Works Mayor City Engineer	City Engineer	Flow numbers/documentation	March 31, 2022
2. Develop plan of attack	Public Works Mayor City Engineer	Knowledge – Public Works Mayor City Engineer	Documentation	April 30, 2022
3. Create budget/funding options	Public Works Mayor/Council City Engineer USDA DEQ PAC	City Engineer USDA DEQ PAC	Document	June 30, 2022
4. Prioritize	Public Works Mayor/Council City Engineer	Public Works Mayor/Council City Engineer	Flow numbers/documentation	June 30, 2022

5. Execute Plan	City	Money Equipment	Ongoing	Start 2023-2024
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**Harrison Community Review, Phase II**

**Worksheet B: Focus Area Action Plan**

**Focus Area: Housing      Project: Zoning – Community Education**

ACTION STEPS What you need to do to complete the project	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
1. Community outreach and education on current zoning code.	Loren Whitten-Kaboth Whitney	Kootenai County planner Educational materials – one pagers to help explain - <a href="http://kcgov.us">Kootenai County (kcgov.us)</a> GIS parcel Map. -- <a href="http://City of Harrison Idaho">City of Harrison Idaho</a> - <a href="http://Planning and Zoning – City of Harrison Idaho">Planning and Zoning – City of Harrison Idaho</a> - <a href="http://Smart Growth in Small Towns and Rural Communities   US EPA">Smart Growth in Small Towns and Rural Communities   US EPA</a> - <a href="http://Housing Solutions   WeCAN (communityreview.org)">Housing Solutions   WeCAN (communityreview.org)</a>	- Coalesced group to keep pressure on powers for positive change - Completed audit of existing p and z policies - Create a “Business Plan” to move forward planning - Have created resources and information sharing hub. (website or printed materials easily accessed)	Ongoing

<p>2. Education on the purpose of zoning. How to use in long term planning in ways that promote responsible growth and what are the impacts of overregulation.</p>	<p>City of Harrison CDAEDC</p>	<ul style="list-style-type: none"> <li>- Planner that understands code and effects <ul style="list-style-type: none"> <li>- University of Idaho - <a href="https://www.givenspursley.com/assets/publications/handbooks/handbook-ethics.pdf">Jaap Vos - Faculty, College of Natural Resources   University of Idaho (uidaho.edu)</a></li> <li><a href="https://www.givenspursley.com/assets/publications/handbooks/handbook-ethics.pdf">https://www.givenspursley.com/assets/publications/handbooks/handbook-ethics.pdf</a> (Land use Handbook)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Education of residents on what is affordable and how to create those types of housing. <ul style="list-style-type: none"> <li>- Become a steering committee assisting the City of Harrison</li> <li>- Completed audit of existing p and z policies</li> <li>-</li> <li>- Have an understanding of how zoning can guide aesthetics and capacity through responsible planning</li> </ul> </li> </ul>	
<p>3. Purpose and role of a City Planner. Creative options to get a planner in Harrison. Identify how much time is needed and go after an RFP to fill the need/share time with Kootenai County planner.</p>		<p>Experienced planner who understands the job and duties.</p>	<ul style="list-style-type: none"> <li>- An agreement/MOU that provides a minimum hours assisting Harrison with planning needs and demands.</li> </ul>	
<p>4. Conversations around accessory dwelling units 9ADU's, incentives for bringing short term rentals into workforce housing and multifamily options.</p>		<ul style="list-style-type: none"> <li>- Understanding of zoning rules</li> </ul>	<ul style="list-style-type: none"> <li>- Understand the current codes and the pros and cons of each of these types of workforce housing</li> <li>- Have a vision for private sector as well as government incentives for short term rental</li> </ul>	
<p>5. Inventory of public properties – review how they are zoned. How can they be used as currently zoned for housing or what needs to happen to have them zoned properly?</p>			<p>Log of location, acreage, land type, infrastructure or infrastructure needs, zoning</p>	<p>3<sup>rd</sup> Q 2022</p>

**Harrison Community Review, Phase II**

**Worksheet B: Focus Area Action Plan**

**Focus Area: Housing Project: Workforce Housing – Gym & Sr. Center**

<b>ACTION STEPS</b> What you need to do to complete the project	<b>PERSONS OR PARTNERS RESPONSIBLE</b> Who is responsible for each action step	<b>RESOURCES NEEDED INTERNAL AND/OR EXTERNAL</b> Resources needed to complete action steps	<b>PROGRESS INDICATED = BENCHMARK</b> How you know that you have made progress on each action step	<b>COMPLETION DATE</b> When you expect to complete each action step
1. Work with recreation team to bring planning together for both buildings. Shared vision and goals.		<ul style="list-style-type: none"> <li>- Multi funding streams</li> <li>- Sr. funding</li> <li>- Parks &amp; rec</li> <li>- City park behind the gym (well site)</li> <li>- Working with recreation team on action items.</li> <li>- City Council Gym Committee</li> <li><u>Smart Growth in Small Towns and Rural Communities   US EPA</u></li> <li>- USDA</li> <li>- Panhandle Area Council – housing workshop</li> <li>- Tri State PEER learning group</li> <li><u>Housing Solutions   WeCAN (communityreview.org)</u></li> </ul>	<ul style="list-style-type: none"> <li>- Shared vision and messaging complete</li> <li>- Combined efforts for funding sources and required resources</li> <li>-Partnership with Harrison Senior Center</li> </ul>	3 <sup>rd</sup> Q 2022
2. Develop a multi-use plan to use the Gym as a rec center, Sr. Center and possible upper floor		<ul style="list-style-type: none"> <li>- regentrification money</li> <li>- Combine efforts for multiuse</li> <li>- Access issues. Steps on private property</li> <li>- Leap Housing</li> </ul>		2 <sup>nd</sup> Q 2023

housing. As part of this project or a separate initiative, work with property owner to explore conversation of a portion of the old school building to workforce housing.				
3. Develop a plan for the current Sr Center for workforce housing. Rehab, build up etc.		-Developer/planner i.e., LEAP Housing, private investor		2 <sup>nd</sup> Q 2023
4. Go after funding with completed development plans		CDAEDC		

## Harrison Community Review, Phase II

### Worksheet B: Focus Area Action Plan

Focus Area: Housing Project: Workforce Housing – Short term rental incentives

ACTION STEPS What you need to do to complete the project	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
1. Identify / inventory of short-term rentals and owners		<u>Kootenai County (kcgov.us)</u> GIS parcel map		3 <sup>rd</sup> Q 2022
2. Identify workforce needs and incomes in those industries. Identify how many employees are needed, incomes offered and seasonal		Idaho Commerce Idaho Labor EMSI Team to talk with businesses		4 <sup>th</sup> Q 2022

or permanent. Log those employers and use to create incentive packages.		Template for data point collections		
3. Create a list of realistic incentives that could be presented to property owners as a way to shift short term to long term housing options for workforce. i.e., pay property taxes, offer local gift certificates for amenities & lodging.		McCall model Idaho Commerce – connector LEAP housing Land trust Tri-state learning group resources RevUp North Idaho housing forum and workshop		1 <sup>st</sup> Q 2023

## Harrison Community Review, Phase II

### Worksheet B: Focus Area Action Plan

Focus Area: Community Recreation & Economic Development Project: Re-use old school gym as a community event & recreation center

ACTION STEPS What you need to do to complete the project	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
1. Community tour/open house at gym a. Collect ideas/best practices from other communities. See Appendix E, "A Community Center and Parks Overview." b. Identify related programs and facilities at Kootenai School	Lorraine	Crowdfund Idaho Chamber Businesses with displays City Council Gym Committee	Pamphlets to hand out to get donations to move on to the next step. Find website developer (Dusty). Presentation to City Council	2 months

2. Create school gym website with crowd funding portal. See Appendix D for information about crowdfunding.	Shelby	Banner in town School District Wall of Ideas Video of committee ideas Website survey Local newspaper article Pamphlets	Date set	3 months – June
3. Develop community vision/buy-in		Meeting to discuss results of open house Prepare comprehensive vision	Final details to present to architect	Over the summer
4. Concept design plan phasing and cost estimates. See Appendix F for a summary of needed repairs, per recent assessments by contractors.		USDA RD RBDG GEM Grants	Grant applications submitted Grants awarded	Fall-Winter
5. Pursue external grant funding.		PAC - Nancy	Grant applications submitted Grants awarded	2023
6. Construct/complete Phase I. See Appendix F for a summary of needed repairs, per recent assessments by contractors.				Late 2023

# STATEMENTS FROM VISITING TEAM MEMBERS

## **Michelle Noordam, USDA Rural Development**

Focus area: Community Recreation & Economic Development

[michelle.noordam@usda.gov](mailto:michelle.noordam@usda.gov)

208-209-4360

*It was a sincere pleasure to work with this energized group. I appreciated your hospitality as we listened and worked with you all to formulate plans and begin improvements to your precious community. I hope the momentum that was gained during this community review continues as you work with the City to further your goals. Communication will be important as you move forward. Even as you encounter obstacles, don't despair and keep working toward your vision. USDA Rural Development will continue to be available to help with various financing needs as Harrison navigates the future. Thank you for letting me be a part of the process.*

## **Alex Barta, Timber Plus**

Focus area: Infrastructure

[timberplus3B@gmail.com](mailto:timberplus3B@gmail.com)

208-568-0853

*I'm most excited about the housing and infrastructure projects discussed during the community review process. Timber Plus is happy to work in partnership with the Coeur d'Alene EDC and Panhandle Area Council to help the home team put the community review plan into action. I hope the community and city leadership communicate and come up with a plan to implement the community review findings. It can be the best community review ever written, but if you don't implement it; it's just a stack of papers. Communication is key to a successful community review. Leadership needs to listen to the desires of the public and needs to be open with the public about the choices they make in this process. Everyone needs to feel heard and valued. Come together for the greater good and set the community up for future sustainability and success.*

## **Jenny Hemly**

Focus area: Housing

[Jenny.Hemly@commerce.idaho.gov](mailto:Jenny.Hemly@commerce.idaho.gov)

208.334.2470

*What a wonderful opportunity for me to learn about the City of Harrison and work with residents to find ways to make your community even better. Thank you for being such a welcoming community. I look forward to working with you in the future.*



**Nancy Mabile, Panhandle Area Council**

Focus area: Infrastructure

[nmabile@pacni.org](mailto:nmabile@pacni.org)

208-772-0584, x3014

*It was truly an honor and pleasure to work with the Harrison Community. With opportunities abound, I'm very excited for the possibilities the results of the community review can bring to Harrison. Communication, collaboration, and cooperation are critical to success. It is my hope that community groups within the city can keep the momentum going by coming together for the common good and implement the findings in the final report. Dust mites are nobody's friend, so please don't let this sit on a shelf. The Panhandle Area Council will be available to assist with the Phase III Community Coaching as further identified in this report. Thank you, Harrison, for the opportunity to serve you.*

**Jon Barrett, Idaho Rural Partnership**

Focus area: Community recreation & economic development

[jon.barrett@irp.idaho.gov](mailto:jon.barrett@irp.idaho.gov)

208-383-9687

*It's been a pleasure getting to know the Harrison community and some of its residents from 2019-now. Thank you. It's clear to me the people of Harrison care about the community and want to be involved in its improvement and in conversations about its future. My advice is to focus on what you agree on and what you want and work toward achieving that. I know it can be difficult, but try to resist the temptation to focus on differences such as who lives in town and who lives out of town or who lives year-round and who is part-time.*

*I helped facilitate conversation about the old school gym during Phase II of the Community Review. From my outsider's perspective, the renovation and re-use of the old gym is a great example of project a broad cross section of the community is excited about and wants to get behind. I've learned just recently that the community has been thinking and talking about this project for almost 10 years, maybe longer. The community's undeniable enthusiasm for this project will help you attract the funding needed to complete it. As you move forward with the gym project, do not limit your thinking to creating a new gym. Think of it more broadly as an event center that includes a gym. Explore the idea of incorporating a new senior center or housing into the project. This mindset will open new ideas about its improvement and additional funding sources. Much can be learned from other communities who have completed similar projects. See Appendix E, "A Community Center and Parks Overview" written by Tony Tenne with the Idaho Department of Commerce. Also, benefit and learn from previous work that's been done to prioritize issues with the building that must be addressed before it can be used. See Appendix F for a summary of this work. Finally, in the near term, focus on completing improvements that make the gym usable and then continue making improvements as you can. Using this incremental approach, rather than waiting until*

*you've completed an all-at-once, comprehensive renovation of the entire property, will help build momentum and enthusiasm.*

# RESOURCES

## Resource Database Maintained by the Western Community Assessment Network

The Western Community Assessment Network (WeCan) is a collaborative effort to evaluate and improve existing community review programs in Idaho, Montana, and Wyoming. WeCan is coordinated by the University of Idaho and is funded through a grant from the U.S. Department of Agriculture.

Idaho Rural Partnership and the other organizations that make up WeCan have created a searchable resource database available to all communities. We encourage Blackfoot leaders and residents to make full use of this database to find the funding and other resources needed to complete the high priority projects described in this report.



The WeCan Resource database is found here:

<https://www.communityreview.org/resource-database>.

Resources related to each of the Phase II focus areas are found below.

## Infrastructure

- Rural Community Assistance Corporation (RCAC) is a nonprofit organization that provides training, technical and financial resources and advocacy so rural communities can achieve their goals and visions. RCAC's work includes environmental infrastructure, affordable housing development, economic and leadership development, and community development finance. Go here to learn about RCAC's programs: <https://www.rcac.org>.
- Panhandle Area Council, Inc. (PAC) is a private, non-profit organization that serves to promote and assist economic development and to foster a stable and diversified economy with the five northern counties of Idaho. Serving as a one-stop shop for many economic development activities, the staff at PAC has expertise in strategic and project planning, community and economic development grant writing and administration, commercial lending, business counseling, municipal financing, and a municipal lend-lease program. In addition, the Regional Comprehensive Economic Development Strategy (CEDS) is facilitated by PAC. Go to [www.pacni.org](http://www.pacni.org).

## Housing

- The American Planning Association’s Housing Policy guide identifies policy solutions for planners and local, state, and federal elected officials that address dire housing challenges — including accessibility, affordability, and availability — plaguing rapid and slow growth communities nationwide. This Housing Policy Guide (PDF) promotes specific, actionable guidance. <https://www.planning.org/publications/document/9178529/>.
- Idaho Housing and Finance Association’s (IHFA’s) mission is to improve lives and strengthen Idaho communities by expanding housing opportunities, building self-sufficiency, and fostering economic development. <https://www.idahohousing.com>. Erik Kingston ([erikk@ihfa.org](mailto:erikk@ihfa.org)) manages the IHFA’s Housing Information and Referral Center: <https://www.idahohousing.com/about/housing-information-referral/>.
- Funding for housing may be available through the American Rescue Plan, American Families Plan and other state and/or federal funding related to recovery from the COVID-19 pandemic. Contact Panhandle Area Council at \_\_\_\_
- A fact sheet described the housing provisions in the American Rescue Plan Act is available here:  
[https://www.hud.gov/sites/dfiles/Main/documents/Factsheet\\_Housing\\_Provisions\\_American\\_Rescue\\_Plan\\_Act-2021.pdf](https://www.hud.gov/sites/dfiles/Main/documents/Factsheet_Housing_Provisions_American_Rescue_Plan_Act-2021.pdf).
- IHFA offers tax credits for multifamily development meeting certain guidelines. Go to <https://www.idahohousing.com/multifamily-financing/>. For their information referral page go to <https://www.idahohousing.com/about/housing-information-referral/>. Contact Erik Kingston at 208-331-4706 or [erikk@ihfa.org](mailto:erikk@ihfa.org).
- Idaho Housing and Finance Association, HOME (Home Investment Partnership) program, <https://www.idahohousing.com/federal-programs/home-program/>.
- The Housing Company. This is a nonprofit builder of affordable-housing associated with the Idaho Housing and Finance Association. Go to <https://www.thehousingcompany.org/about/>.
- This online guide provides rural housing information on funding programs, technical assistance, housing data and informational resources from housing organizations. <https://www.nal.usda.gov/ric/rural-housing-resources>
- The Idaho Fair Housing Forum (IFHF) is a community of Idaho stakeholders dedicated to open and respectful discussion of issues impacting housing consumers, providers, and advocates. Their efforts reflect the understanding that Idaho’s productivity and strength depend on all persons having the right to live where they choose and can afford, which

allows each of us to access the education, employment, and social capital and necessary for economic opportunity and independence. <https://fairhousingforum.org>.

- The National Rural Housing Coalition provides multiple resources on their website regarding rural housing issues, including a blog, fact sheets, news and publications, advocacy tools, and online videos discussing the impact of rural housing programs. <https://ruralhousingcoalition.org>.
- The Tiny House Resources page of the Tiny Home Builders website contains a list of resources to help anyone interested in tiny houses to connect and to learn. <https://www.tinyhomebuilders.com/tiny-house-knowledge-base>
- HUD's Rural Housing and Economic Development Gateway site will provide funding summaries and case studies for users to learn more about rural housing funding opportunities and the experiences of other rural housing developers. <https://www.hudexchange.info/programs/rural/housing/>.
- *Housing Toolbox for Western Policy Makers* offers a dynamic collection of resources (reports, studies, databases, etc.) involving housing policy and supply. Go to <http://fairhousingforum.org/uncategorized/toolbox/>.
- Housing Assistance Council is a national nonprofit organization that helps build homes and communities across rural America. Go to [www.ruralhome.org](http://www.ruralhome.org).
- National Low-Income Housing Coalition Out of Reach report documents the gap between renters' wages and the cost of rental housing. Go to <http://nlihc.org/oor/idaho>.
- Go to <https://accessorydwellings.org/what-adus-are-and-why-people-build-them/> for a one-stop source about accessory dwelling units.
- Here's the site for the regional group through/partnering with KMPO Regional Housing & Growth Issues Partnership. Go to [www.rhgip.com](http://www.rhgip.com).
- Panhandle Affordable Housing Alliance. Go to [www.pahaid.org](http://www.pahaid.org).
- LEAP Housing is a nonprofit organization whose mission is to develop and preserve affordable housing while providing empowering services that lead to greater housing stability. Go to <https://www.leaphousing.org/>.
- See housing action plans in this report for additional housing resources.

## Community Recreation and Economic Development

- The Foster Foundation is a family philanthropic organization that works to advance the quality of life for present and future Pacific Northwest generations. The Foster Foundation supports programs including building/renovation, equipment, matching/challenge support, program development, research, scholarship funds, and seed money.  
<http://thefosterfoundation.org/Home.htm>
- The mission of the Idaho Community Foundation is 'To Enrich the Quality of Life Throughout Idaho.' Grants are awarded through the Regional Grant Cycle for a wide range of organizations and for a wide range of projects consistent with that mission. Grant areas include: Arts and Culture, Conservation/Environment, Education, Emergency Services, Health, Libraries, Public Projects, Recreation, and Social Services.  
<https://www.idahocf.org/home>.
- The Steele-Reese Foundation is a charitable trust committed to supporting rural communities and the nonprofit organizations that serve them in Idaho, Montana, and Appalachian Kentucky. The Foundation supports nonprofit organizations working in the areas of rural education; health; human/social services; the arts and humanities; and land, water, and wildlife conservation and historic preservation. <https://steele-reese.org>.
- The Ifft Foundation works through the Idaho Ifft Foundation to provide grants for beautification and recreation: <https://www.idahocf.org/document.doc?id=6>
- The Blue Cross of Idaho Foundation for Health provides grants for planning and projects that encourage active living (e.g., biking and walking). Go to <http://www.bcidahofoundation.org/>, or contact Kendra Witt-Doyle, [kwitt-doyle@bcidaho.com](mailto:kwitt-doyle@bcidaho.com).
- Idaho Health & Welfare Community Activity Connection Grants. Go to [http://www.healthandwelfare.idaho.gov/Health/IdahoPhysicalActivityandNutrition\(IPAN\)/PhysicalActivity/tabid/1970/Default.aspx](http://www.healthandwelfare.idaho.gov/Health/IdahoPhysicalActivityandNutrition(IPAN)/PhysicalActivity/tabid/1970/Default.aspx) and <http://www.cdc.gov/obesity/downloads/UrbanDesignPolicies.pdf>.
- The Institute of Museum and Library Services provides funding for conservation assessments and projects to museums and libraries for arts education, dance, design, literature, local arts agencies, media arts, museums, music, musical theater, and visual arts. <https://www.imls.gov>.
- The M.J. Murdock Charitable Trust provides grants for projects that seek to nurture and enrich the educational, spiritual, cultural, and social lives of individuals, families and communities and help improve the quality of life in the Pacific Northwest.  
<https://murdocktrust.org>.

- National Association of Realtors offers Placemaking Grants up to \$5,000 twice per year to transform underused public spaces into vibrant gathering places using lighter, quicker, cheaper methods. Go to <http://www.realtoractioncenter.com/for-associations/smartgrowth/placemaking/placemaking-microgrant.html>.
- Preserve America is a federal program that encourages and supports community efforts to preserve and enjoy their cultural and natural heritage. The program recognizes and designates communities that protect and celebrate their heritage, use their historic assets for economic development and community revitalization, and encourage people to experience and appreciate local historic resources through heritage tourism and education programs. Website includes links to federal agency partners that offer a variety of information, technical assistance, and resources that help further the initiative's goals. <https://www.achp.gov/preserve-america>.
- Crowdfund Idaho can help the Harrison community create a roadmap for setting up a successful crowdfunding campaign for the old school project (and potentially other community projects and businesses desiring to locate in Harrison). Go to <https://www.crowdfundbetter.com/crowdfund-idaho/>, [start@crowdfundbetter.com](mailto:start@crowdfundbetter.com), 208-297-3447. See Appendix E for information provided by Crowdfund Better through their Crowdfund Idaho initiative providing no or low cost crowdfunding education and training to Idaho individuals and communities.

## Additional Resources

The following resources potentially apply to all three focus areas and to a variety of other community and economic development goals.

- Show Me the Money is a newsletter highlighting corporate, government and foundation grant opportunities. To subscribe, go to <http://idaho.us2.list-manage2.com/subscribe?u=74de75b2fc7e24670e05b0def&id=a1f3c8c6b9>. Contact Jerry Miller at [jerry.miller@commerce.idaho.gov](mailto:jerry.miller@commerce.idaho.gov) or 208-287-0780.
- Gem State Prospector is website whereby agents, landlords and property owners can list properties that are available for sale or rent. The service is free and contains several data features that might be helpful for grant writing and other planning activities. <http://www.gemstateprospector.com/>. Jerry Miller, [jerry.miller@commerce.idaho.gov](mailto:jerry.miller@commerce.idaho.gov) 208-287-0780.
- Northwest Community Development Institute is a training program accredited by the Community Development Council a national organization dedicated to training of community, downtown and economic development professionals. The training is offered every July in Boise. <http://commerce.idaho.gov/communities/northwest-community->

[development-institute](#). Contact Jerry Miller, [jerry.miller@commerce.idaho.gov](mailto:jerry.miller@commerce.idaho.gov), 208-287-0780.

- In Our Back Yard (IOBY) is a non-profit that helps communities accomplish small projects through crowd source funding. IOBY can help craft a crowd sourcing campaign and even serve as a group's 501(C)3 if none exist. Go to <http://www.ioby.org/>.
- Heartland Center for Leadership Development in Nebraska provides information and assistance to rural communities regarding collaboration, leadership development, and strategic planning. Go to <http://heartlandcenter.info/>.
- Idaho Nonprofit Center provides education and networking for nonprofit organizations to aid in organizational development, fundraising, and collaboration. Go to [www.idahononprofits.org](http://www.idahononprofits.org).
- Community Builders helps local leaders build healthy, equitable, and sustainable communities. <https://communitybuilders.org>.
- The Project for Public Spaces connects people, ideas, expertise, and partners who have a passion for creating vital places. <https://www.pps.org>.
- The Citizens' Institute on Rural Design (CIRD) provides communities access to the resources they need to convert their own good ideas into reality. CIRD works with communities with populations of 50,000 or less and offers annual competitive funding to as many as six small towns or rural communities to host a two-and-a-half-day community design workshop. CIRD further provides web-based access to a wide range of rural design resources include a blog and educational webinars. <https://www.rural-design.org>.
- The USDA: Downtown Revitalization guide links to full-text handbooks, planning tools, case studies, funding resources, organizations, revitalization strategies, and more to assist a community considering a downtown revitalization project. <https://www.nal.usda.gov/ric/downtown-revitalization>.



## PHASE III: LAUNCH

Known as the “Launch” phase of the Community Review process, Phase III focuses on the further development and implementation of the action plans found in this report.

This phase also includes planning for a one-year celebration that will occur approximately 12 months after the initiation of Phase III. A follow-up community satisfaction survey and a focus group-like activity known as Ripple Effects Mapping will be conducted sometime after the celebration event.

### An Organizational Structure for Phase III

Other communities in Idaho, Wyoming, and Montana have found the following organizational structure to be an effective way to realize success during Phase III.

1. Form three work groups, one for each of the Phase II focus areas. The work groups often include, but are not limited to people who served on the home team during Phase II. They can also include participants in Phase I who expressed interest in being involved going forward.
2. Identify one to two leaders for each work group.
3. Form steering committee of 4-8 people consisting of the work group leaders and the community coach(es) described below. The steering committee helps ensure communication and coordination between the work groups and typically meets monthly or other interval determined by steering committee members.

### Community Coaching

Phase III offers support from community coaches as needed to help the community implement the actions plans developed during Phase II. The exact nature and duration of this assistance depends on community needs and issues and is provided by one to two community coaches who come from partners organizations and agencies. Nancy Mabile from Pandhandle Area Council has offered to serve as a community coach for Harrison. Examples of the types of support typically provided by the community coach or coaches include.

- Assist in establishing proactive and effective planning and implementation steering committees and project action teams
- Facilitate the development of leadership and capacity development skills (e.g., making space for new leaders to become established)
- Assist in developing and implementing community engagement and planning processes
- Provide guidance on the process of project development
- Assist with facilitation as needed
- Help connect teams to potential funding possibilities and partners

- Help diagnose the technical assistance needs of teams
- Advise on project evaluation strategies
- Help teams develop a culture of reflective learning to advance team goals

# APPENDICES

- Appendix A      Agenda for Phase II Sessions on March 3-4, 2022
- Appendix B      Names and contact information for Visiting Team members
- Appendix C      Project lists for each focus area developed during Phase I of Harrison Community Review
- Appendix D      Information about crowdfunding from Crowdfund Better and Crowdfund Idaho
- Appendix E      A Community Center and Parks Overview
- Appendix F      Summary of structural repairs needed at old gym

# Appendix A

## Schedule

### Harrison Community Review, Phase II March 3-4, 2022

#### **Thursday, March 3, 4:00 -- 8:00 pm**

Project Brainstorming and Prioritizing

4:00 -- 4:15 pm	Home and visiting team introductions
4:15 – 4:35 pm	Summary Phase I of Harrison Community Review and projects that have been worked on since early 2020
4:35 – 4:50 pm	Review Phase II purpose and process, discuss group guidelines
4:50 – 5:15 pm	Describe focus areas for Phase II and divide the home team among the focus areas
5:15 – 6:00 pm	<u>Focus area breakout sessions</u> : Summarize project ideas for each focus area identified during Phase I and brainstorm additional projects (Use worksheet A)
6:00 – 6:30 pm	Dinner provided by Baptist Church
6:30 – 7:15 pm	Share project ideas across focus areas. This session allows everyone in the room to contribute project ideas for all focus areas.
7:15 – 7:45 pm	<u>Focus area breakout sessions</u> : Prioritize projects and select up to three projects for detailed action planning
7:45 – 8:00	Wrap-up and review March 4 agenda

**Friday, March 4, 8:00 -- 11:00 am**

Action Planning for High Priority Projects

8:00 – 8:20	Breakfast provided by Baptist Church
8:20 – 8:35	Each focus area presents their highest priority projects
8:35 – 10:00	<u>Focus area breakout sessions</u> : Develop actions plans for up to three high priority projects (Use Worksheet B)
10:00 – 10:30	Each focus area presents their completed action plans
10:30 – 11:00	Next steps: <ul style="list-style-type: none"><li>• How can we share our work with the larger community?</li><li>• Summarize Phase III of the community review process</li></ul>
11:00	End

## Appendix B

### Names and contact information for visiting team members

**Harrison Community Review - Visiting Team for Phase II  
March 3-4, 2022**

Name	Business/Agency	Telephone	Email
Jon Barrett	Idaho Rural Partnership	208-383-9687	<a href="mailto:jon.barrett@irp.idaho.gov">jon.barrett@irp.idaho.gov</a>
Alex Barta	Timber Plus	208-588-0853	<a href="mailto:timberplus3b@gmail.com">timberplus3b@gmail.com</a>
Jenny Hemly	Idaho Dept. of Commerce	208-287-3169	<a href="mailto:Jenny.Hemly@commerce.idaho.gov">Jenny.Hemly@commerce.idaho.gov</a>
Nancy Mabile	Panhandle Area Council	208-772-0584	<a href="mailto:nmabile@pacni.org">nmabile@pacni.org</a>
Michelle Noordam	USDA Rural Development	208-209-4360	<a href="mailto:michelle.noordam@id.usda.gov">michelle.noordam@id.usda.gov</a>
Colleen Rosson	Shoshone County	208-556-0521	<a href="mailto:crosson@co.shoshone.id.us">crosson@co.shoshone.id.us</a>
Stephanie Wood	Panhandle Area Council	208-772-0584	<a href="mailto:swood@pacni.org">swood@pacni.org</a>

## Appendix C

### ***Project Ideas by Focus Area Identified during Phase I of the Harrison Community***

#### ***Infrastructure***

- Improve maintenance of Harrison streets. Lakefront Ave. is example of a street needing improvement.
- Improve the safety and condition of Highway 97
- Improve reliability and speed of internet
- Improve both cell phone and land line phone service
- Develop a better emergency communication system
- Improve sidewalks and curbs (especially around Harrison Park)
- Maintain and improve water and sewer systems to maintain capacity and compliance with applicable regulations
- Increase efforts to communicate need for volunteer first responders

#### ***Housing***

- A high percentage of existing housing is used as short-term vacation rentals, which means less housing available for long-term rental or purchase by local residents.
- Housing is an economic development issue.
- Housing is relatively available in the off-season, but not during peak visitor periods. Ironically, employees are most needed when housing is least available.
- Consider “the flats” as a possible location for new housing.

#### ***Community recreation***

- Develop event or community center for use by all ages, possibly using the old school gym
- Old gym could also be used as a movie theater and emergency shelter
- Increase winter recreation events and opportunities (indoor and outdoor)
- Groom the Trail of the Coeur d’Alene’s for cross country skiing
- Increase opportunities for children and families to recreate together
- Make Harrison Park more usable
- Ideas for new outdoor recreation facilities: volleyball, basketball, badminton, skateboard park, dirt bike track, frisbee golf, equestrian center
- Develop community garden
- More 4H activities
- Youth music concerts
- Workout stations on the Trail of the Coeur d’Alenes
- Annual marathon (distance running) event during shoulder season

- Art and dance classes

### *Community recreation (continued)*

- More recreation opportunities oriented toward residents (vs. visitors)
- Improvements along the waterfront; for example, develop deep water launch system to extend the boating season. Improvement along the waterfront is also an economic development issue.
- City purchase of existing docks
- Re-establish school sports
- Form a recreation district to help develop new rec. facilities and programs
- Increase efforts to communicate volunteer opportunities and events
- Develop a bass fishing tournament in partnership with fishing organizations

### *Economic development (business creation, retention, expansion)*

- Improve the appearance (“curb appeal”) of downtown
- Improve and/or increase parking in the downtown area
- Attract a gas station
- Attract health care services
- Develop a business incubator
- Develop a designed “theme” for Harrison
- Consider a resort-area sales tax on services primarily used by visitors to promote Harrison and help fund needed improvements, especially in the recreation area.
- Expand Winterfest event
- Ability to grow businesses is limited by lack of housing options local employees can afford
- Housing is relatively available in the off-season, but not during peak visitor periods. Ironically, employees are most needed when housing is least available.
- Promoting year-round recreation opportunities could help flatter the seasonally high and low unemployment rates.
- Build/attract accessible (ADA) housing for seniors and people with disabilities.
- Increase broadband access for brick-and-mortar businesses and for home-based business owners and employees.
- Existing businesses must pay a high hourly wage to get someone to commute from CdA
- Increase adult and youth education opportunities
- Encourage a family-friendly identity (as opposed to a party town identity)
- Develop relationship with Coeur d’Alene Tribe, possibly leading to new partnerships to enhance Tribal-related tourism.



# Appendix D

## Information from Crowdfund Better

This information is provided by Crowdfund Better through their Crowdfund Idaho initiative providing no or low cost crowdfunding education and training to Idaho individuals and communities.



### Non-Financial Values of Crowdfunding Worksheet

This exercise is meant to help you unlock more than the financial value of a crowdfunding campaign. On a scale of 1-5, indicate how important each of the following non-financial values of crowdfunding are to your business.

---

**Branding**

*Not Important*  *Very Important*

**1**      **2**      **3**      **4**      **5**

---

**Proof of Concept**

*Not Important*  *Very Important*

**1**      **2**      **3**      **4**      **5**

---

**Market Validation**

*Not Important*  *Very Important*

**1**      **2**      **3**      **4**      **5**

---

**Price Testing**

*Not Important*  *Very Important*

1 2 3 4 5

---

**Customer Acquisition**

*Not Important*

*Very Important*

1 2 3 4 5

---

**Brand Ambassadors**

*Not Important*

*Very Important*

1 2 3 4 5

---

**Community Buy-in**

*Not Important*

*Very Important*

1 2 3 4 5

---

**Customer Feedback/Research & Development**

*Not Important*

*Very Important*

1 2 3 4 5

---

**Marketing & Public Relations (PR)**

*Not Important*

*Very Important*

1 2 3 4 5

---

**Partnerships with Other Businesses & Organizations**

*Not Important*

*Very Important*

**1**

**2**

**3**

**4**

**5**

---

**Leverage for Grants, Investors & Loans**

*Not Important*

*Very Important*

**1**

**2**

**3**

**4**

**5**

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## Crowdfunding Self-Assessment

Answer the following questions with a YES or NO on the line provided.

### Readiness

\_\_\_\_\_ Are you comfortable with the idea of asking your friends and family, as well as strangers,

for funding in-person and online via your website, email and social media?

\_\_\_\_\_ Do you think your current network - both personal and business - would be enough to help

you raise at least 50% (and in some cases up to 90%) of the funds you need?

### Willingness

\_\_\_\_\_ Are you able to wait a minimum of 60-90 days to launch your crowdfunding campaign in order

to develop and execute on a day-to-day crowdfunding strategy?

\_\_\_\_\_ Do you (or your staff) have the time or financial resources to invest in strengthening your

business marketing capacity and connecting with your existing network offline and online?

### Value

\_\_\_\_\_ Does crowdfunding have value for your business beyond money? For example, *are you interested in the non-financial benefits of crowdfunding such as:*

- *improving your branding*
- *proof of concept*
- *market validation*
- *price testing*
- *customer acquisition*
- *community buy-in*
- *customer feedback/research & development*
- *marketing & PR*
- *leverage for grants, investors & loans*

*If you have answered more questions "YES" than "NO" crowdfunding may be a good capital-raising strategy for your business.*

---

While consumer-facing businesses (B2C) have a natural fit with business crowdfunding, lesser-known options like crowdlending and investment crowdfunding may be a good fit for business-to-business (B2B) companies seeking funding from their networks.

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For more information and to get a personalized, in-depth **Crowdfunding Roadmap** visit: <http://bit.ly/CfB-rapid>

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Revised: March 2021

## Appendix E

### ***A Community Center and Parks Overview***

Prepared by Tony Tenne, Community Development Specialist  
Idaho Department of Commerce

The vast majority of community center grants for the Community Development Block Grant (CDBG) program are existing city/county owned facilities (or also can be owned by non-profit or recreation district) where block grant funds are used to make upgrades to or complete an existing project. Applications for community/senior centers are due the first Friday in March every year. Cities/counties seeking community center grants must income qualify by either Census or income survey. Seniors are considered “limited clientele” and senior center projects automatically qualify. Grants are up to \$225,000.



Public park projects must qualify under the low-to-moderate income area-wide benefit national objective. Cities/counties seeking a park improvement grant must income qualify by either Census or income survey. Priority is given to existing neighborhood parks and CDBG funding will be focused on making improvements to park facilities including restrooms, playgrounds (including equipment), ADA accessibility, splash pads, pools, and courts. School facilities are ineligible to receive CDBG funding. Public parks applications are due the third Monday of September. Grants are up to \$225,000.

Here are a few examples of projects in where CDBG funds were used.

#### **City of Nezperce**

The City of Nezperce is a good example of community collaboration on a project. The project for a community center and library was spearheaded by community member Maxine Riggers which was funded by private donations, local and private cash match, and in-kind work done by the city.



Phase I of the project, funded by the city and local groups, finished a shell structure with siding, foundation and doors. \$150,000 of CDBG funds were used to complete the interior work including HVAC, electrical, plumbing, ADA accessible restrooms, kitchen, sheetrock, and interior painting. A community chain transported the books from the old facility to the new.



### **City of Cottonwood**

Horizons volunteer Chinh Le from the Prairie Horizon Group played a big role in getting the community center renovation project going for the City of Cottonwood. The center had wood covering all the windows, an outdated kitchen, and a basement library that was not ADA accessible. CDBG funds were used to remodel the exterior basement entrance, install a mechanical lift for ADA accessibility, remodel the main floor restrooms and uncover and replace nine large interior windows. The electrical system was also upgraded. The city also contributed close to 100% cash match alone to the project (not including local/private donations).



## City of Kamiah

The American Legion owns the community center in Kamiah and it is run by the Upper Clearwater Community Foundation who rent the building for a nominal fee to run as the community center. The city applied for a grant and then sub-granted it to the Upper Clearwater Community Foundation.

The vast majority of the Kamiah City Pool's operating budget comes from the annual crab feed held in the community center building. Age and disrepair threatened the integrity of the structure and the annual crab feed was going to be looking for a new place to hold their event. The project included a remodel of the main floor, adding insulation, replacing windows, addition of ceiling covering, and installation of an updated electrical system and recovering the main floor. An ADA accessible entrance and ramp outside was constructed.



## City of American Falls

The City of American Falls wanted to make improvements to the Lee Street Park playground. The park is located in a predominately low-income neighborhood and is highly utilized by the children living nearby. During the summer months, in partnership with the school district, the city also provides free lunches for children at the park.

The city held two listening sessions to get input from the residents on what they would like to see at the park. Residents wanted the design to include components that would meet the abilities of children of all ages. In addition to the playground structure, musical structures were also included.

The city received a \$150,000 CDBG and matched the grant with \$17,500 cash.

### **Before pictures**





Slide Platform Missing Frame



Floating Platforms Missing Equipment

### After Picture



## **City of Deary**

The City of Deary was awarded \$89,000 for a prefabricated modular ADA double restroom facility. Potlatch Deltic Corporation contributed \$2,500 to the project and the City provided in-kind match for site prep, path work, and grant administration. The water fountain feature was also a high priority as they didn't have a working water fountain in the park.



## **City of Bonners Ferry**

The City of Bonners Ferry owns and operates the municipal pool. Constructed in the 1930s the pool walls were leaking and the cleaning system was in disrepair. The City was awarded a \$150,000 CDBG grant and provided \$83,560 in cash and \$42,806 in-kind labor and materials as match to help finance this project. The scope of work included replacement of pool walls, an ADA walkway with ramps, and bathhouse upgrades. The ADA work was part of the City's Accessibility Transition Plan.



## Appendix F

### Summary of structural repairs needed at old gym

The following information was collected by former or current contractors who living in or near Harrison who developed the following recommendations after evaluating the condition of the building.

#### **1<sup>st</sup> PHASE**

1. Foundation repair (to address exist. rot)
  - Rim joists
  - Sill plate
  - Floor joists
  - Lift south wall to address settling and level the building
  
2. Roof repair
  - Remove metal roofing
  - Replace sheeting as needed
  - Inspect fascia and soffit
  - Replace venting where needed
  - New metal roof
  
3. Windows
  - Close all windows
  - Replace broken or missing glass
  
4. Heating, Electric, and Water
  - Inspect and replace as needed
  
5. Exterior
  - Repair as needed (new siding)

Cost estimates for 1st phase improvements need to be updated.

## **2<sup>nd</sup> PHASE**

1. Consider construction covered deck on front of building
2. Consider removing upper windows above deck
3. Replace all exterior siding
4. Add ADA building entrance and restrooms
5. Add commercial kitchen

2<sup>nd</sup> Phase elements by be influenced by future community input.