



# Plummer Community Review

September 19-21, 2017

Economic Development  
Community Involvement & Cultural Identity  
Infrastructure

*Report printing courtesy of Idaho Transportation Department*

# Plummer Community Review Report

*September 19-21, 2017*

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.

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



# SPONSORING AGENCIES AND ORGANIZATIONS



*City of Plummer*



University of Idaho



MONSANTO



## Other Participating Organizations

Coeur d'Alene Tribe  
Abundance Consulting  
Idaho Commission on the Arts  
Panhandle Area Council  
Timber Plus  
Northwest Tribal Technical Assistance Program  
at Eastern Washington University

# ACKNOWLEDGEMENTS

The success of the Plummer Community Review is due to the many individuals who generously shared their time, opinions, and knowledge by serving on the home team, completing a survey, or participating in a listening session or other conversation with the visiting team.

The visiting team extends special thanks to Home Team leaders Bill Weems, Sara Gauthier, James Alexie, Kristi Scott, Adam Amundson, Leonard Johnson, Terry Butcher, and Caj Matheson.

Finally, the visiting team thanks the organizations, businesses, and individuals below for their contributions of support, time, and information to this project.

Coeur d'Alene Tribe  
Chief Allan  
Coeur d'Alene Casino Resort  
Benewah Market  
Marimn Wellness Center  
Citylink  
Plummer Senior Center  
Gateway Café

# Plummer Community Review Home and Visiting Teams

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# PART I EXECUTIVE SUMMARY

The Idaho Rural Partnership received a community review application from the City of Plummer in early 2016. This application is found in Appendix B. Planning for the community review formally began in July 2017 and the review itself was conducted in August and September 2017.

The Plummer Community Review concentrated on the three focus areas selected by the community: (1) Economic Development, (2) Community Involvement and Cultural Identity, and (3) Infrastructure. As described in this report, the community requested that specific topics be included within each focus area. In addition to a series of meetings and site visits related to these focus areas, the community review also included a survey mailed to all households with a Plummer zip code and a series of community listening sessions with selected stakeholder groups. Summaries of the community listening sessions and the opportunities for each focus area identified by the visiting team are found below.

## Summary of Community Comments and Concerns

The following comments and concerns were raised frequently by residents and leaders of Plummer in various meetings and conversations that took place before and during the community review, in no particular order.

- High value placed on the rural, small town character. There is a concern that growth could jeopardize these qualities.
- Many in community appreciate the history and culture tied to the Coeur d'Alene Tribe. Some see it as key to economic development.
- Concern about the lack of available housing in a livable condition. Some add that living in Plummer is expensive, relative to wages paid by available jobs.
- Concern about divisions and disconnection. Strong desire for stronger connections across cultures. People see the bridging or healing of these divisions to be connected to increasing coordination and cooperation and improving conditions and opportunities in Plummer and beyond. Describing the divisions as being between Tribe and City or between Native and non-Native people oversimplifies the situation. It's more complicated and nuanced than that. There are divisions between different networks of people within the Plummer community, regardless of culture. A defensiveness seems to be just below the surface.
- More than one resident remarked that the interaction that took place between City leaders and representatives of the Tribe during the Community Review was both appreciated and rare.
- The Visiting Team picked up on a general fear of risk, fear of committing to an idea or project, or fear of stepping up. This impacts residents' willingness to get more involved in community as volunteers.
- Broad recognition and appreciation of community assets that exist due to the efforts and resources of the Coeur d'Alene Tribe. Tribe also identified as an important source of jobs.
- Concern about physical condition of community – this applies to downtown, streets, and residential areas.

- Concern about education. Some parents are choosing to send their teenage kids to other schools for better facilities and educational opportunities.
- Residents expressed exasperation about conflicting and incomplete information about the community's challenges and improvement efforts that spreads throughout community. It seems like there are multiple stories about a given situation or issue, depending on who you ask.
- Concerns about factors negatively impacting the health and well-being of individuals, kids, and families. These factors include, for example, substance abuse, suicide, crime, depression, and poverty.
- Fear that young to middle age adults (30's-50's) will choose to leave the community for perceived better opportunities elsewhere. Currently, a large number of people who work in the Worley and Plummer area actually live in Coeur d'Alene, Post Falls, Spokane Valley, and Spokane.
- Land and buildings exist for commercial, light industrial, and residential development (provided infrastructure challenges are resolved).
- Concerns about condition of roads and lack of sidewalks. This was something people talked about as much as anything else.

## Summary of Community Listening Sessions

Community listening sessions were held with the home team and six other stakeholder groups. These focus group-like sessions are described in detail beginning in Part IV of this report. In summary, many residents of Plummer told us they do NOT want a future that includes (in no particular order):

- Racial division
- Bad infrastructure
- Economic stagnation
- Neglected buildings
- Sprawl
- Youth leaving schools

In contrast, when asked what they do want to see in the future, listening session participants gave us these responses most often (in no particular order):

- Leaders cooperating
- Wastewater-related moratorium lifted
- Sidewalks
- Pride in youth
- More volunteers
- Housing
- Trail through town
- Community pride

## Summary of Opportunity Areas Identified by the Visiting Team

The visiting team identified the following opportunity areas within each of the three selected focus areas. Specific recommendations under each opportunity area are found in Part V of this report.

### Economic Development

Opportunity Area 1: Supporting entrepreneurs

Opportunity Area 2: Attracting new commercial and light industrial businesses

Opportunity Area 3: Developing and marketing tourism and recreation opportunities

Opportunity Area 4: Placemaking/enhancing livability/beautification

Opportunity Area 5: Increase coordination and planning

Opportunity Area 6: Preserving existing housing and increasing housing choices

### Community Involvement and Cultural Identity

Opportunity Area 1: Increasing trust, friendship, and cooperation across cultures

Opportunity Area 2: Develop initiatives and facilities to celebrate cultural history and traditions

Opportunity Area 3: Re-imagine the library as a hub for community activities

Opportunity Area 4: Demonstrate community pride

Opportunity Area 5: Improving communication and increasing volunteerism

### Infrastructure

Opportunity Area 1: Water

Opportunity Area 2: Wastewater

Opportunity Area 3: Transportation

Opportunity Area 4: Other public spaces

## PART II BACKGROUND & OVERVIEW

### Description of the Idaho Community Review Program

The Idaho Community Review Program provides observations, recommendations, and available resources to Idaho communities with populations less than 10,000. Idaho communities participate in the program to understand how they might better approach long-standing and emerging issues and opportunities related to community and economic development.

For information about the Idaho Rural Partnership and Idaho Community Review program, go to <http://www.irp.idaho.gov/>. We also encourage community leaders and residents to “Like” us on Facebook at <https://www.facebook.com/IRP4Idaho/>. Also, in 2017 IRP formed a new partnership with similar community assessment programs in Montana Wyoming. This three-state collaboration is called the Western Community Assessment Network (WeCAN). More information about this effort is found at [www.communityreview.org](http://www.communityreview.org).

Community leaders initiate a review by assembling a “Home Team” and selecting three subject areas they would like to be the focus of the review. These “focus areas” become the basis for the creation of the “Visiting Team”, a group of 10-18 community and economic development professionals employed by public agencies, nonprofit organizations, and private businesses across Idaho. Appendix A contains biographies and contact information for the Plummer Community Review Visiting Team.

The community review process also includes community listening sessions with key stakeholder groups and an orientation and training session with the Home Team. These activities took place August 17-18, 2017.

The entire Visiting Team spent three days in Plummer to learn about issues and opportunities through tours, meetings, listening sessions, and interviews. Participation was not limited to City of Plummer residents. Residents, business owners, and Tribal members and leaders from beyond Plummer City limits took advantage of opportunities to share information and ideas with the Visiting Team. The Plummer Community Review concluded on the evening of the third day with a public presentation of preliminary opportunities, recommendations, and resources identified by the Visiting Team.

The program cannot instantly resolve all issues, but the 39 communities that have benefited in the program since 2000 have evaluated it as an invigorating, validating, and unifying experience. Many communities have used community review recommendations to help obtain funding for infrastructure, downtown revitalization, and other projects. Community Reviews also provide invaluable networking opportunities, setting the stage for future resource referrals and follow-up prioritizing and project development.

Coordinated by the Idaho Rural Partnership, the Plummer Community Review was a collaborative project of IRP member organizations and agencies, the City of Plummer, Coeur d’Alene Tribe, Region IV Development Association, Inc., and USDA–Rural Development. Latah Credit Union and Umpqua Bank

made much appreciated donations to help cover a portion of community review costs. Food was provided by the Benewah Market, Gateway Café, and Coeur d'Alene Casino Resort, and City of Plummer.

## Purpose, Use, and Format of this Report

This report is presented to the residents and leaders of Plummer. The Visiting Team hopes the Coeur d'Alene Tribe finds this report helpful. We also hope it will initiate and focus community dialogue, follow-up action planning, and project development. We will also consider this report successful if it results in increased citizen participation and more effective coordination and collaboration within and between government entities and private sector stakeholders.

Part III of this report provides a summary of the household survey conducted in August and September 2017. Part IV contains a summary of the Community Listening Sessions and Part V identifies the community comments and concerns, opportunity areas, recommendations, and resources for each of the three focus areas selected by the community, as described below.

### Community Comments and Concerns

The Visiting Team uses this section to reflect what we heard from community residents and leaders in the context of each focus area. We often find people will express ideas and perceptions to us, as neutral outsiders, that they may be less inclined to share directly with local community leaders.

### Opportunity Areas

Opportunity areas are the three or four areas identified for special attention by the Visiting Team. These opportunities are developed for each focus area using all community input gathered before and during the Review.

### Recommendations

Each opportunity area includes multiple recommendations or strategies offered by the Visiting Team. Some recommendations involve supporting, improving, or redirecting existing efforts by the community. Other recommendations suggest completely new initiatives.

This report intentionally does not prioritize the Visiting Team's opportunity areas and recommendations. The Visiting Team strongly believes this is more appropriately done by the community as follow-up to the Review.

### Resources

We list resources in hopes they will help the community pursue the recommendations. Resources include potential funding, sources of technical assistance, publications, and successful examples from other communities.

## Pre-Review Planning and Training

The City of Plummer submitted a Community Review application to the Idaho Rural Partnership in the spring of 2016. This application is found in Appendix B. The IRP Community Review Program Committee and Plummer Home Team leaders began weekly conference calls in July 2017 to prepare for the

Community Review. Clarifying the Review's focus areas and developing a pre-review community survey of households within the Plummer zip code were at the top of the group's initial priorities.

The Plummer Community Review addressed three focus areas. As described under *Community Expectations and Identification of Focus Areas*, these focus areas included:

- Economic Development
- Infrastructure
- Community Involvement and Cultural Identity

## Home Team Training

On Thursday, August 17, 2017, available Visiting and Home Team members met at the Plummer Community Center for a two-hour training and orientation session. Approximately 15 people attended the training/orientation session. This meeting allowed participating Home Team members to become more familiar with the purpose of the Community Review, discuss the three focus areas, talk about the proposed schedule, and identify remaining tasks.

## Monetary Value and Costs Paid by the City of Plummer

The combined direct and in-kind value of the Plummer Community Review calculated by the Idaho Rural Partnership is \$42,072.50. This value is documented in Appendix C. Imagine the cost of hiring 16 professionals in land use planning, transportation, housing, civil engineering, economic development, tourism, cultural resources, arts, communication, grant funding, and other fields of expertise for two 14-hour workdays. Now add in the cost of preparation, travel, follow-up, and report production. These costs are generously covered through donations by participating agencies, organizations, and businesses and are supplemented with private sector donations. We encourage the community to take advantage of opportunities to use the dollar value of the community review as in-kind match when submitting future funding requests.

## Community Expectations and Identification of Focus Areas

As described previously, Community Reviews concentrate on three subjects or "focus" areas identified by the Home Team. The focus areas are identified and described on the Community Review application submitted by the City of Plummer (Appendix B). They were also discussed in-depth between Visiting and Home Team leaders and during the listening sessions conducted in the months and weeks leading up to the Review.

The following summary of community desires and needs for each focus area served as the basis for the community review's detailed agenda. See the "Community Comments and Concerns" section for each focus area in Part IV of this report for a summary of what we heard from leaders and residents during the Community Review.



## Economic Development

Broadly defined as the development of new jobs through the creation, expansion, and recruitment of businesses, economic development is a required focus area for all community reviews.

The high unemployment rate (about 12% at the time of the Community Review) in Plummer and surrounding area was noted as significant motivation for requesting the community review. Community residents and leaders would like to see more employment opportunities through either the growth of existing businesses or creation or recruitment of new ones.

Early on in the Community Review process, we learned that the economic development organization in Benewah County (Timber Plus) is focused on the greater St. Joe and St. Maries areas. It doesn't engage Plummer businesses to speak of, nor is there a chamber of commerce or other organized business development effort centered around Plummer.

Plummer leaders and residents, as well as representatives of the Coeur d'Alene Tribe, expressed interest in the Visiting Team's suggestions regarding the following questions and opportunities:

- Plummer is surrounded by high quality outdoor recreations assets. Some described Plummer and Benewah County as an "undiscovered jewel" and suggested Plummer could become a hub for outdoor recreation in the area. How do we market these opportunities and develop complimentary services and amenities? The Trail of the Coeur d'Alene's, easy access to Lake Coeur d'Alene, and Heyburn State Park are just a few examples.
- How do we develop services and attractions that would encourage visitors traveling through to spend an afternoon or full day in Plummer?
- What can we do to encourage the redevelopment of the 50+ acre brownfield site known as the "pole yard district"?
- How do we make the streets, pedestrian areas, and commercial buildings in our community more attractive and functional for both residents and visitors? Some buildings have been recently improved (e.g. Benewah Market building) and at least one new building was under construction during the community review (Gateway Café).
- How can we improve the community and create more job and housing opportunities without jeopardizing our sense of place, history, and culture?
- How can we take better advantage of assets like the wellness center, medical center, and CdA Casino to support economic development in Plummer?

## Community Involvement and Cultural Identity

The following questions related to Community Involvement and Cultural Identity were posed to the Visiting Team in the City's Community Review application and noted during the listening sessions:

- Plummer has been a bi-cultural community of Native and non-Native people for a long time. Given the inherent challenges that come with this diversity, are there ways we can come together to work cooperatively and celebrate as one community, while still acknowledging and respecting cultural differences? How can we find this balance?

- Clearly, people who participated in the listening sessions appreciated the culture and history of the CdA Tribe and see it as a unique strength or asset. In fact, this was brought up in *every* listening session.
- For many years, Plummer has been labeled “The Gateway to the Shadowy St. Joe River.” Does this label really fit? Should Plummer develop and market its own identity? If so, how?
- How can the community best address, transcend, or heal an existing atmosphere of distrust and an “us against them” mentality? Many people, Native and non-Native alike, feel the community will have a difficult time agreeing on and achieving goals related to, for example, economic development, infrastructure, education, and housing, and community involvement. These divisions seem to be recognized on a personal level as well as on a government-to-government level. The CdA Tribe, City of Plummer, and Benewah County are the three most prominent governmental entities.
- In contrast to the statement above, all branches of law enforcement appear to be working well together. With regard to working relationships, one law enforcement leader said “they are as good as they’ve ever been.” What can be learned from current or past successful examples of successful intergovernmental cooperation and coordination and how can these lessons be applied in other areas?
- How can communication between the various units of government be improved? Likewise, how can communication between the City of Plummer and residents be improved?
- What can be done to increase volunteerism in the community and what can be done to encourage volunteers to step into leadership positions? The visiting team developed a perception that cultural and other divisions in the community might be making many residents reluctant to get involved in community events and projects.
- What can be done to build community pride among residents?
- How can the community celebrate its youth and create new youth-related opportunities?

## Infrastructure

About half of all comments collected during listening sessions were related to infrastructure. Folks want the sewer-related moratorium that existed at the time of the Community Review to be lifted. At the same time, they worry that once that happens, they may come to regret the capacity to grow. They do not want uncontrolled growth, cookie cutter developments, or growth that is out of sync with local identity or that compromises Plummer’s small town feel.

The following issues and questions played a significant role in the selection of Infrastructure as one of the three focus areas for the Plummer Community Review:

- The limitation of the wastewater system was the most significant infrastructure issue at the time of the Community Review. Inflow and infiltration of storm water into the system overwhelms the wastewater plant capacity resulting in effluent non-compliance issues.
- The age and condition of the electrical system (owned and operated by the City). It is in need of upgrade to address safety and reliability concerns.

- While a new well addition has been completed, drinking water source and distribution infrastructure is inadequate and running below daily demand. A bond to support additional water system improvements did not receive the required support from Plummer voters in November 2015.
- Street improvements needed. These include paving or re-paving of local streets in poor condition and the addition of sidewalks in certain areas to make walking and biking safer and more appealing. The community also expressed a desire for greater trail connectivity. The community also asked the Visiting Team for input about ways the intersection of Highway 95 and 5 could be made safer for pedestrians.
- Whether it is considered an economic development or infrastructure issue, people in Plummer clearly want additional opportunities for quality housing.
- While it was not selected as a focus area, concerns about education did come up frequently during the Community Review and could be considered a type of infrastructure. Declining enrollment due to parents choosing other schools for their kids, need for better school facilities, and the challenge of retaining quality teachers were education issues that came up often. On the plus side, we heard many people speak proudly of the new elementary school.
- Tribe has been working to expand internet access and speed, though residents have not yet connected to the new fiber optic cable that's been installed.
- The following infrastructure and services were regularly praised during before and during the Community Review
  - Fire department and EMS
  - Law enforcement
  - Citylink public transportation provided by CdA Tribe

## Key Participating Individuals

The success of the Plummer Community Review is due to the efforts of many people. The Visiting Team wishes to thank all members of the Home Team for their time and contributions. These individuals are named by focus area at the beginning of this report. Also, the review would not have been successful without the active participation of many community residents who chose to spend time attending one or both community meetings, participating in a listening session, and/or talking with various Visiting Team members during the review.

### Home Team Leadership

Several people did an outstanding job leading the Home Team. Mayor Bill Weems, City Clerk Sara Gauthier, and focus area leaders/co-leaders James Alexie, Adam Amundson, Kristi Scott, Leonard Johnson, Caj Matheson, and Terry Butcher consistently participated in the pre-Review conference calls, provided leadership to the Home Team and invited key individuals to participate. The Visiting Team gives special thanks to Bill Weems for his overall coordination of local efforts to make the Community Review as successful as possible.

## Visiting Team Leadership

The Visiting Team was comprised of 16 community and economic development professionals who were recruited based on their experience and expertise in the three selected focus areas. They came from local, state, regional, and federal agencies, universities, and nonprofit organizations. Contact and biographical information for all Visiting Team members are included in this report as Appendix A. The following people served as Visiting Team focus area and listening session leaders:

### ***Visiting Team Focus Area Leaders***

Howard Lunderstadt, USDA Rural Development	Infrastructure
Brian Dale, U.S. Dept. of Housing & Urban Development	Community Involvement / Cultural Identity
Lorie Higgins, University of Idaho	Listening Sessions
Kathie Tifft, University of Idaho	Listening Sessions

IRP Executive Director Jon Barrett served as Visiting Team coordinator and report writer. He thanks Lorie Higgins and Josh Hightree for their support in the report writing process. Key support was also provided by Idaho Rural Partnership administrative assistance Vickie Winkel.

## Review Itinerary

The Home Team and the above named Visiting Team focus area leaders jointly developed the overall master schedule, listening session schedule, and detailed itinerary for each focus area. This information is attached as Appendix D.

The first phase of the Community Review featured the community listening sessions and home team training on August 17-18, 2017. The second phase featuring the 3-day visit by the entire Visiting Team began at 4:00 pm on Tuesday, September 19 with a bus tour of Plummer and surrounding area. A listening session with the home team occurred after the tour, followed by dinner and a community town hall meeting at the Plummer Community Center.

Breakfast on Wednesday, September 20 featured comments from Mayor Bill Weems about the history of the community and some of its challenges. Chief Allan, CdA Tribal Chairman, was the featured lunch speaker. The three focus areas split up to follow their own agenda of meetings and site visits, as summarized below.

### Economic Development Itinerary Highlights

- Review zoning, current land use, and land ownership maps
- Trail of the Coeur d'Alene's to discuss opportunities for expansion and connectivity, challenges of maintenance, etc.
- Marketing and development of tourism and recreation opportunities, including Heyburn State Park
- The CdA Resort Casino as an asset; discuss plans for improvement and expansion, cultural tourism, etc.
- Re-establish Plummer Chamber of Commerce

- Workforce needs and training
- Visit to Pole Yard District
- Visit to Stimson Lumber; talk with management about operations, potential for expansion; employee needs.
- Visit to miscellaneous assets and properties related to economic development
- Meet at Plummer Library (with Infrastructure focus area) to discuss housing concerns and opportunities

#### Infrastructure Itinerary Highlights

- Visit water system assets
- Wastewater system
- Electrical system
- Roads (begin this discussion on E Street)
- Housing (with Economic Development focus area)

#### Community Involvement and Cultural Identity Itinerary Highlights

- History and status of community collaboration (e.g. in the context of safety and wellness, youth and family health, community events, food systems (“One Sky”), and community improvement projects
- Ongoing efforts related to improving youth and family wellness, Inter-generational trauma, recovery from addiction, etc.
- Culture, the arts and quality of life
- Education, featuring visits to CDAT Education, Plummer-Worley School District, and Plummer Library
- Health and wellness, featuring visits to Benewah Medical Center, Wellness Center, and Benewah Market
- Driving/walking tour to discuss opportunities to celebrate the cross-cultural identity of Plummer and ways to improve the appearance or maintenance of the community.
- The entire Visiting Team met following dinner on Wednesday night to share thoughts and begin identifying opportunity areas for each focus area.

On the morning of Thursday, September 21, the three focus areas met separately to develop a slide presentation to communicate initial impressions, opportunities, recommendations, and resources that were shared with the community at a community meeting that night.

#### Publicity and Public Participation

The Home Team made significant effort to make residents of Plummer and surrounding area aware of opportunities to participate in the Community Review. The cover letter included with the survey conducted in August 2017 announced the Community Review and encouraged participation. A flyer about the Community Review was posted at City hall and included in city utility bills. The Review was also publicized on the City’s website and in its newsletter. Finally, Mayor Bill Weems met with Tribal leaders and community organizations to personally invite their participation.

Participation in listening sessions and the community meeting held on Wednesday, September 20, was comparable to Community Reviews in communities with a similar total population. Approximately 40 people (including home and visiting team members) attended this meeting. About the same number attended the meeting on Thursday, September 21.

Appendix G lists the 30 people who completed “sign me up” cards during the community review to express their interest in continuing to be informed about and involved in community and economic development efforts going forward.

Participation in Community Review by residents not as culturally balanced as Home Team. The 20-member Home Team was relatively balanced in terms of Tribal members, Tribal employees, and non-Native community residents. However, overall participation by the general community did not reflect this balance. Non-Native people completing a survey, participating in a listening session, and attending one or both of the large community meetings exceeded the number Native people who participated in these activities. For example, just 22 of the 177 survey respondents (12% of total) identified themselves as Tribal members.

This imbalance should be kept in mind when reading this report. The Visiting Team believes the report fairly describes our interactions with residents during the Community Review. We do not feel, however, that we interacted with a representative cross section of the community.

## PART III COMMUNITY SURVEY

In Plummer, this survey allowed 177 individuals (over 86% living in the 83851 zip code) to share their opinions on a combination of 34 standard questions on a 1 to 5 Likert scale, eight demographic questions, and seven questions selected by home team members. Discussion about question selection started August 3<sup>rd</sup>, and surveys were mailed by IRP to 769 mailing addresses in the Plummer zip code on August 15<sup>th</sup>. By the September 7<sup>th</sup> deadline, 167 were returned by mail and another 10 were completed online. The overall response rate was 23%. All responses were anonymous. The mailed survey form and a summary of all survey results are included as Appendix E.

### Summary of Survey Results

#### Demographics

Demographics including age, education, household income, race, and home location were collected to help interpret survey results. More than half of survey respondents (54%) were female. There were 113 responses from residents over 56 years old, and only 26 responses from residents under 45 years old. Respondents had a wide range of annual household incomes, with 45 respondents under \$30,000 and 36 respondents over \$75,000 per year. Formal education varied, with 20 respondents having advanced degrees and 104 respondents having some post-secondary (college) education. About half of respondents had lived in the community less than 20 years, and about half over 20 years. Tribal members were under-represented with only 22 of 177 (12%) responding that they were members of a tribe, and only 9 of these were members of the CdA tribe – note that 19 respondents left this question blank. With over 40% of Plummer’s population being tribal, the survey cannot be assumed to accurately represent tribal members’ views.

Responses to several questions were notably lower or higher for certain groups, such as satisfaction with daycare services being lowest for residents between 25 and 35 years old. These sorts of relationships between demographic groups and satisfaction are highlighted throughout the report where pertinent.

#### Infrastructure and Related Services

Survey respondents expressed very a wide range of satisfaction levels with infrastructure and related services. Below are the questions with the high and low ratings:

Satisfaction Level	Survey Question
Very High	Library
	Availability of routine medical services
	Public transportation
	Police protection / law enforcement
Moderate	Programs for seniors or residents with disabilities
.....	
Low	Walking and biking in community
	Recreation and entertainment opportunities for adults
	Domestic water services
	Day care for children
	Local arts and cultural opportunities
Very Low	Condition of streets

In response to the statement “I support improvements to Plummer’s sewer treatment system,” 59 respondents strongly agreed, 39 somewhat agreed, 33 were neutral, 13 somewhat disagreed, and 19 strongly disagreed. Only 7 respondents did not answer the question. Given the high quality, new sewer treatment plant and existing bond, this was a very high level of agreement for improvements with a weighted average of 3.65.

#### Economic Development and Local Businesses

Survey respondents expressed moderate to very low satisfaction with economic development, housing, and business.

Satisfaction Level	Survey Question
Moderate	Availability of fresh fruits and vegetables
	Variety of goods and services available in community
	Housing affordability
	Availability of quality (e.g. living wage) job opportunities
	Visitor attractions and services
	Housing availability
Low	Appearance of downtown
	Vocational or workforce training programs
	Appearance of residential neighborhoods
Very Low	Availability of info / training for people starting new businesses

The survey asked “What prevents you from supporting locally owned businesses more often?” Respondents selected one or more of the six options, which were, from most common to least commonly selected: Nothing. Supporting businesses in Plummer is a high priority to me (84); Services and products I need are not available in Plummer (68); Cost (63); Local businesses are not open when I need them (11); Other (11), and; Lack of parking (5). Two “Other” reasons could not be fitted into these categories – road/traffic concerns and produce quality.



## Civic and Community

Survey respondents expressed moderate to low satisfaction with civic and community related questions.

Satisfaction Level	Survey Question
Moderate	Friendliness / neighborliness of residents
	Efforts by city leaders to welcome and value citizen input
	Local government use of public resources
	Ability of community to resolve conflicts
	Welcome extended to new residents
Low	Cooperation among local government agencies and community organizations

The survey asked “What prevents you from being more involved in the community?” Respondents selected one or more of the six options, which were, from most common to least commonly selected: Lack of time (62); Nothing. I’m happy with my level of involvement (53); Family responsibilities (37); I’m not asked to become involved (31); Other (28), and; I don’t know how to become more involved (18). Three “Other” reasons could not be fitted into these categories – sense that it would not be effective (8), physical or psychological inability (5), and living in Plummer only seasonally (5).

In response to the statement “I am satisfied with available venues for community events,” 4 respondents strongly agreed, 25 somewhat agreed, 77 were neutral, 33 somewhat disagreed, and 28 strongly disagreed, yielding a weighted average of 2.66. Thus while neutral responses dominated, far more respondents were dissatisfied with available venues than were satisfied.

When residents were asked whether they “generally trust city council to make decisions for the community,” 13 strongly agreed, 29 somewhat agreed, 37 were neutral, 42 somewhat disagreed, and 47 strongly disagreed, while three left it blank.

### Comparison with Other Idaho Communities

IRP has conducted comparable surveys as part of 34 Community Reviews. Questions varied on these surveys, so not all 34 previous surveys contained the same questions. For Plummer, 28 of the 34 questions about satisfaction were able to be compared to at least six other Idaho communities. This is done because sometimes a satisfaction is abnormally low (for example “Availability of food bank” was 2.72 in Plummer) or abnormally high (2.82 for “Mental health care” in Plummer). Below, satisfaction is shown for all questions comparing Idaho, Plummer, and Plummer’s satisfaction level “rank.”

<b>Respondent's Satisfaction with</b>	<b>Idaho</b>	<b>Plummer</b>	<b>Rank*</b>
Availability of routine medical services	3.2	3.8	1 of 18
Public transportation	2.4	3.7	2 of 9
Mental health care services	2.5	2.8	4 of 10
Recreation and entertainment opportunities for adults	2.4	2.4	8 of 15
Library	4.0	3.3	16 of 30
Efforts by city leaders to welcome and value citizen input	2.8	2.6	16 of 25
Drug and alcohol treatment programs	2.7	2.6	19 of 29
High speed Internet service	2.9	2.7	18 of 23
Police protection / law enforcement	3.5	3.1	24 of 29
Programs for seniors or residents with disabilities	3.2	2.9	24 of 28
Local arts and cultural opportunities	2.8	2.2	24 of 28
Walking and biking in community	2.8	2.5	22 of 25
Vocational or workforce training programs	2.3	1.9	24 of 27
Housing affordability	2.9	2.3	13 of 14
Day care for children	3.0	2.3	26 of 28
Community parks and playgrounds	3.5	2.7	24 of 25
Appearance of downtown	3.0	1.9	28 of 29
Condition of streets	2.7	1.6	31 of 31
Friendliness / neighborliness of residents	3.7	3.2	17 of 17
Housing availability	3.1	2.0	29 of 29
K-12 Education	3.4	2.7	28 of 28
Domestic water services	3.5	2.4	29 of 29
Availability of info / training for people starting new businesses	2.2	1.8	8 of 8
Local government use of public resources	2.9	2.5	8 of 8
Welcome extended to new residents	3.0	2.3	17 of 17
Cooperation among local government agencies and community organizations	3.0	2.3	15 of 15
Appearance of residential neighborhoods	2.9	1.8	19 of 19
Availability of food bank	3.5	2.7	7 of 7

\*Not every question is asked in every community, so rank can be out of seven to thirty-one

This comparison is noteworthy. Plummer’s respondents ranked either the lowest or second lowest on 15 out of 28 questions. Some, such as low satisfaction with “Condition of streets” and “K-12 Education” were topics mentioned frequently in listening sessions and other community meetings as well as in the survey, confirming the sentiment. Several low satisfaction questions were total surprises, such as “Availability of food bank” which was 20% lower than the next lowest satisfaction reported in another Idaho community. “Welcome extended to new residents” and “Friendliness/neighborliness of residents” were both the lowest yet surveyed in Idaho. We saw a beautiful, spacious library, but somehow it ranked only 16<sup>th</sup> of 30! Respondents were outstandingly satisfied with “Availability of routine medical services” and “Public transportation” as was heard from many residents during the community visit and listening sessions.

## Best Reasons to **Move** to Plummer

Residents were asked for the "3 best reasons to move to Plummer" and 111 of 177 respondents provided at least one reason, for a total of 261 reasons. Reasons were categorized as follows:

- **Nature / outdoor recreation:** 78 mentions of trails, mountains, beauty, hunting, lakes, state parks, bike trails, etc. were by far the most common.
- **Small town:** 59 mentions of rural, small town feel, quiet, small, not crowded, etc. were the next most common. Note that a place is not rural without nature and outdoor recreation (as opposed to big cities) nearby, so there is overlap between these first two.
- **Location (not including great location for nature / outdoor recreation):** 43 mentions of being close to Spokane/CdA, highways, colleges, and jobs in those places.
- **People / Family:** 32 mentions of friends, friendly folks, or more generally, "the people" were about as common as mentions of family, or being born in Plummer.
- **Medical / Wellness:** 16 mentions of the medical or dental care, wellness center, healthcare, or the clinic.
- **Low cost:** 15 mentions of low cost housing, low taxes, or simply cost of living.

## Best Reasons to **Visit** Plummer

Residents were asked for the "3 best reasons to visit Plummer" and 88 of 177 respondents provided at least one reason, for a total of 193 reasons. Reasons were categorized as follows:

- **Nature / Outdoor recreation:** 105 mentions of something to do with nature or outdoor recreation with specific mentions of: bike trails (43), Heyburn State park or other lakes (38), hunting, mountains/hiking, etc. (24). There were also four mentions of the rural setting or slow pace that were not included in this 105, but were enhanced by the low population density.
- **People / Family:** 22 mentions of friends, family, relative, or more generally, great people.
- **Local businesses:** 21 mentions of groceries, restaurants, auto repairs, fireworks, gas, and the farmers market.
- **Tribe / Casino:** 19 mentions of the casino, gaming, tribal culture, and tax reductions on merchandise.
- **Medical or Wellness Center:** 17 mentions of the Wellness Center or medical center, which would not be possible without funding from the Coeur d'Alene tribe.

## PART IV COMMUNITY LISTENING SESSIONS

Community listening sessions are open-ended, focus group-like discussions with key stakeholder groups identified by the home and visiting team. The approach is simple: ask open-ended questions of a cross-section of community residents with diverse perspectives, listen to their answers, and reflect back what was heard. The point of getting a cross-section of interest groups and perspectives is to provide the community at large—as well as leadership—with a sense of shared local priorities, values and concerns. The benefit to community leaders is proportional to the level of resident representation and participation. The listening session team made two visits to Plummer in 2017; the first over August 17 and 18 and again during the September community visit with the whole visiting team.

The Review included listening sessions with the following four stakeholder groups:

- Elected Officials, Community Representatives, Administrators, School Board
- First Responders, Law Enforcement, Social Services, Faith Leaders
- Business Owners, Employers, Industry Leaders
- Elders, Senior Citizens

Listening sessions lasted between 60 and 90 minutes. Participants were not prompted to talk about any specific subjects, nor were the sessions directly associated with any of the three focus areas selected for the Review. Facilitators ensured stakeholder groups understood the three questions, recorded comments, and encouraged everyone in attendance to participate in the session. The listening session questions were as follows:

- 1. What DON'T you want to see in your community over the coming 5–10 years?***
- 2. What DO you want to see in your community over the coming 5–10 years?***
- 3. What assets exist that can be used to bring about your desired future?***

Following these responses to these questions, some discussion and other questions were asked if time permitted. The form distributed to all participants at the beginning of each listening session described the process this way:

“Please write down your thoughts on the following questions. During the listening session, we will invite you to discuss items you are comfortable sharing in a group setting. The process works best when we have your honest and frank assessment of your experience and perception; your responses will be treated confidentially and will help inform the overall picture of life in your community. Thanks for helping us paint that picture.”

To summarize participants' responses, all the comments were listed, and then converted to common descriptions like “neglected buildings” or “economic stagnation” to make word clouds and find the most common responses for each question.

What DON'T you want to see in your community over the coming 5-10 years?



### Racial Division

In every listening session, racial division came up, often as the most pressing or one of the most pressing issues in the community. Different causes were noted such as historical issues, changes in Tribe-City dynamics in recent decades, and Tribal members' City property tax exemption. The third focus area, *Community Involvement and Cultural Identity*, was largely dedicated to understanding these issues.

### Bad Infrastructure

Residents were dissatisfied with roads, water, power, and wastewater. Discussion amongst residents especially noted the building moratorium as a problem and wanted it lifted, and saw it as a core problem behind some of the economic development and housing issues. Some of these comments showed a lack of understanding of the current status of infrastructure improvements. Infrastructure is discussed more in the *Infrastructure* focus area section.

Economic Stagnation

This issue came up most with business owners. It is discussed in greater detail in the *Economic Development* section.

What DO you want to see in your community over the coming 5-10 years?



Leaders cooperating and pride in youth

Just as in every listening session racial division came up as something not wanted, the opposite was true, and cooperation among leaders was desired. Participants generally perceived racial tensions in non-leaders and hoped for improvements, especially in the school, but residents saw leadership as necessary to enable these improvements. This is discussed in the *Community Involvement and Cultural Identity*.

Moratorium lifted, lower rent/utilities, and sidewalks

As described more in the *Infrastructure* focus area section, residents saw how economic development was intertwined with the building moratorium and sidewalk, and also saw how joint efforts between the Tribe, City, and other entities were key to success.

Trail through town, industry, business support

Generally, economic development came up in association with tourism, outdoor recreation, and biking/walking paths. Many residents suggested connecting a trail through town specifically. Business owners in particular noted a lack of support for business.

What assets exist that can be used to bring about your desired future?



Wellness Center, Benewah Medical, CdA tribe, CdA tribe sports program, Citylink, etc.

As shown by the many mentions of amenities provided entirely or in part by the CdA tribe, participants were aware of the huge role the CdA tribe played in making Plummer a great place to live. The Wellness Center and Benewah Medical came up among seniors, one of whom said it was the “best asset in Plummer; it is a center of culture and life.” These were listed repeatedly in the survey as a top reason to move to Plummer.

Outdoor recreation and Trail of the CdA

Outdoor recreation, especially the State parks and Trail of the Coeur d’ Alene, were seen as major assets in Plummer. As described in the “do want” section, economic development strategies involving the beauty and recreation in the area were frequently suggested.

## **PART V: FOCUS AREA REPORTS**

### **Economic Development**

A description of community expectations and the description of economic development as a focus area for the Plummer Community Review is found in Part II of this report. The community comments and concerns about economic development prominently discussed before and during the community review are summarized below.

#### **Concerns about community's physical condition or appearance**

Concern about the community's physical condition or appearance came up frequently during the community review. This concern seemed to apply to all areas – public street rights-of-way, residential areas, and downtown. Several people we talked to during the community review believed that the general appearance of some areas of town contributed to a sense of hopelessness and pessimism that things could or would change. Some voiced concern that people, especially youth, internalize the message that the community and the people themselves do not deserve nice things or an attractive community.

To be fair, the Visiting Team understands that maintenance and improvement of commercial building and homes will take a back seat to things like housing, utilities, transportation, and groceries when opportunities to earn a good income are limited.

#### **Housing extremely limited and cost of living relatively high**

The visiting team learned that opportunities to purchase or rent housing in Plummer are very limited. The moratorium on new connections to the sewer system is one factor contributing to the lack of housing. Many people who work in the Plummer area choose to live in other communities that offer a greater variety of housing in good condition, even though it means increased transportation costs.

Several people told us the cost of living in Plummer is high, especially when compared to wages paid by available jobs. Some also describe utility costs in Plummer as high. It was suggested that a high number of homes with electric heat and poor insulation at least partially explain this higher cost.

#### **Few opportunities to purchase goods and services locally**

Plummer residents pointed out the limited quantity of goods and services available in the community. There is a desire to purchase locally so as to reduce the need to travel to St. Maries, Coeur d'Alene, Spokane, or Moscow for most goods and services. We were informed that there was a time when the community had three bars and three grocery stores.

#### **Concerns about youth and education**

The schools and educational opportunities in Plummer were discussed numerous times during the community review. We were informed the drop-out rate is relatively high and that student commitment to school and academic achievement is impacted by family issues and other external factors. Student enrollment in the school district has decreased from 500 to 350 students in recent years.



Some kids are not confident that continuing their education will economically benefit them down the road. A number of students who drop out are ultimately coming back to participate in available adult education opportunities.

Some observed that teachers tend to come to the schools for 1-2 years and then move on, whereas in years past teachers were more likely to make a longer-term commitment to the community and the schools.

Attitudes about the future of schools and education in Plummer were mixed. Some parents do not enroll their kids to schools in Plummer schools because they see the situation as unlikely to change any time soon and because they feel they have better options available to them elsewhere. Others talked about a need to re-double efforts to increase the quality of education and improve the learning environment in Plummer schools.

Lack of local opportunities for artists and other entrepreneurs

In talking with Native artists and others, the visiting team learned that opportunities to sell traditional art work in the local area are extremely limited. Some bead workers and other artists do limited selling using Facebook, though often at significantly less than market value. We were also informed the current and would-be entrepreneurs are in need of support in areas such as business planning and marketing.

Organized or coordinated effort related to economic development is minimal

During the community review the visiting team learned Plummer no longer has a functioning Chamber of Commerce or other association of businesses. It was also confirmed that Timber Plus, the Benewah County economic development effort based in St. Maries, does not generally support or coordinate with businesses or economic development efforts in Plummer. Lastly, it appears to the visiting team that coordination between the City of Plummer and the Coeur d'Alene Tribe in the context of economic development is limited.

The Tribe does have a new community and economic development strategy (CEDS) required in order to receive funding from the U.S. Economic Development Administration and the City's 2007 comprehensive plan does have a section on economic development.

The Plummer Community Action Team was created after the Chamber of Commerce ceased activities. At the time of the community review, PCAT had about six active members. The group was focused on raising funds to construct new "Welcome to Plummer" signs at each of the three entrances to the community. Other topic-specific organized efforts we learned about during the community review included the One Sky project to increase access to locally-produced food and the Tribal Collaboration Committee focused on addressing issues related to, for example, law and order, physical and behavioral health, social services, education, leadership, and deterioration of family (qhestilsh).

Some residents and business owners told us it's historically been a challenge to get local elected officials supportive and engaged in community and economic development efforts.

Land and buildings available for new commercial or light industrial uses

Plummer residents and community leaders showed the visiting team several vacant properties and buildings suitable for new commercial and light industrial businesses. These assets included the former

pole yard and other nearby properties on the south side of the community. We were also informed of several currently unused commercial properties in the downtown area.

People working in Plummer area, but choosing to live elsewhere

Collectively, many of the comments and concerns summarized above are factors that lead potential residents to decide not to live in the community, even if they work in Plummer. According to the U.S. Census, only 7.2% of people who work in Plummer actually live in the community. Most people who work in the Plummer area live in St. Maries, Coeur d'Alene, Post Falls, Spokane, and Spokane Valley

Most people in the workforce who live in Plummer work in the community or commute to jobs in St. Maries, Coeur d'Alene, or Post Falls. Very few Plummer residents commute to jobs in Spokane.

This phenomenon of commuting to jobs in the Plummer area is particularly prevalent with adults in their 30's -- 50's who have the option of living elsewhere. We learned there is a mindset in the community that prioritizes on leaving Plummer for greater economic, cultural, and education opportunities.

## Results of newspaper headlines activity on Tuesday, September 19, 2017

At an activity on Tuesday night, September 19, Plummer residents identified the following future newspaper headlines they would like to see related to economic development:

- *"History and cultural center to be built in downtown Plummer"*
- *"City and Tribe join forces to build business park at old Pole Yard"*

## Economic Development Opportunity Areas

ED Opportunity Area #1: Supporting entrepreneurs

Supporting the creation of new businesses and the expansion of existing small businesses will accomplish multiple goals: create job opportunities, increase available goods and services available in (and exported from) the community, and encourage a sense of independence and self-determination among residents.

Recommendations

ED 1.1 Create on-line "store" that traditional and contemporary artists can use to market and sell their work.

ED 1.2 Convert an existing vacant or under used building to a store where traditional and contemporary art can be sold by local artists/craftspeople. If a building suitable for long term use cannot be identified at this time, consider temporary displays of items for sale in vacant windows in the downtown area.

ED 1.3 Form (or reform) a local arts council to organize and maintain the on-line and brick and mortar stores described above.

ED 1.4 During the Community Review, it was realized that the large number of wood pallets regularly received by the Benewah Market could be dismantled and repurposed into furniture, downtown planters, and other items. Perhaps working with the high school, involve youth in a project to re-use the pallets in this way.

ED 1.5 Organize a training or seminar in Plummer for people who've recent created a business or who are thinking of starting one. Such a training could cover topics such as business planning, marketing, financing, etc.

ED Opportunity Area #2: Attracting new commercial and light industrial businesses  
The former pole yard site and nearby buildings are the most visible properties with the potential to house these types of businesses. The existing rail access through this part of town is an obvious asset.

#### Recommendations

ED 2.1 Renew communication with the brownfield program contact at the Idaho Department of Environmental Quality at DEQ. Some limited communication has taken place previously. It might be a good time to re-start the conversation to explore opportunities for assessment, clean-up, and funding.

ED 2.2 Make sure available commercial and industrial properties are being marketed on the Gem State Prospector website maintained by the Idaho Department of Commerce. Real estate and business interests from across the country use this site to find properties.

ED 2.3 Cultivate partnerships and develop projects relationships with local and regional economic development organizations. These include, for example, Timber Plus, Jobs Plus, and Panhandle Area Council, and Kootenai Technical Education Campus, and Idaho Department of Labor. These organizations and agencies exist to stimulate community and economic development and address workforce education needs in your area. Seek their assistance in your economic development efforts.

ED Opportunity Area #3: Developing and marketing tourism and recreation opportunities  
The Visiting Team refers to this opportunity area as "Operation Discover Plummer". Our ideas about marketing will make it easier for visitors to learn what's available in the Plummer area before they arrive and help them find amenities and attractions once they are here. We also offer some recommendations about developing your existing recreation assets.

#### Recommendations

ED 3.1 Plummer is becoming or has the potential to become a "trail town". Learn what other trail towns are succeeding and use ideas that are applicable to you. Exchange ideas and lessons learned from communities in the Silver Valley.

ED 3.2 Plummer does not appear to participate in the North Idaho Tourism Alliance (NITA). Becoming a member of this organization gives you another opportunity to market current and future amenities and learn from other participating communities.

ED 3.2 Conduct a survey of Trail of the Coeur d'Alene users to collect their ideas about services and amenities that might be developed in the future.

ED 3.3 Explore development of a trail connecting the Palouse to Cascades Trail (formerly known as the John Wayne Pioneer Trail) to the Trail of the Coeur d'Alene's. Acting on this recommendation assumes possible questions about continued maintenance of the Trail of the Coeur d'Alene's – especially if use of the trail increases - are discussed and resolved. The eastern terminus of the Palouse to Cascades Trail is on Highway 95 just a few miles south of Plummer! Information about the Palouse to Cascades Trail is found here: <https://www.friendsofjohnwaynepioneertrail.org/>.

ED 3.4 Increase cross marketing between government agencies and business organizations. For example, information about services and activities available in Plummer should be found on the CdA Casino Resort website and information about the Casino Resort should be on the City's website. We currently see no such cross marketing.

ED 3.5 Work with the Casino Resort to survey guests to identify other activities and services that could be developed in Plummer.

ED 3.6 Create an information center or visitor center that can be staffed when desired, but does not require staff. Examples of such kiosks or centers are found in Riggins and Idaho City.

ED 3.7 "Create Top 10 things to See and Do in the Plummer Area" brochure. Make printed copies available in Plummer and electronic version available on-line. Alternatively, or in addition, create a "Things to see & do" tab on the City of Plummer website.

ED 3.8 Explore the development of an RV or campground in or near Plummer.

#### ED Opportunity Area #4: Placemaking/Enhancing Livability/Beautification

Concerns and ideas about improving the physical condition of the community came up repeatedly within all three focus areas. The Visiting Team suggests addressing these concerns, beginning with the proverbial "low-hanging fruit" might be a good way to build community spirit and pride.

#### Recommendations

ED 4.1 If one does not exist, create an annual community-wide spring clean-up day or week. By helping residents clean up their properties and dispose of unwanted stuff, such events can be a fundraising opportunity for school and other community groups.

ED 4.2 Create a volunteer-run program to help residents with disabilities related to age or other factors complete home maintenance home repair and maintenance projects. This could be as simple as painting a home or repairing a fence. Taking on just one project per year will make a noticeable difference over time.

ED 4.3 Present an annual award to the most improved commercial and residential properties in Plummer.

ED 4.4 Review: (1) any and all City standards related to property maintenance, health, and safety, and (2) enforcement procedures regarding same, and revise if warranted to advance property maintenance goals. Engage the community in this conversation so that they have ownership in any revisions to existing policies.

ED 4.5 Create easy to understand brochures that explain the City's permitting and decision-making processes for, e.g. subdivisions, conditional use permits, rezones, and building permits. Make the brochures available on the City's website.

ED 4.6 See Community Involvement and Cultural Identity focus area for additional recommendations about placemaking and beautification.

## ED Opportunity Area #5: Increasing coordination and planning

The following recommendations are intended to help Plummer look at the existing conditions, set future goals, and identify the policy changes, public investments, and logistics of achieving the goals. Below we also offer additional thoughts about intergovernmental coordination. This topic is also addressed in the Community Involvement and Cultural Identity focus area.

### Recommendations

ED 5.1 Create an organized effort to support businesses in Plummer. In effect, the Visiting Team is suggesting creating (or re-creating) a chamber of commerce or similar organization. We think it makes sense to NOT limit participation to businesses. It should be something the entire community can get behind and be part of. Whatever its structure, the organization would focus on the prioritization and implementation of actions that support businesses in Plummer.

ED 5.2 Take steps to begin the process of updating the Plummer Comprehensive Plan. The Comprehensive Plan is now over 10 years old. Though updates are not required by state law, standard practice is to do so every 5-10 years. With this Community Review report now in hand, updating the Comp. Plan in the next couple years makes sense.

ED 5.3 City leaders should review the CDAT Comprehensive Economic Development Strategy to identify goals and strategies the City can help achieve.

ED 5.4 As described elsewhere in this section, the City should seek stronger relationships with regional economic development organizations whose area of interest includes Plummer and Benewah County.

## ED Opportunity Area #6: Preserving existing housing and increasing housing choices

Though not selected as a focus area, the Visiting Team would like to offer a few housing-related recommendations, since the topic came up prominently throughout the Community Review process.

### Recommendations

ED 6.1 Conduct a housing needs assessment that looks at housing condition of existing housing, demographics, type of housing available, and housing needed. This assessment could be done as part of updating the Plummer Comprehensive Plan.

ED 6.2 Make sure you are making full use of available programs that support housing rehabilitation and weatherization. Such programs will help preserve your existing housing stock and reduce electric bills.

ED 6.3 The community's infrastructure challenges – especially related to wastewater treatment – have clearly been a factor limiting construction of new housing. Now that these issues are being addressed, now is a good time to audit the City's planning and zoning policies to make sure they don't present unnecessary cost and other barriers to new housing. We also suggested reviewing your policies to see if they can be made more flexible so as to encourage alternative types of housing, e.g. tiny homes, accessory dwelling units, etc.

ED 6.4 Identify all vacant houses and empty lots still eligible for a sewer connection and identify barriers to building or re-building housing on these lots.

## Economic Development Resources

Two Degrees Northwest is a cultural tourism effort based in north central Idaho and southwest Washington coordinated by the University of Idaho Extension. <http://www.2dnw.org>. Lori Higgins, 208-885-9717, [Higgins@uidaho.edu](mailto:Higgins@uidaho.edu).

Tourism Cares is a non-profit offering grants and technical assistance for the preservation, conservation and restoration of cultural and historic sites and visitor education. Go to <http://www.tourismcares.org/>.

Idaho Community Development Block Grant program. Go to <http://commerce.idaho.gov/development-block-grants/>. Sharon Deal, 208-334-2650, ext. 2137, [sharon.deal@commerce.idaho.gov](mailto:sharon.deal@commerce.idaho.gov).

State of Idaho Industrial Revenue Bonds. Industrial revenue bonds provide businesses with a potentially lower cost alternative source of funding for purchasing and improving upon industrial facilities. The lower cost is realized because the bonds issued under this program are tax-free. This incentive might entice investors to accept a lower rate of return. Go to [http://commerce.idaho.gov/assets/content/docs/IRB\\_GUIDE\\_2010.doc](http://commerce.idaho.gov/assets/content/docs/IRB_GUIDE_2010.doc). Randy Shroll, 208-334-2650 ext. 2124, [randy.shroll@commerce.idaho.gov](mailto:randy.shroll@commerce.idaho.gov).

University of Idaho Extension's "Open for Business" program is designed to bring business training to remote rural communities. Lorie Higgins, 208-885-9717, [higgins@uidaho.edu](mailto:higgins@uidaho.edu).

The Center for Rural Entrepreneurship uses webinars, publications, and other tools to share timely information and best practices on a variety of topics related to economic development in rural communities. Go to [www.energizingentrepreneurs.org/site](http://www.energizingentrepreneurs.org/site). *Innovative Approaches to Entrepreneurial Development: Cases from the Northwest Region* is one publication of interest. To read or download, go to <http://www.energizingentrepreneurs.org/site/images/research/cp/cs/cs4.pdf>.

The Idaho Department of Commerce's Idaho Procurement Technical Assistance Center (PTAC) helps businesses pursue government contracting opportunities. Go to <http://www.commerce.idaho.gov/business/government-contracting.aspx>. Gary Moore, [gary.moore@commerce.idaho.gov](mailto:gary.moore@commerce.idaho.gov), 208.334.2470.

*Entrepreneurs and Their Communities*. These archived hour-long webinars available through University of Idaho Extension are focused on research-based best practices for supporting small businesses. Free webinars are ongoing. Go to <http://www.extension.org/entrepreneurship>.

Rural Development Initiatives (RDI) is a Eugene, Oregon-based nonprofit organization that helps towns and rural partnerships develop and diversify their economies by creating inclusive, long-term strategies and identifying and managing crucial projects. They conduct community trainings on leadership, effective organizations. RDI's work is focused in Oregon but also reaches six western states (including Idaho) and British Columbia. <http://www.rdiinc.org/>. Noelle Colby-Rotell, 208-954-9564, [nrotell@rdiinc.org](mailto:nrotell@rdiinc.org).

The Idaho Division of Tourism offers assistance and information to tourism-related businesses. Go to <http://commerce.idaho.gov/tourism-grants-and-resources/web-resources/>, 208-334-2870.

“Trail Towns: Capturing Trail-based Tourism” is a comprehensive manual for Pennsylvania communities created by the Allegheny Trail Alliance. It is available here:

<http://www.atatrail.org/docs/1TTManual.pdf>.

These websites have helpful information about building furniture and other items out of re-purposed wood pallets: <https://www.apieceofrainbow.com/all-about-pallets/>, <http://www.instructables.com/id/50-Things-to-Make-with-a-Pallet/>, <https://morningchores.com/pallet-projects/>.

American Indian Alaska Native Tourism Association focuses on tribal tourism development, best practices, marketing, and business development. Go to

[http://www.aianta.org/Education\\_and\\_Training.aspx](http://www.aianta.org/Education_and_Training.aspx).

Destination Development International is a Seattle-based tourism and branding consulting firm offering training, services, and a resource book titled Your Town: A Destination. Go to

<http://tinyurl.com/7v5l6h9>. Additional contact information at [www.destinationdevelopment.com](http://www.destinationdevelopment.com).

North Idaho Tourism Alliance is devoted to getting the word out about the incredible visitor experiences possible in the five counties of northern Idaho. As a collaboration between the visitor bureaus and chambers of commerce of northern Idaho’s principal communities, NITA seeks to publicize and market North Idaho as a travel and convention destination, with a primary focus of promoting overnight visitation in the region. Go to <http://visitnorthidaho.com/about-nita/>.

Several Idaho communities and regions have created promotional videos intended to attract visitors.

Such videos have been created for Teton Valley, Idaho by Fisher Creative. To view an example, go to

<http://www.fishercreative.com/#mi=112&pt=0&pi=4&p=-1&a=0&at=0>. Eric Daft, [eric@fishercreative.com](mailto:eric@fishercreative.com), 208-787-8276.

Host a luncheon for business owners that features a showing of the “Maps, Apps, and Mobile Media Marketing” webinar available through University of Idaho Extension, then work together to help each other learn about and access the many resources provided in the presentation. Go to

<http://www.extension.org/pages/16076/etc-webinar-archive>.

Northwest Native American Chamber. Go to

<http://www.bizjournals.com/seattle/stories/2010/05/24/focus2.html?page=all>

ONABEN Native American Business Education and Networking. Go to <http://www.onaben.org/>.

Affiliated Tribes of Northwest Indians - Economic Development Corporation. Go to

<http://www.atnitribes.org/edc>.

*Leadership Development in the Native Arts and Culture Sector* is a publication of the Native Nations Institute for Leadership, Management, and Policy at the University of Arizona. Go to

[http://atalm.org/sites/default/files/leadership\\_development\\_in\\_the\\_native\\_arts\\_and\\_culture\\_sector.pdf](http://atalm.org/sites/default/files/leadership_development_in_the_native_arts_and_culture_sector.pdf).

The Urban Institute publishes a free book titled *Culture and Commerce: Traditional Arts and Economic Development* that may be helpful in talking with residents and leaders about supporting the arts. Go to [http://www.urban.org/Uploadedpdf/410812\\_culture\\_and\\_commerce.pdf](http://www.urban.org/Uploadedpdf/410812_culture_and_commerce.pdf).

National Endowment for the Arts – Our Town provides grants for creative placemaking projects that contribute toward the livability of communities and help transform them into lively, beautiful, and sustainable places with the arts at their core. Go to <http://www.arts.gov/grants/apply/OurTown/index.html>.

The First Peoples Fund Artist in Business Leadership program helps Native American Artist cultivate their passion into a small business. Go to [http://www.firstpeoplesfund.org/artists\\_artist\\_in\\_business\\_leadership.html](http://www.firstpeoplesfund.org/artists_artist_in_business_leadership.html).

The Native Arts & Cultures Foundation offers fellowships to Indigenous artists in six disciplines — visual arts, filmmaking, music, dance, literature, and traditional arts. Go to [http://www.nacf.us/2013\\_Grants](http://www.nacf.us/2013_Grants).

The Association of Idaho Cities has created model zoning and subdivision ordinances that Idaho communities can adapt for use as well as several on-line planning and zoning-related training videos. Go to <http://www.idahocities.org/MediaCenter.aspx?CID=Planning-and-Zoning-7>.

The [\*Successful Communities On-Line Toolkit\*](#) is a searchable database of community design and planning best practices from across the West. It is a project of the Sonoran Institute. 602-393-4310.

Idaho Housing and Finance Association can provide advice and assistance regarding the completion of a housing needs assessment and other housing-related topics. Erik Kingston, [erikk@ihfa.org](mailto:erikk@ihfa.org), 208-331-4706.

Salt River Pima-Maricopa Indian Community Planning and Zoning. Go to <http://www.srpmic-nsn.gov/government/cdd/planning.asp>.

Jamestown S'Klallam Tribe - Tribal Code Title 29 Building and Development. Go to [http://www.jamestowntribe.org/govdocs/Tribal\\_Code/Title\\_29\\_Building\\_Development%206-7-12.pdf](http://www.jamestowntribe.org/govdocs/Tribal_Code/Title_29_Building_Development%206-7-12.pdf).

Tulalip Tribes Land Use Planning, Permitting and Code Compliance. Go to <http://www.tulaliptribes.nsn.gov/Home/Government/Departments/CommunityDevelopment/PlanningandPermitting.aspx>.

Indigenous Planning and Tribal Community Development Network. Go to [http://www.plannersnetwork.org/publications/2000\\_139/jojola.htm](http://www.plannersnetwork.org/publications/2000_139/jojola.htm).

The Orton Family Foundation shares information, best practices, and tools on citizen-driven planning and public participation in rural communities. *Stewarding the Future of Communities: Case Studies in Sustaining Community Engagement and Planning in America's Small Cities and Towns* is one recent publication available at [http://www.orton.org/resources/stewardship\\_study](http://www.orton.org/resources/stewardship_study).

Givens Pursley Law Firm in Boise has published its Land Use Handbook: The Law of Planning, Zoning, and Property Rights in Idaho. This handbook provides a complete and readable explanation of



comprehensive plans and related requirements found in the Local Land Use Planning Act. To download for free, go to <http://www.givenspursley.com/Publications.aspx>.

The Bioregional Planning and Community Design program (Master's) and Landscape Architecture program (undergraduate) at the University of Idaho might be able to assist with community planning and design projects. Contact Jaap Vos at [jvos@uidaho.edu](mailto:jvos@uidaho.edu) or 208-914-8178.

Moccasin Flats Trading Post is a business in Lapwai that sells traditional arts and crafts made by Tribal members. Go to [https://www.facebook.com/pg/Moccasin-Flats-Trading-Post-301732326519900/about/?ref=page\\_internal](https://www.facebook.com/pg/Moccasin-Flats-Trading-Post-301732326519900/about/?ref=page_internal) or call 208-843-7000.

The Panhandle Area Council (PAC) is the North Idaho Economic Development Corporation established to encourage development and diversification in the economy of North Idaho. PAC partners with banks and other state and federal agencies to provide funds through SBA 504 loan programs or revolving loan funds to new, emerging and existing businesses for start-up or working capital. PAC also is a one-stop-shop strategic planning, project development, grant writing and administration services, and for facilitation of services for the city and local businesses alike. Its services include business counseling, commercial loans, Industrial revenue bonds, environmental reviews, grand Administration management, comprehensive plans and public transport. Founded in 1972, it is headquartered in Hayden, ID. Visiting Team member Nancy Mabile is head of economic development. Contact at [nmabile@pacni.org](mailto:nmabile@pacni.org) or call 208-772-0584. Go to <http://www.pacni.org/>.

Idaho Department of Environmental Quality's brownfield assessment program. Go to <http://www.deq.idaho.gov/waste-mgmt-remediation/brownfields/assessment-program/>. Contact Brownfields and VCP Specialist Steve Gill, Coeur d'Alene Regional Office, 208 666-4632, [steve.gill@deq.idaho.gov](mailto:steve.gill@deq.idaho.gov).

USDA's Farmer's Market Promotion Program (FMPP) offers grants to help improve and expand domestic farmers' markets, roadside stands, community supported agriculture programs, agri-tourism activities, and other producer-to-consumer market opportunities. Go to <http://www.ams.usda.gov/AMSV1.0/FMPP>.

Created and maintained by the Idaho Department of Commerce, Gem State Prospector is an on-line inventory of available buildings and properties in the state. Businesses and the real estate agents looking to expand or relocate in Idaho use this website to identify potential sites. Go to <http://www.gemstateprospector.com/>. The Idaho Department of Commerce offers periodic trainings for people interested in using Gem State Prospector. Contact Jenny Hemly, 208-287-3169, [Jenny.hemly@commerce.idaho.gov](mailto:Jenny.hemly@commerce.idaho.gov).

The nearest Idaho Small Business Development Center is located at North Idaho College. The SBDC's exist to provide no cost training, consulting, and other assistance to small businesses. Go to <http://idahosbdc.org/locations/north/> and call 208-665-5085.

U.S. Small Business Administration, Seattle District, Spokane Branch. <https://www.sba.gov/offices/district/wa/seattle>. Call 509-353-2800.

Service Corps of Retired Executives (SCORE) is a program offering workshops and mentoring to small businesses. Some of SCORE's services are available online. Call 509-353-2821 or go to <https://scorespokane.org/>.

USDA Rural Business Development Grant Program can fund many projects that support business development and job creation. Go to [http://www.rurdev.usda.gov/BCP\\_rbeg.html](http://www.rurdev.usda.gov/BCP_rbeg.html). Contact Michelle Noordam, 208-762-4939, [michelle.noordam@id.usda.gov](mailto:michelle.noordam@id.usda.gov).

State of Idaho Industrial Revenue Bonds provide businesses with a potentially lower cost alternative source of funding for purchasing and improving upon industrial facilities. The lower cost is realized because the bonds issued under this program are tax-free. This incentive might entice investors to accept a lower rate of return. Go to [http://commerce.idaho.gov/assets/content/docs/IRB\\_GUIDE\\_2010.doc](http://commerce.idaho.gov/assets/content/docs/IRB_GUIDE_2010.doc). Randy Shroll, 208-287-3168, [randy.shroll@commerce.idaho.gov](mailto:randy.shroll@commerce.idaho.gov).

The *Entrepreneurs and Their Communities* archived hour-long webinars available through University of Idaho Extension are focused on research-based best practices for supporting small businesses. Free webinars are ongoing. Go to <http://www.extension.org/entrepreneurship>.

The Urban Institute publishes a free book titled *Culture and Commerce: Traditional Arts and Economic Development* that may be helpful in talking with business owners and community leaders about supporting the arts. [http://www.urban.org/UploadedPDF/410812\\_culture\\_and\\_commerce.pdf](http://www.urban.org/UploadedPDF/410812_culture_and_commerce.pdf).

Idaho Technology Council helps technology businesses get started and expand. One of the council's areas of interest is Agriscience. Go to <http://www.idahotechcouncil.org/>. Contact Jay Larsen, 208-917-5181, [jlarsen@idahotechcouncil.org](mailto:jlarsen@idahotechcouncil.org).

The Ewing Kauffman Foundation supports projects that foster a society of economically independent individuals who are engaged citizens, contributing to the improvement of their communities. The Foundation focuses grant making on two areas—education and entrepreneurship. Go to <http://www.kauffman.org>.

University of Idaho Extension's "Open for Business" program is designed to bring business training to remote rural communities. Lorie Higgins, 208-885-9717, [higgins@uidaho.edu](mailto:higgins@uidaho.edu).

Idaho National Laboratory's Technical Assistance Program provides technical expertise to state and local government, and regional small businesses. The requesting organization can receive, at no cost, up to 40 hours of laboratory employee time to address technical needs that cannot readily be met by commercially available resources in the region. Go to <http://tinyurl.com/992ayxe>. Stephanie Cook, 208-526-1644, [Stephanie.cook@inl.gov](mailto:Stephanie.cook@inl.gov).

The Bank of America Charitable Foundation's goal is to build pathways to economic progress, including addressing social justice issues that are fundamentally connected to income mobility. Funding is directed to meet the needs of low-income communities, with a particular focus on revitalizing neighborhoods, educating the workforce for 21st century jobs and addressing basic needs, such as hunger and homelessness. Go to [http://about.bankofamerica.com/en-us/global-impact/charitable-foundation-funding.html#fbid=Vf\\_VfglpQU3/hashlink=housing](http://about.bankofamerica.com/en-us/global-impact/charitable-foundation-funding.html#fbid=Vf_VfglpQU3/hashlink=housing).

The Workforce Development Training Fund – WDTF – can reimburse employee training costs to eligible companies that are bringing jobs to Idaho, adding jobs through expansion or upgrading skills of current workers who are at risk of being permanently laid off. Go to <http://labor.idaho.gov/dnn/idl/Businesses/TrainingResources/WorkforceDevelopmentTrainingFund.aspx>. Also check out the new Micro Grant and Sector Grant efforts or contact Regional Business Specialist [Ricia Lasso, 208-457-8789 ext. 3992, Ricia.Lasso@labor.idaho.gov](mailto:Ricia.Lasso@labor.idaho.gov).

Idaho Department of Commerce – Community Development Block Grant Program can fund lighting, street trees, sidewalk, and other downtown projects. Go to <http://commerce.idaho.gov/communities/community-grants/community-development-block-grant-cdbg>. Contact Sharon Deal, 208-287-0774, [sharon.deal@commerce.idaho.gov](mailto:sharon.deal@commerce.idaho.gov).

Idaho Department of Commerce’s *Show Me the Money* funding newsletter has information about funding for a wide variety of community projects. To subscribe, go to <http://idaho.us2.list-manage2.com/subscribe?u=74de75b2fc7e24670e05b0def&id=a1f3c8c6b9>. Contact Jerry Miller, 208-287-0780, [jerry.miller@commerce.idaho.gov](mailto:jerry.miller@commerce.idaho.gov).

Operation Facelift is a project of the Southern Idaho Economic Development Organization that has inspired many Idaho communities to spruce up their downtowns. Go to this article: [http://www.expansionsolutionsmagazine.com/091011\\_siedo](http://www.expansionsolutionsmagazine.com/091011_siedo) or call 208-731-9996.

The Idaho Department of Commerce’s Idaho Gem Grant program provides funding for public infrastructure projects that support economic development. Examples of eligible activities include: construction materials, new and rehabilitative construction, architectural and engineering services, and property acquisition. Grant amounts are up to \$50,000. Go to <http://commerce.idaho.gov/communities/community-assistance/idaho-gem-grants/>. Contact Tony Tenne, 208-780-5147, [Tony.Tenne@commerce.idaho.gov](mailto:Tony.Tenne@commerce.idaho.gov).

Idaho Regional Travel Grant Program funds projects related to developing tourism-related amenities and marketing. Go to <http://commerce.idaho.gov/tourism-resources/itc-grant-program>. Contact Jill Eden, 208-334-2650 ext. 2161, [jill.eden@commerce.idaho.gov](mailto:jill.eden@commerce.idaho.gov).

As a way to promote tourism, the “Visit Salmon Valley” website is an excellent example for Plummer and Benewah County. Go to <http://www.visitsalmonvalley.com>.

Recreational vehicle facility grants: Go to <https://parksandrecreation.idaho.gov/grants-and-funding>.

Affordable Housing Guidebook for Rocky Mtn. Communities, [www.communitybuilders.org/contact](http://www.communitybuilders.org/contact).

USDA Rural Development’s Section 504 Home Repair program offers grants and low interest loans to help low income persons to improve, repair, modernize and remedy health and safety hazards BEFORE the home is badly in disrepair and unsightly. Go to <http://www.rd.usda.gov/programs-services/single-family-housing-repair-loans-grants>.

USDA’s Rural Housing Service provides a number of single and multi-family loans and grants. Go to <https://www.rd.usda.gov/about-rd/agencies/rural-housing-service>.

For Self-Help Housing, the USDA Rural Development (USDA RD) and the U.S. Department of Housing and Urban Development (HUD) combine resources to help very low- and low-income households who construct their own homes. Go to <https://portal.hud.gov/hudportal/HUD?src=/hudprograms/shop> and [https://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/economicdevelopment/programs/shop](https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/economicdevelopment/programs/shop).

The HOME Program helps to expand the supply of decent, affordable housing for low- and very low-income families by providing a formula grant to the Idaho Housing and Financing Association (IHFA). IHFA uses their HOME grants to fund housing programs that meet local needs and priorities. IHFA may use their HOME funds to help renters, new homebuyers, or existing homeowners. Go to [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/affordablehousing/programs/home/](http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/programs/home/).

Community Action Partnership administers the Idaho Weatherization Assistance Program in Benewah County, which helps insulate the homes of low income residents. Go to <https://www.cap4action.org/program/weatherization/>. Community Action Partnership also offers Housing Preservation Grants for lower income households. Go to <https://www.cap4action.org/program/weatherization/other-available-services/>.

Idaho Housing and Finance Association (IHFA) has lending expertise to offer affordable housing developers regarding Low-Income Housing Tax Credits. Go to <http://www.housingidaho.com/>, or contact Erik Kingston at [ErikK@IHFA.ORG](mailto:ErikK@IHFA.ORG), 208-331-4706.

U.S. Department of Agriculture (USDA) Guaranteed Rural Rental Housing Program provides credit enhancements to encourage private and public lenders for affordable rental properties. Go to [http://www.rurdev.usda.gov/HAD-Guaranteed\\_Rental\\_Loans.html](http://www.rurdev.usda.gov/HAD-Guaranteed_Rental_Loans.html).

USDA Single Family Housing Repair Loans & Grants program provides loans and grants to very low-income homeowners to repair, improve, or modernize their dwellings or to remove health and safety hazards. Loans of up to \$20,000 and grants of up to \$7,500 are available. <https://www.rd.usda.gov/programs-services/single-family-housing-repair-loans-grants>

Through its Community Impact Grants program, the Home Depot Foundation provides awards up to \$5,000 in the form of store gift cards for the purposes of housing modifications, repairs, and weatherization work. Special emphasis is placed on projects that benefit and/or involve veterans. Go to <http://homedepotfoundation.org/page/applying-for-a-grant>.

# Community Involvement and Cultural Identity

## Community Comments and Concerns

As the visiting team toured the community, spoke with residents and conducted listening sessions, we were continually struck by the community spirit and energy behind so many of the positive and successful events, projects, and institutions in the community. We were also told about many struggling efforts and long-desired changes that have been hampered by a disconnect between residents and groups unable to come together to achieve common goals. We have some understanding of the many historical and current challenges that prevent genuine trust and unity in Plummer and realize this may be the most difficult challenge of all challenges reflected in this report.

The listening sessions asked about things Plummer residents most want to see in the future. While we recorded a wide variety of responses, ***better communication, cooperation and collaboration across current divisions in the community*** was overwhelmingly identified by listening session participants as the change they *most* want to see. **Infrastructure improvements** was their second highest priority. Residents generally perceived that greater community cohesiveness and information sharing would enable or facilitate accomplishing a variety of community goals, including those related to infrastructure. Additional benefits predicted by listening session participants would include momentum, trust, increased opportunities for funding, and community pride.

The Visiting Team also heard community residents and leaders express frustration about a tendency for incomplete or conflicting information to be circulating around the community. Throughout the Community Review, it was not uncommon to hear multiple versions of the history and current status on a variety of community issues.

Community appearance and pride was another topic that came up frequently in this focus areas, as well as in the other two focus areas.

## Results of newspaper headlines activity on Tuesday, September 19, 2017

At an activity on Tuesday night, September 19, Plummer residents identified the following future newspaper headline they would like to see related to community involvement and cultural identity:

- *“Coeur d’Alene Tribe and City of Plummer revive Plummer rodeo and combine with Plummer Days and Julyamsh”*

## Community Involvement and Cultural Identity Opportunity Areas

The Visiting Team prefaces our recommendations for this focus area with the following thoughts and guiding principles. First, our ideas should be taken with a grain of salt. They should also be fully considered by a group of Plummer residents and leaders that properly reflects the cultural groups present in the community. Of course we’re referring to Native and non-Native people, but also other groups (e.g. Mennonite people). The Visiting Team can offer some ideas, but we humbly acknowledge we cannot possibly know what makes the most sense for this unique, cross-cultural community. Also, our thoughts reflect the bias of a Visiting Team that was primarily composed of non-Native people.

Ultimately, the path forward has to come from the hearts of every person who desires a better, more trusting, and collaborative future together.

The visiting team offers the following principles we invite the community to keep in mind as you consider the opportunity areas and recommendations for this focus area:

1. *“You can get rid of stereotypes only when people have personal relationships with each other. The only way it gets broken down is by knowing people.” – Author Tim Wise*
2. Building trust and friendship involves taking risk on the part of all parties involved.
3. A person or group wanting another person or group to change must also be willing to change themselves.
4. Sharing food and physical effort side-by-side can be a good starting point for increasing cross cultural trust and friendship.
5. Create opportunities for fun.
6. Don’t underestimate the power of creative, artistic expression to increase empathy and understanding.
7. Place more emphasis on listening and reflecting, less emphasis on talking.
8. All should make effort to understand that people communicate and learn in different ways.
9. Use small successes to build a foundation for larger accomplishments.
10. If and when people question the importance of increasing trust and cooperation between people and organizations, ask yourselves the following question: is the status quo situation satisfactory? Based on conversations held during the Community Review, we think a lot of people in Plummer would answer this question with a resounding “no!”
11. The responsibility to increase trust, friendship, and understanding and facilitate healing between cultures rests with ALL cultural groups involved.
12. Building bridges cross culturally is more about sharing values, interests, underlying emotions, and incorrect assumptions – as opposed to comparing opinions.

Taking the preceding thoughts into account, the visiting team offers the following opportunity areas and recommendations for the Community Involvement and Cultural Identify focus area.”

“Community Involvement and Cultural Identity” is abbreviated as “CI” throughout this section.

*CI Opportunity Area 1:* Increasing trust, friendship, and cooperation across cultures  
During the Community Review, we heard people in both dominant cultural groups say things like “they don’t participate,” and “they don’t invite us to participate,” as reasons for faltering community efforts. It seems that every negative dynamic is viewed through an “us versus them” lens, reinforcing perceived barriers. To find out what truly motivates people to engage or disengage, move toward a culture of dialogue to better understand perceptions and motivations.

## Recommendations

CI 1.1 Form a new community group committed to building bridges across cultures. This is the Visiting Team's first recommendation because we feel it's important. This group does not need to be large; 6-10 people can accomplish a lot, at least initially. The group would consider other recommendations in this focus area, brainstorm ideas of their own, and agree on events and projects it wants to develop for the community. The group could meet for a defined period to sponsor one activity or it could continue indefinitely. The group must include a roughly equal number of people from all significant cultural groups who are committed to the purpose.

The Visiting Team suggests the group described above would be served well by making an effort upfront to develop some level of trust, connection, and shared sense of purpose between group members. The group should model what it wants to encourage throughout the larger community.

Possible project or event ideas the group might consider include:

- Cultural education events
- Sharing and celebrating the connection to the community, land, and natural heritage
- Create an opportunity for Native and non-Native close friends to talk about their friendship. Compile and publish these stories (in written and/or video form).
- Form one or more study circles or book groups to increase understanding of cultures,
- Coordinate cross cultural participation in a community project described in this report.
- Focus on a topic or project on which there is wide agreement across cultures. Examples include food, sports, outdoor recreation, music and other arts, music, youth and family health, education, community beautification.
- Focus on people sharing information with each other across cultures, as opposed to one group sharing and the other group passively listening.
- Gather and share stories of successful cross collaboration between community organizations and agencies in the region.
- Invite people from other communities in Indian County to Plummer to share their successes related building bridges cross culturally. Organize an entire conference or forum on the topic.
- Create a way for community residents to publicly express appreciation for one another.
- Encourage greater community use of the Wellness Center and Library for community events.

CI 1.2 The Visiting Team thinks it's possible that the kind of activities described above will ultimately lead to improved government-to-government relations and cooperation. We suggest building trust typically happens from the bottom up.

CI 1.3 We encourage the Tribe and City to go through a process to delineate responsibilities, goals, and issues of greatest concern, and then identify what both governments have in common and can build partnerships around.

CI 1.4 Increase efforts to reach out to the Mennonite people who are relatively new to the community.

Engage them; understand their values and wants for the community. Enlist their involvement.

CI 1.5 The principles of nonviolent communication (NVC) can help increase trust and clarity between individuals and groups.

CI 1.6 If one does not exist, develop an agreement between governmental entities that sets a standard or vision for intergovernmental communication and cooperation.

*CI Opportunity Area #2:* Develop initiatives and facilities to celebrate cultural history and traditions

Projects related to cultural identity range from ways to honor the past, celebrate the present, and set a positive community tone and gathering spaces for the future. We offer examples of initiatives that can accomplish this goal.

Recommendations

CI 2.1 Complete an oral history project resulting in publication. Something becomes traditional when a particular community performs it over and over again. A community performs something over and over again because it contains value and meaning for the community. The outward expression of value and meaning indicates a deep engagement with a subject. Deep engagement with a subject contributes, for better or for worse, to the beautiful dynamic of the human condition.

Folklife is the art of the everyday experience. Whether connected together through ethnicity, family, gender, religion, occupation, or geography, any and every community defines itself by their creative expressions. Thus, everyday creative expressions are rooted in a community's cultural traditions. Both the product of the expression and the creation, or performance, contain social and aesthetic value for the community in which the art is created. These values clarify or emphasize cultural identity.

The following ideas could help complete the oral history project described above.

- Establish group of diverse and excited individuals to complete an oral history project.
- Use High School students as community scholars. Task them with identifying tradition bearers/elders/keepers of institutional knowledge within the community.
- Document through recorded oral interviews, collect other historical documents.
- Develop a community event or series of events to celebrate the stories.
- Compile collected interviews and photos into a publication.
- Work with the economic development team on creating a museum focusing on tribal history.

CI 2.2 Plummer Days/West Side Rendezvous Reinvention. We heard that Plummer Days was a success in 2016. Those who attended were appreciative of the work that went into it. We also heard that the small planning committee was stretched thin and comprised only of non-Tribal residents. Others shared that the original intent of Plummer Days was to celebrate the Allotment Act and opening the Reservation to white settlers. We applaud the planners for last year's event for moving the date of the



event so it doesn't coincide with Julyamsh. We recommend you consider re-inventing Plummer Days, perhaps as the West Side Rendezvous or something new that represents a fresh start for a much-needed community celebration. A robust and diverse planning team will help ensure a successful event that is sized to work in Plummer, but that can bring a lot of visitors to Plummer from the surrounding area as well.

According to a Horizons program evaluation, West Side Rendezvous (WSR) created cross-cultural connections and a group united to create even more opportunities for connection. The effort fizzled after a few years, although the working relationships resulted in progress on other fronts. Can something be learned from the short-term success of WSR and can it be reconstituted/applied to future efforts? The visiting team recommends that past and present leaders from the two events (Plummer Days and West Side Rendezvous) come together to explore the opportunity to create a new (multiple day) all-inclusive community festival based on a reclaimed identity that celebrates all cultural traditions, histories, and age groups.

CI 2.3 Rehabilitate Plummer Community Center. Many residents say they want to see the Plummer Community Center renovated. During the Community Review an inspection report came back with good news: the building is structurally sound, which means it can be saved. It appears that the place is considered neutral ground, where everyone is welcome. If this is the case, renovation should be a community priority because events and facilities bring people together.

One option is to build on the existing Friends of the Community Center group - make sure it is a Native/non-Native group. Another option is to build a coalition of groups to take this project on. One Sky, Friends of the Community Center, the CDAT, Plummer Community Action Team, and others with an interest in creating spaces that foster community togetherness could work together. It's going to be a large, long-term undertaking, so an all-hands-on deck approach is warranted. Suggested overarching goal: create a true community center that reflects the history and serves the needs of the entire community. Remodeling the Center to incorporate the Senior Center could attract additional funding.

*A Community Center How-to Guide* written in October 2010 by Tony Tenne, Community Development Specialist for the Idaho Department of Commerce, is found in Appendix F.

CI 2.4 Develop Coeur d'Alene Tribe/Plummer Cultural Center or Museum. This idea received considerable attention in the Community Involvement and Cultural Identity AND Economic Development focus areas. Two specific ideas came up most frequently: (1) Create a single cultural center or museum that tells the history of all cultures in the community, and (2) Develop separate cultural centers or museums could be created, one sharing information about the Tribe's history and cultural, the other placing more emphasis on non-Native history. Both ideas would help draw visitors and encourage them to spend more time in the community. While this project may be may be a long-term idea, the Visiting Team feels strong consideration is warranted.

CI 2.5 Develop a multi-cultural approach to planning and publicizing community meetings.

*CI Opportunity Area #3: Reimagine the library as a hub for community activity*  
The Visiting Team was impressed with Plummer’s beautiful, well-maintained, and relatively new library. Input from some community members, however, gave us the impression the library might be underutilized.

#### Recommendations

CI 3.1 A diverse group of residents and library users, and education stakeholders should consider forming a short-term committee with the purpose of increasing use of the library. This group could be a “Friends of the Library” organization (if one doesn’t already exist). We can’t say whether people in the community feel unwelcome at the library or if the library does not offer desired opportunities, but we think these questions should be asked and explored in a constructive, open-minded manner.

CI 3.2 The walls of the library would be an excellent space to celebrate the artistic traditions of the Coeur d’Alene people as well as local quilting groups and other folk artists in the community. Deciding what will bring more community members in will involve reaching out for ideas and dialogue but this will be a fun and positive project that can help build trust and working relationships.

CI 3.3 We don’t know the extent to which the library is reaching out into the community with services and programming, but we think this idea should be considered.

#### CI Opportunity Area #4: Demonstrate Community Pride

In a presentation by the Coeur d’Alene Tribe Department of Education we were told that local research shows youth are at risk due to “community disorganization.” This means a lot of things, but among them is the appearance of the community – broken windows, burned out and dilapidated/unattractive buildings, and other physical signals of neglect and indifference. It may seem superficial but improvements in infrastructure signals pride in community and a collective sense of self that “we” are worth the effort. In many cases, a community facelift can be the tipping point that leads to more investment in the community by residents and businesses.

Community beautification projects are great for building positive working relationships. Everyone has something they can contribute (painting, cleaning, pounding nails, donating supplies) and the end result is visible evidence that you have a caring community that takes pride in itself and that it is a community of people who work well together.

#### Recommendations

CI 4.1 Increase use of signage, public art, building improvements, and events to reinforce and celebrate your identity as a Tribal and multicultural community. This is your identity. Embrace it. No need to create any other “theme” or identity. The Visiting Team believes acting on this recommendation will have positive outcomes for economic development.

CI 4.2 See Economic Development focus area for additional recommendations.

## CI Opportunity Area #5: Improving Communication and Increasing Volunteerism

We noted many people expressing a desire for better and more transparent communication about community issues throughout the Community Review. The Visiting Team agrees that a high quality and quantity of information is one way to reduce the spreading of incorrect or incomplete information. We also heard leaders of community organizations express frustration about a lack of people seemingly unwilling or unable to volunteer for events and projects.

### Recommendations

CI 5.1 The Visiting Team was impressed with the City's newsletter and Facebook. Continue using and improving these outlets to keep residents informed. Consider providing space in the newsletter for other community organizations.

CI 5.2. Survey residents to see if there are other ways they would prefer to be kept informed.

CI 5.3 To increase volunteerism, the Visiting Team encourages Plummer's community organizations to consider these general principles related to volunteer recruitment and development:

- ASK people to volunteer.
- Ask volunteers to contribute for a specific project for a finite period. When this time ends, ask them if they would like to continue volunteering.
- Make the role of volunteers clear.
- Celebrate accomplishments.
- Encourage volunteers to contribute their ideas.
- Thank people for their efforts.
- Never underestimate the power of food to bring people together.

## Community Involvement and Cultural Identity Resources

*Social Capital Building Toolkit* by Thomas Sander and Kathleen Lowney is an October 2006 publication of the John F. Kennedy School of Government at Harvard University. Go to <http://www.hks.harvard.edu/saguaro/pdfs/skbuildingtoolkitversion1.2.pdf>.

*"Collaborative Approaches: A Handbook for Public Policy Decision-Making and Conflict Resolution"*, Oregon Public Policy Dispute Resolution Center, March 2006  
<http://www.orconsensus.pdx.edu/documents/CollaborativeApproachesHandbook-March2006.pdf>.

Northwest Institute for Dispute Resolution, University of Idaho School of Law, 208.885.4977, [uilaw@uidaho.edu](mailto:uilaw@uidaho.edu), <http://www.law.uidaho.edu/default.aspx?pid=66197>.

The Center for Nonviolent Communication (NVC) is a global organization that supports the learning and sharing of NVC, and helps people peacefully and effectively resolve conflicts in personal, organizational, and political settings. Go to <http://www.cnvc.org/>.

The Consensus Building Institute (CBI) is a Cambridge, MA- and Missoula, MT-based organization that has worked with hundreds of organizations to build consensus, resolve conflict, and produce mutually beneficial agreements. They offer training and direct consensus-building services. Their new on-line

course on resolving land use disputes is found here: <http://www.cbuilding.org/2007/08/28/consensus-building-institute-presents-online-course/>.

*Communications and Relationships Between Reservation American Indians and Non-Indians from Neighboring Communities* is a 1997 report prepared for the American Indian Research and Policy Institute by John Poupart and Tracy Becker. November 1997. Go to <http://www.americanindianpolicycenter.org/research/relation.html>.

*Cross Cultural Circles: What We Have Learned in Indian Country* is a publication of The Center for Restorative Justice based in Rapid City, SD. Go to [http://www.iirp.edu/pdf/beth06\\_boernke1.pdf](http://www.iirp.edu/pdf/beth06_boernke1.pdf), 605.348.3665, [cfrj@rushmore.com](mailto:cfrj@rushmore.com).

*Fostering Dialogue Across Divides: A Nuts and Bolts Guide from the Public Conversations Project*. This is an excellent 2006 publication available to download or purchase at <http://www.publicconversations.org/node/99>.

*Two Rivers* is a documentary film that tells the story of an effort to increase understanding and appreciation between Native and non-Native people in north central Washington State. Go to <http://www.tworiversfilm.com/>. Contact John Grosvenor, Nespelem, WA, [johng@dishmail.net](mailto:johng@dishmail.net), 509.634.4155.

*Free Land* is a dynamic hip-hop theater solo project written and performed by Oakland-based artist Ariel Luckey. Intended to educate and encourage cross-cultural dialogue (especially high school and college age young people), *Free Land* follows a young white man's search for his roots as it takes him from the streets of Oakland to the prairies of Wyoming. "*Free Land* weaves spoken word poetry, acting, dance and hip hop music into a compelling performance that challenges us to take an unflinching look at the truth buried in the land beneath our feet". Go to <http://www.freelandproject.com/>. Ariel Luckey, 510.287.6406, [skylight@arielluckey.com](mailto:skylight@arielluckey.com).

Keith Allred and partners have helped build agreements between the Nez Perce Tribe and other governmental entities on and near the Nez Perce Reservation. Contact Keith at Allred Solutions, <http://www.allredsolutions.com/index.html>, [http://KeithAllred@AllredSolutions.com](mailto:KeithAllred@AllredSolutions.com).

Boise-based Kessler-Keener Foundation supports activities that increase understanding and respect between Native and non-Native people in Idaho. Go to [www.kesslerkeener.org](http://www.kesslerkeener.org). Contact Ed Keener at 208-429-0266.

The William D. Ruckelshaus Center, a joint effort of Washington State University and the University of Washington, was created to foster collaborative public policy in the state of Washington and Pacific Northwest. Go to <https://ruckelshauscenter.wsu.edu/about/>. Contact 509-335-2937, [ruckelshauscenter@wsu.edu](mailto:ruckelshauscenter@wsu.edu). Center staff have prior experience working with Tribes.

The Kootenai Valley Resource Initiative (KVRI) is a 17-year-old community-based, collaborative effort in the Kootenai River Basin. The mission of the KVRI is to improve coordination of local, state, federal and Tribal programs to restore and maintain social, cultural, economic and natural resources. Go to <http://www.kootenai.org/kvri.html>.

The Ute Indian Tribe and surrounding county and state agencies in Utah have successfully collaborated and joined in memorandums of understanding and cooperative agreements on a variety of issues and services, resolving jurisdictional questions in the process. Contact: [christinet@utetribes.com](mailto:christinet@utetribes.com), 435.722.5141.

The Swinomish Tribe and Skagit County in northwest Washington have successfully used memoranda of understanding to create a cooperative land use program that provides a framework for conducting permitting activities within the boundaries of the “checker boarded” reservation and establishes a forum for resolving any conflicts that might arise. Since 1996, both governments have followed a common Comprehensive Land Use Plan and used similar procedures to administer it, exemplifying a mutually beneficial government-to-government relationship. Swinomish Tribe Planning and Community Development: 360.466.7280; Skagit County Planning and Development Services: 360.336.9410.

Okanogan County and the Confederated Tribes of the Colville Reservation have agreed to a process to accept, establish primacy and review development applications on the Colville Reservation. Go to <http://okanogancounty.org/planning/tribalinfo.htm>.

The Bellingham Unitarian Fellowship in Bellingham, WA, Lummi Tribe, and Nooksack Tribe in NW Washington State have made concerted efforts to develop cross cultural friendship and respect. Go to <https://www.uua.org/multiculturalism/dod/congregational-stories/bellingham-wa> to learn about this project.

Everyday Democracy (formerly Study Circles Resource Center) helps communities promote dialogue and understanding through small group dialogue. Go to <http://www.everyday-democracy.org/en/index.aspx>.

*“The World Café: Shaping Our Futures Through Conversations That Matter”*, by Juanita Brown with David Issacs, Berrett-Koehler Publishers, 2005. This book outlines an innovative approach to discovering collective wisdom through open civic dialogue. [www.theworldcafe.com](http://www.theworldcafe.com).

*“Fostering Dialogue Across Divides: A Nuts and Bolts Guide from the Public Conversations Project.”* This is an excellent 2006 publication available to download or purchase at <http://www.publicconversations.org/node/99>.

*A Native Leadership Perspective: Creating a Leadership System in Native Communities* is a paper written by consultant Al Nygaard of Al Nygaard Consulting, a Native American-owned firm specializing in culturally sensitive approaches to management, planning, and development. Go to <http://www.alnygardconsulting.com/A%20Native%20Leadership%20Perspective.pdf>.

The Heartland Center for Leadership Development is a non-profit organization based in Lincoln, Nebraska that provides information and assistance to rural communities regarding collaboration, leadership development, and strategic planning. <http://www.heartlandcenter.info/publications.htm>, 800-927-1115. Center for publishes *Better Schools Through Public Engagement* (among many other publications related to community leadership and development). Go to <http://www.heartlandcenter.info/publications.htm>, 800-927-1115.

The Pennsylvania-based National Coalition for Dialogue & Deliberation (NCDD) promotes the use of dialogue, deliberation, and other innovative group processes to help people come together across differences to tackle challenging problems. An impressive variety of resources are available for download at their website. <http://ncdd.org/>, 717-243-5144, [info@ncdd.org](mailto:info@ncdd.org).

Challenge Day is a nonprofit organization that provides youth and their communities with experiential workshops and programs that demonstrate the possibility of connection through the celebration of diversity, truth, and full expression. Several rural, suburban, and urban high schools in Idaho have partnered with Challenge Day. Go to [www.challengeday.org](http://www.challengeday.org), 925-957-0234.

The Nez Perce Tribe's annual Tamkaliks Celebration is, in part, intended to build connections between Nez Perce and non-Native people in the Wallowa Valley, Oregon. In 1989, Taz Conner, a descendent of Old Chief Joseph, was invited by the City of Wallowa to help plan some kind of Native American festival at Wallowa. The original invitation eventually led to a yearly powwow and friendship feast, which grew year to year to become the Tamkaliks Celebration and Friendship Feast. It is held every year the third weekend in July. A Nez Perce Homeland Visitor Center has been created in the City of Wallowa. Go to <https://www.wallowanezperce.org/tamkaliks> for more information.

Idaho Nonprofit Center provides education and networking opportunities to nonprofit organizations on a variety of issues, including organizational development, fundraising, and collaboration. Go to [www.idahononprofits.org](http://www.idahononprofits.org).

The Idaho Humanities Council provides grant funding for projects and events related to history, culture, and identity. Go to [www.idahohumanities.org](http://www.idahohumanities.org). 208-345-5346.

Idaho State Historical Society's Community Enhancement grants can fund interpretive signage, brochures, and history-related audio and video projects. Go to <http://history.idaho.gov/community-enhancement-grants>. Keith Peterson, [keith.peterson@history.idaho.gov](mailto:keith.peterson@history.idaho.gov), 208.882.1540.

Idaho Commission on the Arts provides funding for a variety of arts-related projects. They also support the development of arts organizations and produce the Community Scholar Program, a training opportunity for Idahoans to learn how to identify, document, and present representations of their community's traditional arts, folklife, and worldviews. Steven Hatcher, Folk and Traditional Arts Director, [Steven.Hatcher@arts.idaho.gov](mailto:Steven.Hatcher@arts.idaho.gov); Jutta Geurtsen, Community Development Director, [Jutta.Geurtsen@arts.idaho.gov](mailto:Jutta.Geurtsen@arts.idaho.gov), 208.334-2199.

*Leadership Development in the Native Arts and Culture Sector* is a publication of the Native Nations Institute for Leadership, Management, and Policy at the University of Arizona. Go to [http://atalm.org/sites/default/files/leadership\\_development\\_in\\_the\\_native\\_arts\\_and\\_culture\\_sector.pdf](http://atalm.org/sites/default/files/leadership_development_in_the_native_arts_and_culture_sector.pdf).

ArtPlace is an organization working to accelerate creative placemaking in the United States that offers grants to projects that involve arts organizations, artists, and designers working in partnership with local and national partners to make transformative impact on community vibrancy. Go to <http://www.artplaceamerica.org/>.

*Libraries Need Friends: Starting a Friends Group or Revitalizing the One You Have* by Sally Gardner Reed, Executive Director, United for Libraries, is a free toolkit geared mostly toward public library Friends groups, but with good tips on membership and outreach for Friends groups of any type. This is a 2012 resource but is a good place to start:

<http://www.ala.org/united/sites/ala.org.united/files/content/friends/libraries-need-friends.pdf>.

Visiting Team members Lorie Higgins and Kathee Tifft, University of Idaho Extension faculty, can assist with helping committees get organized, providing neutral, third party facilitation and guidance for developing fair, effective, and inclusive processes for project planning and community decision making. Their portfolio also includes assisting with issue research, framing and forum facilitation when a project or challenge requires broad-based community input and dialogue to build shared knowledge and community objectives. [Higgins@uidaho.edu](mailto:Higgins@uidaho.edu) and [ktifft@uidaho.edu](mailto:ktifft@uidaho.edu).

Graffiti Hurts is an organization providing information and funding related to graffiti prevention and abatement. For list of community best practices and other resources, go to

<http://www.graffitihurts.org/community/bestpractices.jsp>.

Northwest Community Development Institute is a three-year training program designed to develop community leaders. Students who complete the program receive a Professional Community and Economic Development Certification. Go to <https://secure.meetingsystems.com/nwcdi/>.

Rural Development Institute (RDI) is a Eugene, Oregon-based nonprofit organization that helps towns and rural partnerships develop and diversify their economies by creating inclusive, long-term strategies and identifying and managing crucial projects. They conduct community trainings on leadership, building effective organizations, and other topics. Go to <http://www.rdiinc.org>, 208-954-9564.

Idaho Community Foundation. Go to <http://www.idcomfdn.org/>, 208-342-3535.

Resources related to volunteerism:

- Serve Idaho, <http://www.serveidaho.gov/>.
- Idaho Department of Fish and Game, <http://fishandgame.idaho.gov/public/about/volunteer/>.
- Lewis-Clark State College, <http://www.lcsc.edu/ameriCorps/AmeriCorps%20site/Start.htm>.
- Voluntouridaho, <http://www.visitidaho.org/voluntourism/>.
- Get Involved, <http://www.getinvolved.gov/>.
- Volunteer Match, <http://www.volunteermatch.org/>.
- Corporation for National and Community Service <http://www.nationalservice.gov/>.
- America's Promise Alliance <http://www.americaspromise.org/Our-Work/100-Best-Communities-for-Young-People.aspx>.

# Infrastructure

## Community Comments and Concerns

The infrastructure-related comments and concerns frequently voiced by community residents and leaders

Infrastructure assets identified by Plummer residents and community leaders

- Fire department and EMS is great!
- Grade school facilities are new
- Citylink is related to transportation infrastructure and is also an economic asset
- The Trail of the Coeur d'Alene's is also a built asset
- Tribal government buildings, including health care facilities
- Electrical system improvements
- Law enforcement, all branches, work well together – mutual respect and cooperation - and want it to stay that way.

## Wastewater treatment

Residents voiced concern about the wastewater treatment system, with frustration that a lot of money had been spent, but the building moratorium, due to wastewater permit violations, persisted. As described in the survey section, 98 residents agreed or strongly agreed with the statement “I support improvements to Plummer’s sewer treatment system,” and only 32 disagreed or strongly disagreed.

## Unplanned growth

With the building moratorium, growth is not really an issue. When residents spoke about eliminating the moratorium by fixing the wastewater treatment system, they lamented that this could trigger growth and loss of small town feel. Residents of Plummer want development that matches the local identity.

## Water treatment

In survey responses, domestic water services had low satisfaction. In fact, of the 29 rural Idaho communities surveyed about water service, Plummer had the lowest satisfaction. Also, a recent bond to improve the water system was voted down in late 2015. It is unclear what residents found unsatisfactory. It may be flavor or odor issues, or it may be rates, as discussed later.

## Electrical

Plummer owned its own electrical transmission infrastructure, which is quite uncommon for rural communities. We heard that power rates were high, and we also heard that power rates were low. The system was deteriorating, but residents passed a bonds passed recently completely accomplishing needed repairs and upgrades.

## Walking and Biking

Many residents voiced a need for better walking and biking infrastructure. Specifically, crossing Highway 95 was a concern. Also, residents saw opportunity for bike path connectivity through Plummer. In the



survey, Plummer residents were less satisfied with walking and biking than 21 out of 24 other communities surveyed. Residents also repeatedly noted the possibility of connecting the John Wayne and Trail of the Coeur d'Alene's. Not sure if or how it should be addressed here or elsewhere in infrastructure section, but at least one Tribal employee told me the Tribe would not be supportive of this connection because they don't want to obligate themselves to higher Trail of the Coeur d'Alene maintenance costs that could result from increased use of the Trail.

## Streets

Dissatisfaction with street in the survey was extreme. Of the 31 communities surveyed in Idaho, Plummer had the lowest satisfaction. One resident described his offer to pay, up front, to repair a street next to his property, and be repaid by not paying property taxes. This offer was not accepted, but it demonstrated the desire of residents to fix the streets.

## Housing

Housing came up constantly related to economic development and wastewater treatment. Residents knew about the building moratorium due to wastewater violations. In the survey, housing affordability and availability were lower than all but one other community in Idaho. Satisfaction with appearance of residential neighborhoods was the lowest of the 19 communities surveyed in Idaho.

## Results of newspaper headlines activity on Tuesday, September 19, 2017

At an activity on Tuesday night, September 19, Plummer residents identified the following future newspaper headlines they would like to see related to infrastructure:

- *"City of Plummer and Coeur d'Alene Tribe procure grant funding to fix existing water and sewer infrastructure"*
- *"City of Plummer and Coeur d'Alene Tribe get \$2,000,000 grant from state for paving of local streets"*

Infrastructure is abbreviated as "I" throughout this section.

## Infrastructure Opportunity Areas

### Infrastructure Opportunity Area 1: Water

The water system is in disrepair. Source water supply is still limited after installing a new well that had lower than anticipated flow. Also, the water distribution system leaks badly, and many meters have failed. Galvanized pipes are badly corroded, leading to an unending new source of leaks. Shortly before the CR, a one inch pipe was found leaking approximately 60 gallons per minute (over 30,000,000 gallons a year) and creating a wetland out of a former baseball field. The Coeur d'Alene Tribe has a water system serving structures north of Plummer, but the systems are currently completely separate.

## Recommendations

I 1.1 Complete meter replacement program. Plummer is hemorrhaging money as water pumped from its five wells leaks out of its water pipes. To find the leaks, the first step is water accounting. The public

works staff must know how much water was pumped (which they do), and how much flowed through meters (which they do not). The difference between these two numbers is how much leaked out of the system. So many water meters are malfunctioning that the public works department does not know how much water is leaking, but using the faulty readings from meters we heard that up to 40 is leaking. When a meter fails, it records that less water is flowing through it, so Plummer receives less funds to treat leaked water and repair leaks. The public works staff has already been replacing meters, but with over 450 connections, it will take many years to replace all the meters at the current pace of fewer than 50 per year. Replacing meters slowly delays leak repairs and delays righting artificially low water bills, and both of these things cost the city the revenue it needs for repairs and improvements.

This is where a complete meter replacement program can help. Being more aggressive now can save the city and residents money over the next few years. Since Plummer is replacing meters anyway, why not spend the money sooner to stop pouring money out underground.

I 1.2 Consider separating City billing so that it seems like several smaller bills rather than one big bill. Residents perceive that utility costs are high, yet separately City services cost less than averages in many other communities. This perception may be coming from the fact that the City is collecting a single bill including power, which few City's manage. Writing a \$300 dollar check can be mentally harder than four \$75 checks; there is a reason things are priced at \$99 instead of \$100.

I 1.3 Estimate water leakage using data. It may be possible to use the city's water supply data to estimate total leakage, even without accurate meter data. For instance, little water is used in the winter in the middle of the night, so try analyzing winter night water supply to estimate leakage.

I 1.4 Public education program. Education is needed about: water flavor and odor issues; water supply issues; and the costs associated with running a dilapidated system. We think the City should include public education on the following topics:

- With such low satisfaction with city water, the residents would like something to change. The rates are quite low (\$22 base), and water is not being rationed in the summer. It seems that the higher than typical iron and magnesium content in Plummer's water is the source of dissatisfaction. When a water heater is not drained, it accumulates minerals and can begin to stink. Give the residents tips on things they can do to improve the flavor and odor of their water. Perhaps survey residents to see if certain neighborhoods have worse flavor or odor issues.
- Water conservation may seem strange with such abundant water all around, but Plummer's wells are running too much - over 14 hours per day in the peak of summer. Until leaks are repaired, conservation may be helpful to lessen strain on the system. Irrigating with timers, for instance, could help, and Plummer could make a bulk purchase of battery operated hose timers and sell them at cost.
- Plummer residents value a low cost of living, but when it comes to infrastructure, paying less now means paying more in the long run. Plummer could educate residents about the costs of leaks, and the need to pay to fix them now in order to save money over the longer term. Also,

when meters are giving low readings, it allows residents with faulty meters to use water paid for by other residents.

- In general, residents need to be provided with the right information to make informed voting decisions, such as payback time, or reduced future rate increases.

## Infrastructure Opportunity Area 2: Wastewater

The wastewater treatment plant less than 10 years old that is operating very well, meeting extremely tight limits for phosphorus that most rural communities do not have to meet. However, the plant is overwhelmed during storms or rapid melt situations by water coming into the wastewater treatment collection system (pipes and manholes) from *outside* the system. This is called infiltration and inflow. Because the plant floods during these events, staff is busy and cannot search for where the water is coming in. Staff cannot even measure the exact volume during flood events. Originally, the plant was designed with a retention pond that would prevent the plant from flooding during high flow times, but it was not built when the new plant was built, and it is unclear why. Complex interactions and negotiations between the City and Coeur d'Alene Tribe contributed to the decision to not build the retention pond.

Until the proposed equalization basin is installed, the housing moratorium prevents new *connections* to the city sewer. It does not prevent new housing where connections already exist. With many vacant homes in Plummer, some housing can be built or renovated without lifting the moratorium. However, business expansion is very limited. Also, the Tribe cannot add dwellings to the north of Plummer.

I 2.1 Inspect the collection system. Different contract services can be brought in to inspect the collection system and find leaks. If they can be found it is probably far cheaper to find and repair leaks than to continue treating infiltration and inflow entering the wastewater system. We heard that a complete collection system replacement would cost around \$7,500,000.

I 2.2 Determine peak wastewater flows. Inexpensive techniques, such as weirs, can be used to measure high flows at an outlet during peak flows. Knowing how much flow is coming can help determine the source, as well as enable better record keeping. If this information were combined with creek depth, it might enable identification of a creek height at which water begins to enter the system.

I 2.3 Use mapping to find missing manholes. Small grants are available to get GIS coordinates tied to maps of water and wastewater infrastructure. Deary recently completed a grant-funded mapping effort. After the mapping was complete, the Deary public works group pulled the coordinates and checked distances between manholes. This allowed them to accurately guess where “missing” manholes were. For Plummer, finding a low-elevation manhole or missing manhole near the creek could reduce the infiltration and inflow a lot, with big savings long term.

I 2.4 Use the map for planning and tracking. A GIS map could also be used to direct strategic improvement efforts, by connecting the condition of valves, meters, etc. with map. Also, as repairs are made, these changes could be tracked more accurately, with pictures attached to location on the map. Troy and Deary are having success with this approach at an affordable price; it would be worth talking them about that.

I 2.5 Incorporate water and wastewater planning efforts with transportation planning. As discussed more in IF 3.X, comprehensive planning should include transportation planning, and transportation planning should incorporate water and wastewater planning, or else roads will get torn up after being reconstructed to fix water or wastewater infrastructure.

I 2.6 Complete the proposed equalization basin project. Compared to the cost already paid for the wastewater treatment plant, this project is quite affordable. The project is necessary to operate in compliance with the city's permit and lift the moratorium on new residential and commercial connections to the wastewater system.

I 2.7 Team up with the Coeur d'Alene Tribe. With major water and wastewater system repairs needed, limited municipal tax resources, and nearly half of Plummer's residents being Coeur d'Alene Tribal members exempt from city property taxes, the city needs to team up with the Tribe. Source water supply issues, equalization basin project costs, and other infrastructure challenges could be much better addressed by partnering with the Tribe.

### Infrastructure Opportunity Area 3: Transportation

With nearly 20 miles of asphalt road and around 1000 households, Plummer has around 2500 square feet of road per person. This is a lot. By comparison, denser development areas tend to be under [500 square feet of road per person](#). Dense areas also tend to have higher incomes and property taxes to pay for roads. For Plummer, around half of the households are Tribal and exempt from property taxes. Said another way, in Plummer, each property tax paying household needs to "purchase" \$60,000 in roads every 30 years and pay around \$10,000 in maintenance over the 30 years, totaling over \$2,000 in per year per tax-paying household! Currently, Plummer's road budget is around \$60,000 per year, or between \$300 and \$350 per property tax paying household! The roads are deteriorated with over 80% needing complete reconstruction. To replace the roads would likely cost between \$5,000,000 and \$10,000,000.

I 3.1 Educate the residents about transportation infrastructure. As described above, the current level of service for roads cannot be sustained. Residents have taken on a negative view of the city's management of streets, but without radical property tax rate increases, the deterioration is unavoidable. Whatever other planning, bonding, tax-increasing efforts may be required to bring roads up to Plummer residents' desired level of service, educating residents will help.

I 3.2 Update comprehensive plan to include transportation. Comprehensive plans incorporate economic development, planning and zoning, parks, water, roads, etc. Without a plan, Plummer cannot prioritize expenditures of limited transportation funds. In particular:

- Select roads that can be "saved" from complete reconstruction, and be sure to keep them sealed.
- Identify roads that are most valuable to the city, perhaps for economic development reasons, and reconstruct them first.
  - Target development in these areas, increase tax revenues per square foot of road.

- Consider mixed-use, with shops on bottom and housing above to provide housing and increased tax revenue for a minimum of infrastructure cost.
- Some residents identified “C” Street as being a high priority street for paving at the community meeting on Thursday, September 21, 2017
- Identify low value roads, perhaps roads with few residents using them, and determine the best way to transition them to nice gravel – as opposed to dangerous pavement with deep potholes. For example, a brief review on Google Maps reveals many blocks average over 4,500 square feet of pavement per residence, and this would be more like 9,000 square feet of pavement per property tax paying household.
- Allow residents to participate in determining which streets should be downgraded. A realistic expectation, at the current property tax rates, is to have most streets returned to gravel. Where residents are willing to pay more, it may be possible to allow them to pay more tax for the luxury (and property value boost) of a paved road. Other factors impacting decisions road “downgrades” include: average daily traffic (ADT), economic importance, proximity to schools, presence of healthcare facilities, and other destinations or assets of interest.

I 3.3 Conduct an audit of existing biking and walking conditions. This assessment will help identify and prioritize problem areas and opportunities for improvements. Some Plummer residents identified the following streets as being in greatest need of sidewalks at the community meeting held on Thursday night, September 21, 2017:

- Highway 95
- Highway 5
- Antelope Road to downtown Plummer (with connecting trail to Wellness Center)
- Connect these destinations with sidewalks or paths: schools, Wellness Center, Community Center

I 3.4 Work with Idaho Transportation Department (ITD) and Local Highway Technical Assistance Council (LHTAC) for planning and funding opportunities with roadways and pedestrian pathways. Incorporate pedestrian pathway plans into the comprehensive plan, and again, choose strategically those streets to benefit from pedestrian pathways as they relate to economic development efforts.

I 3.5 Coordinate paving projects with infrastructure projects. It is a costly mistake to replace a road, and then cut into it for a water pipe repair the next year. With so many repairs needed on water and wastewater infrastructure under streets, be sure to coordinate repairs of road and other infrastructure in the plans

## Infrastructure Opportunity Area 5: Other public spaces

I 5.1 Ask residents about how to use the tennis court space going forward. The visiting team heard that the tennis courts near the community center were to be rehabilitated. This space may be more ideally repurposed to an activity that is more sought after by Plummer residents. From skate parks to amphitheaters to stages to community center expansion, this sort of space can be used in many different ways. An inexpensive questionnaire included with the monthly mailing could help increase community involvement in this decision and may come up with a higher or better use.

I 5.2 Several residents suggested that the property near the railroad tracks on the southeast corner of town could be used as a park. The best use of this area may be better known as a part of a comprehensive planning process. Be it a park, an RV park, or a cultural heritage site, this area has tremendous potential.

## Infrastructure Resources

City of Troy, Idaho for information about GIS and other water and wastewater strategies. Contact Danny at 208-835-2742.

US Army Corps of Engineers can help with infrastructure. Contact the Boise Outreach Office with questions at 208-433-4464

Rural Community Assistance Corporation (RCAC) offers loan and grant support for housing, water and wastewater, community buildings and more. Go to <http://www.rcac.org/programs-services/>.

Idaho Bond Bank Authority helps municipalities get competitive loan rates on infrastructure projects. Go to <https://sto.idaho.gov/Debt-Management/Idaho-Bond-Bank-Authority-IBBA>.

The Center for Transportation Studies at the University of Minnesota publishes a Gravel Road Maintenance and Design Manual. Go to <http://www.mnltap.umn.edu/publications/videos/gravelroadmaintenance/>.

The Transportation Research Board publishes resources related to selecting chemical treatment for unpaved roads. Go to <http://docs.trb.org/prp/14-3437.pdf>.

Idaho Transportation Department's (ITD) Transportation Alternative Program (TAP) and Americans with Disabilities Act (ADA) grants are available at <http://itd.idaho.gov/alt-programs/>. ITD has other programs as well. Go to <http://itd.idaho.gov/d1/>.

Local Highway Technical Assistance Council (LHTAC) provides a variety of programs supporting rural Idaho communities' transportation efforts. Go to <http://lhtac.org/programs/>.

Idaho Smart Growth can provide technical assistance with Safe Routes to School (network assessment previously done, but could work with school community to develop an engagement program), or provide alternative transportation network assessments and planning. Contact Deanna Smith, ([deanna@idahosmartgrowth.org](mailto:deanna@idahosmartgrowth.org)) or Elaine Clegg, ([elaine@idahosmartgrowth.org](mailto:elaine@idahosmartgrowth.org)) at 208-333-8066 or go to <http://www.idahosmartgrowth.org/>.

Safe Routes to School National Partnership (<http://www.saferoutespartnership.org/local/technical-assistance-2>) has great resources, including this one about rural communities' difficulty in accessing resources set aside federally for communities with less than 5,000 residents. <http://www.saferoutespartnership.org/resources/fact-sheet/srts-small-rural>.

Idaho Walk Bike Alliance. Go to <http://idahowalkbike.org/>. Contact Cynthia Gibson at 208-345-1105, [Cynthia@idahowalkbike.org](mailto:Cynthia@idahowalkbike.org).

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>.

Community Builders provides transportation planning & design and redevelopment technical assistance grants <https://www.communitybuilders.org/how-we-help/community-assistance/>. New Mobility West, partner of Community Builders, can help with planning more diverse, effective, and efficient transportation. Go to <http://newmobilitywest.org/>.

For individuals, USDA Rural Development offers help with costs connecting to city water, installing a septic, or removing an old septic. Go to <https://www.rd.usda.gov/programs-services/individual-water-wastewater-grants>.

For wastewater treatment system cost support, Idaho Department of Commerce can help access Community Development Block Grants or Rural Development Block Grants at <http://commerce.idaho.gov/communities/community-grants/> or call Idaho CDBG team at 208-334-2470.

For additional Rural Funding Resources see <http://ric.nal.usda.gov/Rural-Federal-Funding-Database>. Also, see *A Guide to Funding Resources*, available here: <https://www.nal.usda.gov/ric/guide-to-funding-resources>.

The Idaho Rural Water Association (IRWA) circuit rider program could provide further input on questions regarding the capacity and condition of the water and wastewater systems. In addition, a rate study is to be completed by IRWA, which would complement the current water facilities plan. Go to <http://www.idahoruralwater.com/> or call Kevin McLeod at 208-343-7001.

Department of Environmental Quality wastewater: Go to <https://www.deq.idaho.gov/water-quality/wastewater/wastewater-systems/>. Contact Larry Waters, 208-373-0151, [larry.waters@deq.idaho.gov](mailto:larry.waters@deq.idaho.gov).

Panhandle Health: Go to <http://panhandlehealthdistrict.org/environmental-health/septic>. Call 208-415-5220.

The Blue Cross Foundation has provided money for planning and projects that encourage active living (e.g. biking). 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 Idaho Department of Transportation has a website with information and links to ITD initiatives related to bicycling and walking, tips and resources for bicycling and walking in Idaho, information on how bicycle and pedestrian projects are implemented, as well as useful links to other organizations that are committed to bicycle and pedestrian mobility. Go to [http://itd.idaho.gov/bike\\_ped/proposals.htm](http://itd.idaho.gov/bike_ped/proposals.htm).

For transportation plan funding, the Local Highway Technical Assistance Council (LHTAC) provides a variety of educational opportunities and other assistance to local jurisdictions and transportation agencies in rural Idaho. Go to <http://lhtac.org/>. Contact Susan Kiebert at [skiebert@lhtac.org](mailto:skiebert@lhtac.org) or call 208-344-0565 ext. 1028.

USDA Rural Development has a limited amount of grant funds available to assist in the development of essential community facilities (including infrastructure, streets, roads, and bridges) in rural areas and towns of up to 20,000 in population (<https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program/id>). Grants are authorized on a graduated scale. Applicants located in small communities with low populations and low incomes will receive a higher percentage of grants.

Grants are available to public entities such as municipalities, counties, parishes, boroughs, and special-purpose districts, as well as non-profit corporations and tribal governments. Contact Howard Lunderstadt, 208-762-4939, [howard.lunderstadt@id.usda.gov](mailto:howard.lunderstadt@id.usda.gov).

Project for Public Spaces is a resource for ideas and assistance regarding lighter, quicker, cheaper placemaking strategies. Go to <http://www.pps.org/reference/lqc-resources/>.

McCormack Landscape Architecture is a Native-owned landscape architecture firm based in Lapwai, ID. Go to <http://weetes.com/index.cfm?page=home.cfm>. Contact Brian McCormack, 208-798-3249, [weetes@aol.com](mailto:weetes@aol.com).

Idaho State Parks and Recreation offers grants for recreation projects, particularly if they are multipurpose and attract multiple audiences. <http://parksandrecreation.idaho.gov.aspx>.

The U.S. Soccer Foundation awards grants on an annual basis to support both soccer programs and field-building initiatives in underserved areas nationwide. Go to <http://www.ussoccerfoundation.org/>.

The Saucony Run For Good Foundation supports programs promoting activity and healthy lifestyles for youth. Go to <http://www.sauconyrunforgood.com/>.

The American Medical Association's Healthy Living Grant Program supports grassroots health education programs to develop school and community-based solutions to behavioral health challenges. Go to <http://www.ama-assn.org/ama/pub/about-ama/ama-foundation/our-programs/public-health/healthy-living-grants.page>.

The Idaho Department of Parks and Recreation has grant programs for developing recreational facilities, including trails, restrooms, and related amenities. Many grants are in the \$50,000-\$150,000 range. Go to: <http://parksandrecreation.idaho.gov/about-parks-recreation>.

Tribal Energy and Environmental Information Clearinghouse. Go to <http://teeic.anl.gov/>. Note the topics under Energy Resources.

Office of Indian Energy Policy and Programs (within U.S. Department of Energy). Go to <http://energy.gov/indianenergy/office-indian-energy-policy-and-programs>.



## PART VI FINAL THOUGHTS AND NEXT STEPS

As with any community working to improve the quality of life and economic prospects for its current and future residents, you will continue to find developing agreement among divergent interests challenging at times. When such situations arise, rather than focusing on what has not worked or not been accomplished in the past, we encourage you to step back and ask yourselves what *has* been accomplished. More to the point, what are the most satisfying, successful agreements that have been made in the past, how were they made, and what accomplishments did they result in?

If 100 people in Plummer and surrounding area answered the questions above, consensus about the most successful agreements and accomplishments would become clear. Establishing this consensus could be done via individual interviews or by conducting a large group forum. By asking and answering these questions for yourselves, you begin to see the truth about successful consensus building and collective action demonstrated by your lived experiences, as opposed to hoping it can be learned from a book, training, or an outside consultant.

### Appreciative Inquiry

The questions posed above represent the first principle of an approach to community and organizational development called *appreciative inquiry*. In essence, this approach identifies and builds on a community's strengths rather than dwelling on needs and deficiencies. The connection between appreciative inquiry and community development is natural. It is a highly inclusive, inspiring process in which community members take responsibility for generating and processing information. It is based on the premise that people and communities tend to move in the direction of the stories they tell themselves about who they are and who they can be. Focusing on the qualities or factors that contributed to past and current successes will lead a community in a much more positive direction than a focus on past poor participation or projects that failed to achieve their potential.

Appreciative inquiry typically uses a process referred to as the 4D model. The 4 D's are as follows.

#### Discover

Residents are encouraged to gather stories and insights from and with each other about what has made the community successful in the past. What were the conditions that made these successes possible (leadership, relationships, communication, events, etc.)? By highlighting what is strong and vibrant about a community, it will continue to move in that direction.

#### Dream

Residents explore how past experiences can apply to the community's future. They imagine what could be for the community (i.e. visioning).

#### Design

The actual development of the plan describing how lessons learned from past success will be applied to one or more future goals or projects.

Deliver

Creating the mechanisms and reinforcing existing capacities to make the dream a long-term reality.

For more information about Appreciate Inquiry, read this article: *“A Positive Revolution in Change: Appreciative Inquiry”*, by David Cooperrider and Diana Whitney, Case Western Reserve University, 1999. The document above and many other resources related to Appreciative Inquiry are found at the Appreciative Inquiry Commons website. <http://appreciativeinquiry.case.edu/>.

## When Conflict Happens

Conflict can arise when two or more parties are experiencing a real or perceived difference in needs or interests. Just like the people involved in them, each conflict is unique. In complex situations involving a number of parties, it is often helpful to ask the following questions to predict whether a problem-solving or consensus building process has a good chance of succeeding.

1. Who is currently impacted or is likely to be impacted by the situation?
2. What are the needs (a.k.a. interests) of the various stakeholders?
3. What are the disagreements and potential areas of agreement among the stakeholders?
4. What are the perceptions, assessments, and feelings the stakeholders have about each other?
5. What is the potential for the stakeholders to communicate and participate in a subsequent problem-solving or consensus-building process in good faith? What circumstances would increase this potential?
6. What issues should be on the agenda in a problem-solving or consensus-building process? Are there any issues that should not be included at this time?
7. Should a consensus building process be initiated? If yes, what is the likelihood of success and how should it be designed to maximize success? If no, why not?

## Why it Matters?

Funding from government agencies and non-government organizations from outside the community is often needed to accomplish larger-scale community and economic development goals. As all Idaho communities know firsthand, the amount of funding for public facilities and infrastructure is limited while the needs (and competition for funds) are ever increasing. Funding applications that result from the use of the positive, inclusive, agreement-seeking tools and principles identified in this report are more likely to be approved when compared to applications from other communities that do not benefit from the same level of broad support. In other words, using inspiring planning and project development processes will mobilize resources within the community and generate greater support from outside the community.

## A Final Recommendation

In the visiting team's experience, the use of certain principles seem to increase success and build capacity regarding a variety of community and economic development issues and opportunities. We encourage the community leaders and residents of Plummer to revisit these principles often and apply them when appropriate:

- Start small.
- Start with what you have and who you are (i.e. assets) and build from there.
- Emphasize volunteerism.
- Celebrate each success and honor participants.
- Build local capacity to take on larger projects over time.
- Embrace teamwork.
- Give credit and thanks.
- Make it clear that the volunteers are local heroes.
- Engage youth and young adults in a way that allows them to take responsibility and develop leadership skills.

## What Next?

This report is a summary of observations, recommendations, and resources provided by the Visiting Team. It is not a complete strategic or action plan. We suggest the City consider working with other organizations and stakeholders to create such a plan. The Visiting Team also invites the community to determine whether or not the following process is an appropriate way to create an action plan based on this report:

1. Distribute copies of the community review report to all members of the home team, city and county elected officials, and other stakeholders. The report should also be made available online and at the library. Consider providing the report or an on-line link to the report to people who completed "sign me up" cards during the community review. These people are listed in Appendix G.
2. Convene home team leaders to talk about and agree on next steps that make sense for the community. In other words, review and modify this suggested process as you deem appropriate. Invite Visiting Team leaders to participate in or help facilitate this conversation.
3. Divide the working group into 3-4 ad hoc committees, one for each focus area. Recruit additional participants if needed. Ask each focus area committee to review their applicable section of the report in detail and to prioritize next steps.

4. Reconvene working groups created in step #3 to share recommended highest priorities for each focus area. As a group, reach consensus on next steps.

## The Last Word.... for Now

Finally, we leave you with the top ten attributes of successful communities. This list was prepared by David Beurle and Juliet Fox, Innovative Leadership 2011 and adapted from the Heartland Centre for Rural Leadership's "20 Clues to Rural Community Survival".

### Top Ten Attributes of Successful Communities

1. Evidence of an inclusive culture

Successful communities are often showplaces of care, attention, history, and heritage. They celebrate their success and have a strong and positive local attitude and support a culture of risk taking and innovation. Diversity is often celebrated and new people are welcomed.

2. Invest in the future – built to last!

People believe that something worth doing is worth doing right. In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future. Expenditures are considered investments in the future, including investments in people. People have their attention on the long-term success of their community.

3. Participatory approach to decision making

Even the most powerful of opinion leaders seem to work toward building a consensus. The stress is on groups, organizations, and communities working together toward a common goal. The focus is on positive results. People, groups, and communities collaborate and share resources.

4. Creatively build new economic opportunities

Successful regions and communities build on existing economic strengths in a realistic way and explore new economic opportunities provided by the 'new economy'. They actively seek out new opportunities and ideas for new businesses. They look for ways to smooth out the impacts of the booms and busts.

5. Support local businesses

Local loyalty is emphasized, but thriving regional communities know who their competitors are and position themselves accordingly. They look for creative ways to leverage the local economy off the resource sector.

6. Deliberate transition of power to new leaders

People under 40 regularly hold key positions in civic and business affairs. Women (and people from minority groups) often hold positions as elected officials, managers, and entrepreneurial developers.

7. Strong belief in and support for education

Good schools are the norm and centers of community activity.

8. Strong presence of traditional institutions that are integral to community life. Churches, schools, and service clubs are strong influences on community development and social activities.

9. Willingness to seek help from the outside

People seek outside help for local needs, and many compete for government grants and contracts for economic and social programs. They seek out the best ideas and new people to help build their local community and regional strengths.

10. Communities and regions are self-reliant

There is a wide-held conviction that, in the long run, 'You have to do it yourself'. Thriving communities believe their destiny is in their own hands. Making their region a good place to live is a pro-active assignment, and they willingly accept it.

# Appendices

Appendix A: Biographical and Contact Information for Visiting Team Members

Appendix B: City of Plummer Community Review Application

Appendix C: Documentation of Cash and In-Kind Value for Plummer Community Review

Appendix D: Community Review Master Schedule and Focus Area Itineraries

Appendix E: Survey Form and Summary of Survey Results

Appendix F: Community Center How-to Guide

Appendix G: People who completed “sign me up” cards during the Plummer Community Review

## Coordination and Report Writing

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Jon grew up in Colville, Washington. His career in community and economic development began soon after graduating from Washington State University with a degree in Landscape Architecture. He has worked on staff and in a consulting capacity with numerous rural Idaho and Washington communities. From 1997-2006 he was the co-executive director of Idaho Smart Growth. He started his own consulting business in 2007 to provide services to government agencies, tribes, and nonprofit organizations. Jon has served as IRP's Acting Executive Director since April 2015. Jon is a graduate of Leadership Idaho Agriculture and has also completed advanced training in mediation, fundraising and other topics. He has expertise in project management, group facilitation and multi-interest collaboration, organizational development and strategic planning, community design, policy development, and grant writing. In 2004 the Idaho Planning Association recognized Jon as Idaho Planner of the Year. Jon enjoys Idaho's rural communities, mountains, trails, and trout streams.

## Listening Session Facilitators

LORIE HIGGINS, PhD

Associate Professor and Extension Specialist

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Lorie is an Associate Professor in the Department of Agricultural Economics and Rural Sociology at University of Idaho. As an Extension Specialist in community development, Lorie's primary role is to assist Idaho communities and organizations with a broad range of programs and projects. Current work includes a regional effort called Two Degrees Northwest, to develop, support and promote cultural industries, building an entrepreneurship training program, identifying impacts of the Horizons community development program, participating in the Idaho Community Review program as a steering committee member and listening session co-leader, and conducting social assessments as part of the UI Waters of the West program. Nationally, Lorie is a leader in the Enhancing Rural Capacity eXtension Community of Practice.

#### KATHEE TIFFT

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Kathee has taught early childhood classes and directed the infant/toddler center in an alternative high school, wrapped loads at a sawmill, provided care in a toddler classroom and conducted home visits in an Early Head Start program, cleaned residential homes and private businesses, managed a clothing consignment store, provided security at a blues concert, and planted trees at a nursery. Currently, Kathee is an Associate Professor in the University of Idaho Extension System focusing on leadership and community development programs and serving as the Department Chair for Nez Perce County Extension. As a member of the University of Idaho Extension Community Development Team, she has been instrumental in the design and implementation of the Community Coaching for Grassroots Action (CCGA) program focused on helping communities develop a vision and build leadership capacity to move toward prosperity for all community members. In partnership with the Spirit Center at the Monastery of St. Gertrude, Kathee provides the Leadership to Make a Difference Institute (LMDI), an intensive training focused on basic leadership skills to help people develop confidence in their leadership abilities and the courage to take action to effect change. She also is involved in a multi-state effort to develop a mapping technique for assessing the impact of community development initiatives.

#### BROCK CHERRY

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Born and raised in Southeast Idaho, Brock attended Brigham Young University Idaho, receiving an undergraduate degree in political science and a graduate degree in Bioregional Planning & Community Design with an emphasis in Rural/Small Town Planning. Brock's graduate studies included in-depth study concerning how rural/small town planning has been neglected by the planning field and the current planning education paradigm, rural/small town alternative transportation strategies, public organizational efficiency and management, and sustainable community development practices. Currently, Brock serves as an Outreach & Research Associate at the University of Idaho working on a project alongside Dr. Lorie Higgins titled "Understanding and Improving Rural Community Revitalization Assessment Programs in Three States" which is funded by a grant rewarded by the National Institute of Food and Agriculture.



## Economic Development

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Michelle is a Business Programs Specialist for USDA Rural Development. Michelle has been with the Agency for 14 years and has been in her current position for 2 years. Prior to working for USDA, Michelle was an adjunct instructor at North Idaho College, Business and Professional Programs Department. She also spent a few years working for the Latah Soil and Water Conservation District. Michelle attended the University of Idaho, where she earned undergraduate degrees in Accounting and Agribusiness and a Master's degree in Agricultural Economics.

KIM GLINESKI

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Kim joined the Idaho Department of Commerce Business Retention and Expansion Team in January. She has years of experience in marketing and communications, including time with Treasure Valley Racing, Agri Beef, and Micron. As a native Idahoan, Kim is passionate about helping our great state succeed. She was raised in the Treasure Valley with a family background in agriculture and she has a soft spot for rural communities. In her free time you can usually find Kim on the sidelines of the football & lacrosse fields, running the chute for her husband, or in the barn helping their kids with the animals and 4H/FFA projects.

IRIS FRIDAY

Native American Programs Specialist

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N. Iris Friday is a Section 184 Coordinator/Native American Programs Specialist in the U.S. Department of Housing & Urban Development's Northwest Office of Native American Programs. She serves as a liaison between tribes, lenders, and housing partners to ensure smooth delivery of the Section 184 Indian & Title VI loan guarantee programs.

Iris works to bring homeownership to Native families through homebuyer fairs, homebuyer education counseling, and promotes financial education as a tool for achieving homeownership success. Iris serves on numerous coalitions and outreach initiatives to promote Earned Income Tax Credits, the development of asset building strategies for Native families, and comprehensive affordable housing strategies for housing developments. She is a founding member of the NW Native Asset Building Coalition that focuses on expanding assets in Indian Country through homeownership, small business development, and expanded economic opportunities.

Ms. Friday holds a Master's Degree in Public Administration-Tribal Governance from Evergreen State College and a Bachelor's degree in Political Science from the University of Washington.

#### RICIA LASSO

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For the past 21 years, Ricia Lasso has been working for the Idaho Department of Labor. She is currently the Regional Business Specialist for Northern Idaho, and has worked in this capacity for the past seven years. Her goal is to help businesses become more profitable through retention and expansion efforts, workforce development and identifying opportunities for growth. Ricia was instrumental and invaluable in bringing the Idaho aerospace players to the table, and even providing the table for Idaho aerospace manufacturers to connect. Because of her groundwork, she set the stage for the formation of the Idaho Aerospace Alliance. She is a certified Global Career Development Facilitator and a certified Workforce Development Master. She is currently serving as the chairman of the North Idaho College Workforce Training Center Advisory Board and the Chairman of the Administrative Support Advisory committee. She holds a Bachelor's degree in Recreation Administration from San Diego State University. Ricia was a business owner for five years in the retail industry. Prior to her entrepreneurial experience she held many positions during her tenure with Security Pacific National Bank. Such positions included Security Exchange Commission Compliance Officer, Corporate and Branch Auditor, and Branch Supervisor.

## Infrastructure

HOWARD LUNDERSTADT  
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Howard is a Community Program Specialist for USDA Rural Development. He has been with the agency for 19 years and in his current position for the last 10 years. Prior to working for USDA, he worked for Pine Tree Credit Union in Grangeville. Howard graduated from Lewis-Clark State College with a degree in Business Administration in 1989.

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As a graduate student at the University of Idaho's Bioregional Planning M.S. program, Josh participated in the Aberdeen Community Review. He then became the Principle Investigator (PI) for the Center for Resilient Communities on an analysis on the Community Review surveys and Community Review Report text for Reviews conducted between 2000 and 2016. Lorie Higgins and Jon Barrett were co-authors, and publication of the study is pending. Preliminary findings were presented to the IRP board in October 2014, and later presented at the request of Mike Field to the Idaho Senate Affairs committee. Graduating with an M.Eng. in Engineering Management and an M.S. in Bioregional Planning in May 2016, he founded Abundance Endeavors LLC. Abundance Endeavors is currently producing artisan root beer for sale at the Moscow Farmers Market and offering consulting services. In early 2017, he will begin partnering with Lorie Higgins on a study of Idaho, Wyoming, and Montana's community review (assessment) initiatives.

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Nancy has been employed with Panhandle Area Council for 23 years. Her current responsibilities include providing assistance to communities and special districts in assessing economic needs, developing Athol

Community Review 86 October 4-6, 2015 strategies, and identifying goals. With extensive experience in providing guidance regarding compliance with state and federal regulations and coordinating and collaborating with public and private entities, her current funding rate for grant projects is 100%. She also prepares the region's Comprehensive Economic Development Strategy (CEDS). Nancy is the past Chairman of the Post Falls Urban Renewal Agency and past Administrator of the Spirit Lake Urban Renewal Agency. She has received recognition and awards from federal, state and local governments for her work with local communities in community and economic development.

#### BEN WARD

District 1 Traffic Engineer  
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Ben is from the small town of Laie, Hawaii on the northeast shore of Oahu. His non-professional interests mostly revolve around his family (wife, 10- and 13-year-old daughters, and 16- and 17-year-old sons) and the outdoors. After a brief career as a middle school and high school math teacher in Hawaii, Ben returned to college, graduating from the University of Idaho in 2005 with a degree in civil engineering. He began his engineering career with the Washington State Department of Transportation in Spokane. Over the next eight years he worked on the design and construction of roads and bridges throughout Eastern Washington. In 2013, he was hired as a Staff Engineer at the Idaho Transportation Department District 1. Since then, he has continued to work on the design and construction of transportation systems, and in August of this year he became the District 1 Traffic Engineer.

## Community Involvement and Cultural Identity

#### BRIAN DALE

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A certified community developer (PCED), Brian Dale has a B.A. from Westminster College (in Missouri) and attended Community Builder training in 1998 at the John F. Kennedy School of Government at Harvard University. Brian was also a part of HUD's 2005-2006 Emerging Leaders program. Brian's current assignments with HUD include serving as the Regional Faith-Based Liaison for Idaho and the rest of HUD Region X; networking with service providers for homeless populations (Idaho's two Continuums of Care); facilitating the VASH Partnership of Idaho and facilitating the Idaho Fair Housing Forum. He has also worked closely with HUD FHA's Good Neighbor Program, assisting in developing Revitalization Areas in several Idaho communities. He recently served on the Steering Committee of the Idaho Community Review. Additionally, he has worked with numerous local, regional and national disability councils,

advisory committees and coalitions, and prior to HUD he served as Executive Director of the Utah Statewide Independent Living Council.

STEVEN HATCHER

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Steven is the state folklorist of Idaho and director of the Folk and Traditional Arts program at the Idaho Commission on the Arts. He has an M.A. in American Studies from Utah State University and a B.A. in English from the University of Utah. For the past ten years, Steven's work has focused on the educational side of public folklore, either through contract positions awarded by the State Department or as an expatriate hired on the local economy. In Kazakhstan he worked with the American Corners project to deliver a series of lectures to students and other artists groups. At Santiago, Chile's Pontificia Universidad Católica, he was asked to develop and teach the university's first Introduction to Folklore course in their burgeoning American Studies department. In Geneva, Switzerland Steven continued his role as the embassy's in-house folklorist and was sent to diplomatic meetings and schools to speak on subjects like the study of folklore, trickster tales, and cowboy songs, among others. Rigby Community Review 92 June 3-5, 2014 Prior to life overseas—and even during that time—Steven cut his teeth at the Western Folklife Center in Elko, Nevada, where he was hired as an Assistant Archivist to digitize audio cassette tapes from the early years of the National Cowboy Poetry Gathering.

REPRESENTATIVE CAROLINE NILSSON TROY

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For over 25 years, Caroline Nilsson Troy has worked in philanthropy. Under her leadership, the University of Idaho was nationally recognized by the Council for the Advancement and Support of Education (CASE) with the "Circle of Excellence Award" for overall improvement in fundraising. At Washington State University, she led the College of Agricultural, Human and Natural Resource Sciences team to achieve over 25% of the \$1B fundraising goal for the Campaign for WSU. She owns Nilsson Advisory Group, providing consulting to non-profits across the west.

Caroline is currently on the Idaho Suicide Prevention Council, the Idaho Rural Partnership Board, and the Idaho Community Foundation. She is on advisory boards for the University of Idaho College of Letters, Arts and Social Sciences; the College of Agricultural and Life Sciences Deans' Advisory Board; and Cooperative Extension.

Since 2015, Caroline has served in the Idaho House of Representatives for District 5 (Latah and Benewah counties) where she has championed rural issues. Her committees include Revenue and Taxation, Agricultural Affairs and Business.

A native Idahoan, Caroline lives on a small farm in Genesee, Idaho with her husband Dave. They have four daughters, who all live and work in Idaho, and one new granddaughter.

JAAP VOS, Ph.D.  
Program Head  
Bioregional Planning and Community Design  
Urban Design Center  
University of Idaho  
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Boise, ID 8370  
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Jaap is the Head of the Bioregional Planning and Community Design Program at the University of Idaho. In that capacity he is developing a planning program that is responsive to the planning needs in Idaho. Jaap received his Ph.D. in Regional Planning from the University of Illinois at Urbana-Champaign in 1996. He has worked as a professor since 1996 and has been Department Head at three different universities since 2003. Jaap is particularly interested in the role of the university and planning programs in advancing knowledge in the communities in the states that they located. He has published articles on environmental planning, environmental justice and planning pedagogy. His most recent article was on the response of communities to wildfire risks.

ROWENA YEAHQUO  
Director  
Northwest Tribal Technical Assistance Program  
668 N. Riverpoint Blvd. Rm. 382  
Spokane, WA 99202  
Office: 509-828-1410  
Email: [ryeahquo@ewu.edu](mailto:ryeahquo@ewu.edu)

Ms. Yeahquo, Kiowa and Comanche, has a Masters in Regional and City Planning from the University of Oklahoma and has over 15 years of experience in tribal and community planning. Ms. Yeahquo is currently the Director of the NW Region Tribal Technical Assistance Program (NW TTAP). This is a FHWA funded program housed within Eastern Washington University Planning Department in Spokane, Washington. NW TTAP provides technical assistance to tribes in Washington, Idaho, Oregon and Western Montana.

She was formerly the Community Planner for the Transportation Branch, Bureau of Indian Affairs, Eastern Oklahoma Region Indian Reservation Road System. In this position, she met with tribal, state, federal and county representatives to discuss tribal goals and priorities in order to facilitate transportation plans and construction. While working as a consultant she developed 22 Tribal Long Range Transportation Plans in Oklahoma, Kansas and Texas for Southern Plains Regional BIA Office. She has been a grant peer-reviewer for several federal programs including: DHHS, ANA, DOJ, and USDA.

Ms. Yeahquo has contracted with several tribes to provide technical assistance or training in Tribal Planning, Transportation Planning, Hazard Mitigation Plans, and Grant Writing. While working with the Cheyenne-Arapaho Tribes, she developed a Master Plan for a Tribal Justice Center, a Hazard Mitigation Plan, and was the Tribal Grant Writer. Ms. Yeahquo also worked in the Oklahoma Department of Commerce with Community Development Block Grants, Oklahoma Department of Transportation and was the Community Development Director for the City of Piedmont, Oklahoma.

# Idaho Community Review Application

## A Community Visitation Program

Offered in Partnership by the  
Association of Idaho Cities, Idaho Department of Commerce, Idaho Transportation Department,  
Idaho Housing & Finance Association, U.S. Department of Housing & Urban Development,  
Idaho National Laboratory, University of Idaho, U.S. Department of Agriculture – Rural  
Development, and Idaho Rural Partnership

Please submit answers to the following questions. Cities with populations under 10,000 are eligible to apply. **Complete applications must be postmarked or received via email by 5:00 pm, April 15, 2016.** Our mailing address is 1090 E. Watertower Street Ste. 100, Meridian, ID 83642. Send applications electronically to [jon.barrett@irp.idaho.gov](mailto:jon.barrett@irp.idaho.gov). Call 208-332-1730 with questions.

Your community must agree to accept the following responsibilities to ensure the success of the Review:

- Provide mailing labels for the selected households for the purpose of mailing the pre-review community survey.
- Arrange for large and small group meeting sites throughout the Review with community leaders and citizens.
- Appoint a home team leader for each of the Community Review focus areas (economic development + two other areas selected by the community) who will work with the visiting team leaders to plan and coordinate the Community Review.
- Appoint a home team leader to coordinate the Listening Sessions. This is a critically important role; the ideal leader is someone known to and respected by everyone, a natural connector and networker comfortable in a wide range of social settings. We encourage the home team Listening Session leader to reach out to individuals in the various stakeholder groups early in the planning process; this helps increase participation in listening sessions, which in turn adds value to session results. **Please Note:** Listening Session stakeholders must reflect a broad cross-section of all residents to make best use of this investment. The value of information gained depends on the diversity of opinions and perspectives we sample.
- Participate in weekly planning meetings starting two and a half months prior to the Review.
- Arrange community tours and meeting agendas in the three focus areas you identify.
- Pay for postage for the pre-review community survey, group transportation during the community tours, and all team meals. Many communities have partnered with businesses, school districts, and civic groups to share postage, transportation, and meal costs)
- Assign a community member to work with the Executive Director of the Idaho Rural Partnership to help identify businesses within the community that can be approached by the Executive Director to help pay for the IRP costs associated with conducting a Community Review. Additional information about funding is provided in the “Funding” section on page three of this document.



- Suggest lodging locations for the visiting team and supply related information. Ideally, visiting team members will have the option to stay in the community so as to be close to the action and spend our money at local businesses.
- Publicize the Community Review to maximize community participation; we cannot stress this enough...the value of this process to your community is directly proportional to local stakeholder participation. Greater participation in this process often translates into broader support for follow-up efforts to move recommendations into reality.
- Assist with collection of background information and data prior to the Community Review.
- Designate at least two community members to facilitate the follow-up process.

Community: **Plummer, Idaho**

Main Contact Person: **Bill Weems -Mayor**

Address/City/State/Zip: **PO Box B, 888 C Street, Plummer, ID 83851**

Phone, Fax, Email: **Phone: (208) 686-1641 Fax: (208) 686-5019**

Email: *mayor.cityofplummer@gmail.com*

**Economic development** is a required focus area for all Community Reviews. Circle or write-in two other focus areas your community has tentatively selected for emphasis. Focus areas might include some combination of the following:

**Infrastructure**

Housing

Land Use Planning

**Community Design & Identity**

Education

Health Care

Seniors and Youth

Arts, Historic, & Recreation Resources

Civic Life & Community Involvement    Transportation

Other Focus Area(s): \_\_\_\_\_

Please briefly describe the process used to select your focus areas: **Strictly by immediate needs of the community. Plummer is in rough shape at the moment and faces many obstacles that need immediate address.**

Names/phone numbers/Email addresses of the three focus area leaders:

1. Economic Development: **To be determined**
2. Infrastructure: **To be determined**
3. Community Design & Identity: **To be determined**

In the Focus Areas identified, what specific issues does your community want to address?

1.) Focus area #1: Economic Development: **Development of brownfield (50+ acres) to support commercial - light industry/manufacturing to provide revenue for city and employment opportunities for area residents. Develop downtown corridor to expand/add retail and other business activities.**

2.) Focus area #2: **Infrastructure: City faces issues with deteriorating sewer infrastructure. Inflow and infiltration of storm water into system overwhelms sewer plant capacity resulting in effluent non-compliance issues. Drinking water source and distribution infrastructure is inadequate and running below daily demand. Electrical infrastructure is aged and in need of upgrade/repair to address safety and reliability issues. Water and sewer issues have created the need for moratoriums impeding economic as well as community development/growth.**

3.) Focus area #3: **Community Design & Identity: Plummer is in the middle of the Coeur d'Alene Indian Reservation and is the location of tribal headquarters. This mixture of cultures must be nurtured to create an overall inclusive identity for the community enveloping and branding an identity of this rich diversity. For many years Plummer has been labeled "The Gateway to the Shadowy St. Joe River." The community must strive to develop its own identity and branding to showcase the values and resources of the people and geography of the area. Plummer should not be considered a "gateway" but a destination in its own right. The goal being to bring native and non-native together in one community that has benefits for all who visit or call it home.**

What are your community's intentions or plans with respect to prioritizing and taking action on the recommendations provided by the Community Review? What individuals and/or organizations in your community can provide the necessary leadership going forward?

**There are many hurdles that must be faced in bringing the community together. Priority must be given to building bridges between native and non-native both in residential as well as civic arenas. There is an atmosphere of distrust and an "us against them" mentality that must be overcome. Apathy is another obstacle. There are several community members, some native, some not, who would be willing to serve in leadership positions, but the reality is not many will be willing to step up to the plate to advance community improvements. The city has myself and some staff willing to participate. There are at least three community members willing to participate. I am going to approach the tribal council to get**

**them involved in this endeavor. But ultimately, it will be a “let’s see who joins in” kind of thing at the moment.**

What strategic planning, business development, enhancement, revitalization, clean-up, contracted or consulting efforts have occurred in your community in the last one to three years? (Attach additional sheets, documentation, brochures, or report summaries as necessary)

**There has been virtually *NO* planning what-so-ever for the last 30+ years unfortunately. That’s why we’re in this predicament in the first place. A couple of businesses have moved into town, but to properties that were already connected to infrastructure so were immune to the moratoriums in place. Other than that...**

Every community we visit faces challenges involving disconnects or conflict among groups. We understand this, and we aren’t interested in taking sides or judging. Please identify (in general terms) any recent or anticipated controversies involving local leadership or civic organizations that have a bearing on this Review. Are there any issues that might limit local participation or implementation of the Review or resulting recommendations? How might they be addressed during the Review? We can discuss details later.

**The “us versus them” mindset I mentioned previously. Tribe vs city, city vs tribe, county vs tribe, tribe vs county, everyone vs State and on and on. We can only communicate with these influences and try to build bridges to bring them in to participate. We’ll have to see how it goes and play it by ear.**

Describe any economic development projects the city would like the visiting team to examine. For the purpose of this question, an economic development project is any initiative to attract new business, help retain or expand existing business or improve infrastructure. In your description of the project, identify any funders and partners contacted and/or involved with the project.

**We have received assistance in the past from USDA, Commerce, and Army Corps. Of Engineers. We have recently completed a water well addition to help supplement our water supply. Bit more needs done. Development of the “Pole Yard” district to accommodate commercial would be a good project. There are many more, and the question virtually IS what needs to be examined here.**

Community support. Briefly describe major community funding initiatives (fundraisers, levies and/or bond elections) in the past five years, including outcomes.

**We tried to run a bond for water systems improvement last November. It failed even though everyone knows we are operating below demand. This is mind boggling!**

What other projects has your community completed in the last one to three years? (Attach additional sheets or information as necessary.)

**One new water well was punched in to supplement our poor water source issues. This was with help from USDA ECWAG. That project wraps up as we speak.**

We ask that communities participating in the Review process provide brief updates on an annual basis for three years following the Review. These updates will share progress the community has made as either a direct or indirect result of a Community Review. IRP will use the information to help future visiting team members adjust their discussions and presentations to better meet the needs of participating communities. This information also helps the partnering agencies and organizations measure the impact of Reviews and demonstrate how resources and investments are leveraged through the process. The information is also shared with our funding entities to show the impact their contributions are making to improve the economic and social conditions in rural Idaho communities. This is critical to maintain support for our work in rural Idaho.

Which month do you prefer for your Community Review?

September 2016

March 2017

June 2017

September 2017

Mayor's Signature:



Date: 3/1/2016

Please complete this application by 4/15/16 and return to:

**Idaho Rural Partnership**

1090 E. Watertower Street Ste. 100, Meridian, ID 83642 -- (208) 332-1730

Appendix C: Documentation of Cash and In-Kind Value for Plummer Community Review

Documentation of Cash and In-Kind Value for Plummer Community Review conducted September 19-21, 2017			
This table created by Idaho Rural Partnership, 7/6/18			
Amount	Expense or in-kind contribution		
\$17,809.00	Direct expenses covered by Idaho Rural Partnership and other local and statewide funding partners		
\$23,268.50	In-kind contributions (time, travel, lodging) provided by visiting team members		
\$995.00	Cost or value of food, bus transportation, and donated meeting space		
<b>\$42,072.50</b>	<b>Total, direct expenses + In-kind contributions</b>		

## Plummer Community Review Master Schedule

### **Tuesday, September 19**

- 3:45 pm Home and visiting teams arrive at Plummer Community Center  
520 C. Street, Plummer
- 4:00 – 4:45 pm Bus tour of Plummer and surrounding area  
Depart from Community Center
- 5:00 – 6:00 pm Home team listening session  
Location: Community Center
- 6:00 – 6:45 pm Dinner  
Location: Community Center
- 7:00 – 9:00 pm Community Town Hall Meeting  
Location: Community Center

### **Wednesday, September 20**

- 8:00-8:45 am Breakfast (can include one or more presentations on topics of general interest  
Speakers: Mayor Bill Weems, City Clerk Sara Gauthier  
Location: Community Center
- 9:00-11:45 am: Focus area meetings and field trips (see individual focus area itineraries)
- 12:00-1:00 pm Lunch  
Speakers: Chief Allen, Ernie Stensgar  
Location: Community Center
- 1:00-5:00 pm Focus area meetings and field trips (see individual focus area itineraries)
- 5:00 - 6:00 pm Dinner  
Location: Community Center
- 6:30-7:30 pm Debrief meeting (visiting team only)  
Location: Community Center

**Thursday, September 21**

- 9:00 am - 12:00 pm      Visiting team meets to develop focus area and listening session presentations  
Locations: Benewah Wellness Center (2 meeting rooms), council chambers @ city hall, library
- 12:00 - 1:00 pm      Working lunch for visiting team  
Locations: Benewah Wellness Center (2 meeting rooms), council chambers @ city hall, library
- 1:00 – 3:30 pm      Visiting team develops focus area and listening session presentations (cont.)  
Location: Benewah Wellness Center (2 meeting rooms), council chambers @ city hall, library
- 3:30 – 5:00 pm      Downtime for visiting team
- 5:00 – 6:30 pm      Dinner  
Location: Community Center
- 7:00 – 9:00 pm      Community meeting featuring visiting team presentation, Q & A, and discussion of next steps  
Location: Community Center

**Plummer Community Review - Focus area: Community Involvement and Cultural Identity**  
**Proposed Itinerary for Wednesday, September 20<sup>th</sup>**

- draft, 9/12/17

*This itinerary will be followed on Wednesday, September 20 to enable an assessment of the highest priority explore issues, opportunities, and challenges for each focus area.*

**MORNING SESSION (9-11:45am) - ONGOING EFFORTS TO IMPROVE COMMUNITY HEALTH AND WELL-BEING**

*NOTE: Most of these morning segments could consist of approx.. 10-15 minutes of presentation followed by a few minutes of Q&A.*

- 9:00 One Sky/Horizons - Laura Laumatia &/or Yolanda Bone
- 9:20 Plummer Community Action Team (PCAT) & Community Events - Dan Jolibois &/or Bill Weems, Tom Nuss
- 9:40 Qhest Ilsh / Becoming Well. Addressing addiction, wellness, etc. - Lovina Louie &/or Bobbie White
- 10:00 CDAT Strategic Plan – Cookie Allan
- 10:15 Tribal Collaboration Committee. Working on safety and wellness in community with goal of reducing substance abuse related crime on reservation. – Cookie Allan
- 10:30 Inter-generational Trauma – Cookie Allan
- 10:45 Community Support for Schools / Parent/Family Engagement Plan - Cookie Allan
- 11:00 Positive Youth Development – Yolanda Bone &/or Cookie Allan
- 11:20 After School Program – Jessica Allen
- 11:30 Art & Culture – Past/Existing Group(s) & potential - Bobbie White &/or Philomena Nomee

12:00-1:00 pm Lunch

**AFTERNOON SESSIONS (1-5pm) – CONTINUING PRESENTATIONS & FIELD TRIPS**

- 1:00 Site Visit – CDAT Bldg 1: Dept of Education and Law & Order - Tribal Courts, Prosecutor, Probation and Higher Ed, Professional/Workforce Development, GED, State Education Partnership, Native Youth Community Program, etc
- 1:30 Site Visit – CDAT Bldg 2: Social Services Dept: Career Renewal Program, Indian Child Welfare, TANF, Elders
- 1:45 Site Visit – Wellness Center
- 2:00 Site Visit – Early Childhood Learning Center (ECLC)  
>>> During transit to BMC, note CDAT Elders' Bldg
- 2:15 Site Visit – Benewah Medical Center  
>>> During transit to HQ Bldg, note Bike Trail
- 2:30 Site Visit - Tribal Headquarters Bldg: Chairman's Office, Tribal Council, Legislative Affairs, Legal Counsel, Enrollment, Land Acquisition, and Language Programs.
- 2:50 Site Visit - I.T. Building (Lab, KWIS) – Valerie Fasthorse
- 3:00 Site Visit – CDAT Housing – Rosanna Allen
- 3:15 Site Visit - Plummer-Worley School District – Judi Sharrett &/or Jennifer Hall
- 3:50 Site Visit – Benewah Market – James Alexie
- 4:00 Site Visit – Plummer Library - Paulina Freeburg
- 4:10 Site Visit - Community Center. Discuss opportunities for rehab/improvement. – Sara Gauthier



>>> During transit to City Hall, note Sr. Housing & Sr. Center  
4:20 Site Visit - City Hall – Sara Gauthier

Walking/driving around Plummer core: What can be done physically / design / art / signage, etc. to enhance, cultivate, brand, share "One Sky" concept - we are a cross-cultural / multi-cultural community and embrace that. Talk about opportunities for directional signage, interpretive signage, public art

## Developing the itinerary for each focus area Plummer Community Review

Your Focus area:

**Instructions:** The home and visiting team leaders for each of the three focus areas (economic development, infrastructure, community involvement and cultural identity) are tasked with working together to create an itinerary for each focus area. These itineraries will be followed on Wednesday, September 20 to enable an assessment of the highest priority explore issues, opportunities, and challenges for each focus area.

Key questions to answer as each focus area itinerary is developed:

1. **What** are the highest priority issues, challenges, or opportunities you want the visiting team to give you feedback on?
2. **Where** do you want to take the visiting team during the community review? (Some topics lend themselves to site visits, others do not.)
3. **Who** will you invite to participate in the various meetings and site visits?

**Draft itineraries for each focus area will be reviewed during the conference call on Thursday, September 7 and will be finalized during the Thursday, September 14 conference call.**

The blocks of time shown below are for example and can be modified.

### Wednesday, September 20

8:00 – 8:45 am	Breakfast
9:00 – 10:00 am	FOCUS AREA MEETING/SITE VISIT #1
	Topic: <input type="text" value="Water"/>
	Location: <input type="text" value="Tribal Housing"/>
	Other people to invite (if any): <input type="text" value="Coeur d’Alene Tribe Housing Authority"/>

### **Other Infrastructure topics and or field trips:**

- Arrange for a driving tour of the tribal housing area.
- City Public Works Director Leonard Johnson is aware of some water leaks in the tribal housing area.
- Chasing down water leaks to get these fixed.
- Leonard Johnson will explain the changes he is making to the water meters in the City of Plummer. Water loss was as 44% and since Leonard has been changing water meters water loss is 40%

10:15 – 11:45 am	FOCUS AREA MEETING/SITE VISIT #2
	Topic: <input type="text" value="Sewer"/>
	Location: <input type="text" value="Wastewater Treatment Facility"/>

Other people to invite (if any): \_\_\_\_\_

**Other Infrastructure topics and or field trips:**

- Arrange for a driving tour to the City's Wastewater Treatment Facility.
- Leonard Johnson will explain about the sewer treatment facility.

11:45 – 12:45 pm      Lunch

1:00 – 2:15 pm      FOCUS AREA MEETING/SITE VISIT #3

Topic:  \_\_\_\_\_

Location:  \_\_\_\_\_

Other people to invite (if any): \_\_\_\_\_

**Other Infrastructure topics and or field trips:**

- Arrange for a driving tour of Lovell Valley electrical infrastructure to show the visiting team how dilapidated it is. Some places it is the power lines supporting the poles that are supposed to be holding it up.
- Leonard Johnson will be explaining this and answering any questions.

2:30 – 3:30 pm      FOCUS AREA MEETING/SITE VISIT #4

Topic:  \_\_\_\_\_

Location:  \_\_\_\_\_

Other people to invite (if any): \_\_\_\_\_

**Other Infrastructure topics and or field trips:**

- Arrange for a driving tour up to E Street to show condition of road leading to the schools.

3:45-4:45 pm      FOCUS AREA MEETING/SITE VISIT #5

Topic:  \_\_\_\_\_

Location:  \_\_\_\_\_

Other people to invite: \_\_\_\_\_

**Other Infrastructure topics and or field trips:**

- While we are on driving tour of E Street looking at condition of roads leading to the schools we can view a few housing infrastructures.

5:00 pm      Dinner

# Developing the itinerary for each focus area Plummer Community Review

Your Focus area: Economic Development

Instructions: The home and visiting team leaders for each of the three focus areas (economic development, infrastructure, community involvement and cultural identity) are tasked with working together to create an itinerary for each focus area. These itineraries will be followed on Wednesday, September 20 to enable an assessment of the highest priority explore issues, opportunities, and challenges for each focus area.

Key questions to answer as each focus area itinerary is developed:

1. **What** are the highest priority issues, challenges, or opportunities you want the visiting team to give you feedback on?
2. **Where** do you want to take the visiting team during the community review? (Some topics lend themselves to site visits, others do not.)
3. **Who** will you invite to participate in the various meetings and site visits?

**Draft itineraries for each focus area will be reviewed during the conference call on Thursday, September 7 and will be finalized during the Thursday, September 14 conference call.**

The blocks of time shown below are for example and can be modified.

## Wednesday, September 20

8:00 – 8:45 am            Breakfast

9:00 – 10:00 am        FOCUS AREA MEETING/SITE VISIT #1

Topic: Review Zoning, Land Use, and Land Ownership Maps

Location: Wellness Center in Plummer Idaho

Other people to invite (if any): \_\_\_\_\_

Agenda: We will review the zoning and land use maps to discuss what limitations and opportunities we have to develop. We will select sites to visit in the afternoon. We will also review a map created by GIS for the chamber to show all the businesses in Plummer.

10:00 – 10:30 am       FOCUS AREA MEETING/SITE VISIT #2

Topic: Trail of Coeur d’Alene’s & Understanding potential barriers to Commercializing

Location: Wellness Center in Plummer Idaho

Other people to invite (if any): Jason Brown runs the tribe’s portion of this trail

Agenda: Jason Brown will illustrate what barriers we will have towards commercializing the Trail and provide some history as well. This should provide everyone the opportunity to understand how to best utilize this opportunity. We

could discuss opportunities to help the Trail raise additional funds to manage this trail.

10:30 – 11:00 am

FOCUS AREA MEETING/SITE VISIT #3

Topic: Tourism Recreation Development and Marketing

Location: Wellness Center in Plummer Idaho

Other people to invite (if any): Ron, manager of Heyburn State Park, rep. of North Idaho Tourism Alliance

Agenda: We will listen to Ron and North Idaho Tourism Alliance provides the group with information regarding Plummer's second recreational opportunity. We could discuss opportunities to utilize this park and other opportunities for recreation.

11:00 – 11:30 am

FOCUS AREA MEETING/SITE VISIT #4 (James would step out at 11:05 to go to market)

Topic: Utilizing the Coeur d'Alene Casino

Location: Wellness Center in Plummer Idaho

Other people to invite (if any): Casino Representative

Agenda: We will listen to a Casino rep discuss the cultural tourism activities the Casino is now adding to its activities and also discuss the amenities the casino has to offer. We could discuss opportunities to create synergy between the City of Plummer and Casino.

11:30 – 12:00 pm

FOCUS AREA MEETING/SITE VISIT #5

Topic: Development of the Plummer Chamber of Commerce

Location: Wellness Center in Plummer Idaho

Other people to invite (if any): Tom Nuss and James Alexie will be present

Agenda: We will provide a brief overview of the Chamber's activities to date and allow the visiting team to provide some resources to help jump start the Chamber

12:10 – 1:00 pm

Lunch

1:00 – 1:30 pm

FOCUS AREA MEETING/SITE VISIT #6

Topic: Work Force Development

Location: Plummer Community Center

Other people to invite (if any): \_\_\_\_\_

Agenda: Ricia Lasso will provide information about Plummer's current workforce demographics as well as the various workforce development training funds and

apprenticeship in Idaho programs available through the DOL. We also invited a workforce development employee of the Coeur d'Alene Tribe.

1:35 – 2:05 pm

FOCUS AREA MEETING/SITE VISIT #7

Topic: POLE YARD DISTRICT

Location: Not sure on address in Plummer Idaho

Other people to invite (if any): \_\_\_\_\_

Agenda: We will visit the site and listen to the history and barriers to developing this land. We will also here from others on ideas and other success stories. Hopefully leave with some ideas.

2:15 – 3:00 pm

FOCUS AREA MEETING/SITE VISIT #8

Topic: Stimson Lumber Mill & Question limitations as a Business & Resident

Location: Stimson Lumber Mill

Other people to invite (if any):

Agenda: We will visit the site and listen to a company representative about Stimson and what this location provides. Time permitting we will ask questions about barriers the company has because of the City and what improvements the employees would like to see as a member of the community.

3:15 – 4:15 pm

FOCUS AREA MEETING/SITE VISIT #9

Topic: Visit Trail in Plummer/ Sites brought up at Zoning Meeting/Housing Sites

Location: Numerous sites in Plummer

Other people to invite (if any): \_\_\_\_\_

Agenda: We will visit the site to see how beautiful it is and discuss opportunities and improvements. We will continue visiting sites to be selected earlier in the day. Finally we will also visit some housing sites that will be selected by the infrastructure team

4:15 – 4:45 pm

FOCUS AREA MEETING/SITE VISIT #10

Topic: Housing

Location: Plummer Library

Other people to invite (if any): Reps from CDA Tribe Education & Housing

Agenda: We will be joining the Infrastructure team to discuss housing in the City of Plummer. The agenda and discussion will be made by the Infrastructure team. This will be an opportunity for both groups to work together and receive the same information as it pertains to housing

5:00 pm

Dinner

**Other economic development topics and/or field trips:**

- POLE YARD DISTRICT (INVITE STEVE GILL, DEQ) AND ADJACENT POTENTIAL PARK SITE  
Meet with business owners in a small group or go to individual businesses to talk about/identify barriers to business expansion, creation of new businesses, etc. (i.e. barriers to reducing the current unemployment rate)
- WORKFORCE EDUCATION
- HOUSING  
Include driving tour of existing occupied housing, vacant housing, housing that's not in a livable condition, and vacant lots. Invite: representative(s) of Tribal housing.
- VISIT STIMPSON MILL  
Learn about products produced and talk with management about workforce, infrastructure, and other issues.
- VISIT TO COEUR D'ALENE RESORT CASINO  
Learn about current operations, economic impact, workforce, marketing, future opportunities and expansion plans.
- TOURISM AND RECREATION DEVELOPMENT AND MARKETING  
Invite: Jason Brown [from Trial of the Coeur d'Alene's], Ron \_\_\_\_\_, [manager of Heyburn State Park], representative of North Idaho Tourism Alliance, etc.)
- DEVELOPMENT OF PLUMMER CHAMBER OF COMMERCE

5:00 pm

Dinner

Appendix E: Survey Form and Summary of Survey Results

## PLUMMER COMMUNITY REVIEW SURVEY

- Results are anonymous, reported as totals with no identifying information.
- Complete only one survey per household and respond by **September 1, 2017**.
- Please mark "N/A" (not applicable) if you do not use or know about a particular survey question.

<b>Part 1: Infrastructure and Related Services</b>		<b>Highly Dissatisfied</b>					<b>Highly Satisfied</b>	<b>N/A</b>
1.	Condition of streets	1	2	3	4	5	N/A	
2.	Walking and biking in community	1	2	3	4	5	N/A	
3.	Recreation and entertainment opportunities for youth	1	2	3	4	5	N/A	
4.	Recreation and entertainment opportunities for adults	1	2	3	4	5	N/A	
5.	Community parks and playgrounds	1	2	3	4	5	N/A	
6.	Local arts and cultural opportunities	1	2	3	4	5	N/A	
7.	High speed Internet service	1	2	3	4	5	N/A	
8.	Library	1	2	3	4	5	N/A	
9.	K-12 education	1	2	3	4	5	N/A	
10.	Day care for children	1	2	3	4	5	N/A	
11.	Availability of food bank	1	2	3	4	5	N/A	
12.	Availability of routine medical services	1	2	3	4	5	N/A	
13.	Public transportation	1	2	3	4	5	N/A	
14.	Programs for seniors or residents with disabilities	1	2	3	4	5	N/A	
15.	Drug and alcohol treatment programs	1	2	3	4	5	N/A	
16.	Mental health care services	1	2	3	4	5	N/A	
17.	Police protection / law enforcement	1	2	3	4	5	N/A	
18.	Domestic water services	1	2	3	4	5	N/A	

<b>Part 2: Economic Development</b>		<b>Highly Dissatisfied</b>					<b>Highly Satisfied</b>	<b>N/A</b>
1.	Appearance of downtown	1	2	3	4	5	N/A	
2.	Variety of goods and services available in community	1	2	3	4	5	N/A	
3.	Availability of fresh fruits and vegetables	1	2	3	4	5	N/A	
4.	Visitor attractions and services	1	2	3	4	5	N/A	
5.	Vocational or workforce training programs	1	2	3	4	5	N/A	
6.	Availability of quality (e.g. living wage) job opportunities	1	2	3	4	5	N/A	
7.	Availability of info / training for people starting new businesses	1	2	3	4	5	N/A	
8.	Housing availability	1	2	3	4	5	N/A	
9.	Housing affordability	1	2	3	4	5	N/A	
10.	Appearance of residential neighborhoods	1	2	3	4	5	N/A	

<b>Part 3: Civic and Community</b>		<b>Highly Dissatisfied</b>					<b>Highly Satisfied</b>	<b>N/A</b>
1.	Efforts by city leaders to welcome and value citizen input	1	2	3	4	5	N/A	
2.	Local government use of public resources	1	2	3	4	5	N/A	
3.	Cooperation among local government agencies and community organizations.	1	2	3	4	5	N/A	



4.	Friendliness / neighborliness of residents	1	2	3	4	5	N/A
5.	Ability of community to resolve conflicts	1	2	3	4	5	N/A
6.	Welcome extended to new residents	1	2	3	4	5	N/A

<b>Part 4: Questions unique to Plummer and surrounding area</b>					
<i>Please indicate your level of agreement with the statements below:</i>	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neutral</b>	<b>Somewhat agree</b>	<b>Strongly Agree</b>
1. I am satisfied with available venues for community events	1	2	3	4	5
2. I support improvements to Plummer's sewer treatment system	1	2	3	4	5
3. I generally trust city council to make decisions for the community	1	2	3	4	5

4. What prevents you from being more involved in the community? (check all that apply)

Lack of time  
 Family responsibilities  
 I am not asked to become involved.  
 I don't know how to become more involved.

Nothing. I am happy with my level of involvement  
 Other \_\_\_\_\_

5. What prevents you from supporting locally owned businesses more often? (check all that apply)

Cost  
 Local businesses are not open when I need them  
 Services and products I need are not available in Plummer

Lack of parking  
 Nothing. Supporting businesses in Plummer is a high priority to me.  
 Other \_\_\_\_\_

6. The 3 best reasons to live in Plummer are:  
(1) \_\_\_\_\_, (2) \_\_\_\_\_, (3) \_\_\_\_\_

7. The 3 best reasons to visit Plummer  
(1) \_\_\_\_\_, (2) \_\_\_\_\_, (3) \_\_\_\_\_

**Part 5: Demographics** - Circle your answers.

- Gender:** Male                      Female
- Tribal affiliation:** CdA Tribal member      Other Tribal member      Not a Tribal member
- Age group:** Under 25      25-35      36-45      46-55      56-65      Over 65
- How many years have you lived in Plummer or immediate area?** 0-10 years      11-20 years      Over 21
- Household income:** Under \$15,000      \$15,000-\$29,999      \$30,000-\$54,999  
   \$55,000-\$74,999      \$75,000-\$99,999      Above \$100,000
- Formal education:** High school diploma      Some college      Associates degree  
   Bachelor's degree      Advanced degree
- What is your zipcode?**              83851              83876              83824              83870

Plummer Community Review Survey

Q1 Part 1: Infrastructure and Related Services

Answered: 176 Skipped: 1

	HIGHLY DISSATISFIED	SOMEWHAT DISSATISFIED	NEUTRAL	SOMEWHAT SATISFIED	HIGHLY SATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
Condition of streets	57.14% 100	24.57% 43	13.71% 24	2.29% 4	1.14% 2	1.14% 2	175	1.64
Walking and biking in community	22.86% 40	24.57% 43	24.57% 43	14.29% 25	4.57% 8	9.14% 16	175	2.48
Recreation and entertainment opportunities for youth	20.81% 36	17.92% 31	19.65% 34	16.18% 28	5.78% 10	19.65% 34	173	2.60
Recreation and entertainment opportunities for adults	23.43% 41	28.57% 50	19.43% 34	10.86% 19	6.29% 11	11.43% 20	175	2.41
Community parks and playgrounds	14.62% 25	21.05% 36	33.92% 58	17.54% 30	4.68% 8	8.19% 14	171	2.71
Local arts and cultural opportunities	26.59% 46	23.12% 40	24.28% 42	6.94% 12	2.89% 5	16.18% 28	173	2.24
High speed Internet service	23.21% 39	14.88% 25	18.45% 31	19.05% 32	8.93% 15	15.48% 26	168	2.71
Library	4.71% 8	6.47% 11	14.71% 25	24.12% 41	37.06% 63	12.94% 22	170	3.94
K-12 education	14.04% 24	17.54% 30	18.71% 32	12.87% 22	5.26% 9	31.58% 54	171	2.68
Day care for children	20.00% 34	13.53% 23	14.12% 24	7.65% 13	2.35% 4	42.35% 72	170	2.25
Availability of food bank	17.54% 30	11.11% 19	14.62% 25	12.87% 22	7.60% 13	36.26% 62	171	2.72
Availability of routine medical services	6.40% 11	4.07% 7	16.86% 29	35.47% 61	27.91% 48	9.30% 16	172	3.82
Public transportation	6.94% 12	5.78% 10	15.61% 27	28.32% 49	25.43% 44	17.92% 31	173	3.72
Programs for seniors or residents with disabilities	11.63% 20	12.79% 22	23.26% 40	11.05% 19	8.14% 14	33.14% 57	172	2.81
Drug and alcohol treatment programs	16.96% 29	9.36% 16	18.13% 31	9.36% 16	4.09% 7	42.11% 72	171	2.58
Mental health care services	11.52% 19	10.91% 18	18.18% 30	12.73% 21	5.45% 9	41.21% 68	165	2.82

### Plummer Community Review Survey

Police protection / law enforcement	16.47% 28	10.00% 17	27.65% 47	27.65% 47	14.12% 24	4.12% 7	170	3.13
Domestic water services	26.59% 46	23.70% 41	19.65% 34	15.03% 26	3.47% 6	11.56% 20	173	2.36

## Q2 Part 2: Economic Development

Answered: 177 Skipped: 0

	HIGHLY DISSATISFIED	SOMEWHAT DISSATISFIED	NEUTRAL	SOMEWHAT SATISFIED	HIGHLY SATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
Appearance of downtown	37.36% 65	35.06% 61	22.41% 39	4.02% 7	0.57% 1	0.57% 1	174	1.9
Variety of goods and services available in community	16.48% 29	23.86% 42	37.50% 66	17.61% 31	2.84% 5	1.70% 3	176	2.6
Availability of fresh fruits and vegetables	9.60% 17	23.16% 41	38.98% 69	18.64% 33	9.04% 16	0.56% 1	177	2.9
Visitor attractions and services	30.00% 51	29.41% 50	25.88% 44	8.24% 14	0.59% 1	5.88% 10	170	2.1
Vocational or workforce training programs	29.52% 49	21.08% 35	10.24% 17	3.01% 5	1.20% 2	34.94% 58	166	1.8
Availability of quality (e.g. living wage) job opportunities	23.53% 40	23.53% 40	22.35% 38	4.71% 8	1.76% 3	24.12% 41	170	2.1
Availability of info / training for people starting new businesses	26.90% 46	24.56% 42	11.11% 19	0.58% 1	0.58% 1	36.26% 62	171	1.8
Housing availability	27.91% 48	29.65% 51	18.60% 32	2.33% 4	1.16% 2	20.35% 35	172	1.9
Housing affordability	24.26% 41	23.67% 40	20.71% 35	12.43% 21	1.18% 2	17.75% 30	169	2.3
Appearance of residential neighborhoods	46.86% 82	26.29% 46	19.43% 34	4.57% 8	1.14% 2	1.71% 3	175	1.8

## Q3 Part 3: Civic and Community

Answered: 175 Skipped: 2

	HIGHLY DISSATISFIED	SOMEWHAT DISSATISFIED	NEUTRAL	SOMEWHAT SATISFIED	HIGHLY SATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
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### Plummer Community Review Survey

Efforts by city leaders to welcome and value citizen input	21.39% 37	17.92% 31	25.43% 44	19.08% 33	5.20% 9	10.98% 19	173	2.6
Local government use of public resources	19.08% 33	20.23% 35	27.17% 47	13.29% 23	2.89% 5	17.34% 30	173	2.5
Cooperation among local government agencies and community organizations.	26.74% 46	23.84% 41	22.09% 38	12.21% 21	1.74% 3	13.37% 23	172	2.2
Friendliness / neighborliness of residents	6.32% 11	16.67% 29	33.33% 58	29.31% 51	9.20% 16	5.17% 9	174	3.1
Ability of community to resolve conflicts	19.19% 33	29.65% 51	25.00% 43	8.14% 14	2.91% 5	15.12% 26	172	2.3
Welcome extended to new residents	21.39% 37	23.70% 41	26.59% 46	7.51% 13	2.31% 4	18.50% 32	173	2.3

### Q4 Part 4: Questions unique to Plummer and surrounding area

Answered: 171 Skipped: 6

	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEUTRAL	SOMEWHAT AGREE	STRONGLY AGREE	N/A	TOTAL	WEIGHTED AVERAGE
I am satisfied with available venues for community events	16.37% 28	19.30% 33	45.03% 77	14.62% 25	2.34% 4	2.34% 4	171	2.66
I support improvements to Plummer's sewer treatment system	11.18% 19	7.65% 13	19.41% 33	22.94% 39	34.71% 59	4.12% 7	170	3.65
I generally trust city council to make decisions for the community	27.49% 47	24.56% 42	21.64% 37	16.96% 29	7.60% 13	1.75% 3	171	2.52

### Q5 What prevents you from being more involved in the community? (check all that apply)

Answered: 137 Skipped: 40

ANSWER CHOICES	RESPONSES
Lack of time	45.26% 62
Family responsibilities	27.01% 37
I am not asked to become involved.	22.63% 31
I don't know how to become more involved	13.14% 18

### Plummer Community Review Survey

Nothing. I am happy with my level of involvement	38.69%	53
Total Respondents: 137		

#	OTHER (PLEASE SPECIFY)	DATE
1	Don't do any good	9/7/2017 1:27 PM
2	I am disabled.	9/7/2017 1:13 PM
3	Involved with the fire department	9/5/2017 1:28 PM
4	age	9/5/2017 1:25 PM
5	work nights	9/5/2017 1:23 PM
6	I'm not in the city limits.	9/5/2017 1:22 PM
7	frequent travel	9/5/2017 1:18 PM
8	I live here only seasonal.	9/5/2017 1:09 PM
9	new to the area	9/5/2017 12:58 PM
10	cooperation	8/30/2017 11:09 AM
11	age	8/30/2017 9:31 AM
12	I live in Plummer only part of the year.	8/30/2017 9:28 AM
13	"good ol' boy" system of running the city	8/29/2017 2:24 PM
14	unfriendliness to new comers	8/29/2017 2:19 PM
15	I have been involved but the council and mayor will not listen to me.	8/29/2017 12:15 PM
16	I am a cabin owner at the lake.	8/29/2017 12:12 PM
17	I just moved to town.	8/29/2017 11:53 AM
18	health reasons	8/29/2017 11:45 AM
19	I am involved with the library, church, PEAT, and fire department.	8/29/2017 11:34 AM
20	I am a part time lake resident.	8/29/2017 11:22 AM
21	I don't believe the mayor values all opinions. He only wants those that are in agreement with his	8/24/2017 8:49 PM
22	Any time I have called city Hall with a problem, they have only made it worse. Was told the only way to put in any input, was to be on city council. Water is horrible! Sewer Levey is crazy expensive for shitty systems! The city and tribe need to work TOGETHER to better our community!	8/24/2017 12:43 PM
23	work	8/23/2017 3:00 PM
24	Little to no wisdom accepted by city	8/23/2017 2:57 PM
25	Too much negativity when you try to help	8/23/2017 2:54 PM
26	I am psychologically abused and very controlled and very poor. As a very poor white female, there are no safety resources available for me.	8/23/2017 3:41 AM
27	I live on the lake.	8/22/2017 3:05 PM
28	I live outside of Plummer.	8/22/2017 2:54 PM

### Q6 What prevents you from supporting locally owned businesses more often? (check all that apply)

Answered: 164 Skipped: 13

ANSWER CHOICES	RESPONSES
Cost	38.41% 63
Local businesses are not open when I need them	6.71% 11

### Plummer Community Review Survey

Services and products I need are not available in Plummer	41.46%	68
Lack of parking	3.05%	5
Nothing. Supporting businesses in Plummer is a high priority to me.	51.22%	84
Total Respondents: 164		

#	OTHER (PLEASE SPECIFY)	DATE
1	Lack of retail in general	9/5/2017 1:28 PM
2	I can get food cheaper in CDA or Spokane.	8/30/2017 11:05 AM
3	There is a hazardous street by the Benewah Market.	8/30/2017 10:59 AM
4	I support only part of the businesses.	8/30/2017 9:40 AM
5	choice of products is slim	8/29/2017 3:17 PM
6	cleanliness of the grocery store	8/29/2017 2:21 PM
7	Produce is not fresh. I've asked to order it but they will not.	8/29/2017 12:03 PM
8	lack good roads	8/29/2017 11:25 AM
9	I do every now and then.	8/29/2017 10:45 AM
10	To keep the businesses up and running, I shop here.	8/24/2017 12:59 PM
11	I am only allowed at most \$50 per month for personal expenses and that does not go far here in Plummer or they don't have what I need.	8/23/2017 3:41 AM

### Q9 Gender

Answered: 167 Skipped: 10

ANSWER CHOICES	RESPONSES	
Male	46.11%	77
Female	53.89%	90
TOTAL		167

### Q10 Tribal affiliation

Answered: 158 Skipped: 19

ANSWER CHOICES	RESPONSES	
CdA Tribal member	5.70%	9
Other Tribal member	8.23%	13
Not a Tribal member	86.08%	136
TOTAL		158

### Q11 Age group:

Answered: 171 Skipped: 6

ANSWER CHOICES	RESPONSES	
Under 25	2.34%	4

### Plummer Community Review Survey

25-35	7.02%	12
36-45	5.85%	10
46-55	18.71%	32
56-65	33.33%	57
Over 65	32.75%	56
<b>TOTAL</b>		<b>171</b>

### Q12 How many years have you lived in Plummer or immediate area?

Answered: 163 Skipped: 14

ANSWER CHOICES	RESPONSES	
0-10 years	23.93%	39
11-20 years	23.31%	38
Over 21	52.76%	86
<b>TOTAL</b>		<b>163</b>

### Q13 Household income

Answered: 158 Skipped: 19

ANSWER CHOICES	RESPONSES	
Under \$15,000	11.39%	18
\$15,000-\$29,999	17.09%	27
\$30,000-\$54,999	29.11%	46
\$55,000-\$74,999	19.62%	31
\$75,000-\$99,999	8.86%	14
Above \$100,000	13.92%	22
<b>TOTAL</b>		<b>158</b>

### Q14 Formal education

Answered: 164 Skipped: 13

ANSWER CHOICES	RESPONSES	
High school diploma	24.39%	40
Some college	35.37%	58
Associates degree	14.63%	24
Bachelor's degree	13.41%	22
Advanced degree	12.20%	20
<b>TOTAL</b>		<b>164</b>

Plummer Community Review Survey

Q15 What is your zipcode?

Answered: 158 Skipped: 19

ANSWER CHOICES	RESPONSES	
83851	96.20%	152
83876	1.90%	3
83824	0.63%	1
83870	1.27%	2
TOTAL		158



## Appendix F: Community Center How-to Guide

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 \$150,000.

Here are a few examples of projects in north and north central Idaho where CDBG funds were used.

### City of Nezperce

The City of Nezperce is a great example of community collaboration on a project. A library project was spearheaded by community member Maxine Riggers and a community center/library funded by private donations, local and in-kind cash and private cash took shape.

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. The phone number for the City is 208-937-1021.



### 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 to accommodate larger scale use. The City also contributed close to 100% cash match to the project (not including local/private donations). The phone number for the City is 208-962-3231



### **City of Kamiah**

The American Legion owns the community center in Kamiah and it is run by the Upper Clearwater Community Foundation who rents 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 came 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, currently under construction, included a remodel of the main floor, adding insulation, replacing windows, addition of ceiling covering, installation of an updated electrical system, recovering the main floor. An ADA accessible entrance and ramp outside is also being constructed. The phone number for the City of Kamiah is 208-935.2672.



Appendix G: People who completed “sign me up cards during the Plummer Community Review

The following people accepted the invitation to complete “sign me up cards” during the Community Review as a way to express their interest in continuing to be informed about and involved in future community and economic development efforts.

Adam Amundson	Helo Hancock	Mary Beth Chambless
Adelaide Wetter	Jennifer Fletcher	Pam Denton
Chris Smith	Jennifer Hall	Peter Mahoney
Cookie Allan	Judi Sharrett	Rose-Luise Phillips
Garron Fanning	Julie Miller	Ryan Ortivez
Gary & Anna Marie Willard	Ken Hoyt	Sam Abrahamson
Gateway Fire Protection District	Kevin Koropatnicki	Shaina Nomee
Gavin Rhea	Laura Laumatia	Tami Gauthier
Heather Keen	Laura Stensgar	Wayne Hodgson
	Lloyd Agte	Yolanda Bone