

# Community Review Report

## *Nez Perce Tribe & City of Lapwai*

June 12-14, 2012



- Economic Development
- Arts, Historic, and Recreation Resources
- Education
- Land Use Planning and Downtown Revitalization

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 208.332.8686 or visit [www.irp.idaho.gov](http://www.irp.idaho.gov).



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*for the*

Nez Perce Tribe and  
City of Lapwai

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## SPONSORING AGENCIES AND ORGANIZATIONS



### Other participating agencies and organizations

- Association of Idaho Cities
- Clearstory Studios
- Idaho Commission on the Arts
- Idaho Department of Labor
- City of Lapwai
- Nez Perce Tribe
- Clearwater Economic Development Association
- The Hudson Company
- NW Tribal Technical Assistance Program
- Moscow Arts Commission
- Idaho Area Health Education Center
- Lewis-Clark State College
- Inland Northwest Community Foundation

## **ACKNOWLEDGEMENTS**

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We are particularly grateful for the efforts of Home Team Co-Coordinator Ann McCormack representing the Tribe and Antonio Smith representing the City. Also important was the support of the Nez Perce Tribal Executive Committee and Lapwai City Council. The Visiting Team also thanks NPTEC Chair Silas Whitman and Lapwai Mayor Ricky Hernandez for sharing their thoughts and knowledge with us. Nez Perce Tribal Housing Authority and the Tribe's Land Services Program provided maps and other background information. Special thanks to the Federal Reserve Bank of San Francisco for printing this report.

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Lapwai Boys and Girls Club  
Lapwai School District  
Valley Foods  
N.A.M.E. Outreach Youth  
Center  
Chelsey Leighton  
Cass Kipp  
Angela Picard  
Catherine Big Man  
Dawn Big Man

Juliann Big Man  
Clearwater Resort and Casino  
Hipinwees 'The Eating Place' –  
Pi-Nee-Waus Café  
Pi-Nee-Waus Gymnasium  
J. Herrman Reuben Building  
Dr. Steven Peterson-U of I

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Individuals with an asterisk (\*) next to their name served as a focus area co-leader. Individuals above associated with the Tribe were either Tribal employees at the time of the community review, recruited to the Home Team by representatives of the Tribe, or both. Likewise, individuals above associated with the City were either City employees at the time of the review, were recruited to the Home Team by representatives of the City, or both.



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## **PART I BACKGROUND AND OVERVIEW**

### **Description of the Idaho Community Review Program**

The Idaho Community Review Program provides observations, recommendations, and potential 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.

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 15-20 community and economic development professionals employed by public agencies, nonprofit organizations, and private businesses across the state. The review process also includes open-ended, focus group-like discussions with key stakeholder groups called community listening sessions. Appendix A contains biographies and contact information for the Nez Perce Tribe–City of Lapwai Visiting Team.

The Visiting Team spends three days in the community learning about issues through tours, meetings, listening sessions, and interviews with community leaders and residents. The review concludes on the evening of the third day with a public presentation of preliminary observations, recommendations, and resources.

The program cannot instantly resolve all issues, but the 24 communities that have participated in the program since 2000 have evaluated it as an invigorating, validating, and unifying experience. Many communities have successfully 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 activities.

Coordinated by the Idaho Rural Partnership, the joint Nez Perce Tribe–City of Lapwai Community Review was a collaborative project of IRP member organizations and agencies, Nez Perce Tribe, City of Lapwai, Region IV Development Association, Inc., and USDA Rural Development. Although the Nez Perce Tribal homelands extend across several counties and into Montana, Oregon and Washington, the review concentrated on Lapwai and other areas within a five-mile radius of Lapwai. Lapwai serves as the *capital city* of the Nez Perce Tribe.

## **Purpose, Use, and Format of This Report**

This report is presented to the community residents and leaders of the City of Lapwai and Nez Perce Tribe. The Visiting Team hopes it will initiate and focus community dialogue and follow-up action planning. We will also consider this report successful if it encourages greater government-to-government consultation, coordination, and collaboration.

Part II of this document consists of a summary of the community listening sessions and a report for each of the four selected focus areas. In Part III we offer a fifth focus area for the community's consideration. Each focus area report includes the following sections.

### **Community comments, concerns and questions**

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 that people will express ideas and perceptions to us, as neutral outsiders, that they might not otherwise share with other residents or elected officials.

### **Observations**

Observations are the three to five most significant opportunities or themes identified by the Visiting Team for each focus area. These observations are developed using all community input gathered before and during the review.

### **Recommendations**

Each observation includes a set of recommendations or strategies offered by the Visiting Team. Some recommendations involve supporting, improving, or redirecting what the community is already pursuing. Other recommendations suggest completely new initiatives.

### **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.



## **Roles, Responsibilities, and Leadership**

This report intentionally does NOT prioritize the Visiting Team's observations and recommendations. The Visiting Team strongly believes this is appropriately done by the community as part of review follow-up. As shown by the abbreviated listing of the Visiting Team's observations and recommendations included as Appendix B, this report recognizes certain recommendations are most directly applicable to the Tribe while the City is the more appropriate lead agency for other recommendations. There is a third group of recommendations that apply equally to both governments, require government-to-government collaboration, and/or require the community to determine who the lead agency should be. In most cases, the Tribe, City, and other stakeholders – not the Visiting Team – must agree on the best way to move forward with any given recommendation.

## **Executive Summary**

The big picture observations below are followed by four overall guiding principles the Visiting Team invites community and Tribal leaders to keep in mind as they reflect on and pursue the recommendations in this report. This executive summary ends with a description of key observations for each focus area.

### **Big Picture Observations**

The Visiting Team heard several concerns or aspirations brought up repeatedly by residents and leaders participating in community listening sessions and discussions related to all four of the focus areas. The following came up *most* frequently.

#### **Lapwai's Image or Identity as the Capital City of the Nez Perce Tribe**

Business owners, Tribe and City officials, and residents (including youth) frequently expressed comments and concerns about Lapwai's image or identity in the region. Similar comments also came up in conversations with Tribal members who currently live outside Lapwai (e.g. in Lewiston). It is perceived by many that Lapwai's image in the region is not positive. The Visiting Team does not know how such images are formed, but we suspect it may include what people see when they visit or think of Lapwai – buildings and other structures in need of maintenance and repair, minimal signage, crumbling sidewalks, litter, and graffiti. Many Lapwai residents described their own community this way. Also, the community survey revealed that a large number of Lapwai Valley residents believe the community is generally not welcoming to tourists and other visitors.

There is a strong community desire to combine private and public investment, entrepreneurship, signage, housing, trails, and other amenities that create a successful community people associate with a capital city.



### **A place-based community and culture**

Whether talking about their experience of living in the Lapwai community specifically or the Nez Perce Homeland more generally, people in the Lapwai Valley express the cultural importance of interacting with the landscape. Celebrating and maintaining respect for the landscape, special landmarks, historic sites, plants and animals, and water are a high priority to many residents we spoke with during the review.

### **Priority on youth, families, and community**

It was clear to the Visiting Team that Lapwai residents and the Nez Perce Tribe as a whole place a high priority on the well-being of its youth, families, Elders, and the community overall. The way in which people and families are honored at the time of funerals is just one way this concern is expressed.

### **Relations between Nez Perce Tribe and City of Lapwai**

We heard clear acknowledgement among both City and Tribal leaders that there is significant room for improvement regarding communication and coordination both internally between the two government entities and externally with the citizens/members. After bringing parties together to discuss a conflict over financing wastewater services, we also heard optimism that the current situation *could* improve.

### **Four Guiding Principles**

The Visiting Team used its numerous conversations with Lapwai Valley residents and leaders to develop a 4-point set of principles that might help guide future community development and economic development efforts of both the Nez Perce Tribe and City of Lapwai. The diagram below identifies these principles.



Health refers to personal physical, mental, emotional, and spiritual well-being. It also refers to the built and natural environment. Heritage includes, for example, history, culture, and values. We think of community as including the sense of connectedness between people and the capacity to work collaboratively to solve problems and



achieve goals. Commerce primarily refers to business development and job creation. Ideally, all community and economic development activities should reinforce as many of these principles as possible.

## **Key Observations by Focus Area**

### **Economic Development**

A strong case can be made that all observations and recommendations in this report directly or indirectly relate to economic development. The observations and recommendations aimed at retaining and creating income opportunities for residents and Tribal members focus on:

1. Increasing marketing of existing businesses and the Lapwai Valley as a place to visit.
2. Supporting the creation of new businesses.
3. Recruiting new employers to the Lapwai Valley and developing Tribal Enterprises
4. Sustainably developing natural resources.
5. Pursuing smaller, interim accomplishments in the near term in order to set yourselves up for bigger accomplishments down the road.

### **Arts, History, and Recreation Resources**

The key observations related to arts, history, and recreation resources are identified below. Detailed recommendations and resources are found in Part II of this report.

1. The culture of the Nez Perce Tribe and Lapwai Valley is expressed through a variety of traditional and contemporary art forms. The Visiting Team encourages the development of this asset.
2. The Visiting Team sees the potential to develop ways to share aspects of Nez Perce culture and history around which consensus among Tribal members is greatest.
3. There is a desire among Tribal leaders and residents to improve all aspects of community health and wellness through the development of recreational facilities and programs.
4. The Visiting Team applauds initial efforts to improve conditions for biking and walking in Lapwai and throughout the Valley. There are opportunities to build on and expand these efforts.

## **Education**

The Visiting Team members who focused on education during the community review used the input from the community to develop the following observations.

1. Young people need support navigating their potential career and educational choices and associated paths
2. There is a strong desire to raise educational expectations and stretch community pride by engaging residents and education stakeholders.
3. Some cultural education is taking place in the schools. It also takes place outside of school. The challenge is to develop greater awareness and consensus around what types of cultural education should take place in specific settings.
4. There is room to improve coordination, communication, and cooperation in the context of education.

## **Land Use Planning and Downtown Revitalization**

The land use planning and downtown revitalization team based their key observations below on community input received through the community survey, site visits, and meetings with business owners and others held during the review.

1. Long range planning can and should be used to develop community consensus and build on existing assets in the Lapwai Valley.
2. The checkerboard pattern of land ownership and associated questions related to the development of land are clearly an impediment to the revitalization of downtown and other areas.
3. The Visiting Team documented strong desire and potential to create a downtown that supports business growth by drawing residents and visitors.

## **Image and Identity**

Part III of this report focuses on a fifth focus area offered by the Visiting Team: community image and identity. Related key observations are as summarized below.

1. There is a need, desire, and opportunity to create a vision of Lapwai as the capital city of the Nez Perce Tribe
2. Increasing cross-cultural understanding, respect, and friendship would positively impact many aspects of community and economic development in the Lapwai Valley and within the Nez Perce Tribe.
3. The Visiting Team invites community and Tribal leaders to encourage residents and Tribal members participate in community development efforts. There are also opportunities to identify champions and develop young leaders.

## Pre-Review Planning and Training

The Nez Perce Tribe submitted a community review application to the Idaho Rural Partnership in May 2011. That September, Home Team leader Ann McCormack served as a member of the Visiting Team for the Silver Valley Community Review, allowing her to directly experience the community review process and enabling Silver Valley communities to benefit from her knowledge and experience. In January 2012 the IRP Community Review Planning Committee and Home Team members began bi-weekly planning meetings via conference call. Developing a pre-review community survey of households in the Lapwai Valley was the group's first order of business.



The Idaho Rural Partnership received a separate community review application from the City of Lapwai in February 2012.

Discussion between IRP, the Tribe, and City ensued, leading to a unique agreement to conduct a single community review planned and conducted jointly by the Tribe, City, and IRP. This agreement included an understanding that each focus area would

have two co-leaders – one identified by the Tribe, the other by the City of Lapwai. These individuals, along with Home Team Co-Coordinator Ann McCormack (Tribe) and Antonio Smith (City), recruited additional people to serve on the Home Team. In the end, the Home Team roster included a roughly equal number of people recruited by City and Tribal representatives.

Copies of the community review applications submitted by the Tribe and City of Lapwai are included as Appendices D and E, respectively.

The Nez Perce Tribe – City of Lapwai Community Review included four (as opposed to the more typical three) focus areas to help ensure the needs and interests of both the City and Tribe would be addressed. As described fully under *Community Expectations and Identification of Focus Areas*, these focus areas included:

- Economic Development
- Arts, Historic, and Recreation Resources
- Education
- Land Use Planning and Downtown Revitalization

On Wednesday, May 9, 2012, available members of the Home and Visiting Team met in Lapwai for a three-hour training and orientation session. Held at the Youth Center on Main Street, this gathering was attended by approximately 25 people (about 20

Home Team and five Visiting Team members). It allowed participating members of both teams to meet each other, understand the purpose of the community review, discuss the four focus areas, talk about the proposed schedule, and identify remaining tasks. The evening concluded with a meal enjoyed by all.

### **Monetary Value and Costs Paid by the Nez Perce Tribe and City of Lapwai**

The in-kind value of the joint Nez Perce Tribe–City of Lapwai Community Review easily exceeded \$60,000. Imagine the cost of hiring 25 professionals in land use planning, transportation, housing, civil engineering, economic development, tourism, cultural resources, arts, communication, grant funding, and other fields of expertise for three 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. These contributions are supplemented with private sector donations.

As with other community reviews, the direct costs to the City of Lapwai and Nez Perce Tribe were limited to postage and copying for the community survey, food and transportation for the Visiting and Home Team during the review, and a grant from Inland Northwest Community Foundation to the City of



Lapwai helped cover the cost of additional planning and preparation related to conducting the review as a collaboration between the City and Tribe. In addition, a room discount offered by the Clearwater Resort was greatly appreciated by the Visiting Team.

### **Recent Community and Economic Development Efforts**

Tribal members and Lapwai residents have many reasons to be proud of recent and ongoing community and economic development efforts in the Lapwai Valley and across the Nez Perce Reservation. These efforts consist of capital improvement projects, organizational development efforts, and initiatives related to planning or policy. They are described in the City or Tribe’s community review application and/or were discussed during the review itself. The following summary is not intended to be all-inclusive.

### **Recent and Ongoing Capital Projects**

- Lapwai Valley regional wastewater treatment project (a joint project of the Nez Perce Tribe and City of Lapwai)
- Tribal Education, Training, and Business Incubator Center (Tribe)
- Appaloosa Express transit service and bus maintenance garage (Tribe)
- Aht'Wy Plaza expansion project (Tribe)
- Construction of new high school/middle school and gym (School District)
- Fire hydrant painting project (City)
- Road sweeper and painting detail (City)
- Acquisition of Potlatch property at Spalding, south of Aht'Wy Plaza (Tribe)

### **Planning, Policy, and Organizational Development Initiatives**

- Update of Community Economic Development Strategy (Tribe)
- Five Tribes of Idaho Economic Impacts (Tribe, with Dr. Steven Peterson, University of Idaho)
- Downtown Lapwai Revitalization Project (Tribe, with U of I Architecture and Landscape Architecture students)
- Nez Perce Energy Strategic Plan (Tribe)
- Lapwai Spur Committee
- Broadband service expansion
- Revitalization of Lapwai Days event
- Community Clean-up Day

### **Emerging and Potential Projects**

In addition to the completed and ongoing efforts above, the following planning and community development efforts had been initiated or were being discussed at the time of the community review.

- Nez Perce Tribe Chamber of Commerce (Tribe)
- Comprehensive land use plan - Reservation-wide (Tribe) and/or City of Lapwai (City)
- Biomass project feasibility study (Tribe)
- Increasing the Tribe's capacity to support small businesses through lending and education (Tribe)
- Tribal greenhouse project (Tribe)
- Possible partnership with Regional American Manufacturing Consortium Network (Tribe)

### **Community Expectations and Identification of Focus Areas**

Community reviews typically concentrate on three subject or "focus" areas identified by the Home Team. As noted previously, the Nez Perce Tribe submitted an application for a community review in May 2011. The City of Lapwai completed a

separate application in February 2012. The table below identifies the three focus areas selected and described by the Tribe and City in their respective applications.

	<i>Nez Perce Tribe</i>	<i>City of Lapwai</i>
Focus Area #1	Economic Development	Economic Development
Focus Area #2	Land Use Planning	Education
Focus Area #3	Arts, Historic, and Recreation Resources	Downtown Revitalization/ Community Beautification

In March 2012 an agreement was reached between Idaho Rural Partnership, Nez Perce Tribe, and City of Lapwai clarifying that the community review would be conducted as a collaboration between all three entities. This agreement assured the review would address the overlapping and different interests of both governments. Further communication between Visiting and Home Team leaders resulted in a subsequent agreement that the joint Tribe - City Community Review would concentrate on the following four focus area: (1) economic development, (2) arts, history, and recreation resources, (3) education, and (4) land use planning and downtown revitalization. The needs and expectations within each of these areas were identified in the Tribe's and City's community review applications, as well as through pre-review planning with Home Team leaders. They are summarized below.

### **Tribe's Expectations Regarding Economic Development**

Issues, needs, and opportunities relate to economic development described in the Nez Perce Tribe's community review application fall into two categories: private sector and Tribal Enterprises. In the context of the private sector (i.e. businesses not created and operated by the Tribe), the Tribe specifically asked the Visiting Team to provide observations, recommendations, and resources related to the following.

- Tribal Education, Training, and Business Incubator Center
- Economic diversification
- Creation of living wage jobs and building wealth for individuals as entrepreneurs by establishing new businesses
- Decision(s) pending for locating Tribal enterprises and small businesses near Lapwai or near Aht'Wy Plaza

Issues and opportunities related to Tribal Enterprises identified in the Tribe's application include a potential partnership with the American Manufacturers Network and the ongoing expansion of the Aht'Wy Plaza.



### **City's Expectations Regarding Economic Development**

In its application for the community review, the City of Lapwai noted the recent completion of the regional wastewater treatment plant project and expressed a desire to now turn its attention to other community and economic development opportunities. Specifically, the City asked the Visiting Team to offer its assistance with the following needs, issues, and initiatives related to job retention and creation:

- Identify needs of current business owners and support new business start-up and expansion.
- Identify areas of retail leakage
- Determine type of businesses that community wants, needs and/or can support
- Commercial property inventory
- Businesses/attractions that would appeal to neighboring and regional markets
- Role of youth in economic development
- Infrastructure needs
- Possible bio-mass facility
- Building partnerships to achieve economic development goals
- Planning related to growth and economic development, including update of comprehensive plan
- Creating clarity/synergies between Tribal Enterprises for Tribal revenue and opportunities for Tribal entrepreneurs in Lapwai and at the Aht'Wy Plaza.

### **Tribe's Expectations Regarding Arts, History, and Recreation Resources**

The Tribe selected Arts, History, and Recreation as a focus area to receive assistance with ongoing and potential efforts to make the Lapwai Valley more visitor friendly through, for example, appropriate signage, interpretation of Nez Perce culture and history, creation of economic opportunities through traditional and contemporary art, and community/Tribal branding or image.

With respect to recreation, the Tribe asked the Visiting Team to gauge community interest and provide preliminary recommendations regarding an indoor health and wellness center.



### **City's Expectations Regarding Arts, History, and Recreation Resources**

In its application, the City of Lapwai expressed interest in many of these same ideas. In addition, Home Team leaders representing the City hoped the Visiting Team would explore opportunities to expand public art and develop amenities to make the community more bikable and walkable. Other recreation-related needs mentioned in



the City's application included city park restrooms, playground equipment, and skateboard park.

### **Tribe's Expectations Regarding Education**

The Tribe's community review application requested observations, recommendations, and resources related to workforce development, professional technical education, and mentoring/education for small business start-up and expansion.

### **City's Expectations Regarding Education**

Relative to the Tribe, the City of Lapwai's application placed greater emphasis on kindergarten through post secondary education. Education issues are not limited to any one specific educational phase or age group; they are about all phases – and about supporting youth and young adults as they transition between them. The City's and Tribe's applications, combined with discussion held with Home Team leaders in the months and weeks leading up to the review, revealed strong interest in the following education-related needs and issues:

- Gaps in current education program and staffing
- Academic achievement, attendance, and discipline issues
- Counseling needs of students
- Staff professional development needs
- Facility needs of school district
- Agriculture, technical/professional program needs
- Motivation to post-secondary or vocational education
- Adult and continuing education
- Arts/creative education
- Technology
- Cultural opportunities within education
- Community disconnect
- Partnership opportunities
- Safe routes to school (biking, walking, etc.)

### **Tribe's Expectations Regarding Land Use Planning and Downtown Revitalization**

The fourth focus area for the community review combined a primary interest of the Tribe (land use planning) and a related issue important to the City (downtown revitalization). These topics are relevant to both governments. In their respective applications, both governments expressed interest in developing a new land use or comprehensive plan for the community. In the context of this focus area, the Tribe also expressed its desire for help siting future public buildings (e.g. business education and incubator center, health and wellness center, judicial center building, and other governance buildings).

## **City's Expectations Regarding Land Use Planning and Downtown Revitalization**

In its application, the City of Lapwai focused on downtown revitalization. Specific related areas of concern included the following.

- Identification of community assets
- Slum, blight, outdoor storage
- Curbs, gutters, sidewalks, and lighting
- Loitering, vandalism, public intoxication issues and impact
- Gateway signs and downtown directional signage
- Community pride, buy-in, and motivation
- Peer-to-peer opportunities
- Main Street revitalization program
- Public art

## **Pre-Review Community Survey**

The community review process includes conducting a community survey in the weeks leading up to the review. This survey allowed residents of the Lapwai Valley to share their ideas, experiences, and perceptions regardless of whether or not they had direct contact with the Visiting Team. The additional information provided by the survey gives the Visiting Team statistically reliable information they can compare with input gathered through public meetings and face-to-face conversations conducted during the review itself.

The survey of Lapwai Valley residents was coordinated and tabulated by the Idaho Rural Partnership and the Social Science Research Unit (SSRU) at the University of Idaho. Survey questions were developed starting in February 2012. Surveys were sent to 774 Lapwai Valley households using names and addresses provided by the City of Lapwai and Nez Perce Tribal Housing Authority for people living in and immediately adjacent to Lapwai, and Nez Perce County for people living in outlying areas. This total represents all households living within a 5-mile radius of Lapwai.

Of the mailed surveys, 23 were non-deliverable and 142 were returned completed. The final response rate, then, was a respectable 18.3 percent. Survey topics included:

- Infrastructure
- Transportation
- Education
- Other public services
- Citizen participation in City and Tribal decision-making
- Arts, culture, and history
- Employment
- Satisfaction with available goods and services

- Recreation
- Housing

A complete description of survey methodology and results is included as Appendix C.

### **Summary of Survey Results**

Demographically, 60% of survey respondents were female. The largest percentage of respondents were in the 45-64 age group, although response from people age 65 and older was also high. About 19% of respondents said they were employed by the Nez Perce Tribe, with most of them working in Government (as opposed to Enterprises). Approximately 42% of respondents were enrolled members of the Tribe.

### ***Infrastructure and public services***

The five infrastructure services that received the highest level of satisfaction (as measured by the percentage of residents who stated they were either “somewhat” or “highly” satisfied with the service were:

- Quality of educational facilities (35 percent)
- Quality of education (35 percent)
- Availability of high-speed Internet services (28 percent)
- Appearance of Tribal and other public buildings (25 percent)

We also note that 70% of survey respondents stated they are “somewhat” or “very” likely to use a community health and wellness center if one were built in the Lapwai Valley.

The five infrastructure services that received the lowest level of satisfaction (as measured by the percentage of residents who stated they were either “somewhat” or “highly” dissatisfied with the service) were:

- Condition and appearance of local streets and roads (76 percent)
- Appearance of Main Street and other commercial areas (73 percent)
- Availability of pedestrian and bicycle mobility (59%)
- Condition of housing (53%)
- Availability of facilities and services for Elders (46%)
- Availability of health care (45%)

### ***Economic development***

As with most rural communities, the five economic development-related issues that received the lowest level of satisfaction were led by level of business involvement in the community (49%), *quality* of jobs (48%) and *quantity* of jobs (45%). Other areas of low satisfaction included the following. At 44%, satisfaction with available job training services was also low.

Restaurants and banks were two types of new businesses respondents would most like to see in the Lapwai Valley. Conversely, interest in a new drugstore was very low.

### ***Other results***

Survey respondents strongly supported efforts to preserve and interpret Nez Perce culture and history (80%) and Lapwai's history (77%). On the other hand, over 50% of residents who completed a survey believe that Lapwai is not particularly welcoming to tourists and other visitors. Support for future population growth in the Lapwai Valley was mixed, with the largest percentage of respondents (67%) being either neutral or somewhat supportive.

Most survey respondents want to receive public information through the local and Tribal newspapers. Radio and websites were seen as a less important source of information.

### **Key Participating Individuals**

The success of the Nez Perce Tribe–City of Lapwai Community Review is due to the efforts of many people. The Visiting Team wishes to thank all 27 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 residents of the Lapwai Valley and surrounding communities who chose to spend time attending one or both community meetings and/or talking with various Visiting Team members during the review.



Ann McCormack representing the Tribe and Antonio Smith representing the City served as Home Team Co-Coordiators. Both of them played a critical role by recruiting people to the Home Team, working with the focus area leaders to develop the agenda for each focus area, managing logistics, and seeing to the needs of the Visiting Team while we were in the Lapwai Valley. Richard Broncheau served as local host for the Listening Sessions.

The expertise of the focus area leaders for the Home Team played an important role in planning and conducting the review. Each focus area had two co-leaders - one representing the Tribe and the other representing the City. Home Team focus area leaders were as follows:

### *Home Team Focus Area Leaders*

<b>Focus Area</b>	<b>Co-Leader Representing Tribe</b>	<b>Co-Leader Representing City</b>
Economic Development	Lilly Kaufman	Julie Seely/Ann McCormack
Arts, Historic, & Rec. Resources	Vera Sonneck	Jon McConville
Education	Kay Kidder	Solo Greene
Land Use Planning & Downtown	Kim Cannon	Antonio Smith

The Visiting Team was comprised of 26 community and economic development professionals recruited based on their experience and expertise in the four selected focus areas. They came from local, state, regional, and federal agencies; universities; nonprofit organizations; and private businesses. The following people served as Visiting Team focus area leaders.

<b><i>Focus Area</i></b>	<b><i>Focus Area Leader</i></b>	<b><i>Agency</i></b>
Economic Development	Howard Lunderstadt	USDA Rural Development
Arts, History, and Recreation	Michelle Coleman	Idaho Commission on the Arts
Education	Melinda Hamilton	Idaho National Laboratory
Land Use Planning/Downtown	Lorie Porreca	Federal Highway Admin.

Jon Barrett of Clearstory Studios served as Visiting Team Coordinator and report writer. Key leadership and support was also provided by Idaho Rural Partnership staff Mike Field, Executive Director, and Vickie Winkel, Administrative Assistant. While she was not on either the Visiting or Home Team, Debbie Evans, consulting grant writer for the City of Lapwai and Lapwai School District, drew on her past experience with the community review program to offer helpful observations and suggestions in the weeks and days leading up to the review. Contact and biographical information for all Visiting Team members is included in this report as Appendix A. Known as the ad-hoc committee, the following individuals began meeting in February 2012 to coordinate review planning and recruit people to the Visiting Team. The Committee is grateful to the Association of Idaho Cities for providing meeting space and teleconference services.

### *Visiting Team Ad-Hoc Planning Committee*

Jon Barrett	Clearstory Studios
Mike Field	Idaho Rural Partnership
Vickie Winkel	Idaho Rural Partnership
Erik Kingston	Idaho Housing and Finance Association

Lorie Higgins	University of Idaho Extension
Jerry Miller	Idaho Department of Commerce
Brian Dale	U.S. Depart. of Housing & Urban Development
Lori Porreca	Federal Highway Administration

## **Review Itinerary**

The Home and Visiting Team focus area leaders named above jointly developed the overall master schedule and detailed agendas for each focus area. This schedule and agendas are attached as Appendix F.

The review officially began at 3:00 pm, Tuesday, June 12 with an orientation and welcome held at the Nez Perce Historical Park Visiting Center at Spalding. Visiting Team members were invited to watch a film about the Nez Perce Tribe and the Historical Park as well as view the available exhibits. At 4:00 pm Visiting and Home Team members boarded a bus provided by the Lapwai School District for a tour of the Lapwai Valley—from the Clearwater Resort/Aht’Wy Plaza to the north and Sweetwater to the south. The tour ended at the Pi-nee-waus Community Center, where the Home and Visiting Team shared dinner. The meal was followed by a Home Team Listening Session, and then a larger community meeting from 7:00-9:00 pm. The community meeting used a rotating small group format to provide interested community leaders and residents an opportunity to express their ideas and opinions and respond to questions from the Visiting Team within each of the four focus areas.

Wednesday, June 13 began with breakfast at the Pi-nee-waus, where Lapwai Mayor Ricky Hernandez and NPTEC Chair Silas Whitman welcomed the Visiting Team and offered historical context and their own views and vision regarding community and economic development in the Lapwai Valley.

The review schedule also included a presentation followed by discussion about the Tribal fisheries program (featuring Dave Johnson and Erik Holt) during Wednesday lunch and a panel discussion on Lapwai Valley infrastructure issues during Wednesday dinner.

Highlights of the Wednesday morning and afternoon agendas for each focus area are summarized below.

## **Economic Development**

- Panel discussion on land development, fee/trust land, Tribal housing, intergovernmental coordination, and related jurisdictional issues.
- Meeting with business owners and entrepreneurs
- Walking tour of Lapwai
- Walking tour of the old BIA Campus and other Nez Perce Tribal land that can be developed

- Internal team discussion on proposed business education center and incubator project, economic diversification, supporting new business start-ups and expansion, Tribal Enterprises, American Manufacturing Network.

### **Arts, Historic, and Recreation Resources**

- Walking tour of Lapwai – looking at gateway areas along Highway 95, various historical and community sites of interest (e.g. Officer’s Quarters, rodeo grounds, Veteran’s Memorial, Anne’s Café, Loafer’s Bench, and pathway and sidewalk areas.
- Panel discussion on community perceptions and needs, Aht’Wy landmarks: Frog, Ant, Yellowjacket, and Sleeping Indian, Lapwai Creek/Clearwater River Confluence, funding strategies for interpretive and wayfinding signage.
- Tour of public art locations and community branding opportunities
- Panel discussion on community health and livability and Lapwai Health and Wellness Center

### **Education**

- Tour of Lapwai School District and meeting with teachers and staff
- Tour of Boys and Girls Club; meet with youth, parents and grandparents
- Tour Lapwai Distance Learning Center and discuss post-secondary education programs and needs
- Meet at Lapwai City Hall with community leaders, including elected officials (Tribe and City), executive directors, and management team

### **Land Use Planning and Downtown Revitalization**

- Panel discussion on land development, fee/trust land, tribal housing, intergovernmental coordination, and related jurisdictional issues.
- Tour of Lapwai and Lapwai Valley - Aht’Wy Plaza to Sweetwater, including new wastewater treatment plan and old sewer lagoons, Spalding Bridge area, Tribal housing areas, abandoned houses, and Mann’s Lake.
- Discussion about connectivity and mobility – transit, sidewalks/ADA, historic trails and bike paths, areas for possible future open space
- Walking tour of downtown revitalization and community connectivity. Talk with available business owners, visit major community destinations (e.g. parade grounds, Tribal complex, schools, White Bird housing, library, etc.); discuss beautification and safe routes to school.





## Publicity and Public Participation

Multiple efforts were made to make Lapwai Valley residents and leaders aware of opportunities to participate in the Community Review. First, the community survey mailed in late April 2012 included a cover letter signed by the NTPEC Chair and Lapwai Mayor. This letter announced the community review and encouraged participation.

In the days and weeks leading up to the review, additional and more specific information about the review agenda and purpose was distributed by email to Tribal employees and through at least one article in the Ta'c Tito'oqan News. During the review, temporary sandwich board signs were used along Main Street and Tribal buildings to encourage attendance at the Tuesday and Thursday evening community meetings.

Community participation in the review was consistent with other communities hosting reviews. One thing clearly noticed by the Visiting Team: Lapwai residents who did attend review activities were fully engaged and passionate about their opinions, experiences, and ideas. Approximately 50 people attended the community meeting on Tuesday, June 12 and about the same number came to the final presentations on Thursday, June 14. Nearly all Home Team members participated throughout the review.

## **PART II FOCUS AREA REPORTS**

### **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 purpose is simple: we ask open-ended questions of a cross-section of community residents with diverse perspectives, listen to their answers, and reflect back what we hear. The Nez Perce Tribe–City of Lapwai Community Review included listening sessions with the following seven stakeholder groups:

- High school-age youth
- Home team
- Elders
- Business owners
- Internet/telephone service providers
- College-age students
- Emergency services

Listening sessions lasted approximately 60 minutes. Participants were not prompted to talk about any specific subjects, nor were the sessions directly associated with any of the four focus areas selected for the review. Facilitators simply ensured stakeholder groups understood the four 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 challenges exist that could cause the future you DON'T want?
4. What assets exist that support the future you DO want?

In addition to these four questions, the Listening Team facilitators also asked review participants who do not live in Lapwai about what might make them want to live in the community.

The form distributed to all participants at the beginning of each listening session described the process this way:



Several times participants said they do not want businesses that prey on poverty. Pawnshops, payday loans, and “strip joints,” were given as examples.

### ***Loose dogs***

We heard from several stakeholder groups that Lapwai and the surrounding community has a sizable population of stray or uncontrolled dogs. While most folks like dogs, when the dogs travel in packs they can create a significant nuisance.

### ***Low self-esteem, lack of pride in self and place, unengaged community***

One word used to describe this area was ‘neglect’. No one wants to live in a community where public space, social needs, and civic involvement are lacking. We also recorded significant concern about drug and alcohol abuse in the community.

### ***“Failure to plan”***

This is an issue common to many Idaho communities. Respondents mentioned that planning is hampered by turnover in leadership and other staff positions. Lack of coordination among organizations and entities was also mentioned as a related problem. They do not want to see resources and time invested in plans that are never implemented.

### ***Low educational attainment***

Respondents stressed the value of education, but see a lack of positive role models remaining in or returning to the area once they become successful. They do not want to see a continual outmigration of talented, well-educated and professional individuals, nor do they want to see the value of education marginalized within the community.

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

The word cloud below visually represents how residents answered this question. Again, the size of the text correlates to the number of times the response came up during the listening sessions.



### ***Physical environment that supports well-being***

We heard a lot of interest in developing the physical or built environment and local services in ways that support recreation, clean business, and the health and wellness of residents and visitors. These include:

- Good roads, sidewalks, curbs, bike and pedestrian pathways
- Community gardens
- Thriving downtown district; a place “to kick it,” for young people
- Upgrades to some of the sporting facilities
- Gathering places for events, like an amphitheater, wellness center, pool and housing for single adults were among the desires of Tribal members and other residents.
- An environment that reflects the strength of the relationship between the Nimiipuu and the land, water, and other life

### ***Social and cultural enrichment***

Respondents across all age groups wanted more positive role models for youth, more electives in school, and greater financial support for education. They also stressed the importance of a connection to the land and more emphasis on traditional language and cultural awareness and education. More community events and celebrations were also valued, along with clarifying what is appropriate to share with non-Tribal people. This is important to avoid offending and alienating various groups.

### ***Collaboration, coordination, and cooperation***

Sensitivities around the beneficiaries of Tribal resources may inhibit investment in the kinds of things people want to see (City investments benefit the Tribe and vice versa). One concern was that at least some funds coming to the Tribe as a result of legal settlements should be invested in development of permanent community assets or amenities with widespread benefits, rather than distributed to Tribal members on a per capita basis.

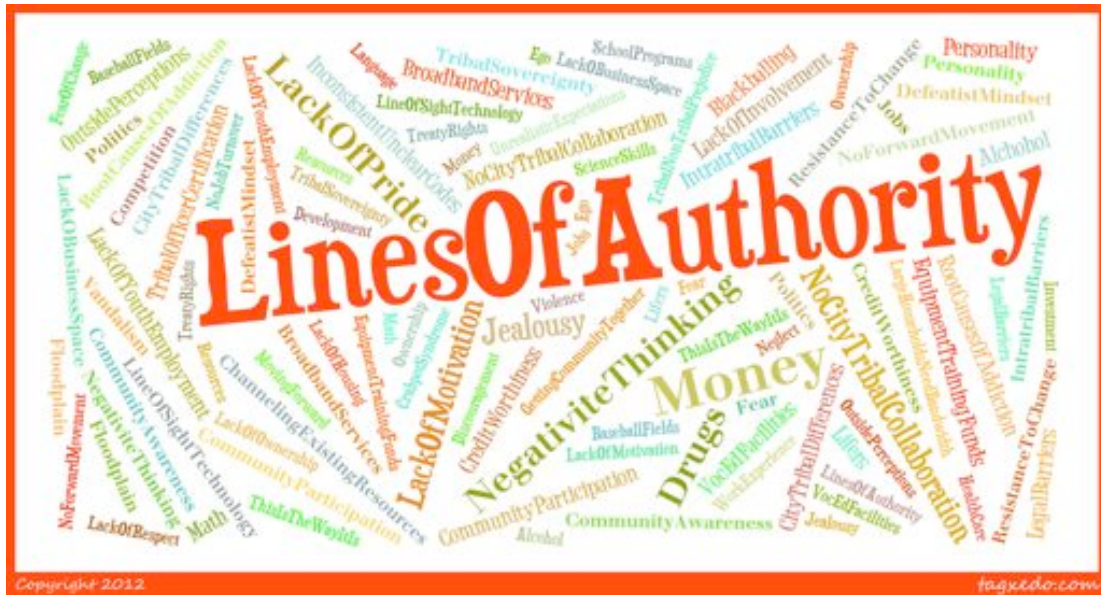
### ***Healing and reconciliation***

Trauma inflicted in the past continues to damage individuals and relationships in the present, much of it being perpetuated in the form of drug abuse, alcoholism, psychological issues, low self-esteem and prejudice and discrimination. Though it is clearly more complicated than this, as more than one participant said, “In a lot of ways, we are hurting ourselves”. A healing lodge and bridges to unity with white neighbors were among ideas shared in listening sessions, along with investing in both treatment and prosecution of drug and alcohol abuse. Unresolved pain is also reflected in the difficulty of deciding the future of the parade grounds near the BIA offices and whether or not to renovate and use empty buildings that hold painful memories.



## What challenges exist that could cause the future you DON'T want?

Participants mentioned several challenges that could prevent the Tribe and community from creating the desired future. The word cloud below summarizes the responses mentioned. Larger text identifies the responses given most often.



### *Lack of opportunities for professional employment and advancement*

With respect to role models for youth, many people expressed a belief that the ‘best and brightest’ among the Nimiipuu are forced to leave the Reservation for professional employment. Few local opportunities or incentives exist should these ambitious and successful individuals choose to return to the Reservation. One issue mentioned several times is the perception that jobs in Tribal government are available for those with family or other connections, and that individuals may remain in the same job well beyond the normal retirement age, further reducing employment options for young individuals.

Other challenges mentioned in more than one listening session include:

- Jurisdiction and lack of clarity about permitting and licensing requirements when multiple governments are involved
- Animosity
- Disengaged community
- Funding
- Poverty
- Drugs and alcohol
- Discrimination
- Dysfunctional institutional systems (e.g., Tribal operations should function separately from the local social system as much as possible)





creation story and in contemporary cultural traditions including art and food gathering.

- The river. The creek could become an asset again.
- Clean, plentiful water
- School – it's new and safe and there is also a new gym. The sports program was also mentioned as an asset.
- Highways. Highway 95 is a major North – South route and Highway 12 is just a few miles away, suggesting opportunities to ship goods to and from the community and attracting visitors. There are plans to make a segment of Hwy 95 that connects to Hwy 12 and runs by Lapwai a spur of the Northwest Passage Scenic Byway. This would enhance opportunities to bring visitors to town and make grant funds available for activities like the mural on the grain elevators.
- Spalding and the Nez Perce National Historic Park
- The running – walking track. A young person who recently moved to the area from back east said it is one of the best he's ever seen and uses it often. Fans of the track were decidedly NOT in favor of moving it.
- Casino
- Moccasin Flats Trading Post – it is an attractive downtown business that can be a significant draw to visitors. It provides local artisans a way to market their work.
- Library
- Barbershop / Salon
- Colleges / Universities, including NW Indian College
- Broadband
- Community Center
- Room to grow
- Hunting & fishing rights



### ***Organizations***

- Nez Perce Tribe – particularly its infrastructure, stability and solvency and capacity for interagency cooperation and protecting treaty rights
- City of Lapwai
- Horse program
- Dispatch Services
- Help Desk

- Girls Club
- Certified Indian Businesses

Each person attending listening sessions was asked to sign up to participate in implementing change and community review recommendations. When processes are established to implement review recommendations, those who are not already involved can be called on to volunteer in some capacity. Keep in mind that some people are interested in many community issues, while others will have narrower interests. Some like to go to meetings and be part of planning projects, while others just want to lend a hand when it's time to implement an activity – an event, a clean-up, a makeover, etc. Be sure to provide a menu of ways to be involved.

### ***Recommendation***

- Invite University of Idaho Extension to implement its “Community Coaching for Grassroots Action” program AS ONE OF THE FIRST STEPS OF IMPLEMENTING ANY OF THE COMMUNITY REVIEW RECOMMENDATIONS. Through that program you can develop a shared community vision representing diverse perspectives, establish diverse teams to focus on elements of the community vision, and create fair, inclusive, positive, strength-based steering committees and action teams to implement the vision. A brochure describing the program is included in Appendix H. Contact Dr. Lorie Higgins, University of Idaho Extension Community Development Specialist for more information:  
<http://cd.extension.uidaho.edu/leadership/>, 208.669.1480 or [higgins@uidaho.edu](mailto:higgins@uidaho.edu). See the brochure included as Appendix H.

## Economic Development

### Community Concerns, Comments, and Questions

The pre-review community survey, Tuesday night community meeting, one-on-one and small group conversations, and listening sessions provided Lapwai residents and Tribal members with multiple opportunities to express their concerns, comments, and questions about each of the four focus areas. Regarding job creation and other aspects of economic development, we heard about the Tribe's enterprise projects that have become more significant over the last 20 years. Below are other themes repeatedly voiced by residents and community leaders. Many of these same themes come up in rural communities across Idaho.



#### *Desire for greater self-reliance and determinism*

Several people we spoke with in the Lapwai Valley expressed their desire to see a greater degree of self-reliance and self-determinism among residents and the Tribe in general. It is perceived that achieving this goal would result in reduced dependence on outside employers that may never come or that may come and then go away after only a few years.

#### *Lewiston's proximity a challenge and an asset*

Lapwai Valley residents talked about Lewiston with mixed feelings and opinions. On one hand, it was widely acknowledged that Lewiston, being just 15 miles away, provides convenient access to job opportunities, services, retail shopping, and entertainment. We learned that when people speak of "going to town", they are referring to Lewiston. This same convenience creates a major challenge to the survival of existing businesses and the creation of new ones.

#### *Ambivalence about growth*

This theme exists in many rural Idaho communities. There is a segment of the community that wants to see new housing, businesses, new public facilities, better roads, employment opportunities, new services and amenities for residents and visitors, and population growth. At the other end of the spectrum, another segment of the community likes the Lapwai Valley the way it is and either sees no reason for change or believes the negative consequences of growth will outweigh the positive. The Visiting Team wonders if there is a third group of people in the middle who want the improvements and new jobs, but not the population growth. We also heard

similarly ambivalent attitudes toward future manufacturing in the community. Some people expressed a desire for such employers; others were less enthusiastic. To work through these contradictions, the community could be facilitated through conversations about community identity, the meaning and discomfort related to historical places (such as the parade grounds) and the meaning of development to community and Tribal members.

As described in the Land Use Planning and Downtown Revitalization focus area, a lot of people want a more vibrant, healthy, and attractive business district in Lapwai. Specific types of businesses most desired by residents include a bank or credit union, restaurants/cafes, bike shop, horse rental business, and places to buy and sell traditional and contemporary art.

### ***Lapwai's limited tax base***

Particularly from community leaders, we repeatedly heard recognition that the community's tax base (from sales and property tax) is limited due to a small commercial area and the fact that Tribal properties are not assessed property taxes. This situation makes it particularly challenging to finance the construction and maintenance of public facilities and programs. On a related topic, we heard that rising utility costs (principally sewer and water) are causing hardships for people on low and/or fixed incomes and that there has recently been a large increase in requests for social services.

### ***Support for new businesses***

Through meetings with economic development and business leaders, we learned residents with a vision of creating a business either have nowhere to turn or don't know where to turn for entrepreneurial education and assistance. Specifically, guidance and mentoring is needed regarding business planning, financing, permitting, taxes, product or service development, management, and marketing. The available services of this nature are not well connected and there is no one in the entrepreneur's corner as they progress from one step to the next.

Similarly, we also heard many people express a perception that Lapwai Valley residents need effective opportunities to increase and develop their financial literacy, whether they are involved in creating a business or not.

### ***The challenge of cultural interpretation***

Several people we met with talked about the challenges that come with cultural or heritage interpretation for visitors and other audiences. How should decisions about sharing Nez Perce culture and history with primarily non-Indian people be made? What knowledge and cultural information is appropriate to share, if at all? Some expressed their view that many people who are not members of the Nez Perce Tribe



have financially and professionally benefitted from the Tribe's history and culture over the years and that it is time more Tribal members see some of these same benefits. This subject is also addressed under the Arts, History, and Recreation Resources focus area.

## Observations, Recommendations, and Resources

### **Observation 1: The Visiting Team sees significant potential to market existing businesses and the Lapwai Valley as a place to visit.**

The unique history and culture of the Lapwai Valley make it an appealing place to visit. We believe that acting on some of the recommendations in this report will make the community even more inviting to people passing by on US-95 and to local folks from Lewiston and the surrounding area who are looking for a place to take friends or family for the day. While it may be true relatively few people will visit Lapwai because of one particular business, many *will* stop and spend time and dollars if they are made aware of the recreational amenities and activities, cultural events, and rich history the community has to offer and if focal points can be created.



The Visiting Team also encourages business and community leaders to find ways to communicate to Lapwai residents and Tribal employees the community benefit of supporting local businesses. Pursuing these opportunities will increase jobs and businesses in Lapwai over time while also helping to develop the community's desired image as a capital city. Our recommendations reflect our belief that such efforts will require communication and coordination on the part of the existing businesses, the City of Lapwai, and the Nez Perce Tribe and as well as the selection of one or two areas where such businesses can be clustered.

### **Recommendations**

- Create the Lapwai, Lapwai Valley, or Nez Perce Tribe Chamber of Commerce. We encourage you to take the formal steps necessary to create a unified voice for business in the Lapwai Valley. A new business-focused organization could, for example:
  - Create downtown improvement projects in which volunteers could participate.

- Promote business-to-business support and cooperation.
  - Facilitate sharing of talents and experiences between businesses.
  - Support the business community by highlighting a “business of the month”.
  - Promote activities and events that draw visitors to the area through social media and the creation and use of a well-designed website.
- Increase efforts to publicize things to see and do in Lapwai and the Nez Perce National Historical Park. This information should be made available to virtual and physical locations that provide information to visitors; examples include the North Central Idaho Travel Association, Clearwater Resort and Casino, Hells Canyon Visitor’s Bureau, and Lewiston Chamber of Commerce/Visitor Center. Currently, it’s too easy for visitors to leave the Lewiston area and/or Clearwater Resort not even knowing of Lapwai. This goal could be accomplished by, for example, creating a promotional video that could be shown at the Resort and other locations. Also, it’s possible front desk staff could talk with visitors about things to do and see in the Lapwai Valley.
- Expand highway signage to draw more travelers into the community to enjoy shopping, recreation, and cultural opportunities. For example, the “Welcome to Lapwai” signs could be enlarged and designed to include a changeable message board that could advertise local events. As noted under the Land Use Planning and Downtown Revitalization focus area, the community should act on this recommendation *after* significant progress has been made on downtown revitalization.
- Strengthen relationships with and increase participation in the North Central Idaho Travel Association (<http://www.visitnorthcentralidaho.org/>).
  - Develop an open air or enclosed community or farmer’s market in the downtown or other central area. At least initially, creating this market does not require construction of a large permanent structure. The Visiting Team suggests the large triangle shaped property just west of Valley Foods may be an appropriate location for the market





because it can be easily seen from US-95. As with other community improvements recommended by the Visiting Team, the market should be developed prior to significant promotion of the Lapwai Valley as a place to visit. The market we envision could have been recommended under three of the four community review focus areas. Potentially, it offers many benefits, including:

- Help new businesses get off the ground (e.g. craftspeople, artists, and food producers)
  - Build community
  - Bring more people into the downtown area and into the Lapwai Valley generally
  - Create an opportunity to share the history of Lapwai and/or the history and culture of the Nez Perce Tribe
  - Promote cross-cultural respect and friendship
- 
- Use Internet-based marketing and social media to promote the Lapwai Valley as a destination or stopping place to people traveling from outside the immediate area. In today's virtual world, more people are seeking out unique, *authentic* experiences. They don't just want to buy the piece of art in the gift shop or the salmon in the grocery store. They want to know the story of where it came from and who made it. Ideally, they want to meet the artist. This concept can also apply to hunting and fishing guiding/outfitting. Such experiences are potentially available in the Lapwai Valley. Also, greater use of the Internet to market amenities and activities for visitors taps into the national and worldwide appreciation for the history and culture of the Nez Perce Tribe.
- 
- Continue to expand and improve Lapwai Days. When we heard them speak of it during the review, people seemed happy about the re-establishment of Lapwai Days and were pleased with the 2011 event. The Visiting Team encourages the community to continue building on this success. Acting on this recommendation might involve re-naming the event 'Lapwai Valley Days'.
- 
- As culturally appropriate, increase efforts to promote powwows and other community events to residents and visitors in the region. Prejudice and stereotypes are broken down when people begin getting to know one another. Cultural and community events such as powwows provide an opportunity for such cross-cultural interaction and relationship building. They also provide economic opportunities to food vendors, artists, and other businesses in the

community. Use the Clearwater Resort and Casino's website and electronic reader board sign to publicize community events to a larger audience.

- Create a community or valleywide wayfinding plan to help visitors find their way to community services and amenities.

Note: See the Land Use Planning/Downtown Revitalization section of this report for observations, recommendations, and resources related to the revitalization of Lapwai's Main Street commercial area. See Part III of this report for information about the Lapwai Valley's image, identity, and brand.

### **Resources**

- Idaho Travel Council grant program. Grants from this program can be used by the proposed Lapwai Chamber of Commerce to build a website, create videos, and promote community events (among other things). Go to <http://commerce.idaho.gov/tourism-grants-and-resources/itc-grant-application-process/>. Renea Nelson, [Renea.Nelson@tourism.idaho.gov](mailto:Renea.Nelson@tourism.idaho.gov), 208.334.2650, ext. 2161.
- The Idaho Division of Tourism Development offers assistance and information to tourism-related businesses. Go to <http://commerce.idaho.gov/tourism-grants-and-resources/web-resources/>, 208.334.2870.
- 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).
- The International Division at the Idaho Department of Commerce could be a resource for breaking into international tourist markets. Damien Bard, [Damien.Bard@Commerce.idaho.gov](mailto:Damien.Bard@Commerce.idaho.gov), 208.334-2470 or Karen Ballard, [Karen.Ballard@tourism.idaho.gov](mailto:Karen.Ballard@tourism.idaho.gov), 208.334.2470.
- *Showing the Way: An Introduction to Creating a Successful Community Wayfinding Plan* is a highly illustrated book originally created for Montana communities. To download, go to <http://tinyurl.com/7vkzxca>.
- 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/7v5I6h9>. Additional contact information at [www.destinationdevelopment.com](http://www.destinationdevelopment.com).
- 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>.
- Farmer’s markets and agri-tourism, Idaho Department of Agriculture, Lacey Menasco, [lmenasco@agri.idaho.gov](mailto:lmenasco@agri.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>.
- The annual Indian Summer Festival in Milwaukee, Wisconsin includes a Tribal Farmers’ Market. Go to <http://www.indiansummer.org/festival-highlights/veterans-parade.aspx>.
- The Sante Fe Indian Market is a well-known 91-year-old Native art market. It is the largest and most prestigious Native arts market in the world and the largest cultural event in the southwest. The yearly event is held during the third weekend of August. Go to <http://swaia.org/>.
- Two Degrees Northwest: Where Art Meets the Land. Moccasin Flats and Spalding are included in 2DNW’s artisan trail guide. As assets are identified and developed, they can participate in their marketing efforts. Go to [www.2dnw.org](http://www.2dnw.org).
- 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.atntribes.org/edc>.

**Observation 2: The Visiting Team sees opportunities to support the creation of new businesses.**

The Tribe, City, secondary and post-secondary schools, and regional economic development organizations should expand efforts to support the creation of new businesses in the Lapwai Valley. In economic development terms, this entrepreneurship-focused strategy is referred to as “economic gardening”. These efforts can include, for example, better promotion and integration of existing services and the development of new services and facilities. All of these efforts recognize that economic success in the Lapwai Valley will involve exporting goods and knowledge to clients and customers off-Reservation, drawing people to the Lapwai Valley, or both.

To maximize sustainability, the emphasis should be on businesses that offer unique experiences, services, or products that are not otherwise available in Lewiston. Acting on the recommendations below will help create new employment opportunities, revitalize the commercial area, and – perhaps most importantly based on what residents and leaders in Lapwai shared with us – increase self-reliance and independence among residents.

### ***Recommendations***

- If it has not already done so, the Tribe (i.e. both Government and Enterprises) could encourage the creation of new businesses by identifying and publicizing all of the services and products it currently imports from outside the region. The Tribe could then help its members create local businesses to provide such products and services. The resulting import substitution would create new jobs and keep money re-circulating within the community, benefitting other businesses.
- Provide more consistent business start-up coaching or mentoring. Acting on this recommendation will likely involve collaboration between the City, Tribe, Clearwater Economic Development Association, Lewis-Clark State College, and other stakeholders. It will also involve gathering more detailed information regarding the kind of assistance needed by start-up businesses. This assistance might relate to financing, market research, business planning, product development, accounting, code and permitting issues, and marketing.

The goal should be to provide entrepreneurs with someone they can work with over time as they develop their business; someone they can go to when they need to ask, “Okay, what’s the next step?” This would allow an entrepreneur to benefit from the resources of the Tribe and all other relevant organizations available in the region, but at the same time have one steady, reliable person in the “entrepreneur’s corner”.

Having the reliable, well-established business coaching program we’re describing would increase the chance of getting grant funds for a business incubator, as well as provide more information about the kind of spaces and types of services needed by emerging businesses.

- Incubate a business created and operated by high school students. Many school districts have successfully created such programs to give students a hands-on experience of all aspects of running a business. With a different group of students taking responsibility for the business each year or semester, it can exist indefinitely.

- Develop opportunities for personal financial planning and education at high school and/or post-high school levels.
- Continue to pursue development of the proposed business and education center. As part of this recommendation, the Visiting Team encourages the Tribe to consider interim steps (such as the re-use of an existing building as opposed to constructing an entirely new facility) that would help build capacity toward achieving the project's ultimate goals.
- Continue developing and offering Indianpreneurship training opportunities. Promote such opportunities by inviting participating entrepreneurs to share their success stories with other Tribal members.
- A micro loan program created by the Tribe could provide initial seed money to Tribal members wishing to start a new business or help market the products and services of existing businesses.
- Valley Foods has the potential to host other start-up business activities (to test or expand their viability). Examples: locally grown flowers and organic foods, processed foods, firewood, hardware, clothing basics, and books.

### *Resources*

- Idaho Housing and Finance Association's Idaho Collateral Support Program establishes pledged cash collateral accounts with a lending institution to enhance loan collateral for businesses in order to obtain financing on acceptable terms. Go to <http://ihfa.org/ihfa/small-business-loan-programs.aspx>. Cory Phelps, [coryp@ihfa.org](mailto:coryp@ihfa.org), 208.331.4725.
- The United States Department of Agriculture's Business Enterprise Grant program is a potential funder for several of the recommendations above. Go to [http://www.rurdev.usda.gov/ID\\_Home.html](http://www.rurdev.usda.gov/ID_Home.html). Brent Donnelly, [Brent.Donnelly@id.usda.gov](mailto:Brent.Donnelly@id.usda.gov), 208.762.4939, ext. 117.
- Idaho Department of Commerce. Go to <http://commerce.idaho.gov/building-your-business/>. Hank Ebert, Business Development Specialist-Regions 2 & 3, [hank.ebert@commerce.idaho.gov](mailto:hank.ebert@commerce.idaho.gov), 208.334.265, ext. 2141.
- Idaho Small Business Development Center (Region II, located at Lewis-Clark State College) offers classes and counseling for businesses and entrepreneurs. Go to <http://www.lcsc.edu/isbdc/>, 208.792.2465, [isbdc@lcsc.edu](mailto:isbdc@lcsc.edu). The ISBDC also maintains a list of business incubators around the state. It can be obtained here: <http://www.idahosbdc.org/DocumentMaster.aspx?doc=1232>.

- 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>.
- *Supporting Entrepreneurs and Small Business: A Toolkit for Local Leaders* is a publication recently released by the National League of Cities. Go to [http://www.nist.gov/ineap/upload/RI\\_SmallBizToolkit-2012-Web.pdf](http://www.nist.gov/ineap/upload/RI_SmallBizToolkit-2012-Web.pdf) to read or download.
- Idaho TechHelp provides on-site technical assistance to help new and existing businesses become more productive. Go to <http://www.techhelp@boisestate.edu>, 208.426.3767.
- Idaho TechConnect, Rick Ritter, [rick.ritter@idahotechconnect.com](mailto:rick.ritter@idahotechconnect.com), 208.562.3700.
- An entire curriculum developed at Ohio State University. Go to <http://sustentrep.osu.edu/building-an-entrepreneur-friendly-community>.
- A Powerpoint presentation titled *Creating an Entrepreneurial Culture/Community* by Deborah Markley. Go to [www.agecon.purdue.edu/aicc/valueaddconf/PPT/5MARKLEY2.ppt](http://www.agecon.purdue.edu/aicc/valueaddconf/PPT/5MARKLEY2.ppt).
- Information about the Startup America Partnership. Click on a state and then "Become a Champion" for information relevant to this exercise - there is also a new Startup America group focused on helping Veterans start businesses. Go to <http://www.s.co/> and <http://www.s.co/vets>.
- Successful Communities Online Toolkit Information Exchange - <http://www.scotie.org> is a partnership of planning and nonprofit organizations working together to build stronger, more resilient communities in the West. Information is exchanged through a database of active smart growth and resource protection plans and policies from rural, amenity, and urban communities from across the West. These case studies highlight the efforts of western communities to preserve local identity, stimulate a healthy economy, and safeguard natural and cultural resources; and empower communities to design policies that fit the unique circumstances of western communities.
- Wealth Creation and Rural Livelihoods is a learning network of practitioners, researchers, and policy makers focused on creating and sustaining rural wealth. Go to <http://www.ruralwealth.org>.
- *Entrepreneurs and Their Communities*. See the archived, hour-long webinars focused on research-based best practices for supporting small businesses. Free webinars are ongoing. Go to <http://www.extension.org/entrepreneurship>.

- 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/>. Jerry Miller, [jerry.miller@commerce.idaho.gov](mailto:jerry.miller@commerce.idaho.gov), 208.334.2470.
- USDA’s Value Added Producer grants provides funding to help eligible independent producers of agricultural commodities, agricultural producer groups, farmer and rancher cooperatives, and majority-controlled producer-based business ventures develop business plans for viable marketing opportunities and develop strategies to create marketing opportunities. Go to [http://www.rurdev.usda.gov/BCP\\_VAPG\\_Grants.html](http://www.rurdev.usda.gov/BCP_VAPG_Grants.html).
- Idaho Small Business Solutions is a website that helps business owners identify and understand applicable regulatory requirements. Go to <http://idahobizhelp.org>.
- 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.
- The Idaho Department of Commerce’s State Trade Export Program offers grants to businesses looking to sell products overseas. Funds may be used to create foreign language marketing materials, travel to international trade shows and trade missions and certification of products for international markets. Go to <http://commerce.idaho.gov/international/-state-trade-and-export-promotion-step-grant/>. Contact Karen Parnell, [karen.parnell@commerce.idaho.gov](mailto:karen.parnell@commerce.idaho.gov), 208.334.2470.
- Travois is a Missouri-based housing and economic development financing company offering development assistance, compliance support, design services, and comprehensive training to our Indian Country clients. Go to: <http://www.travois.com/default.asp?page=about>.
- The Affiliated Tribes of Northwest Indians and the ATNI Economic Development Corporation provide regular information, workshops and other assistance in this area as well. Go to <http://www.atntribes.org/>.
- Lakota Funds is a community development organization providing a variety of business development-related services to Native entrepreneurs in South Dakota. Their “Business Success Coaching” may be a model for the Nez Perce Tribe. Go to <http://www.lakotafunds.org/successcoaching.htm>. They have also published a best practices guide for microenterprise and emerging



businesses. For a copy, go to

<http://anthropology.colostate.edu/pdf/BestPracticesNarrativeREVISED.pdf>.

### **Observation 3: Recruiting new employers to the Lapwai Valley and developing Tribal Enterprises**

Efforts to recruit employers to the Lapwai Valley are primarily led by the Tribe in partnership with the Clearwater Economic Development Association and other entities. Obviously, developing Tribal Enterprises is the responsibility of the Nez Perce Tribe. Recruitment initiatives should continually recognize and build on community assets that are important to the type of employers deemed most desirable and realistic by the community. Tribal Enterprises creates and operates businesses that generate revenue for the Tribe and the Tribal economic development office promotes entrepreneurship of Tribal members. These different objectives and strategies can be coordinated and reinforcing.



### ***Recommendations***

- Recognize the Tribal government as the lead economic development entity for the community. In general, the Visiting Team suggests a Nation-building approach to economic development that uses Tribal institutions, culturally appropriate government structures, partnerships with other organizations, strategic planning and clear policies connected to a long-term vision, and focused leadership to advance the social, cultural, and political well-being of the Tribe and City of Lapwai.
- The Visiting Team commends the Tribe for improving broadband connectivity. Keep up the good work. Increasing connectivity plays an important role in attracting new businesses and supporting the growth of existing businesses and creation of home-based businesses in the community.
- Recruit or internally create the bank or credit union the community wants and needs.

## **Resources**

- *Two Approaches to Economic Development on American Indian Reservations: One Works, the Other Doesn't*, by Stephen Cornell and Joseph Kalt is a publication of the Harvard Project on American Indian Economic Development and the Native Nations Institute for Leadership, Management, and Policy. This resource is offered to Tribal Enterprises and other economic development efforts of the Tribe. Go to [http://www.jopna.net/pubs/jopna\\_2005-02\\_Approaches.pdf](http://www.jopna.net/pubs/jopna_2005-02_Approaches.pdf).
- The Idaho Department of Commerce's Gem State Prospector is an online resource for promoting buildings and lands that are available for business development. Go to <http://gemstateprospector.com>. Jerry Miller, [jerry.miller@commerce.idaho.gov](mailto:jerry.miller@commerce.idaho.gov), 208-334-2470, ext. 2143.
- 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/>. Jerry Miller, [jerry.miller@commerce.idaho.gov](mailto:jerry.miller@commerce.idaho.gov), 208.334.2470.
- *Small Towns, Big Ideas* is a compendium of rural community economic development case studies from around the country. It is published by the Community and Economic Development Program at the University of North Carolina and is available for download here: [http://www.sog.unc.edu/programs/cednc/stbi/pdfs/stbi\\_final.pdf](http://www.sog.unc.edu/programs/cednc/stbi/pdfs/stbi_final.pdf).
- Chippewa Eagle Federal Credit Union, Mount Pleasant, MI. Go to: <http://www.cutimes.com/2011/10/21/native-americans-new-cu-off-to-fast-start>.
- National Credit Union Foundation. Go to: <http://www.ncuf.coop/?sectionpath=1/128/212&pageid=546>.
- Native American Bank. Go to <http://www.nabna.com/>.

### **Observation 4: The Visiting Team urges Tribal and community leaders to sustainably develop one of your strongest physical and cultural assets: your natural resources.**

At the time of the community review, the Tribe in particular was evaluating several opportunities to develop natural resource-based facilities and products. The Visiting Team applauds the creative thinking in this area. We especially want to encourage the Tribe/community to seriously consider projects and products that add value to unprocessed or under-processed raw materials. Salmon is one example where such opportunities might exist.

### *Recommendations*

- Continue to explore opportunities to develop commercial markets for salmon taken by Tribal members. This recommendation includes looking at the feasibility of processing facilities for not just salmon, but also deer, elk, and even beef.
- Consider entering a partnership with an existing business or support the creation of a new business that would bottle and label drinking water under a license with the Tribe.
- The Visiting Team encourages the Tribe and community to continue exploring the potential market opportunities in agriculture, energy development (biomass), and environmentally responsible products (e.g. plant materials, non-toxic pesticides).
- The Visiting Team applauds the efforts of the Tribe to find economic uses for the gray water produced by the new wastewater plant.



### *Resources*

- 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>.
- Idaho Tech Help has a team devoted exclusively to food processing and food marketing. Go to <http://www.techhelp.org/index.cfm?fuseaction=services.food>. Jeff Kronenberg, Food Processing Specialist, [jkron@uidaho.edu](mailto:jkron@uidaho.edu), 208-364-4937.
- 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 to it, 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, [Stephanie.cook@inl.gov](mailto:Stephanie.cook@inl.gov), 208.526.1644.

- Affiliated Tribes of Northwest Indians Economic Development Corporation's Salmon Marketing program was established in 2010 to add value to Tribal fishers' and harvesters' catches and keep more of the value added chain in Indian Country. Go to <http://www.atnitribes.org/salmon-marketing-program>. Contact at 503.249.5770 or [atni@atnitribes.org](mailto:atni@atnitribes.org).

**Observation 5: Pursue smaller, interim accomplishments in the near term in order to set yourselves up for bigger and more sustainable accomplishments later on.**

The Visiting Team offers this final observation in hopes that it may apply, in principle, to a range of issues and opportunities addressed in this report. During the community review, residents, staff, and elected officials described how in the past, much time and effort was put into large-scale, ambitious projects. In some cases, funding for such projects never materialized. Other times, the project could not be sustained once initial funding ran out.

To build community consensus, increase sustainability and capacity, and attract needed resources over time, the Visiting Team invites the Tribe and City to keep in mind the value of interim, smaller steps that can be taken in the near term. Taking such steps will help achieve the longer-term vision. In other words, a less ambitious project now may do more good for the community and for Tribal members than the larger-scale project that's either not completed or sustained.

***Recommendations***

- Look for opportunities to apply the above principle in many areas of community and economic development. One example: consider first creating a virtual, Internet-based incubator that would lead to the construction of a brick and mortar business and education center.
- Build financial sustainability into new projects and programs via local revenue generation and/or funding from the Tribal government.



## Arts, Historic, and Recreation Resources

### Community Concerns, Comments, and Questions

Lapwai Valley residents had much to say about the current and desired role of art, history, and recreation in the context of community and economic development. Below is a summary of what we heard most frequently. Many of them have implications for the three other focus areas.

#### *Developing the connection between art, culture, and economic development*

The Visiting Team spoke with several leaders, Elders, and parents who want to see more opportunities to pass traditional arts and cultural practices from one generation to the next. Where and how this mentoring happens is of concern. We also noted strong interest in increasing opportunities to display and/or sell artistic work. For example, several people told us they would like to see new art galleries, artist workshops and studios, cultural museum (in addition to the Nez Perce Historical Park Visitor Center), dance studio, fiber optic cafe, movies and performing arts venues, and a music recording studio. Some of these activities could be accommodated in one facility.

#### *Interpreting the history of the Nez Perce Tribe and Lapwai Valley*

Conversations held during the review were consistent with the results of the community survey. Residents of the Lapwai Valley support efforts to interpret the closely related histories of the Tribe and Lapwai community. We also heard such efforts must proceed in a thoughtful, culturally sensitive way. Some expressed a concern about “giving away too much”. We also heard comments that helped us appreciate the challenge of determining which stories to tell and how they should be told.



Lapwai Valley residents told us they would like to see more cultural events that would appeal to both residents and visitors. Examples included events and projects featuring Nez Perce dancers, drum groups, musicians, and artists; dinner theater; arts festivals; expansion of powwows; self-guided or guided walking historical tours; radio station programming; oral history; open air community or farmer’s market; sport camps and similar athletic activities, and health and wellness programs and events for the prevention of cancer, diabetes, obesity and drug and alcohol addiction.



We did not hear a clear consensus about the extent to which events like these should be publicized to visitors.

### ***A holistic approach to recreation***

While describing Lapwai's identity, many people talked about athletic activities and related achievements. At the same time, residents also expressed a desire for recreation and wellness programs and facilities that address the whole person, family, and community. Health, nutrition, physical exercise, intellectual development, and spiritual well-being are all examples that were mentioned. There also seemed to be strong support for opportunities to be available for all generations. Finally, we also noted (mostly through the community survey) dissatisfaction with existing health services. The Visiting Team did not delve into this issue deeply since health care was not chosen as a focus area.

Outdoor recreation facilities that seemed desirable include baseball/softball fields, soccer fields, skate park, a powwow and performing arts pavilion, new playground equipment, new tables and family picnic areas, and camping/RV facilities. There was also an expressed desire for a Longhouse, though we didn't hear clear consensus about its location.

Community interest in improving facilities and conditions for walking and biking is high. Such improvements are important for both residents and visitors. The idea of an interconnected trail system from Spalding south to Sweetwater seemed to have strong support.

## **Observations, Recommendations, and Resources**

### **Observation 1: The culture of the Nez Perce Tribe and Lapwai Valley is expressed through a variety of traditional and contemporary art forms. The Visiting Team encourages the development of this asset.**

The relationship between art and community and economic development has been established by numerous organizations and agencies. Similarly, research findings by education-related organizations have drawn a clear link between creative education, academic achievement, and community involvement. These connections can be strengthened and economic opportunities created by developing new ways to teach, market, and sell art created by Lapwai Valley artists. Achieving this goal supports economic development by creating income for individuals while making the community more attractive to visitors. Perhaps most importantly, it also ensures the continued celebration and protection of Nez Perce culture.

The Visiting Team also appreciates and encourages efforts that increase opportunities for artistic traditions to be passed to younger generations and that otherwise support young artists. We heard much support for this idea while we were in the community.

It must be noted that by “art”, the Visiting Team is referring to many forms of expression – including painting, beading, jewelry, weaving, clothing, writing, music, and drama.

### *Recommendations*

- Engage artists, crafts people, and food preparers in identifying ways to highlight and expand sales of their products downtown, especially in open spaces.
- Consider creating a center for the arts-type facility. This asset could be developed as a new stand-alone building and program or it could be incorporated into an existing or future facility that meets other needs related to business development and/or cultural preservation. The facility could include spaces for education, artistic work, gallery/retail sales, radio station, recording studio, and possibly housing.
- Increase celebration of the arts as part of Lapwai Days or establish a separate annual arts festival.
- Place the kind of culturally relevant murals currently displayed in the high school in the downtown area, on the Tribal government campus, or along US-95. One idea is to create murals or other art on the side of the existing grain elevators.
- Expand opportunities for outdoor performances (e.g., dance, music, plays, speakers) through design of a culturally appropriate facility at the park.
- Pursue the recommendations one step at a time, letting one success lead to the next.



### *Resources*

- [Idaho Commission on the Arts](#) provides funding for a variety of arts-related projects. They also support the development of arts organizations. Michelle Coleman, Community Development Director, [michelle.coleman@arts.idaho.gov](mailto:michelle.coleman@arts.idaho.gov), 208.334.2119, ext. 112.



- The [Idaho Humanities Council](#) provides grant funding to projects and events related to history, culture, and identity. Rick Ardinger, Executive Director, 208.345.5346.
- *Two Degrees Northwest: Where Art Meets the Land* has a Business of Art training program designed to help artists and artisans develop business skills. Go to [www.2dnw.org](http://www.2dnw.org). Lorie Higgins, [Higgins@uidaho.edu](mailto:Higgins@uidaho.edu), 208.885.9717.
- *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). Reuben Roqueñi, Program Director, [reuben@nativeartsandcultures.org](mailto:reuben@nativeartsandcultures.org), 360.718.7057.
- ArtPlace is an organization working to accelerate creative placemaking in the United States 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/>.
- Idaho National Laboratory’s Community Giving Program funds philanthropic projects that focus on arts and culture, civic and community, and health and human services. Go to <http://tinyurl.com/c3xrqpw> for complete guidelines.

## **Observation 2: Develop ways to share aspects of Nez Perce culture and history around which consensus is greatest.**

The Visiting Team respects the difficulty of determining the manner in which and the extent to which Nez Perce culture and history is shared with non-Native people. We have no magic solution, but we do offer some recommendations that might help the Tribe develop consensus around such questions. We also encourage efforts that explore the use of various means of interpretation and education. Events, interpretive signage, artistic and historical exhibits and demonstrations, and walking tours are just a few examples.

We also encourage the community to look for ways community organizations, the City of Lapwai, and Tribal departments can help each other publicize community and cultural events to Lapwai residents, Tribal members, and other people in the region.

### ***Recommendations***

- Seek successful strategies or processes other tribes have used to reach consensus about sharing of culture and history with people who are not Tribal members.
- See the Economic Development (Observation 1), Land Use and Downtown Revitalization (Observations 1 and 2), and Part III of this report for related recommendations and resources. See also Part III of this report related to the identity and image of the Nez Perce Tribe and City of Lapwai.

### ***Resources***

- 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.
- The National Endowment for the Humanities provides grants in four funding areas: preserving and providing access to cultural resources, education, research, and public programs. NEH grants typically go to cultural institutions and individual scholars. Go to <http://www.neh.gov/whoweare/overview.html>.
- The Institute of Museum and Library Sciences Native American/Native Hawaiian Museum Services program provides grants enhance Native American museum programming and services. Go to [http://www.ims.gov/applicants/2013\\_nanh\\_guidelines.aspx](http://www.ims.gov/applicants/2013_nanh_guidelines.aspx)
- The Endangered Language Fund provides grants for language maintenance and linguistic field work. The fund prioritizes projects that serve both academic and native communities. Go to <http://www.endangeredlanguagefund.org/request.php>

- 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/>.
- 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).

**Observation 3: Pursuing opportunities to improve all aspects of community health and wellness through the development of recreational facilities and programs.**

As described under “Community Comments, Concerns, and Questions”, the Visiting Team heard a strong desire for new or improved indoor facilities, outdoor facilities, and programs that provided opportunities for physical, mental, emotional, and spiritual development for all ages. Our recommendations are as follows.

***Recommendations***

- Assess park and recreation facility needs and demands as part of the process of updating the Lapwai Comprehensive Plan (see “Land Use Planning and Downtown Revitalization” section of this report.) This assessment will enable the community to identify its highest park and recreation priorities.
- Conduct a needs assessment, alternatives analysis, and/or community survey as the next step in evaluating the potential for an indoor health and wellness center. In its brief time in Lapwai, the Visiting Team had no way of determining the feasibility of this facility. We did note, however, that the survey conducted as part of the community review indicated strong interest in the idea among Lapwai Valley residents.
- Expand use of the existing track/football field facility. Be creative in how this amazing asset can be used year-round for activities beyond youth sports. Health fairs, long-distance walk competitions, and family-oriented exercise events are just a few examples.



## **Resources**

- Idaho Department of Commerce's Community Development Block Grant (CDBG) program is a potential source of funding for a community health and wellness center, particularly if it included a medical clinic. Go to <http://commerce.idaho.gov/development-block-grants/>. Tony Tenne, Rural Community Development Specialist-Regions 1 & 2, [tony.tenne@commerce.idaho.gov](mailto:tony.tenne@commerce.idaho.gov), 208.334.2650, ext. 2111.
- The Tony Hawk Foundation has provided funding for the construction of skate parks in Buhl, New Meadows, and McCall. Go to [http://www.tonyhawkfoundation.org/grant\\_applications.asp](http://www.tonyhawkfoundation.org/grant_applications.asp).
- The Ray and Joan Kroc Center in Coeur d'Alene might be a source of inspiration, ideas, and assistance related to the vision of a health and wellness center. Go to <http://www.kroccda.org/main.php>, 208.667.1865.
- The Benewah Medical and Coeur d'Alene Tribe Wellness Center in Plummer is an example of a project resulting from the coordinated efforts of tribal and non-tribal organizations. Go to <http://bmcwc.com/home>.
- KaBOOM is a non-profit dedicated to the construction of parks and playgrounds. Go to <http://kaboom.org/>.
- Major League Baseball's Baseball Tomorrow Fund assists communities developing playing fields and provides uniform and equipment to schools and youth baseball organizations. Go to [http://web.mlbcommunity.org/index.jsp?content=programs&program=baseball\\_tomorrow\\_fund](http://web.mlbcommunity.org/index.jsp?content=programs&program=baseball_tomorrow_fund).
- 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>.

## **Observation 4: Improving conditions for biking and walking in Lapwai and throughout the Valley.**

We heard strong support for improvements that would make the community more safe and appealing for walking and biking. This support was not limited to areas within the Lapwai city limits. The Visiting Team supports – and we think the community supports – the continued development of a linear multi-use trail system from Spalding, through Lapwai, and extending to Sweetwater. Long term, there may

be the potential to extend the trail to Lewiston. Trail-related projects should be designed with walking, biking, AND horseback riding in mind.

The Visiting Team was also shown the undeveloped pathways that youth and others use throughout the community from the Parade Grounds through downtown, suggesting that some be chosen for development. Some new housing projects are outside these walkable areas and should be linked.

### ***Recommendations***

- Continue to pursue the development of a multi-use trail system connecting Spalding, Lapwai, and Sweetwater. The trail should be given a formal name that associates it with the Tribe and Lapwai Valley. That portion of the trail in Lapwai should incorporate existing walking/biking routes and connect important destinations. Likely project partners include Nez Perce County, Idaho Transportation Department, National Park Service, and Union Pacific Railroad. Other ideas related to this trail system include:
  - Incorporate and connect to signed community gateways located at US-95/Main Street and US-95/Agency Road.
  - A pedestrian/bicycle overpass or underpass will probably be required assuming the trail will run on the east side of US-95.
  - Incorporate restrooms, benches, landscaping, lighting, public art, parking, and cultural, historical, and directional signage along some or all of the trail.
  - The design and promotion of the trail system should welcome horse riders by, for example, including “hitching posts” that could accommodate both bikes and horses.
  
- Create a program that make bikes available for no or low cost at the Spalding Visitor Center and in Lapwai. A “community bike sharing” program would encourage use of the Lapwai Valley trail system by visitors who are traveling without bikes.
  
- Create self-guided walking or driving tour of Lapwai. It should include important cultural and historical buildings, sites, and memorials – and the route should include the downtown commercial area.
  
- Continue to develop a ‘Safe Routes to School’ program. Form a bike and pedestrian advisory committee, assess existing conditions, identify related goals, and pursue technical assistance and funding from Idaho’s Safe Routes to School program to help make walking and biking to/from school more safe and convenient. Evaluate the appropriateness of developing a safe route to

school from Valley Foods past the high school, Nimiipuu Health, the Pi-Nee-Waus Community Center and back to US-95. A supportive loop trail could connect this system through the BIA/Old Fort Lapwai property to the south.

### *Resources*

- 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/recreation/grants/grantprograms.aspx>.
- The National Park Service Rivers, Trails, and Conservation Assistance Program provides technical grants to assist with planning, design, and implementation of trails. Go to <http://www.ncrc.nps.gov/programs/rcta/>.
- The Idaho Transportation Department has a bicycle and pedestrian coordinator available to support the development of the Lapwai Valley trail. Go to [http://itd.idaho.gov/bike\\_ped/](http://itd.idaho.gov/bike_ped/). Ted Vanegas, <mailto:ITDBikePed@itd.idaho.gov>, 208.332.7823.
- ITD's Safe Routes to School program. Go to <http://itd.idaho.gov/SR2S/index.html>. Jo O'Connor, State Coordinator, [jo.oconnor@itd.idaho.gov](mailto:jo.oconnor@itd.idaho.gov), 208.334.4475.
- In partnership with ITD, statewide nonprofit organization Idaho Smart Growth provides assistance to communities assessing and developing Safe Routes to School projects. ISG recently published its "Safe Routes to School Best Practices in Idaho" guidebook. Go to [www.idahosmartgrowth.org/images/uploads/files/safe\\_routes\\_to\\_school\\_bp\\_final-compressed.pdf](http://www.idahosmartgrowth.org/images/uploads/files/safe_routes_to_school_bp_final-compressed.pdf). Elaine Clegg, [elaine@idahosmartgrowth.org](mailto:elaine@idahosmartgrowth.org), 208.333.8066.
- Federal Highway Administration, Lori Porreca, Community Planner, FHWA Idaho Division, [lori.porreca@dot.gov](mailto:lori.porreca@dot.gov), 208.334.9180, ext. 132.
- The website of the Pedestrian and Bicycle Information Center includes a page with detailed information about completing a walkability assessment or audit. Go to <http://www.walkinfo.org/audits.cfm>.
- The Walkable and Livable Communities Institute offers tools, information, and best practices from across the country. Go to <http://walklive.org>.
- The International Bike Fund has compiled a large amount of information about creating a community bike sharing program. Go to <http://www.ibike.org/encouragement/freebike.htm>.
- Bikes Belong is a non-profit offering grants and technical assistance to communities looking to build bike paths and promote bicycle ridership. Go to <http://www.bikesbelong.org/bikes-belong-foundation/>.
- The American Hiking grants are designed to give local organizations the resources they need to secure access, volunteers, tools, and materials to build,

repair and protect America's hiking trails. Go to <http://www.americanhiking.org/NTF/>.

- A partial list of Idaho cities and counties that have successfully built community or greenbelt trail systems includes:
  - Pocatello/Bannock County
  - Driggs/Teton County
  - Ketchum/Hailey/Blaine County
  - Kootenai County/Coeur d'Alene Tribe
  - Lewiston
  - Moscow/Troy/Latah County
  - McCall/Valley County
  - Sandpoint/Bonner County
  - Weiser/Cambridge/Washington County
  - Boise/Garden City/Eagle/Ada County
  - Star
  - Middleton
  - Twin Falls/Twin Falls County
  - Soda Springs
  - Lummi Nation Haxton Way (northwest Washington; go to [http://www.youtube.com/watch?v=o4og\\_ljlwv8](http://www.youtube.com/watch?v=o4og_ljlwv8))

In some cases, success has been made possible by the creation of a non-profit organization specifically formed to fund and construct a trail or trail system. The Latah Trail Foundation is one example (<http://www.latahtrailfoundation.org/default.aspx?PageID=1>, 208.874.3860, [latahtrail@gmail.com](mailto:latahtrail@gmail.com)). Other communities have started out by forming a pedestrian and bicycle advisory committee. In nearly every example, success has required the passion, organization, and advocacy of local citizens and community groups.



## Education

### Community Concerns, Comments, and Questions

The Visiting Team was impressed by the genuine concern for youth in the Lapwai Valley. In summary, we clearly heard the perception that the community's young people are not able to receive an education that results in a job here in Lapwai or the surrounding region. Other themes related to education we heard most often include the following.

#### *Raising the bar*

The Visiting Team heard a real concern that students are not leaving high school adequately prepared for higher education. Parents, teachers, and administrators alike would like to see the bar for academic achievement raised.



A perception exists that there is greater engagement and motivation (among teachers and students both) at the elementary school level than in the middle/high school. Along with this is a belief by some that the high school teachers don't have the resources and training to use 21<sup>st</sup> century teaching

techniques and technologies. Class time missed due to suspension, expulsion, and holidays compound the situation. As a result, some kids who are graduating high in their class in Lapwai are not successful and/or need remediation in order to succeed in college; some of them lose motivation, grant funding, or both in the process.

#### *Greater variety and clarity about education choices*

The need to increase learning experiences directly related to career exploration and better help young people identify and evaluation was a priority expressed by many community members and education stakeholders.

#### *Opportunities in agriculture and natural resource fields*

The Visiting Team heard about a need for skilled and educated professionals in agricultural and science fields (especially natural resources). At the same time, students and young adults seem not to be going into these fields. While the Tribe's fisheries program is a large employer, less than half of the employees are Native. There is hope that students will become more aware of and interested in these opportunities.

### ***Stretching community pride***

There is a desire for (but uncertainty how to address) a change in the community perception that sports are the primary means for success. Many in the community seem to want to stretch community pride by emphasizing academics and other aspects of education but don't know how to get the parental and community involvement. Truancy is one example of a lack of pride in academic success. Education stakeholders want the community to move beyond the status quo, where "D's" on report cards are widely accepted, especially for students involved in sports. Indeed, we heard the community would like to see the same level of pride in academic achievement that sports currently enjoys.

### ***Incorporating Nez Perce culture in education***

It was clear to the Visiting Team that the community has great pride in the Nez Perce culture and wants to ensure that this continues to be part of lifelong learning. However, there is some difference of opinion regarding the integration of cultural education with academic education. While some people would like to see better integration in the schools, others expressed the opinion that this may not be the education system's responsibility. Also, several existing programs were pointed out that are addressing cultural education, such as the credentialed teacher and Native language program in the high school.

### ***Desire for increased collaboration and partnership***

The community voiced a desire to see increased collaboration and partnership between educational programs, support services, and available resources. Everyone wants to increase efficiency, eliminate redundancies, and work together. For example, there is perceived room for improvement in coordination and communication between the education system and employment opportunities that already exist (such as in fisheries and land management).

## **Observations, Recommendations, and Resources**

### **Observation 1: Help young people navigate their potential career and educational choices and associated paths**

We call this guidance "career mapping". There seems to be a genuine desire for additional work experience and/or vo-tech programming. This might include hands on programs, job shadowing, or internships, for example. The Visiting Team also saw a need or desire for career counseling that makes students aware of available educational options and the jobs to which they connect. A common perception is that once a student completes high school, their formal education stops unless they pursue a four-year college degree. They need to be aware of the various options in-between.

Many people in Lapwai want to see students leave to obtain higher education and then come back to jobs in the community.

Accomplishing this goal requires economic development strategies that create meaningful and productive jobs that allow students

to re-integrate into the community upon return. Education and workforce preparation needs to be tailored to this community and the jobs that are likely to exist here in the future.



### *Recommendations*

- Institute a job projection and communication campaign. It is important that the community members know what jobs are going to be available, what the earning potentials are, and what education is needed to get those jobs. We suggest that the Tribe and City work together with Idaho Department of Labor to identify and communicate the job fields that are expected to see growth in the region and those that the community wants to see come to the area. A communication plan really needs to reach everyone, especially parents and kids, so they are aware of the connection between the educational opportunities and their quality of life. A campaign such as the “Go On” but tailored to the community could be launched by, for example, taking advantage of the new Tribal radio station.
- Establish a career counselor at the middle and high school. The school really needs a dedicated career counselor who cannot just help kids through the college application process, but really present all the options for higher education and tie that back to jobs and community needs. The counselor should also direct and guide students into job shadowing opportunities, internships, and work experience opportunities. This person could also administer aptitude and interest inventories for students. Selection of this individual will be critical. It should be someone the students will trust and relate to, who is aware of the economic development efforts and who has the relationships or who can build them with the state agencies, higher education institutions, employers, and the Tribe.
- Increase vocational education opportunities. A focused effort to provide more vocational educational opportunities in high school will better prepare students either to go into the workforce or receive college-level professional technical education. This should be closely coordinated with the regional tech

prep coordinator. While a dedicated vocational education center would be ideal, there are many other opportunities for specific areas of professional technical education. Examples include revitalizing the carpentry lab, incorporating natural resource management experiences in existing science curriculum, credit for job shadowing, etc.

- Create more opportunities for Tribal employees to speak with students about their careers, role of education, etc.
- Explore creating a mentoring or job shadowing program that pairs Tribal employees with students.

### **Resources**

- America's Promise Alliance recently commissioned *Grad Nation*, a new tool comprising the best evidence-based practices for keeping young people in school paired with suggestions for effectively preparing them for life after high school. For a copy, go to [http://www.sde.idaho.gov/site/native\\_american/docs/GradNation.pdf](http://www.sde.idaho.gov/site/native_american/docs/GradNation.pdf).
- The Workforce Training and Community Education program at the Eastern Idaho Technical College may provide ideas that could be adapted to meet the needs of the Lapwai Valley. Go to <http://tinyurl.com/c4swclx>.
- Student-run businesses are growing across the country. Examples include restaurants, coffee shops, flower shops, sports equipment rentals, and even branch credit unions. For an article about student-run businesses in the Chicago area, go to <http://tinyurl.com/bunyt87>.
- The Idaho Department of Labor usually works on job projections and communication as part of their responsibilities. Recruit the appropriate person as an ally to help identify and secure resources. In addition, there is a state workforce development council that has representatives from each region in the state. Obtain the CIS (career information system) specifically for middle school students and incorporate into school programs. Kathryn Tacke, Regional Economist, [Kathryn.tacke@labor.idaho.gov](mailto:Kathryn.tacke@labor.idaho.gov), 208.799.5000, ext. 3984.
- Both the state and the federal Departments of Labor have regular grant opportunities for professional technical education.
- The Professional Technical Education Center at Lewis-Clark State College will be a great asset in pursuing funding and grants for vocational education. Go to <http://webdev.lcsc.edu/catalog/Page.aspx?pageID=71>. Muna Crook, Coordinator, [mwcrook@lcsc.edu](mailto:mwcrook@lcsc.edu), 208.792.2331.
- Interns and/or graduate students from UI that could serve as mentors and career counselors.

- Tribal funding for education allocated for the career counselor position.
- Workforce Investment Act funding
- Kahn Academy is a free web-based tutorial system that can assist students in building skills and knowledge in a wide variety of areas, particularly math and science. Go to <http://www.khanacademy.org/>.

**Observation 2: Engaging residents and education stakeholders to raise educational expectations and stretch community pride**

Education stakeholders the Visiting Team met with expressed their desire to see the academic bar raised, particularly at the middle and high school level. Increasing expectations in this way requires the involvement and reinforcement of the entire community – elected officials, administrative staff, teachers, parents, other family members, and the students themselves. The community must talk about and reinforce academic achievement the way it currently supports and takes great pride in athletic achievement. If the community accepts the status quo, the Visiting Team is concerned that students will continue leaving high school not adequately prepared for higher education.

**Recommendations**

- Build cohesion, trust, and respect among students. There are many ways to create an education setting in which students feel safe, respected, and compassionate toward others. Achieving this goal can help improve self-esteem, interest in learning, and academic achievement. Involve community members in these efforts.
- Consider restructuring the school year, school day, and/or classroom sizes to accommodate changes. For example, could you have a year round school with more flexibility to allow for students to participate in cultural events? Could the day be scheduled to allow for more time in work settings? Could there be integrated classes (English taught with science) that frees up staff or resources for other activities?
- Find and take advantage of teacher professional development opportunities available at little or no cost.
- Establish a teacher and student assessment and accountability program.



- Re-establish the resource officer position in the middle and high school
- Establish a good working relationship with University of Idaho education faculty to stay informed about their research with respect to how culture influences learning and the most effective, culturally appropriate teaching strategies.
- Consider updating materials and using both print and digital materials. Look at all the affordable and effective options now available. Link schools together electronically.
- Make purchasing of equipment, technology and supplies for hands-on teaching and project-based teaching in the classroom a priority. Re-consider the balance of staff vs. stuff.
- Incorporate on-line remediation tools into programs already in place like the Boys and Girls Club.
- Implement incentive or recognition programs for academic successes.
- Integrate some academic concepts into existing or proposed activity centers. For example, is there a way to teach physical science principals by demonstrating them on skateboards in the proposed skate park?
- Increase transparency of state academic standards for sports participation and school adherence to it.
- Hold outreach events focused on academics such as science fairs, robotics competitions, spelling bees, book writing, etc. Host these kinds of academically focused events at the new high school and show off what you do have.
- Incorporate service learning opportunities into required curriculum- e.g. clean up pond or park while studying the environment.
- Integrate academic programs with the public library, e.g. reading challenge program.

## **Resources**

- Association of Idaho Cities' Youth Engagement Resources is an excellent collection of available resources to involve youth in community decision-making and strengthen youth and families. Go to <http://idahocities.org/index>. AIC is also a source of information about creating a community youth advisory council. Mandy DeCastro, [MDecastro@idahocities.org](mailto:MDecastro@idahocities.org), 208.344.8594.
- 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.
- High Schools that Work/Making Middle Grades Work program, Idaho Department of Education. Go to <http://www.sde.idaho.gov/Innovation%20and%20Choice/hstw.asp>. Rob Sauer, [RCSauer@sde.idaho.gov](mailto:RCSauer@sde.idaho.gov), 208.332.6949.
- Learn and Serve Idaho provides young people with opportunities to serve Idaho by connecting community service with academic learning, personal growth, and civic responsibility. Go to [https://www.sde.idaho.gov/site/learn\\_serve/](https://www.sde.idaho.gov/site/learn_serve/). Tina Naillon, [tmnaillon@sde@idaho.gov](mailto:tmnaillon@sde@idaho.gov).
- Search Institute is an independent national nonprofit organization that provides leadership, knowledge, and resources to promote healthy children, youth, and communities. It is most known for its 40 developmental assets, which are positive experiences and personal qualities young people ages 12-18 need to grow up healthy, caring, and responsible. Go to <http://www.searchinstitute.org/>.
- The Heartland Center for Leadership Development 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.
- Project CDA Alternative Middle and High School in Coeur d'Alene and Twin Falls High School have created successful community involvement projects. Go to <http://www.cdaschools.org/project/index.htm> and <http://www.tfhsbruins.com/>, respectively.
- Waterford Institute offers a variety of education programs, including one used by some Idaho schools to encourage reading at home. Go to <http://www.waterford.org/>, 801.349.2200.



- I-STEM, Idaho Science Teacher Association, and Idaho Council Teachers of Math are examples of organizations that provide professional development for teachers.
- National Science Foundation and U.S. Department of Education Math Science Partnership grants.
- The University of Idaho has K-12 grants that specifically fund graduate students doing research to participate in K-12 teaching.
- Lewis-Clark State College grant officer and others like Clearwater Economic Development Association who specifically look for grant opportunities and help write grants.
- The First Nations Development Institute's Native Youth and Culture Fund focuses on youth and incorporate culture and tradition particularly projects that integrate education and/or mentoring programs. Go to <http://www.firstnations.org/node/218>.
- The Institute for Museum and Library Sciences offers grants for improving Native American Libraries. Go to <http://www.ims.gov/applicants/detail.aspx?GrantId=16>.
- Idaho National Laboratory's (INL) mini-grant and classroom makeover grant programs support projects that develop students' interest in STEM education and in motivating them to pursue STEM careers. For example, INL's classroom makeover grants can be used for instructional resources, materials, and laboratory equipment needed to integrate the concepts of STEM across all disciplines. Go to [https://inlportal.inl.gov/portal/server.pt/community/education/679/k-12\\_stem\\_classroom\\_grants](https://inlportal.inl.gov/portal/server.pt/community/education/679/k-12_stem_classroom_grants). Brenda Greenhalgh, [Brenda.Greenhalgh@inl.gov](mailto:Brenda.Greenhalgh@inl.gov). Here is a press release about a grant received by the Shoshone Bannock High School at Fort Fall: [https://inlportal.inl.gov/portal/server.pt?open=514&objID=1555&mode=2&featurestory=DA\\_549579](https://inlportal.inl.gov/portal/server.pt?open=514&objID=1555&mode=2&featurestory=DA_549579).

### **Observation 3: Addressing cultural education needs**

As noted under ‘Community Comments, Concerns, and Questions’, the subject of cultural education came up in conversations with education stakeholders. It is not the place of the Visiting Team to evaluate how cultural education is currently addressed in the schools. We encourage you to conduct such an assessment and modify or expand cultural education opportunities if appropriate. We also invite you to remain open to the possibility that some cultural education topics are appropriately addressed in the schools, while other topics are best taught in other settings.

### ***Recommendations***

- Create community dialogue about cultural education to build consensus and identify next steps.
- Create opportunities that increase cultural understanding and respect among all education stakeholders (e.g., district administrators, Tribal staff, Idaho Department of Education staff, employers, teachers, students, families, and community).
- If not being done already, consider using Native and Nez Perce culture as the focus for teaching required curriculum such as history, writing, art, music, etc.

### ***Resources***

- National Indian Education Association provides a wealth of information and resources. Go to <http://www.niea.org/>, [niea@niea.org](mailto:niea@niea.org), 202.544.7290.
- State of Washington Office of Superintendent of Public Instruction -Indian Education. Go to <http://www.k12.wa.us/IndianEd/default.aspx> and <http://www.indian-ed.org/>.

### **Observation 4: Improving coordination, communication, and cooperation in the context of education**

This observation could apply to all five of the focus areas, but it seemed especially relevant to education. There seems to be a lack of awareness between and across support programs for students. Service and education program providers want greater collaboration and partnership. It is not sufficient to just come up with a list of services. The Visiting Team hopes that its recommendations will help build true partnerships and relationships between education and employment service providers (at local, regional, and state levels) to better leverage resources, reduce redundancy, and gain efficiencies.

### ***Recommendations***

- Start by holding an education and support services resource fair. This fair could be the kick off “show and tell” so that organizations and agencies see each other and what they are doing.
- Form an education and support services council. This group would meet informally at a regularly scheduled time (on a regular basis and at a location that makes sense for participants). These gatherings would help education stakeholders keep updated about what each other are doing and facilitate collaborative efforts.

- Based on the findings of the education and support services council described above, consider forming smaller community focus groups around specific services that either needs improvement or better promotion.

### *Resources*

- National Indian Education Association provides a wealth of information and resources. Go to <http://www.niea.org/>, [niea@niea.org](mailto:niea@niea.org), 202.544.7290.
- State of Washington Office of Superintendent of Public Instruction -Indian Education. Go to <http://www.k12.wa.us/IndianEd/default.aspx> and <http://www.indian-ed.org/>.

## **Land Use Planning and Downtown Revitalization**

### **Community Concerns, Comments, and Questions**

Public concerns, comments, and questions pertaining to land use planning and downtown revitalization recorded during the community review fell into the following areas.

#### ***Support for a commercially vibrant, attractive Main Street***

A large number of residents and leaders want to see a more active, appealing downtown with healthy businesses, good sidewalks, and well-maintained storefronts. In short, they want the downtown to be a source of pride befitting a capital city. At the same time, some people we spoke with expressed doubt that the downtown area would change in the foreseeable future due to the proximity of Lewiston and other factors such as the relatively high number of low- and moderate-income households and land ownership status.

#### ***Complex jurisdictional, legal, and historical issues related to land ownership and development***

Complex jurisdictional, legal, and historical issues related to land status/ownership is recognized as a big challenge or barrier to future development/re-development of both commercial and residential properties. As just one example, dozens or even hundreds of extended family members can have an ownership interest in a single property, making decisions about development and land use challenging. Many people told us these issues impede creation of a more vibrant business district, development of housing, and removal of vacant/abandoned housing.

#### ***Concerns about vandalism and property maintenance***

Many Lapwai residents – including high school students – expressed dismay and dissatisfaction about vandalism, graffiti, and a general sense of unhappiness about various neglected properties. We did not hear a lot of optimism that the situation would change any time soon.

#### ***Need for long range planning recognized***

In conversations before and during the community review, community and Tribal leaders repeatedly noted the need and desire for long range comprehensive or strategic planning that would identify areas appropriate for commercial, industrial, government, and residential land uses. Not surprisingly, Lapwai leaders tended to focus on planning within the city limits. The City's Comprehensive Plan was last updated over 15 years ago. Tribal planners were more likely to speak to planning needs across the Nez Perce Reservation. We heard acknowledgement and hope that a land use planning initiative would provide an opportunity to develop a preferred vision of the future and identify strategies regarding a variety of assets and opportunities.

## Observations, Recommendations, and Resources

### Observation 1: Addressing the challenge of the checkerboard pattern of land ownership

This observation is closely linked to Observation #2, below. Both the economic development and land use planning/downtown revitalization focus areas were presented with an overview of issues surrounding land ownership status and land development. Currently, it is believed this unique set of circumstances may be hindering the economic progress of the Tribe and development of the community. It is the perception of the Visiting Team that jurisdictions currently defer responsibility to each other.

All land in the Lapwai Valley (and across the Nez Perce Reservation) falls into one of the following ownership categories.

#### *Fee lands*

Fee lands are properties privately owned by individuals or families. Both Tribal members and non-Indian people can own fee lands. Fee lands are also owned by the Tribe itself. In fact, the Tribe has been successfully endeavoring to acquire properties in recent years. Consensus on land use and development on such properties is difficult to achieve because dozens or even hundreds of people can share ownership interest in a given building or parcel of land.

#### *Trust lands*

Trust lands are managed by the Federal Bureau of Indian Affairs (BIA) on behalf of the members of the Tribe. This ownership status creates a host of issues including clear titles, jurisdiction, trespass and encroachment, and building condemnation processes. Moving properties from fee to trust ownership status reduces the tax base since property taxes are not paid on trust lands. Nez Perce County likewise does not assess taxes on “Tribal fee land” (i.e. fee land owned by the Tribe). In other words, taxes are only generated on non-Tribal fee lands. The Tribe employs five attorneys dedicated to resolving and administering tribal issues of which land use is one of the most significant.

#### *The challenge*

The challenge for land use planning, urban land consolidation for redevelopment, and even water quality protection through wastewater hookups – is that the tribe has no jurisdiction over non-trust lands or over non-tribal members. Even where there is jurisdictional authority, fragmented land ownership impedes decisive actions to clean



up or redevelop these properties, which for downtown would require consolidation of title or parcels. We suggest that the collaborative, multi-stakeholder planning effort described under Observation #2 be used to clarify rules, roles, and procedures.

### ***Recommendations***

- The Visiting Team’s recommendations on this subject start with improving the quality and quantity of communication and coordination between the agencies with jurisdiction (primarily, Nez Perce Tribe, City of Lapwai, Bureau of Indian Affairs, and Nez Perce County).
- Clarify procedural rules to the residents of the Lapwai Valley and members of the Tribe.
- The Nez Perce Tribe could consider discussing the use of government settlement funds to acquire and consolidate properties in downtown Lapwai to facilitate construction of new housing, government offices, and commercial buildings.

NOTE: Observations and recommendations related to the Lapwai Valley’s image and identity are found in Part III beginning on the following page.

### ***Resources***

- For examples of Idaho communities that do a good job of explaining planning and zoning processes and providing applications on-line, see the following.
  - McCall - <http://www.mccall.id.us/departments/community-development/planning-and-zoning-2.html>.
  - Coeur d’Alene - <http://www.cdaid.org/index.php/departments/planning>.
  - Jerome - <http://www.ci.jerome.id.us/city-government/planning-and-zoning.html>.
  - See also resources from other tribes below.
- 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@utetribe.com](mailto:christinet@utetribe.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 “checkerboarded” 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 Bureau of Indian Affairs Land Consolidation Program. Go to: <http://www.bia.gov/WhoWeAre/BIA/ILCA/index.htm>.
- See additional resources under Observation #2, below.

### **Observation 2: Using long range planning to develop community consensus and build on existing assets in the Lapwai Valley**

At its core, long range or master planning processes include the following elements:

1. Organize responsible institutions for the process and eventual implementation through a memorandum of agreement
2. Identify and design process to engage stakeholders
3. Outline process
4. Inventory current conditions
5. Analyze trends
6. Explore options
7. Assess impacts
8. Prioritize options
9. Implement plan
10. Monitor and update

The Visiting Team sees planning as a way to create a future vision and identify strategies around several existing assets and potential opportunities in the Lapwai Valley. After listening to Lapwai Valley leaders and residents talk about them, we think the following areas or opportunities warrant further discussion through one or more planning initiatives:

- Nez Perce Tribal government buildings and creation of a more cohesive campus
- Nez Perce Tribe judicial center building
- Site of old sewage lagoon (no longer needed due to new treatment facility, but which could provide needed city income if re-used)
- Lapwai's Main Street, Highway 95 commercial areas, and proposed new business areas
- Former Fort Lapwai grounds and structures
- Providing for a variety of housing types within existing Lapwai Valley communities

- Aht'Wy Plaza and Clearwater Resort and planned expansion areas
- Spalding historic areas
- Sweetwater and other communities and how to serve them with wastewater and transit so as to encourage housing to be clustered around those services



Concerning the former Fort Lapwai buildings and parade grounds, we heard residents and leaders voice several ideas, but no consensus about future uses or improvements. Some thought there was potential to increase use of some of the buildings and parade grounds in beneficial ways (such as for education, historical interpretation, and cultural protection). Others told us this part of the

community should be left as is because it holds unpleasant, painful memories for many Tribal members and families.

### ***Recommendations***

- Create a Lapwai/Tribal/Nez Perce County technical taskforce and a planning commission to guide a community-based process to update the Lapwai Comprehensive Plan and/or work with the applicable agencies to develop a valleywide plan. With technical input and studies from the staff on the task force, the joint planning commission would involve citizens to establish a strategic vision and plan for the future of Lapwai and surrounding community development and land use.

Completing this plan would ensure future development strengthens and connects to existing neighborhoods, services, and streets – and counteracts the current trend of isolated and sprawling residential development. This recommendation will help protect natural resources, facilitate transit use, reduce infrastructure and service costs, create a more pedestrian-oriented community, maximize the benefit from recent transit and wastewater investments, and stimulate business development opportunities.

- Once complete, this process would lead to the adoption of a mutually agreed upon set of zoning and design standards, with responsibilities and authority for enforcement clearly identified. Accomplishing this objective will help address the challenges associated with the existing checkerboard pattern of land ownership (See observation # 3, below). Initial steps or tasks in this process might include the following.

- Invest time and resources in establishing the task force, planning commission, and intergovernmental agreements, as well as designing the phases of the process for technical information and public participation.
- Reach consensus on the geographic scope of the plan – Lapwai city limits, the 5-mile radius, the US-95 corridor, or Reservation-wide. We suggest an area of city impact that includes the US-95 corridor to Lewiston (a priority planning area for the County, as well) and the area with currently served by the sanitary sewer system.
- Collect all current land tenure and land use information.
- Conduct a land suitability analysis and assessment in which partners discuss and decide criteria for areas suitable for development (such as transit or sewer availability), and areas for conservation (such as root collecting areas or streambanks). Using software with GIS, a future land use map would be drafted and facilitated with a structured public process that engenders confidence in inclusivity. The process design is as important as the plan.

### **Resources**

- Idaho Chapter of the American Planning Association. Go to <http://idahoapa.org/>. Daren Fluke, President, [darenfluke@gmail.com](mailto:darenfluke@gmail.com), 208.869.3903.
- 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>.
- Building Sustainable Communities Initiative at the University of Idaho is a resource potentially available to assist with a range of planning initiatives. Go to <http://www.bioregionalplanning.uidaho.edu/>, [bioregionalplanning@uidaho.edu](mailto:bioregionalplanning@uidaho.edu), 208.885.7448.
- *Smart Land-Use Analysis – The LUCIS Model* is a book by Margaret Carr and David Zwick. Go to <http://esripress.esri.com/display/index.cfm?fuseaction=display&websiteID=115&moduleID=0>.

- 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/Community\\_Development/PlanningandPermitting.aspx](http://www.tulaliptribes.nsn.gov/Home/Government/Departments/Community_Development/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).
- Here is an example of a joint zoning and land use agreement between the Saginaw Chippewa Tribe and Isabella County in Michigan: <http://www.sagchip.org/council/events/2010/StateTaxMOA/CountyZoningAgreement.pdf>.

### **Observation 3: Creating a downtown that supports business growth by drawing residents and visitors.**

The Visiting Team recorded significant community support for downtown revitalization. Likewise, the Team strongly encourages the development of a more clearly defined downtown business core. Attitudes among residents varied from hopeful to pessimistic. We identify with those who expressed optimism that Lapwai’s Main Street could become a source of community pride.

Working together and taking small steps initially, there is much the City, Tribe, existing businesses, and interested residents can do to create and act on a vision of a vibrant downtown as a community gathering place more strongly connected to the school, park, and Nez Perce Tribe government buildings. Our recommendations reflect that downtown revitalization is about more than refurbishing buildings, fixing sidewalks, and planting flowers. It’s also about promotion of the downtown as a center of activity, retention and recruitment of businesses, and development of

organizational capacity. We heard that the biggest obstacle to implementing these recommendations is unclear land title and corresponding unclear jurisdictional authority over property code enforcement and land consolidation or redevelopment.

### *Recommendations*

- The downtown revitalization effort should adopt these key goals:
  - Focus on development and redevelopment in 1-2 areas: (1) Main Street from Birch to Willow Streets and (2) triangle-shaped property west of Valley Foods.
  - Keep in mind a third long-term goal of creating a pedestrian-oriented corridor of commercial, education, government, and recreation uses along the gateway-to-gateway route (i.e. Main Street, past the high school, and then back to US-95 on Agency Road).
- Form and empower a downtown revitalization advisory committee comprised of downtown business and property owners, community leaders, and interested citizens to guide your efforts.
- Start modestly with the proverbial “low-hanging fruit” that makes use of volunteer effort and builds on that success. For example, the first element could be a beautification effort combining weed abatement, “paint the town,” and possibly a contest to encourage public art depicting the town’s history and resulting in displays that could attract more visitors.
- Incorporate elements of history, culture, community values, and landscape into downtown improvements that build on the community’s unique sense of place. Examples: public art, signs, streetscape, and building facades.
- Allow multifamily housing on Main Street OVER ground floor businesses. Encourage downtown density and residential population that will provide businesses with built-in customers.



- Keep the development and redevelopment of Tribal government buildings focused in the heart of Lapwai. Decentralizing Tribal government services would likely further erode the community’s image and economic prospects.
- Create hierarchy of spaces – public and private, community spaces, spaces for visitors, spaces for residents, active spaces, sacred spaces, etc.
- Create a more pedestrian-oriented environment by incorporating lighting, benches, public art, sculpture, and trees and landscaping for beauty and shade.
- Existing Main Street businesses should be encouraged to develop more visible signage. At the present time, one could travel the length of Main Street and never know the types of businesses that exist.
- City should adopt arts/heritage-oriented design standards and incentives in consultation with the Tribe.
- Over time, turn the Main Street/Agency Road “gateway-to-gateway” route into a heritage corridor that tells Nez Perce history through public art, interpretation, interactive displays, sidewalk furnishings, lighting, and sound. This may involve working with non-Indian business owners, as well as engaging local artists, craftspeople, musicians and others in the conceptualization, creation, and maintenance of this corridor.
- Prepare a landscaping plan and standards that emphasize indigenous trees and plants. Engage youth in designing streetscapes with these plantings. Create a multi-generational team of volunteers to implement and maintain the landscaping. Emphasize shade along sidewalks, with the right species for downtown locations.
- Work with the schools to engage youth in identifying more desirable amenities, activities, and events in the downtown area that would interest them.
- Tackle improvement of the community’s gateways *after* significant progress in the downtown area has been made. In other words, marketing should come after product development.



- In addition to forming a chamber of commerce (see Economic Development focus area), the community should also establish a group or club of citizens interested in downtown revitalization who are not business owners.

### *Resources*

- The Idaho Main Street Program was under development at the time this report was written. Go to <http://commerce.idaho.gov/news/2012/06/main-street-program-launches-throughout-idaho.aspx> for a news release about the program. Gloria Mabbutt, Idaho Department of Commerce, [Gloria.Mabbutt@commerce.idaho.gov](mailto:Gloria.Mabbutt@commerce.idaho.gov), 208.334.2470.
- *Organizing a Successful Downtown Revitalization Program Using the Main Street Approach* is a book available through the Washington Department of Trade and Economic Development. Go to [http://www.commerce.wa.gov/\\_cted/documents/ID\\_160\\_Publications.pdf](http://www.commerce.wa.gov/_cted/documents/ID_160_Publications.pdf).
- Western Office, National Trust for Historic Preservation. Go to [www.PreservationNation.org](http://www.PreservationNation.org). Sheri Freemuth, Program Officer, [sheri\\_freemuth@nthp.org](mailto:sheri_freemuth@nthp.org), 208.891.4121.
- Project for Public Spaces is a nonprofit planning, design, and educational organization dedicated to helping people create and sustain public places that build stronger communities. Go to <http://www.pps.org>.
- Operation Facelift is a successful multi-community façade renovation project initiated by the Southern Idaho Economic Development Organization. Go to [www.southernidaho.org](http://www.southernidaho.org), 208.324.7408.
- Known for its “Tree City USA” program, the Arbor Day Foundation provides a wealth of information about the proper use and maintenance of trees along streets and other public settings. Seventy Idaho communities are designated as “Tree Cities”. Go to <http://www.arborday.org/index.cfm>.
- Partnership for Sustainable Communities is an interagency collaboration involving the Federal Highway Administration, U.S. Department of Housing and Urban Development, and U.S. Environmental Protection Agency. They provide information on federal programs and grants available to communities for projects that support livability principles. Go to <http://www.sustainablecommunities.gov/grants.html>. Information, funding, and additional resources specifically for rural communities are found here: [http://www.sustainablecommunities.gov/pdf/federal\\_resources\\_rural.pdf](http://www.sustainablecommunities.gov/pdf/federal_resources_rural.pdf).
- Smart Growth America’s free technical assistance program helps to facilitate local solutions to local issues and concerns, so that participating communities are able to grow in ways that benefit families and businesses while protecting the environment and preserving a sense of place. Go to <http://www.smartgrowthamerica.org/2012/09/24/smart-growth-america-now-accepting-applications-for-2012-free-technical-assistance-workshops/>.

- *Main Street...When a Highway Runs Through It: A Handbook for Oregon Communities.* Go to <http://www.oregon.gov/odot/hwy/bikeped/docs/mainstreethandbook.pdf>.



## PART III: THE FIFTH FOCUS AREA

The community selected the four focus areas for the Nez Perce–City of Lapwai Community Review. This community-driven approach is one of the Idaho Community Review program’s greatest strengths.

What if the Nez Perce Tribe–City of Lapwai had a fifth focus area? The Visiting Team would like to use the third and final section of this report to offer its observations, recommendations, and resources concerning a focus area other than the four areas chosen by the community.

Our Visiting Team-chosen fifth focus area became clear after reviewing the community survey results, notes from listening session, June 12 community meeting notes, and one-on-one and small group conversations held during the review. We offer *Community Identity and Image* as the fifth focus area.

### Why Community Identity and Image?

Community residents and leaders expressed numerous ideas, opinions, and information related to the four community review focus areas. There was a second group of comments and concerns that applied more broadly to two, three, or all four areas. Among this second group, comments and concerns about Lapwai’s image and identity came up most frequently. In other words, the subject of image and identity transcends, or is bigger than, the focus areas.



The Visiting Team’s intent is to reflect what we heard from the community itself about image and identity and to offer related recommendations and resources. Since we did not speak with any of them during the review, we won’t speculate about the image and identity of Lapwai Valley and Nez Perce Tribe as perceived by people who live outside the community. It is reasonable, however, to suggest that visitors and businesses will be more attracted to a community that projects a positive, inviting image of itself. We also believe some Tribal members will consider relocating to Lapwai if the community’s image was to improve.

Most comments about community image and identity usually related to physical state or appearance of the community. Dissatisfaction with burned-out or otherwise abandoned houses, graffiti, vandalism, and dilapidated or vacant buildings in the downtown are a few examples. We also heard much skepticism or doubt that the

situation would or could change. While they may not be happy about it, many residents seemed to accept the status quo.

The recommendations below reflect the Visiting Team’s awareness that funding for new sidewalks and other amenities that could improve the community’s image is limited. In developing these recommendations, we kept in mind these guiding questions or principles:

1. What is attainable?
2. What can be done with community passion and volunteerism, (as opposed to actions that require significant funding)?
3. What actions build on existing assets?
4. What actions are connected to other recommendations in this report and/or help achieve other goals the community has identified for itself?



## **Observations, Recommendations, and Resources**

### **Observation 1: Creating a vision of Lapwai as the capital city of the Nez Perce Tribe**

Several people talked with the Visiting Team about the idea of Lapwai as the capital city of the Nez Perce Tribe. We did not, however, hear specifics about what such a vision includes or looks like. As a community, we encourage you find consensus around questions such as:

- When the community imagines Lapwai operating as a successful capital city, what does it see?
  - Who is living in and visiting the community?
  - What is the physical appearance of the community?
  - What are people doing?
  - How do people and organizations outside the community perceive you?
  - What is different?

### ***Recommendations***

- Answer the questions above as part of creating a new comprehensive plan for the City of Lapwai or the Lapwai Valley.
- Invite University of Idaho Extension to implement its “Community Coaching for Grassroots Action” program AS ONE OF THE FIRST STEPS OF IMPLEMENTING ANY OF THE COMMUNITY REVIEW RECOMMENDATIONS. Through that program you can develop a shared

community vision representing diverse perspectives, establish diverse teams to focus on elements of the community vision, and create fair, inclusive, positive, strength-based steering committees and action teams to implement the vision. A brochure describing the program is included in Appendix H. Contact Dr. Lorie Higgins, University of Idaho Extension Community Development Specialist for more information: [higgins@uidaho.edu](mailto:higgins@uidaho.edu), 208.669.1480.

- The elected officials for the Tribe and the City should adopt resolutions expressing their commitment to work toward achieving the vision of Lapwai as the capital city of the Nez Perce Tribe. This vision could emphasize, for example, community vitality, safety, health and heritage.
- Establish a community- or placed-based brand for Lapwai or the Lapwai Valley and then work to publicize this brand through signage, marketing, and other forms of communication. The most appropriate brand for the community could be a physical thing such as butterfly, horse, or salmon – or it could be a value or an attitude. It is not something that's created. Your brand is an integral, fundamental truth about the community. It's in the community's DNA. See Appendix G for more information about community branding.
- Create a program co-led by adults and youth to prevent and reduce vandalism, including graffiti. Reward, highlight and celebrate participation.
- Reach out to youth, including past offenders, to become involved in the cleanup and maintenance process.
- Gather the information needed to identify: (1) the barriers to removing structures that are currently unusable and beyond rehabilitation, and (2) the resources needed to address these barriers.

### *Resources*

- 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/7v5I6h9>. Additional contact information at [www.destinationdevelopment.com](http://www.destinationdevelopment.com).
- Teton Valley, Idaho Falls, and Cascade are Idaho communities that have completed processes of planning related to community branding. Teton County: Teton Valley Chamber of Commerce, 208.354.2500; Idaho Falls,

Idaho Falls Chamber of Commerce, 208.523.1010; Cascade, Katrin or Ashley Thompson, 208.382.5621.

- 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>.
- See additional resources in the Land Use Planning and Downtown Revitalization focus area of this report.

### **Observation 2: Increasing cross-cultural understanding, respect, and friendship.**

Image and identity is sometimes formed not through direct experience, but through outdated stereotypes, misinformation, and prejudices. Cross-cultural bridge building between Native and non-Native people can break down these images by offering opportunities for people to connect with one another as individuals. Native and non-Native people who participate in such opportunities are more likely to hold each other in equal regard, communicate more authentically, and help each other achieve goals. They also set an example that inspires others to seek similar opportunities. Long-held and outdated images are re-examined and replaced in the process.

### ***Recommendations***

- Identify and create partnerships with non-Native organizations and communities in north central Idaho who share an interest in cross-cultural bridge building. Collaborate with them on the recommendations below.
- Look for opportunities to include the presentation of Nez Perce culture and history at events held in surrounding communities.
- Encourage cross-cultural sharing through the arts and youth. For example, facilitate the creation of a high school-aged band comprised of Native and non-Native musicians.
- Increase efforts to invite non-Native attendance at powwows and other community events.
- Find ways to celebrate cross cultural friendships (historical and contemporary) and associated positive accomplishments.
- Develop an annual event specifically intended to promote positive cross-cultural relationships. This event could happen in Lapwai, at the Spalding Visitor Center, in Lewiston, or all three locations.



- Glean ideas and names from the cross-cultural gatherings sponsored by the Nez Perce Tribe, National Park Service, and St. Gertrude's Monastery from 2002-2004.

### **Resources**

- *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, [cfj@rushmore.com](mailto:cfj@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).
- There may be opportunities to increase non-Native participation in the annual Native American Awareness Week at Lewis-Clark State College. Bob Sobotta, director of LCSC Native American/Minority Student Services, 208.792.2858, [bsobotta@lcsc.edu](mailto:bsobotta@lcsc.edu).
- Potentially, lessons about cross cultural understanding and respect can be learned from the Nez Perce Tribe's own Tamkaliks Celebration held annually in Wallowa, Oregon.
- Idaho Human Rights Education Center. Go to <http://www.idaho-humanrights.org/>, 208.345.0304, [info@idaho-humanrights.org](mailto:info@idaho-humanrights.org).

- The Idaho Inclusiveness Coalition is a nonprofit organization working to foster diverse and inclusive communities in Idaho. Go to [www.idahoincludes.org](http://www.idahoincludes.org).

### **Observation 3: Taking responsibility, identifying champions, and developing leadership**

The Visiting Team did not see or hear about efforts that encourage Lapwai Valley residents to participate in community and economic development efforts. For example, no one organization, group, or individual claimed responsibility for improving the downtown area. We suggest that encouraging the residents to take greater ownership of – and responsibility for achieving – its goals and opportunities will increase the community’s resilience and self-reliance while supporting the development of future leaders.

#### ***Recommendations***

- Explore the creation of a community development organization (e.g. community foundation) that can serve as a clearinghouse or communication hub for projects and related volunteer opportunities. This organization could also develop a community skills and knowledge bank.
- Take advantage of regional and statewide leadership development opportunities.
- Take advantage of opportunities to benefit from volunteer efforts and develop ways to honor the successful efforts of volunteers.
- Rather than focusing on past disappointments or deficiencies, initiate dialogue to discover the factors that made the community’s most important accomplishments possible. Referred to as ‘Appreciative Inquiry’, this approach to community development is based on a premise that communities and groups move in the direction of the stories they tell themselves about who they are and who they can be. By understanding the key to past successes, you begin to see truths demonstrated by your lived experience, as opposed to hoping it can be learned from a book, training, or consultant.
- Improve coordination and communication between the Tribe, the City, and other community stakeholders to discuss items of mutual interest and to keep from blindsiding each other with various plans and proposals.

## Resources

- 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/>. Gloria Mabbutt at 208-334-2650 ext. 2139 or [gloria.mabbutt@commerce.idaho.gov](mailto:gloria.mabbutt@commerce.idaho.gov).
- Heartland Center for Leadership Development is a Lincoln, Nebraska-based organizations offering on-site and web-based educational opportunities related to community leadership, strategic planning, consensus building, and other topics related to community and economic development. Go to <http://www.heartlandcenter.info/>.
- 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.
- A number of Idaho communities have developed or are in the process of developing nonprofit community foundations to facilitate community-based planning, fundraising, and volunteer efforts. Kamiah, Soda Springs, New Meadows, and Driggs/Teton Valley are just a few examples.
- Idaho Nonprofit Center. Go to [www.idahononprofits.org](http://www.idahononprofits.org), 208.424.2229.
- Idaho Community Foundation. Go to <http://www.idcomfdn.org/>, 208.342.3535.
- *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>.
- *A Positive Revolution in Change: Appreciative Inquiry*, by David Cooperrider and Diane Whitney, Case Western Reserve University, 1999. For a copy of this paper, go to <http://appreciativeinquiry.case.edu>.
- 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/ameriacorps/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>.

## 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 Lapwai Valley community and leaders of the Nez Perce Tribe 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 in a way that allows them to take responsibility and develop leadership skills.

## 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 next 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.

### **What Next?**

This report is a summary of observations, recommendations, and resources provided by the Visiting Team, but it is not a strategic or action plan. We suggest that the Tribe and City work together to create such a plan would be an appropriate next step for the Lapwai Valley. The Visiting Team 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. Upload community review report in Tribal and City websites and at library.
2. Provide printed copies of report to Lapwai and Tribal elected officials and all members of the Home Team. Distribute additional printed copies to residents who express interest.
3. Convene Home Team leaders to talk about and agree on next steps that make sense for the community and Tribe. In other word, review and modify this suggested process as appropriate.
4. Invite members of the Visiting Team back to the Lapwai Valley for discussion about report observations, recommendations, and resources and identification of next steps. Include in this discussion the entire Home Team, elected officials, school leaders, business owners, and other interested stakeholders.
5. Divide the working group into 4-5 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.
6. Reconvene working groups created in step #3 to share recommended highest priorities for each focus area. As a group, reach consensus on next steps.

### **A Resource for Establishing a Fair, Inclusive and Safe Space for Moving Forward**

Again, University of Idaho Extension has been offering post-review follow-up facilitation and assistance through a program called *Community Coaching for Grassroots Action*. A program brochure is included as Appendix H. Go to <http://cd.extension.uidaho.edu/leadership/>. Lorie Higgins, University of Idaho Extension, 208.885.9717, [Higgins@uidaho.edu](mailto:Higgins@uidaho.edu).

### **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 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: Biographies and contact information for the Visiting Team**

**Appendix B: Abbreviated list of Visiting Team Observations and Recommendations**

**Appendix C: University of Idaho Social Science Research Unit report on community survey methodology and results**

**Appendix D: Nez Perce Tribe Community Review application**

**Appendix D: City of Lapwai Community Review application**

**Appendix F: Master schedule and focus area agendas**

**Appendix G: Background information about community branding**

**Appendix H: *Community Coaching for Grassroots Action brochure published by University of Idaho Extension***

## Appendix A: Biographies and contact information for the Visiting Team

### Nez Perce Tribe and City of Lapwai Community Review Visiting Team Biographies & Contact Information

June 12-14, 2012

#### Economic Development

##### **Stephanie Cook**

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In October 2011, Stephanie Cook joined INL in October 2011 to manage the Laboratory's Technology Based Economic Development and Technical Assistance Programs that develops partnerships with local, regional, state and national groups to establish a favorable climate to stimulate economic developments within the technology business sector. Stephanie has national business background in industrial supply, healthcare and technology manufacturing, working with federal agencies in the U.S. She was instrumental in a \$20M healthcare company start-up in the reusable surgical gowns and instrumentation business. Her enterprise building experiences have supported companies ranging from \$10 million to those with more than \$8 billion in sales within the private, public and government sectors.

##### **Christine Frei**

Executive Director  
Clearwater Economic Development Association  
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Christine is the Executive Director for Clearwater Economic Development Association (CEDA). CEDA is a regional planning organization for the US Department of Commerce EDA-designated Clearwater Economic Development District that serves five counties in north-central Idaho. The City of Lapwai and the Nez Perce Tribe are valued members of the CEDA organization. In her 11 years experience with CEDA, Christine has worked extensively on workforce, community, economic, and business development projects and initiatives involving multiple partners across state borders. Christine has an Interdisciplinary Bachelors Degree from Lewis-Clark State College, Lewiston and a Masters of Religious Education from Loyola University New Orleans. She is a graduate of the Northwest Community Development Institute and certified as a Professional Community and

Economic Developer (PCED) as well as Idaho Community Development Block Grant Administrator.

## **Christine Jarski**

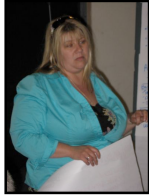
Specialist

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Christine is a Business Development Specialist with the Idaho Department of Commerce, serving Region VI (eastern Idaho). She holds Bachelor's Degrees in Psychology and Sociology from the College of Idaho and a Master's Degree in Public Administration from Boise State University. Christine has spent the majority of her career working in fund Development and Communications for several non-profit organizations including the Boise Art Museum, Ballet Idaho and Special Olympics Idaho. She was fortunate enough to have been part of the team that hosted the 2009 Special Olympics World Winter Games. Her work in community development began at Sage Community Resources, where she worked with many communities creating Scenic Byway Corridor Management Plans as well as, public facilities projects. Christine is thrilled to be part of the Idaho Department of Commerce team since June 2011. An Idaho native, she enjoys the diversity of the State from living in a thriving metropolitan area to escaping into the Idaho wilderness.

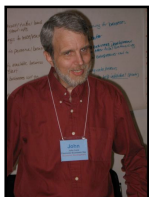
## **John Lane**

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John Lane has been with CEDA since 1996 where he has gained experience and expertise relative to project development and financing for individual business as well as for larger community-wide and/or regional economic development efforts. Prior to joining the CEDA team he was employed by the Idaho Small Business Development Center and previous to that spent 12 years in retail grocery. John is a life-long resident of north central Idaho spending his youth in the upper Clearwater area. His education includes a Bachelors Degree in Business Administration with an accounting emphasis, from Lewis Clark State College.

## **Howard Lunderstadt (focus area leader)**

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Howard is an Area Specialist for USDA Rural Development. He has been with the agency for 10 years and in his current position for the last year. 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.

## **John Meyers**

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John Meyers has been with HUD for eleven years. Before becoming the Field Office Director in Boise (October 23, 2011) he served as Field Office Director for the Springfield, Illinois, HUD Office. Prior to that, for eight years he directed the Seattle Regional Office. Before joining HUD, Meyers owned and operated a management consulting firm in Seattle, Washington.

During his career, Meyers worked at various levels in both state and federal government. He served terms as: a Regional Public Affairs Officer for (HHS), on state legislative and caucus staffs, and as the chief of staff to a member of Congress.

In 2008 Meyers was appointed as one of only 20 members to the Secretary of HUD's Field Advisory Committee. Earlier he chaired both the Workforce Planning Task Force for his division (Field Policy and Management) and the committee that designed the HUD small office *Peer Consultation Review Process*. Meyers is a veteran of the USAF. He is married with two grown children.

## **Kathryn Tacke**

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Kathryn has been the regional economist for the Idaho Department of Labor in Lewiston since 2009. Prior to that, she was in a similar position in the Department's Coeur d'Alene office. Her responsibilities include writing a monthly newsletter on economy of north central Idaho and various publications about the economies of the counties, assisting economic development organizations with recruitment of businesses to north central Idaho, estimating and forecasting employment and unemployment, and answering questions about job opportunities, economic development, industrial trends, occupational trends, and demographic trends. Kathryn attended the University of Idaho, where she earned an undergraduate degree in history, economics, and political science and a Master's degree in economics.

## Land Use Planning and Downtown Revitalization

### **Tom Hudson**

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Tom has been devoted to community-based economic development and land use planning for over thirty years. During this time, he has worked with over one hundred communities and tribes in fourteen states across the U.S. He has served on state planning boards in Hawaii, Washington and Idaho, including six years as an officer of Idaho Rural Partnership. A specialist in revitalization and implementing development programs, Tom has served as executive director of three nonprofit economic development organizations. He is a faculty member of the Northwest Community Development Institute and Washington Economic Development Course.

Tom has worked on several projects with the Nez Perce Tribe, beginning in 1975 when he was the Clearwater National Forest archaeologist working on the Nez Perce Trail and Lewis and Clark Trail. His work with the Tribe has included collaborations related to the Biocontrol Center, biodiesel plant, Nimiipuu Health, Office of Legal Counsel, Cherry Lane Bridge, Northwest Passage Scenic Byway, Lewis & Clark Bicentennial, and leadership in the Heritage Quest Alliance for fundraising related to the Spalding-Allen Collection.

## **Sandra Pinel, AICP and PhD**

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and Bioregional Planning  
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Sandra is assistant professor in the Department of Conservation Social Sciences, College of Natural Resources and faculty to the Bioregional Planning and Community Design graduate program in which she also has chaired the curriculum committee and conducts outreach to Idaho's local governments. She came to the University of Idaho in the Spring 2008 after receiving a doctorate in Urban and Regional Planning with minors in Anthropology and Latin American Studies from the University of Wisconsin, Madison. Between her initial MS in planning and BA in anthropology from Brandeis University, she had a long professional planning and program development career with tribal and state governments in New Mexico, with the National Rural Development Partnership, and more recently, as a Senior Planner with Minnesota's Metropolitan Council. She conducts engaged and applied research in regional planning governance and methods for developing plans that fit cultural and local contexts. Her husband Mike Evans is an anthropologist with the National Park Service and their daughter Amber is a senior at Moscow High. They have numerous pets and enjoy the outdoors.

## **Lori Porreca, PhD (focus area leader)**

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Lori has over nine years of experience working in the public, non-profit and private sectors assisting communities in a variety of planning and development efforts including policy analysis for agricultural land management, recreation and master plan development, zoning, land use and food policy analysis, grant writing and fundraising, volunteer coordination, and outreach/collaboration with the general public, elected officials, professionals and stakeholders. She has designed curriculum and outreach education for traditional classrooms and community settings. She has six years of experience designing and implementing socioeconomic, land use, policy and community planning studies in local food system assessment, community perception studies, agricultural land use change assessment, natural resource assessment. She has worked with focus groups, individual and group interviews, community and landscape surveys, and has experience writing and presenting reports, factsheets, articles, and plans for public and professional audiences. Lori has a Masters in Landscape Architecture and Environmental

Planning and a Ph.D. in Sociology from Utah State University. Currently, Lori works as a community planner for the Federal Highway Administration and has responsibility for the livability program.

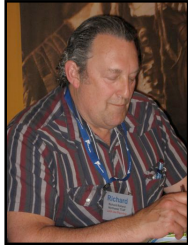
## **Richard A. Rolland**

Director

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Richard is Director of the NW Tribal Technical Assistance Program (TTAP), and has extensive experience in all aspects of tribal program development and administration. Richard has worked for state and non-profit agencies and in tribal planning and community development with tribes in the Northwest and Alaska as Director of the NW & AK TTAP, as tribal planner for the Makah Tribe, and as planner and program director in various disciplines for Alaska Native organizations and tribes for over 30 years. Mr.

Rolland has a B.S. in Sociology with a Social Services Certificate, an MSW, and a Masters in Urban and Regional Planning.

## **Lisa Stewart**

Special Projects and Technical Assistance Specialist

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Lisa is the Special Projects and Technical Assistance Specialist in the HUD Northwest Office of Native American Programs. Prior to working at HUD, she worked for the City of Seattle Office of Economic Development, working with neighborhoods and business districts on developing economic revitalization plans. She was also an economic development specialist with Department of Commerce Economic Development Administration, working with tribes and local government on developing projects that would attract

and/or retain business to create more jobs. She's been in the Northwest for 12 years and worked on the east coast on community based development projects both in the United States and abroad.



## Arts, Historic, and Recreation Resources

### **Kathleen Burns**

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Kathleen Burns has been the Arts Director for the City of Moscow Idaho for the last 6 years. Previous to working for the City of Moscow, Kathleen worked for the City of Lacey WA and Olympia WA. She has worked in Cultural Programming, Public Art, Farmers Market development, Community Enrichment and currently serves on the Idaho Farmers Market Association Board. Kathleen has also worked with the Idaho Commission on the Arts to serve as a Community Liaison for Arts programming for Region 2 of Idaho.

### **Michelle Coleman (focus area leader)**

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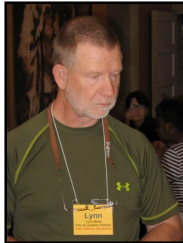


Michelle arrived in Idaho from Iowa in 2005. She has worked for the past twenty-plus years as an arts administrator in a variety of roles including tenured positions as the Executive Director for the Iowa Arts Festival and Education Director for Hancher Auditorium, the University of Iowa's performing arts center. Michelle has developed arts programs and residencies for universities, performing arts centers, festivals, libraries, and literary centers. In 2008, she joined the Idaho Commission on the Arts as the Community Development Director. In this capacity she works with arts organizations throughout the state on the principals of cash-flow strategies while encouraging the use of the arts as a principal method of economic development.

Michelle is also an accomplished singer/songwriter who performed for over a decade with the Midwestern jazz/swing group *Too Much Yang* and now appears with her Boise-based-band, *Shakin' Not Stirred*.

## **Lynn Moss**

Retired Lewiston Parks and Recreation Director  
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Lynn is a lifelong resident of Idaho who received Bachelor and Master of Science in Recreation degrees from the University of Idaho. While working for the Lewiston Parks and Recreation Department for over 32 years, he had the privilege of serving on many state, regional and local committees including Lewiston School Board, Lewiston Chamber of Commerce, Idaho Recreation and Park Association, North Central Idaho Travel Association, Lewis and Clark Bicentennial Commemoration Committee and Lewiston's Sesquicentennial Committee. Lynn's career included the development of many public art projects in Lewiston as well as bicycle and pedestrian trail systems while working with Idaho Department of Transportation, Idaho Parks and Recreation Department, Corps of Engineers, Bureau of Reclamation, Idaho Historical Society, Idaho Commission on the Arts and the Nez Perce Tribe. He is currently serving on the Land and Water Conservation Fund evaluation committee for Idaho Parks and Recreation and the Idaho Youth Endowment Foundation.

## **ReNea Nelson**

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ReNea, a native Idahoan, joined the Idaho Department of Commerce, Division of Tourism Development, in 1990 where she manages the Idaho Travel Council Grant Program. She actively works with 35-40 non-profit tourism organizations throughout Idaho conducting grant training and assisting in the implementation of approximately \$2.9 million dollars in advertising and marketing projects annually. She is also the program lead for the Voluntourism Initiative, in cooperation with Serve Idaho, Idaho Fish and Game, Idaho Parks and Recreation, U.S. Forest Service, City of Boise Parks and Recreation, and Take Pride America to advance community service programs and activities throughout the state.

## Education

### **Lynda Bennett**

Director

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Lynda has taught a variety of college courses at community colleges in Michigan, Oregon, and Washington. She currently teaches sociology for College of Western Idaho. She has also taught GED classes and for a short time oversaw the GED program conducted at the Confederated Tribes of the Umatilla Indian Reservation near Pendleton, Oregon. Lynda is also the Director of the Idaho Area Health Education Center (AHEC), a program of Mountain States Group in Boise. This organization works to increase the distribution and diversity of primary care health workforce in rural and underserved areas of the state. Prior to joining AHEC Lynda had worked for ISU-Institute for Rural Health as Grant Project Coordinator working on a Youth Suicide Prevention grant. Originally from Arizona, Lynda has lived primarily in small rural communities for the past thirty years prior to moving to Boise in May 2010. She has worked in a variety of human service settings including community mental health, HIV/AIDS prevention, elder care services and re-entry services with felons being released from incarceration. She is married and has two sons, three stepsons, eight grandchildren and two great-grandchildren.

### **Dan Faller**

Lewis-Clark State College

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Dan was in the radio sales and sales management business from 1985 to 1997. Ran a full service advertising agency from 1997 to 2004. He signed on with LCSC Workforce Training as the customized training coordinator in 2000. Dan currently coordinates customized training, business and computer training, short term welding and technical topics, flagging. He also does the marketing for Workforce Training. Dan has been married for 32 years with 4 kids, 8 grandkids and 1 grandkid en route. He has been a musician since 1975 and continues to play all over the Inland Empire on weekends.

## **Melinda Hamilton, PhD**

Director of Education Programs and  
Bioenergy Initiative Lead - Center for Advanced Energy Studies  
Idaho National Laboratory  
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Dr. Hamilton is the Director of the Idaho National Laboratory's Education Programs and also serves as the Bioenergy Initiative Lead for the Center for Advanced Energy Studies, with responsibility for overseeing research programs, employee education, intern programs, developing statewide enhanced science, math and technical education programs, strategic management, and establishing critical collaborations with Idaho Universities. Among other activities, she is the Chair of the Biogas Task Force for the Idaho Strategic Energy Alliance and a member of Idaho's EPSCoR committee. She holds a Ph.D. in soil microbiology from Utah State University. During her career, Hamilton has been awarded two patents in biodecontamination, she holds an adjunct faculty status at two universities, has served as a member of the Executive Committee for Idaho BioScience Association.

UPDATE: In October 2012 Melinda was named the Director of STEP Education Initiatives at the University of Idaho. She can be reached at 208.885-7803 or [mhamilton@uidaho.edu](mailto:mhamilton@uidaho.edu).

## **Dennis W. Ohrtman, PhD**

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Dr. Ohrtman is retired after 42 years of Spanish and English teaching, both at Lewiston High and Lewis-Clark State College. He is currently a second-term member of the Lewiston City Council. He serves on twelve boards of directors, including the Association of Idaho Cities, the Library Board, Emergency Services Regional Task Force, Metropolitan Planning. He is the former vice-president of the Idaho Education Association and currently a member of the Board of Examiners for NCATE/CAEP for the accreditation of colleges of education.

## Listening Session Leaders

### Lorie Higgins

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.

### Erik Kingston, PCED

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Erik has managed IHFA's Housing Information and Resource Center since 1998, after serving three years as IHFA's Senior Communications Coordinator. Responsibilities include program development, contract management, community outreach, fair housing education initiatives and strategic planning for a range of housing and community development efforts. He is project coordinator for [www.housingidaho.com](http://www.housingidaho.com), co-author of IHFA's *Workforce Housing Toolkit: Simple Steps for Stronger Communities* and author of the *2011 Housing Assistance Guide* for Idaho. Erik is a long-time planning member with the Idaho Community Review Team, board member of the Idaho Rural Partnership, and a graduate and faculty member of the Northwest Community Development Institute. He currently serves as a member and web moderator for the Idaho Fair Housing Forum ([www.fairhousingforum.org](http://www.fairhousingforum.org)) the East End Neighborhood Association's

Armory Committee ([www.reservestreetarmory.com](http://www.reservestreetarmory.com)), and the Boise/Eagle Tour de Coop ([www.boisechickens.com](http://www.boisechickens.com)). He has over 30 years of professional experience in the areas of nonprofit management, grant administration, disability rights, refugee and immigrant empowerment, the performing arts and grassroots community activism. In addition to professional activities, Erik has spent time driving thirsty cattle through dry country and working underground in a Central Idaho hard rock mine. He really likes his current job.

## **Kathee Tift**

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Kathee Tift is a University of Idaho Extension Educator based in Nez Perce County. She has programming responsibilities throughout north central Idaho in Community Development and Family & Consumer Sciences. Her work around the human and social impact of limited income on individuals, families, and communities has been focused on increasing the retention rates of under-resourced college students and providing aging populations with education and resources that support the development of plans for quality of life issues.

## Coordination and Report Writing

### **Jon Barrett**

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Jon created Clearstory Studios in 2007 to provide community and economic development, strategic planning, and consensus building services to local and state agencies, tribes, and non-government organizations. He has worked as a community planner, consultant, and Co-Executive Director of Idaho Smart Growth, a statewide non-profit organization. He brings to this work his skills and passionate belief in the transformative power of clear communication. He is a Certified Grant Administrator. In 2004 the Idaho Planning Association named Jon 'Idaho Planner of the Year'.

## **Mike Field**

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Mike is a native of Grand View, Idaho. He grew up on an irrigated row crop farm where dairy and beef cows sometimes supplemented the row crops. He attended public school in Grand View and then went on to attend Utah State, Boise State, Brigham Young and Idaho State Universities. He graduated from BYU with a degree in Political Science. He coupled his practical farm experience with his passion for public policy and spent the last 34 years working for three Presidential Administrations, two US Senators and two Governors. His career has focused on issues associated with rural Idaho both in economic/community development and natural resources management. Mike is married to Debbie Field and they are the parents and grandparents of three great kids and five wonderful grandkids.



## **Appendix B: Abbreviated list of Visiting Team Observations and Recommendations**

This appendix is an abbreviated listing of the observations and recommendations found in this report. It recognizes that some observations and recommendations are more directly applicable to the Nez Perce Tribe and others are more applicable to the City of Lapwai. Most recommendations, however, are applicable to both governments and therefore require communication and collaboration between the Tribe, City, and other stakeholders.

The Visiting Team offers this summary in hopes that it helps jump start follow-up planning and communication. See Part II of the report for detailed information about all observations and recommendations.

### **Economic Development**

**Observation 1: The Visiting Team sees significant potential to market existing businesses and the Lapwai Valley as a place to visit.**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- Create the Lapwai, Lapwai Valley, or Nez Perce Tribe Chamber of Commerce.
- Increase efforts to publicize things to see and do in Lapwai and the Nez Perce National Historical Park.
- Expand highway signage to draw more travelers into the community to enjoy shopping, recreation, and cultural opportunities.
- Strengthen relationships with and increase participation in the North Central Idaho Travel Association.
- Develop an open air or enclosed community or farmer's market in the downtown or other central area.
- Use Internet-based marketing and social media to promote the Lapwai Valley as a destination or stopping place to people traveling from outside the immediate area.
- As culturally appropriate, increase efforts to promote powwows and other community events to residents and visitors in the region.
- Create a community or valleywide wayfinding plan to help visitors find their way to community services and amenities.

*Recommendations directed to the City:*

- Continue to expand and improve Lapwai Days.

**Observation 2: The Visiting Team sees opportunities to support the creation of new businesses.**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- Develop opportunities for personal financial planning and education at high school and/or post-high school levels.
- Valley Foods has the potential to host other start-up business activities (to test or expand their viability). Examples: locally grown flowers and organic foods, processed foods, firewood, hardware, clothing basics, and books.

*Recommendations directed to the Tribe:*

- If it has not already done so, the Tribe (i.e. both Government and Enterprises) could encourage the creation of new businesses by identifying and publicizing all of the services and products it currently imports from outside the region. The Tribe could then help its members create local businesses to provide such products and services.
- Provide more consistent business start-up coaching or mentoring.
- Continue to pursue development of the proposed business and education center.
- Continue developing and offering Indianpreneurship training opportunities.
- A micro loan program created by the Tribe could provide initial seed money to Tribal members wishing to start a new business or help market the products and services of existing businesses.

*Recommendations directed to the Lapwai School District:*

- Incubate a business created and operated by high school students.

**Observation 3: Recruiting new employers to the Lapwai Valley and developing Tribal Enterprises**

*Recommendation directed to the Tribe:*

- Recognize the Tribal government as the lead economic development entity for the community.
- The Visiting Team commends the Tribe for improving broadband connectivity. Keep up the good work.
- Recruit or internally create the bank or credit union the community wants and needs.

**Observation 4: The Visiting Team urges Tribal and community leaders to sustainably develop one of your strongest physical and cultural assets: your natural resources.**

*Recommendations directed to the Tribe:*

- Continue to explore opportunities to develop commercial markets for salmon taken by Tribal members. This recommendation includes looking at the

feasibility of processing facilities for not just salmon, but also deer, elk, and even beef.

- Consider entering a partnership with an existing business or support the creation of a new business that would bottle and label drinking water under a license with the Tribe.
- The Visiting Team encourages the Tribe and community to continue exploring the potential market opportunities in agriculture, energy development (biomass), and environmentally responsible products (e.g. plant materials, non-toxic pesticides).
- The Visiting Team applauds the efforts of the Tribe to find economic uses for the gray water produced by the new wastewater plant.

**Observation 5: Pursue smaller, interim accomplishments in the near term in order to set yourselves up for bigger and more sustainable accomplishments later on.**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- Look for opportunities to apply the above principle in many areas of community and economic development. One example: consider first creating a virtual, Internet-based business support service that would lead to the construction of a brick and mortar business and education center.
- Build financial sustainability into new projects and programs via local revenue generation and/or funding from the Tribal government.

## **Arts, Historic, and Recreation Resources**

**Observation 1: The culture of the Nez Perce Tribe and Lapwai Valley is expressed through a variety of traditional and contemporary art forms. The Visiting Team encourages the development of this asset**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- Engage artists, crafts people, and food preparers in identifying ways to highlight and expand sales of their products downtown, especially in open spaces.
- Increase celebration of the arts as part of Lapwai Days or establish a separate annual arts festival.
- Develop the kind of culturally relevant murals currently displayed in the high school in the downtown area, on the Tribal government campus, or along US-

95. One idea is to create murals or other art on the side of the existing grain elevators.

- Expand opportunities for outdoor performances (e.g., dance, music, plays, speakers) through design of a culturally appropriate facility at the park.
- Pursue the recommendations above modestly, letting one success lead to the next.

***Recommendations directed to the Tribe:***

- Consider creating a center for the arts-type facility.

**Observation 2: Develop ways to share aspects of Nez Perce culture and history around which consensus is greatest.**

***Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:***

- See the Economic Development (Observation 1), Land Use and Downtown Revitalization (Observations 1 and 2), and Part III of this report for related recommendations and resources. See also Part III of this report related to the identity and image of the Nez Perce Tribe and City of Lapwai.

***Recommendations directed to the Tribe:***

- Seek successful strategies or processes other tribes have used to reach consensus about sharing of tribal culture and history with people who are not Tribal members.

**Observation 3: Pursuing opportunities to improve all aspects of community health and wellness through the development of recreational facilities and programs.**

***Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:***

- Expand use of the existing track/football field facility.

***Recommendations directed toward the Tribe:***

- Conduct a needs assessment, alternatives analysis, and/or community survey as the next step in evaluating the potential for an indoor health and wellness center.

***Recommendations directed to the City:***

- Assess park and recreation facility needs and demands as part of the process of updating the Lapwai Comprehensive Plan (see “Land Use Planning and Downtown Revitalization” section of this report.) This assessment will enable the community to identify its highest park and recreation priorities.

**Observation 4: Improving conditions for biking and walking in Lapwai and throughout the Valley.**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- Continue to pursue the development of a multi-use trail system connecting Spalding, Lapwai, and Sweetwater. The trail should be given a formal name that associates it with the Tribe and Lapwai Valley. That portion of the trail in Lapwai should incorporate existing walking/biking routes and connect important destinations.
- Create a program that make bikes available for no or low cost at the Spalding Visitor Center and in Lapwai.
- Create self-guided walking or driving tour of Lapwai.

*Recommendations directed to City:*

- Continue to develop a ‘Safe Routes to School’ program.

## **Education**

**Observation 1: Help young people navigate their potential career and educational choices and associated paths.**

*Recommendations directed to the Lapwai School District and/or Nez Perce Tribe:*

- Institute a job projection and communication campaign.
- Establish a career counselor at the middle and high school.
- Increase vocational education opportunities
- Create more opportunities for Tribal employees to speak with students about their careers, role of education, etc.
- Explore creating a mentoring or job shadowing program that pairs Tribal employees with students.

**Observation 2: Engaging residents and education stakeholders to raise educational expectations and stretch community pride**

*Recommendations directed to the Lapwai School District:*

- Build cohesion, trust, and respect among students.
- Consider restructuring the school year, school day, and/or classroom sizes to accommodate changes.
- Find and take advantage of teacher professional development opportunities available at little or no cost.
- Establish a teacher and student assessment and accountability program.
- Re-establish the resource officer position in the middle and high school

- Establish a good working relationship with University of Idaho education faculty to stay informed about their research with respect to how culture influences learning and the most effective, culturally appropriate teaching strategies.
- Consider updating materials and using both print and digital materials. Look at all the affordable and effective options now available. Link schools together electronically.
- Make purchasing of equipment, technology and supplies for hands-on teaching and project-based teaching in the classroom a priority.
- Incorporate on-line remediation tools into programs already in place like the Boys and Girls Club.
- Implement incentive or recognition programs for academic successes.
- Integrate some academic concepts into existing or proposed activity centers.
- Increase transparency of state academic standards for sports participation and the School District's adherence to it.
- Hold outreach events focused on academics such as science fairs, robotics competitions, spelling bees, book writing, etc.
- Incorporate service learning opportunities into required curriculum- e.g. clean up pond or park while studying the environment.
- Integrate academic programs with the public library, e.g. reading challenge program.

### **Observation 3: Addressing cultural education needs**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- Create community dialogue about cultural education to build consensus and identify next step.
- Create opportunities that increase cultural understanding and respect among all education stakeholders (e.g., district administrators, Tribal staff, Idaho Department of Education staff, employers, teachers, students, families, and community).
- If not being done already, consider using Native and Nez Perce culture as the focus for teaching required curriculum such as history, writing, art, music, etc.

### **Observation 4: Improving coordination, communication, and cooperation in the context of education**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- Start by holding an education and support services resource fair. This fair could be the kick off “show and tell” so that organizations and agencies see each other and what they are doing.
- Form an education and support services council. This group would meet informally at a regularly scheduled time (on a regular basis and at a location that makes sense for participants).
- Based on the findings of the education and support services council described above, consider forming smaller community focus groups around specific services that either needs improvement or better promotion.

## **Land Use Planning and Downtown Revitalization**

### **Observation 1: Addressing the challenge of the checkerboard pattern of land ownership**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- The Visiting Team’s recommendations on this subject start with improving the quality and quantity of communication and coordination between the agencies with jurisdiction (primarily, Nez Perce Tribe, City of Lapwai, Bureau of Indian Affairs, and Nez Perce County).
- Clarify procedural rules to the residents of the Lapwai Valley and members of the Tribe.

*Recommendations directed to the Tribe:*

- The Nez Perce Tribe could consider discussing the use of government settlement funds to acquire and consolidate properties in downtown Lapwai to facilitate construction of new housing, government offices, and commercial buildings.

### **Observation 2: Using long range planning to develop community consensus and build on existing assets in the Lapwai Valley**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- Create a Lapwai/Tribal/Nez Perce County technical taskforce and a planning commission to guide a community-based process to update the Lapwai Comprehensive Plan and/or work with the applicable agencies to develop a valleywide plan.



- Once complete, this process would lead to the adoption of a mutually agreed upon set of zoning and design standards, with responsibilities and authority for enforcement clearly identified.

**Observation 3: Creating a downtown that supports business growth by drawing residents and visitors.**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- The downtown revitalization effort should: (1) focus on development and redevelopment in 1-2 areas and (2) keep in mind a third long-term goal of creating a pedestrian-oriented corridor of commercial, education, government, and recreation uses along the gateway-to-gateway route (i.e. Main Street, past the high school, and then back to US-95 on Agency Road)
- Form and empower a downtown revitalization advisory committee comprised of downtown business and property owners, community leaders, and interested citizens to guide your efforts.
- Start modestly with the proverbial “low-hanging fruit” that makes use of volunteer effort and builds on that success.
- Create hierarchy of spaces – public and private, community spaces, spaces for visitors, spaces for residents, active spaces, sacred spaces, etc.
- Incorporate elements of history, culture, community values, and landscape into downtown improvements that build on the community’s unique sense of place.
- Existing Main Street businesses should be encouraged to develop more visible signage.
- Over time, turn the Main Street/Agency Road “gateway-to-gateway” route into a heritage corridor that tells Nez Perce history through public art, interpretation, interactive displays, sidewalk furnishings, lighting, and sound.
- Tackle improvement of the community’s gateways *after* significant progress in the downtown area has been made. In other words, marketing should come after product development.

***Recommendations directed to the Tribe:***

- Keep the development and redevelopment of Tribal government buildings focused in the heart of Lapwai.

***Recommendations directed to the City:***

- Allow multifamily housing on Main Street OVER ground floor businesses. Encourage downtown density and residential population that will provide businesses with built-in customers.

- City should adopt arts/heritage-oriented design standards and incentives in consultation with the Tribe.
- Create a more pedestrian-oriented environment by incorporating lighting, benches, public art, sculpture, and trees and landscaping for beauty and shade.
- Prepare a landscaping plan and standards that emphasize indigenous trees and plants. Engage youth in designing streetscapes with these plantings. Create a multi-generational team of volunteers to implement and maintain the landscaping. Emphasize shade along sidewalks, with the right species for downtown locations.
- Work with the schools to engage youth in identifying more desirable amenities, activities, and events in the downtown area that would interest them.
- In addition to forming a chamber of commerce (see Economic Development focus area), the community should also establish a group or club of citizens interested in downtown revitalization who are not business owners.

## **Community Identity and Image**

### **Observation 1: Creating a vision of Lapwai as the capital city of the Nez Perce Tribe**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- Invite University of Idaho Extension to implement its “Community Coaching for Grassroots Action” program as one of the first steps of implementing any of the community review recommendations.
- Creating a desired vision for the future of Lapwai as part of creating a new comprehensive plan for the City of Lapwai or the Lapwai Valley.
- The elected officials for the Tribe and the City should adopt resolutions expressing their commitment to work toward achieving the vision of Lapwai as the capital city of the Nez Perce Tribe.
- Establish a community- or placed-based brand for Lapwai or the Lapwai Valley and then work to publicize this brand through signage, marketing, and other forms of communication.
- Create a program co-led by adults and youth to prevent and reduce vandalism, including graffiti.
- Reach out to youth, including past offenders, to become involved in the cleanup and maintenance process.

- Gather the information needed to identify: (1) the barriers to removing structures that are currently unusable and beyond rehabilitation, and (2) the resources needed to address these barriers.

**Observation 2: Increasing cross-cultural understanding, respect, and friendship.**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- Identify and create partnerships with non-Native organizations and communities in north central Idaho who share an interest in cross-cultural bridge building. Collaborate with them on the recommendations below.
- Encourage cross-cultural sharing through the arts and youth. For example, facilitate the creation of a high school-aged band comprised of Native and non-Native musicians.
- Increase efforts to invite non-Native attendance at powwows and other community events.
- Find ways to celebrate cross cultural friendships (historical and contemporary) and associated positive accomplishments.
- Develop an annual event specifically intended to promote positive cross-cultural relationships. This event could happen in Lapwai, at the Spalding Visitor Center, in Lewiston, or all three locations.
- Glean ideas and names from the cross-cultural gatherings sponsored by the Nez Perce Tribe, National Park Service, and St. Gertrude's Monastery from 2002-2004.

*Recommendations directed to the Tribe:*

- Look for opportunities to include the presentation of Nez Perce culture and history at events held in surrounding communities.

**Observation 3: Taking responsibility, identifying champions, and developing leadership.**

*Recommendations that: (1) apply to both the Tribe and City, (2) involve collaboration between the two governments, or (3) require the community to identify the lead agency:*

- Explore the creation of a community development organization (e.g. community foundation) that can serve as a clearinghouse or communication hub for projects and related volunteer opportunities. This organization could also develop a community skills and knowledge bank.

- Take advantage of regional and statewide leadership development opportunities.
- Take advantage of opportunities to benefit from volunteer efforts and develop ways to honor the successful efforts of volunteers.
- Rather than focusing on past disappointments or deficiencies, initiate dialogue to discover the factors that made the community's most important accomplishments possible.
- Improve coordination and communication between the Tribe, the City, and other community stakeholders to discuss items of mutual interest and to keep from blindsiding each other with various plans and proposals.

**Appendix C: University of Idaho Social Science Research Unit report on  
community survey methodology and results**

**Nez Perce Tribe and the City of Lapwai  
Community Review**

**Summary of Results**

**May 2012**

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## Executive Summary

- The five infrastructure services that received the highest level of satisfaction (as measured by the percentage of residents who stated they were either “somewhat” or “highly” satisfied with the service were: the goods and services available locally at stores (35 percent), the quality of educational facilities (pre K–12) (35 percent), the quality of education (pre k-12) (35 percent), the availability of high speed Internet services (28 percent), and the appearance of Tribal and other public buildings (25 percent).
- The five infrastructure services that received the lowest level of satisfaction (as measured by the percentage of residents who state they were either “somewhat” or “highly” dissatisfied with the service were: the condition and appearance of local streets and roads (76 percent), the appearance of Main Street and other commercial areas (73 percent), availability of pedestrian and bicycle mobility (59 percent), the quantity of jobs (54 percent), and the condition of housing (53 percent).
- The two statements in regard to growth and culture that received the highest level of agreement (the highest percentage of residents stating they were “somewhat” or “highly” agree) were: I support efforts to preserve and interpret Nez Perce culture and history (80 percent), and I support efforts to preserve and interpret Lapwai's history (77 percent).
- The two statements in regard to growth and culture that received the lowest level of agreement (the highest percentage of residents stating they were “somewhat” or “highly” disagree) were: I believe the community is welcoming to tourists and other visitors (51 percent), and I am comfortable with continued population growth in the Lapwai Valley the availability of local jobs (22 percent).
- In the section regarding of new retail and service businesses in Lapwai/Nez Perce, 54 percent of respondents want a restaurant, 70 percent stated they do not want a drugstore.
- The two ways that most respondents would like to receive public information were the local newspaper (61 percent), and the tribal newspaper (41 percent).
- The two ways that most respondents would not like to receive public information were the tribal radio (9 percent) and the City of Lapwai website (11 percent).
- 70 percent of respondents are “somewhat” to “very” likely to use a community health and wellness center if one were built in the Lapwai Valley.

## Methodology

A total of 777 surveys were delivered. Of the mailed surveys, 23 were non-deliverable and 142 were returned completed. The final response rate for the survey was 18.3 percent.



**Results**

**Part 1: Infrastructure**

<b>Please rate your satisfaction with variety of goods and services available locally in stores</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	21	15.2	3.1
<b>Somewhat Dissatisfied</b>	35	25.4	3.7
<b>Neutral</b>	30	21.7	3.5
<b>Somewhat Satisfied</b>	42	30.4	3.9
<b>Highly Satisfied</b>	6	4.3	1.7
<b>N/A</b>	4	2.9	1.4
<b>Total</b>	138	100.000	
<b>Frequency Missing = 71</b>			

<b>Please rate your satisfaction with quantity of jobs</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	38	29.0	4.0
<b>Somewhat Dissatisfied</b>	33	25.2	3.8
<b>Neutral</b>	22	16.8	3.3
<b>Somewhat Satisfied</b>	15	11.5	2.8
<b>Highly Satisfied</b>	5	3.8	1.7
<b>N/A</b>	18	13.7	3.0
<b>Total</b>	131	100.0	
<b>Frequency Missing = 78</b>			

<b>Please rate your satisfaction with quality of jobs</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	33	25.2	3.8
<b>Somewhat Dissatisfied</b>	30	22.9	3.7
<b>Neutral</b>	30	22.9	3.7
<b>Somewhat Satisfied</b>	15	11.5	2.8
<b>Highly Satisfied</b>	4	3.1	1.5
<b>N/A</b>	19	14.5	3.1
<b>Total</b>	131	100.0	
<b>Frequency Missing = 78</b>			

<b>Please rate your satisfaction with appearance of Main Street and other commercial areas</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	52	37.4	4.1
<b>Somewhat Dissatisfied</b>	49	35.3	4.1
<b>Neutral</b>	20	14.4	3.0
<b>Somewhat Satisfied</b>	14	10.1	2.6
<b>Highly Satisfied</b>	2	1.4	1.0
<b>N/A</b>	2	1.4	1.0
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with appearance of Tribal and other public buildings</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	25	18.0	3.3
<b>Somewhat Dissatisfied</b>	42	30.2	3.9
<b>Neutral</b>	36	25.9	3.7
<b>Somewhat Satisfied</b>	24	17.3	3.2
<b>Highly Satisfied</b>	11	7.9	2.3
<b>N/A</b>	1	0.7	0.7
<b>Highly Dissatisfied</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with condition and appearance of local streets and roads</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	50	36.0	4.1
<b>Somewhat Dissatisfied</b>	55	39.6	4.2
<b>Neutral</b>	20	14.4	3.0
<b>Somewhat Satisfied</b>	10	7.2	2.2
<b>Highly Satisfied</b>	3	2.2	1.2
<b>N/A</b>	1	0.7	0.7
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with availability of pedestrian and bicycle mobility</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	42	30.7	4.0
<b>Somewhat Dissatisfied</b>	39	28.5	3.9
<b>Neutral</b>	32	23.4	3.6
<b>Somewhat Satisfied</b>	11	8.0	2.3
<b>Highly Satisfied</b>	5	3.6	1.6
<b>N/A</b>	8	5.8	2.0
<b>Total</b>	137	100.0	
<b>Frequency Missing = 72</b>			

<b>Please rate your satisfaction with level of business involvement in the community</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	29	20.9	3.5
<b>Somewhat Dissatisfied</b>	39	28.1	3.8
<b>Neutral</b>	42	30.2	3.9
<b>Somewhat Satisfied</b>	14	10.1	2.6
<b>Highly Satisfied</b>	3	2.2	1.2
<b>N/A</b>	12	8.6	2.4
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			



<b>Please rate your satisfaction with quality of sewer and water services</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	24	17.3	3.2
<b>Somewhat Dissatisfied</b>	24	17.3	3.2
<b>Neutral</b>	41	29.5	3.9
<b>Somewhat Satisfied</b>	10	7.2	2.2
<b>Highly Satisfied</b>	8	5.8	2.0
<b>N/A</b>	32	23.0	3.6
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with availability of high speed Internet service</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	29	21.0	3.5
<b>Somewhat Dissatisfied</b>	27	19.6	3.4
<b>Neutral</b>	21	15.2	3.1
<b>Somewhat Satisfied</b>	26	18.8	3.3
<b>Highly Satisfied</b>	13	9.4	2.5
<b>N/A</b>	22	15.9	3.1
<b>Total</b>	138	100.0	
<b>Frequency Missing = 71</b>			

<b>Please rate your satisfaction with condition of housing</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	35	25.2	3.7
<b>Somewhat Dissatisfied</b>	39	28.1	3.8
<b>Neutral</b>	32	23.0	3.6
<b>Somewhat Satisfied</b>	10	7.2	2.2
<b>Highly Satisfied</b>	5	3.6	1.6
<b>N/A</b>	18	12.9	2.9
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with amount of housing</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	32	23.0	3.6
<b>Somewhat Dissatisfied</b>	33	23.7	3.6
<b>Neutral</b>	36	25.9	3.7
<b>Somewhat Satisfied</b>	13	9.4	2.5
<b>Highly Satisfied</b>	3	2.2	1.2
<b>N/A</b>	22	15.8	3.1
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with cost of housing</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	20	14.4	3.0
<b>Somewhat Dissatisfied</b>	21	15.1	3.0
<b>Neutral</b>	55	39.6	4.2
<b>Somewhat Satisfied</b>	14	10.1	2.6
<b>Highly Satisfied</b>	4	2.9	1.4
<b>N/A</b>	25	18.0	3.3
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with quality of educational facilities (pre K-12)</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	13	9.5	2.5
<b>Somewhat Dissatisfied</b>	15	10.9	2.7
<b>Neutral</b>	26	19.0	3.4
<b>Somewhat Satisfied</b>	36	26.3	3.8
<b>Highly Satisfied</b>	26	19.0	3.4
<b>N/A</b>	21	15.3	3.1
<b>Total</b>	137	100.0	
<b>Frequency Missing = 72</b>			



<b>Please rate your satisfaction with quality of education (pre K – 12)</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	19	14.0	3.0
<b>Somewhat Dissatisfied</b>	22	16.2	3.2
<b>Neutral</b>	24	17.6	3.3
<b>Somewhat Satisfied</b>	36	26.5	3.8
<b>Highly Satisfied</b>	12	8.8	2.4
<b>N/A</b>	23	16.9	3.2
<b>Total</b>	136	100.0	
<b>Frequency Missing = 73</b>			

<b>Please rate your satisfaction with availability of job training services</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	28	20.3	3.4
<b>Somewhat Dissatisfied</b>	34	24.6	3.7
<b>Neutral</b>	39	28.3	3.8
<b>Somewhat Satisfied</b>	6	4.3	1.7
<b>Highly Satisfied</b>	4	2.9	1.4
<b>N/A</b>	27	19.6	3.4
<b>Total</b>	138	100.0	
<b>Frequency Missing = 71</b>			

<b>Please rate your satisfaction with quality of law enforcement</b>			
<b>P1Q17lawenfor</b>	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	31	22.5	3.6
<b>Somewhat Dissatisfied</b>	26	18.8	3.3
<b>Neutral</b>	39	28.3	3.8
<b>Somewhat Satisfied</b>	22	15.9	3.1
<b>Highly Satisfied</b>	12	8.7	2.4
<b>N/A</b>	8	5.8	2.0
<b>Total</b>	138	100.0	
<b>Frequency Missing = 71</b>			

<b>Please rate your satisfaction with quality of fire protection and emergency health services</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	26	18.7	3.3
<b>Somewhat Dissatisfied</b>	40	28.8	3.9
<b>Neutral</b>	30	21.6	3.5
<b>Somewhat Satisfied</b>	23	16.5	3.2
<b>Highly Satisfied</b>	7	5.0	1.9
<b>N/A</b>	13	9.4	2.5
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with availability of health care locally</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	41	29.5	3.9
<b>Somewhat Dissatisfied</b>	22	15.8	3.1
<b>Neutral</b>	29	20.9	3.5
<b>Somewhat Satisfied</b>	19	13.7	2.9
<b>Highly Satisfied</b>	7	5.0	1.9
<b>N/A</b>	21	15.1	3.0
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with availability of drug and alcohol treatment programs</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	29	20.9	3.5
<b>Somewhat Dissatisfied</b>	24	17.3	3.2
<b>Neutral</b>	45	32.4	4.0
<b>Somewhat Satisfied</b>	7	5.0	1.9
<b>Highly Satisfied</b>	3	2.2	1.2
<b>N/A</b>	31	22.3	3.5
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with availability of facilities and services for Elders/Seniors</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	32	23.0	3.6
<b>Somewhat Dissatisfied</b>	32	23.0	3.6
<b>Neutral</b>	24	17.3	3.2
<b>Somewhat Satisfied</b>	16	11.5	2.7
<b>Highly Satisfied</b>	4	2.9	1.4
<b>N/A</b>	31	22.3	3.5
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with availability of child care</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	28	20.1	3.4
<b>Somewhat Dissatisfied</b>	24	17.3	3.2
<b>Neutral</b>	29	20.9	3.5
<b>Somewhat Satisfied</b>	11	7.9	2.3
<b>Highly Satisfied</b>	6	4.3	1.7
<b>N/A</b>	41	29.5	3.9
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			



<b>Please rate your satisfaction with availability of social services (e.g., food bank, domestic violence shelter)</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	26	18.7	3.3
<b>Somewhat Dissatisfied</b>	28	20.1	3.4
<b>Neutral</b>	37	26.6	3.8
<b>Somewhat Satisfied</b>	17	12.2	2.8
<b>Highly Satisfied</b>	1	0.7	0.7
<b>N/A</b>	30	21.6	3.5
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with availability of park and recreation facilities and programs</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	26	18.7	3.3
<b>Somewhat Dissatisfied</b>	42	30.2	3.9
<b>Neutral</b>	30	21.6	3.5
<b>Somewhat Satisfied</b>	21	15.1	3.0
<b>Highly Satisfied</b>	6	4.3	1.7
<b>N/A</b>	14	10.1	2.6
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with availability of local arts and cultural opportunities</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	25	18.0	3.3
<b>Somewhat Dissatisfied</b>	37	26.6	3.8
<b>Neutral</b>	37	26.6	3.8
<b>Somewhat Satisfied</b>	19	13.7	2.9
<b>Highly Satisfied</b>	6	4.3	1.7
<b>N/A</b>	15	10.8	2.6
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Please rate your satisfaction with level of opportunity to be involved in community decision-making.</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Dissatisfied</b>	31	22.3	3.5
<b>Somewhat Dissatisfied</b>	32	23.0	3.6
<b>Neutral</b>	42	30.2	3.9
<b>Somewhat Satisfied</b>	9	6.5	2.1
<b>Highly Satisfied</b>	2	1.4	1.0
<b>N/A</b>	23	16.5	3.2
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Indicate your level of agreement with the following statement: I am comfortable with continued population growth in the Lapwai Valley.</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Disagree</b>	9	6.5	2.1
<b>Somewhat Disagree</b>	21	15.2	3.1
<b>Neutral</b>	49	35.5	4.1
<b>Somewhat Agree</b>	43	31.2	4.0
<b>Highly Agree</b>	16	11.6	2.7
<b>Total</b>	138	100.0	
<b>Frequency Missing = 71</b>			

<b>Indicate your level of agreement with the following statement: I support efforts to preserve and interpret Lapwai's history.</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Disagree</b>	4	2.9	1.4
<b>Somewhat Disagree</b>	4	2.9	1.4
<b>Neutral</b>	24	17.1	3.2
<b>Somewhat Agree</b>	47	33.6	4.0
<b>Highly Agree</b>	61	43.6	4.2
<b>Total</b>	140	100.0	
<b>Frequency Missing = 69</b>			



<b>Indicate your level of agreement with the following statement: I support efforts to preserve and interpret Nez Perce culture and history.</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Disagree</b>	5	3.6	1.6
<b>Somewhat Disagree</b>	3	2.1	1.2
<b>Neutral</b>	20	14.3	3.0
<b>Somewhat Agree</b>	39	27.9	3.8
<b>Highly Agree</b>	73	52.1	4.2
<b>Total</b>	140	100.0	
<b>Frequency Missing = 69</b>			

<b>Indicate your level of agreement with the following statement: I believe the community is welcoming to tourists and other visitors.</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Highly Disagree</b>	28	20.3	3.4
<b>Somewhat Disagree</b>	42	30.4	3.9
<b>Neutral</b>	21	15.2	3.1
<b>Somewhat Agree</b>	36	26.1	3.8
<b>Highly Agree</b>	10	7.2	2.2
<b>N/A</b>	1	0.7	0.7
<b>Total</b>	138	100.0	
<b>Frequency Missing = 71</b>			

What types of new retail and service businesses would you like to see in the Lapwai Valley?			
Grocery Store(s)	Frequency	Percent	Std Err of Percent
No	83	64.3	4.2
Yes	46	35.7	4.2
Total	129	100.0	
Frequency Missing = 80			

What types of new retail and service businesses would you like to see in the Lapwai Valley?			
Bank(s)	Frequency	Percent	Std Err of Percent
No	66	51.2	4.4
Yes	63	48.8	4.4
Total	129	100.0	
Frequency Missing = 80			

What types of new retail and service businesses would you like to see in the Lapwai Valley?			
Light industrial	Frequency	Percent	Std Err of Percent
No	83	64.3	4.2
Yes	46	35.7	4.2
Total	129	100.000	
Frequency Missing = 80			

<b>What types of new retail and service businesses would you like to see in the Lapwai Valley?</b>			
<b>Restaurant(s)</b>	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>No</b>	59	45.7	4.4
<b>Yes</b>	70	54.3	4.4
<b>Total</b>	129	100.0	
<b>Frequency Missing = 80</b>			

<b>What types of new retail and service businesses would you like to see in the Lapwai Valley?</b>			
<b>Professional Services</b>	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>No</b>	81	62.8	4.3
<b>Yes</b>	48	37.2	4.3
<b>Total</b>	129	100.000	
<b>Frequency Missing = 80</b>			

<b>What types of new retail and service businesses would you like to see in the Lapwai Valley?</b>			
<b>Hardware/Building Supply</b>	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>No</b>	70	54.3	4.4
<b>Yes</b>	59	45.7	4.4
<b>Total</b>	129	100.0	
<b>Frequency Missing = 80</b>			

What types of new retail and service businesses would you like to see in the Lapwai Valley?			
Drugstore(s)	Frequency	Percent	Std Err of Percent
No	91	70.5	4.0
Yes	38	29.5	4.0
Total	129	100.0	
Frequency Missing = 80			

What types of new retail and service businesses would you like to see in the Lapwai Valley?			
Other	Frequency	Percent	Std Err of Percent
No	88	68.2	4.1
Yes	41	31.8	4.1
Total	129	100.0	
Frequency Missing = 80			

List Other			
	Frequency	Percent	Std Err of Percent
24 hour express gas	1	2.4	2.4
Bed & Breakfast	1	2.4	2.4
I don't shop Lapwai	1	2.4	2.4
Population sin't enough to support some ofemalethese things.	1	2.4	2.4
arena, community center, larger wellness center, sports complex, rodeo grounds, new	1	2.4	2.4



<b>List Other</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
tribal offices			
auto parts	1	2.4	2.4
auto shop	1	2.4	2.4
baseball field	1	2.4	2.4
car repair, small motor repair	1	2.4	2.4
car wash	2	4.9	3.4
car wash/laundry/gas station	1	2.4	2.4
cell phone service	1	2.4	2.4
chuckie cheez	1	2.4	2.4
coffee shop, 24 hr fitness	1	2.4	2.4
community hall	1	2.4	2.4
cultural resources, library	1	2.4	2.4
employ kids after school	1	2.4	2.4
game meat processing, coffee shop, mechanic shop	1	2.4	2.4
gas station	1	2.4	2.4
gas station opened late	1	2.4	2.4
hair saloon	1	2.4	2.4
health club, pool	1	2.4	2.4
large wellness center	1	2.4	2.4
laundry mat, swimming pool	1	2.4	2.4

<b>List Other</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
laundry mat/car wash	1	2.4	2.4
laundry matt, motels, pool, baseball complex	1	2.4	2.4
more ma & pa stores	1	2.4	2.4
most of femaleservices available at some level	1	2.4	2.4
motel with meeting facilities	1	2.4	2.4
movie theater	1	2.4	2.4
pool, laundry mat	1	2.4	2.4
public pool, public transportation to Lapwai and Lewiston	1	2.4	2.4
recreational walking path & bike path	1	2.4	2.4
senior housing not tribal	1	2.4	2.4
smoke shop	1	2.4	2.4
swimming pool	1	2.4	2.4
tool rental	1	2.4	2.4
tourists	1	2.4	2.4
trade school	1	2.4	2.4
upscale apartment complex	1	2.4	2.4
<b>Total</b>	<b>41</b>	<b>100.0</b>	
<b>Frequency Missing = 168</b>			

<b>How do you prefer to receive public information?</b>			
<b>Tribe's Website</b>	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>No</b>	104	78.8	3.6
<b>Yes</b>	28	21.2	3.6
<b>Total</b>	132	100.0	
<b>Frequency Missing = 77</b>			

<b>How do you prefer to receive public information?</b>			
<b>Tribal Radio</b>	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>No</b>	120	90.9	2.5
<b>Yes</b>	12	9.1	2.5
<b>Total</b>	132	100.0	
<b>Frequency Missing = 77</b>			

<b>How do you prefer to receive public information?</b>			
<b>Local Radio</b>	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>No</b>	94	70.7	4.0
<b>Yes</b>	39	29.3	4.0
<b>Total</b>	133	100.0	
<b>Frequency Missing = 76</b>			



<b>How do you prefer to receive public information?</b>			
<b>Tribe's Free Help Desk</b>	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>No</b>	117	88.0	2.8
<b>Yes</b>	16	12.0	2.8
<b>Total</b>	133	100.0	
<b>Frequency Missing = 76</b>			

<b>How do you prefer to receive public information?</b>			
<b>Tribal Newspaper</b>	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>No</b>	79	59.4	4.3
<b>Yes</b>	54	40.6	4.3
<b>Total</b>	133	100.0	
<b>Frequency Missing = 76</b>			

<b>How do you prefer to receive public information?</b>			
<b>Local Newspaper</b>	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>No</b>	52	39.1	4.2
<b>Yes</b>	81	60.9	4.2
<b>Total</b>	133	100.0	
<b>Frequency Missing = 76</b>			

How do you prefer to receive public information?			
City of Lapwai Website	Frequency	Percent	Std Err of Percent
No	118	88.7	2.8
Yes	15	11.3	2.8
Total	133	100.0	
Frequency Missing = 76			

How do you prefer to receive public information?			
Social media	Frequency	Percent	Std Err of Percent
No	104	78.2	3.6
Yes	29	21.8	3.6
Total	133	100.0	
Frequency Missing = 76			

How do you prefer to receive public information?			
Other	Frequency	Percent	Std Err of Percent
No	109	82.0	3.3
Yes	24	18.0	3.3
Total	133	100.0	
Frequency Missing = 76			

<b>List Other</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>KLEW</b>	1	4.2	4.2
<b>TV</b>	6	25.0	9.0
<b>Valley Foods reader board</b>	1	4.2	4.2
<b>Ask clerks</b>	1	4.2	4.2
<b>Computer</b>	1	4.2	4.2
<b>Email</b>	2	8.3	5.8
<b>Flyers</b>	1	4.2	4.2
<b>Mail</b>	6	25.0	9.0
<b>Mail flyers</b>	1	4.2	4.2
<b>Monthly mail calendar of events</b>	1	4.2	4.2
<b>Newsletter</b>	1	4.2	4.2
<b>Tv/news</b>	1	4.2	4.2
<b>word by mouth</b>	1	4.2	4.2
<b>Total</b>	24	100.0	
<b>Frequency Missing = 185</b>			

<b>How likely are you to use a community health and wellness center if one were built in the Lapwai Valley?</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Very Likely</b>	60	43.2	4.2
<b>Somewhat Likely</b>	37	26.6	3.8
<b>Somewhat Unlikely</b>	6	4.3	1.7
<b>Very Unlikely</b>	36	25.9	3.7
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>What is your gender?</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Female</b>	83	59.7	4.2
<b>Male</b>	56	40.3	4.2
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>What is your age?</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>18-24</b>	2	1.4	1.0
<b>25-44</b>	29	20.6	3.4
<b>45-64</b>	60	42.6	4.2
<b>45.65+</b>	1	0.7	0.7

<b>What is your age?</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>65+</b>	49	34.8	4.0
<b>Total</b>	141	100.0	
<b>Frequency Missing = 68</b>			

<b>What is the highest level of education you have completed?</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Associate</b>	22	15.8	3.1
<b>Bachelor</b>	24	17.3	3.2
<b>Grad/Prof</b>	29	20.9	3.5
<b>Highschool grad</b>	17	12.2	2.8
<b>Some college</b>	42	30.2	3.9
<b>Some high</b>	5	3.6	1.6
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			

<b>Are you an employee of the Nez Perce Tribe?</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>No</b>	113	81.3	3.31
<b>Yes</b>	26	18.7	3.3
<b>Total</b>	139	100.0	
<b>Frequency Missing = 70</b>			



<b>If you work for the Tribe, do you work in...</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Tribal Enterprises</b>	8	28.6	8.7
<b>Tribal Government</b>	20	71.4	8.7
<b>Total</b>	28	100.0	
<b>Frequency Missing = 181</b>			

<b>Tribal Membership:</b>			
	<b>Frequency</b>	<b>Percent</b>	<b>Std Err of Percent</b>
<b>Both</b>	1	0.8	0.8
<b>Neither</b>	62	50.8	4.5
<b>Nez Perce</b>	51	41.8	4.5
<b>Other</b>	8	6.6	2.3
<b>Total</b>	122	100.0	
<b>Frequency Missing = 87</b>			

## Appendix A

### NEZ PERCE/LAPWAI COMMUNITY REVIEW SURVEY

The purpose of this survey is to assess residents' perceptions about the services offered within the Lapwai Valley. It is jointly sponsored by the Nez Perce Tribe and City of Lapwai. The survey needs to be completed by an adult age 18 years or older. Your input is important to us!

**Part 1: Infrastructure. Please rate your satisfaction with each of the following. If you do not use or receive a particular service, please mark not applicable (N/A).**

	Highly Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Highly Satisfied	N/A
1. Variety of goods and services available locally in stores	1	2	3	4	5	6
2. Quantity of jobs	1	2	3	4	5	6
3. Quality of jobs	1	2	3	4	5	6
4. Appearance of Main Street and other commercial areas	1	2	3	4	5	6
5. Appearance of Tribal and other public buildings	1	2	3	4	5	6
6. Condition and appearance of local streets and roads	1	2	3	4	5	6
7. Availability of pedestrian and bicycle mobility	1	2	3	4	5	6
8. Level of business involvement in the community	1	2	3	4	5	6
9. Quality of sewer and water services	1	2	3	4	5	6
10. Availability of high speed Internet service.	1	2	3	4	5	6
11. Condition of housing	1	2	3	4	5	6
12. Amount of housing	1	2	3	4	5	6
13. Cost of housing	1	2	3	4	5	6
14. Quality of educational facilities (pre K-12)	1	2	3	4	5	6
15. Quality of education (pre K - 12)	1	2	3	4	5	6
16. Availability of job training services	1	2	3	4	5	6
17. Quality of law enforcement	1	2	3	4	5	6
18. Quality of fire protection and emergency health services	1	2	3	4	5	6
19. Availability of health care locally	1	2	3	4	5	6
20. Availability of drug and alcohol treatment programs	1	2	3	4	5	6
21. Availability of facilities and services for Elders/Seniors	1	2	3	4	5	6
22. Availability of child care	1	2	3	4	5	6
23. Availability of social services (e.g., food bank, domestic violence shelter)	1	2	3	4	5	6
24. Availability of park and recreation facilities and programs	1	2	3	4	5	6
25. Availability of local arts and cultural	1	2	3	4	5	6



**Part 2: Growth and Culture. Please indicate your level of agreement with the following statements.**

	Highly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Highly Agree
1. I am comfortable with continued population growth in the Lapwai Valley.	1	2	3	4	5
2. I support efforts to preserve and interpret Lapwai's history.	1	2	3	4	5
3. I support efforts to preserve and interpret Nez Perce culture and history.	1	2	3	4	5
4. I believe the community is welcoming to tourists and other visitors.	1	2	3	4	5

**Part 3: Economic Development and Information**

1. What types of new retail and service businesses would you like to see in the Lapwai Valley?

Grocery Store(s)       Restaurant(s)       Drugstore(s)  
 Bank(s)       Professional Services       Hardware/Building Supply  
 Light industrial       Other (specify) \_\_\_\_\_

2. How do you prefer to receive public information?

Tribe's Website       Tribe's Free Help Desk       City of Lapwai Website  
 Radio:  Tribal  local      Newspaper:  Tribal  local       Social media  
 Other \_\_\_\_\_ (specify) \_\_\_\_\_

3. How likely are you to use a community health and wellness center if one were built in the Lapwai Valley?

Very Likely       Somewhat Likely       Somewhat Unlikely       Very Unlikely

**Part 4: Demographics. The following questions are asked for data analysis purposes.**

- What is your gender?       Male       Female
- What is your age?       18-24       25-44       45-64       65 or older
- What is the highest level of education you have completed?  
 Some high school, no diploma       High School graduate or equivalent  
 Some college no degree       Associate's Degree  
 Bachelor's degree       Graduate or professional degree
- Are you an employee of the Nez Perce Tribe?       Yes       No
- If you work for the Tribe, do you work in...       Tribal Government       Tribal Enterprises
- Tribal Membership:       Nez Perce Tribal Member       Enrolled other Tribe       Neither

**Thank you for your time!** If you wish, please add any additional comments you'd like to share. Use an extra page if needed.

## Open Ended Comments

*I would like to see more efforts made to offer a better education at the high/junior schools so we don't have to take our children into Lewiston for a better education.*

*I enjoy the increase in the lawn mowing. Lawn service would be a great job for a few people.*

*I think this is a great survey. One real eyesore in Lapwai is residents leaving their garbage cans out all week. They have big wheels and should be put away after garbage day. They should not be left in front or in the street. After garbage they should be put away out of sight for the tourists not to see. Most everyone is too darn lazy. It's spring. Let's clean up.*

*I would like the Tribe to regain sufficient contiguous band to make a true community center complex that reconnects them for all life activities - elderly, children, gardening, horse riding, fishing, education, houses, language, traditions, identity.....*

*I would like to see the speed limit lower until just south of Sweetwater. I would like to see the walking path installed and planted with local native food plants. Main Street needs a beautification project and stop fighting and work together.*

*Clean up Main Street!*

*Take an interest in the city.*

*Would like to see more focus on physical activity and high ed, small business. Also to train young people about giving back to their community.*

*Jobs, Drug programs, Infrastructure - needs help*

*The sidewalks on Main Street have looked like this for 30 years, long before the building burnt or were torn down - disgusting. Almost every business from the library, Post Office, that nasty looking bar, the park, tobacco shop could all use clean up. New signs, mowed, sweeping - what a mess.*

*More stuff for the children.*

*City of Lapwai needs a section in the Tribal paper*

*Organized classes for community members/elders. (ie exercise, safety for elders, cooking/healthy alternatives, dance, art classes, field trips for elders to be involved in community events - school and tribal events, fairs)*

*We are too dependent on Lewiston. The tribal people seem to have little pride in the appearance of their homes and property. They dispose of garbage on Thunder Hill and along other streets. A lot of vacant homes here - most have been vandalized. Youth have and show little respect for elders.*

*City streets are in major need of repair. Sewer rates keep going up in excess for patrons who have had sewer for many years. This is to meet the needs of ones who should pay for this. We already paid for ours.*

*I would like to protest about the new sewer. We had to pay for it being built. Then after it was finished, the Tribe took over and they raised the price. If they had someone do the work that knew what they were doing they wouldn't have had to dig up the pipe line so many times. We have to pay for their mistakes. I think new leadership is needed. The garbage is in need of being looked at. Need new leadership there too.*

*I lived in the city of Lapwai for several years. I often take a drive for old times sake. I was so appalled at the sites I see. The church that was destroyed by firecrackers not removed, some homes are loaded with garbage. Owners should be contacted to clean it up. Take pride in your city.*

*I want the clinic to maintain one director and change every year. Keep effective people employed.*

*The streets are rough and not taken care of. The car I bought 2 months before moving to Lapwai is in bad shape. After it rains here the water is knee deep on some streets. There is nothing for the kids to do. The houses that are abandoned should be torn down and cleaned up. Law enforcement are nice but they don't finish what they say they will do and never get back with you to let you know what is going on. They take the side of people they know. We need a gas station that stays open later than 6 or 6:30pm. You can get gas here after that if you have a credit card but not all people have those like me. I like living in Lapwai. A lot of the people are nice and it is really good for my disable children. They are doing well in this school better than any other place I have lived in. I can afford the rent here being a single parent is hard on only one income. I have lived here for almost 12 years. Thanks for asking the people of Lapwai their views.*

## Appendix D: Nez Perce Tribe Community Review application



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**ECONOMIC & COMMUNITY  
DEVELOPMENT TRANSPORTATION PLANNING**  
P.O. Box 365  
LAPWAI, ID 83540  
(208) 843-7324 • FAX (208) 843-7343

Selection Committee  
Idaho Rural Community Review  
c/o Mike Field, Director  
Idaho Community Rural Partnerships  
2270 Old Road  
Boise, Idaho 83712  
208 332 8687

May 10, 2011

Subject: Application for an Idaho Community Review by the Nez Perce Tribal Economic and Community Development Office in 2011- 2012.

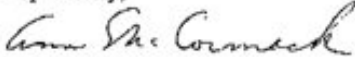
To whom this may concern,

Enclosed you will find a completed application for the Idaho 2011-2012 Community Review program submitted by the Nez Perce Tribal Economic and Community Development office for consideration in the next round of community visits. Allow me to introduce myself, my name is Ann McCormack. I am the Economic Development Planner for the government side of the tribe. If you have any questions or comments about the application you may direct them to me as I am the contact person for the application.

The tribal community looks forward to the community visit. We are hoping that the results of your recommendations will project us forward to potentially realize 1 to 30 more living wage jobs and assist us in developing a plan that eventually opens one to ten new businesses that we sorely need to increase the tribe's chances to circulate the annual tribal financial output with in the community multiple times before it leaves the reservation.

He'ma'qis'qe'ci'yew'yew', a big thank you, in advance for any consideration you are able to provide toward this application.

Respectfully,



Ann McCormack  
Economic Development Planner  
208 843 7324 ex. 6  
annm@nezperce.org

Please complete this application and return to:  
**Idaho Rural Partnership**  
 2270 Old Penitentiary Road, Boise, Idaho 83712 -- (208) 332-8687

## Idaho Community Review Application A Community Visitation Program

Offered in Partnership by the  
 Association of Idaho Cities, Idaho Department of Commerce, Idaho Housing & Finance Association,  
 U.S. Department of Housing & Urban Development, University of Idaho,  
 U.S. Department of Agriculture -- Rural Development, & Idaho Rural Partnership

Please submit the answers to the following questions. Cities with populations under 10,000 are eligible to apply.

The community review program is an excellent in-kind value for its cost. Idaho Cities such as Heyburn, Jerome, Hayden, Kooskia, Priest River, Weiser, and Buhl have conducted successful community reviews for under \$2,500. Estimated costs for a community review through a private consulting firm, including salary, travel, lodging, site visit, data collection, and report fees, is approximately \$50,000 for equivalent expertise from 15-18 community development professionals.

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

- 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 three focus areas you identify who is willing to work with the visiting team leaders to plan and coordinate the community review
- Arrange community tours and meeting agendas in the three focus areas you identify
- Pay for group transportation during the community tours and all team meals (many communities have partnered with school districts and civic groups to share transportation and meal costs)
- Suggest lodging locations for the visiting team
- Publicize the community review to maximize community participation
- Assist with survey data collection prior to the community review
- Provide one or two individuals during the review to assist with data entry
- Designate at least two community members to facilitate the follow-up process

Circle, or write in, the three focus areas that your community would like to emphasize. Focus areas might include some combination of the following:

- |                             |   |
|-----------------------------|---|
| *Local Economic Development | Housing                                   |
| Infrastructure              | Community Design & Identity               |
| *Land Use Planning          | Education                                 |
| Health Care                 | *Arts, Historic, and Recreation Resources |
| Seniors and Youth           | Civic Life and Community Involvement      |



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

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

1.) Local Economic Development –

Private Sector- Need to structure the Business Center & Business Incubator for the private sector from the ground up, creating a better climate for Economic Diversity, meaning; a good master plan for the Center/Incubator, creating more living wage jobs by starting new businesses in the private sector with policies and procedures, and building wealth for individuals as entrepreneurs.

Tribal Enterprise Sector- How can the Tribe determines what their level of involvement would be regarding the invitation to partner with the American Manufacturers Network developed as a non-profit to assist Manufacturers in Region II. to contract with the US Defense Department.

2.) Land Use Plan-

Lapwai needs a land use plan first because approximately 75% of the facility construction will be in the town of Lapwai or within a five mile radius of the city limits in the next ten to fifteen years.

The entire reservation needs to have a land use plan to use as a guide for how and where new development could occur for the future of the tribal communities. Try to identify where the most opportune sites are for expansion.

3.) Arts, Historic, and Recreation Resources –

Designing for: signage, telling our story, more visitor friendly, and stateliness as the capitol city of the Tribe & Identity- branding the Tribe. The Tribe has a unique heritage and culture. There have been many non-natives, both individuals and institutions, who have gained recognition and some wealth from telling our story through publications, documentaries, performances, etc. I think it is about time that we started telling our own story from our own perspective. How can the Tribe do that in a way that creates jobs and economic development for tribal members? The Tribe is considering committing to a feasibility study to determine if a wellness center both here in Lapwai and one at Kamiah would add to the quality of life for the two communities. Perhaps we could consider using the Ray & Joan Kroc/McDonald Salvation Army Center of Coeur d'Alene as the model for creating a place to create the tribal synergy to nurture and provide the stage for presenting to the public our unique heritage. This one facility could be key to keeping our brightest and best here on the reservation and to attract other highly motivated professionals who are also looking for an active, dedicated community to fitness, well being and maintaining a heightened culturally rich society through the arts, humanities and heritage.

What is the best possible outcome resulting from a community review in your town?

Marking accomplishments of Community Review:

The Community Review Team has the potential to guide the tribe's planners to set a course of action to better envision new opportunities for the capitol of the Tribe, namely Lapwai, and a five mile radius around the city limits to improve the area, to make us more visitor friendly, and to greatly increase the tribe's private sector with the new business incubator and to add new places of business for the people that live and work in Lapwai and those that would like to visit the Tribe while recognizing that celebrating our unique culture and heritage increases our competitiveness as a destination place.

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)

This is the semi-annual report submitted to the Economic Development Office for Region X. in Seattle, Washington highlighting some accomplishments of this year.

#### **VISION**

To seek projects which will enhance Tribal enterprises, promote projects which will secure future employment and to develop infrastructure remedies which meet the challenge of new development.

#### **DESCRIPTION OF SERVICES**

The economic development planner is responsible to provide planning work necessary to complete projects that will enhance or add to the employment and economic advancement for Tribal members living on and off the Nez Perce Reservation.

#### **ACCOMPLISHMENTS**

The following activities and scope of work related to the planning goals and objectives for FY 2011 Planning Assistance Grant of the Nez Perce Tribe are as follows:

##### **CEDS Scope of Work**

**2010 – 2012**

1. Update and implementation of the Comprehensive Economic Development Strategy as part of the broad range, long term strategy that enhances the region's success in promoting a rising standard of living supporting existing clusters, developing new clusters, or attracting new regional economic drivers.

The next full CEDS will be conducted in the first part of 2011 and the results will be submitted on or before June 30, 2011 to the EDA office with Nez Perce Executive approval.

Provided a one day workshop with Duane Wakan, Census Tribal Partnership Specialist for nine employees in the Tribe to prepare for analyzing and interpreting the new 2011 Census data when it is released this spring.

Completed an eighteen page brochure of the Five Tribes of Idaho Economic Impacts with Dr. Steven Peterson and the five tribes' contact representatives in time to present to the state legislature on the first day of their convening in Boise, January 10, 2011. A copy of the brochure and a copy of the one page Nez Perce Economic Impact Report will be provided to your office.

A HUD Sustainable Communities grant application was submitted for \$ 490,000 earlier this year by the Transportation Planner. It was NOT funded. HUD has already provided the Tribe debriefing of the application. The Grants Committee has met with a HUD representative to begin to build a better relationship in regard to funding guidelines and timelines.

The Comprehensive Land Use Plan for Lapwai has been cancelled due to the lack of participation Eastern Washington State University's Urban Planners Native Center can provide at this time.

2. Work in partnership with the Tribal businesses/leaders to determine the level of interest to develop a Nez Perce Tribal Chamber of Commerce.

Six focus meetings have been conducted to date. There is some interest in having a chamber among the professionals and business leaders but no strong consensus core group of leadership has emerged yet.

The focus group has been in contact with Ms. Allison Hicks. She is the president of both the Native American National and the California Native American Chamber of Commerce. She expressed a strong interest in visiting the Nez Perce tribe for business and during her stay would be willing to talk to the chamber focus group.

### 3. Energy Committee Report

In 2010, the Energy Committee was NOT funded by the Department of Energy under the U.S. Department of the Interior, Bureau of Indians, Division of Energy and Mineral Development for a grant to conduct a feasibility study of green houses located near the new Lapwai waste water treatment facility as a tribal enterprise, a non-profit business or an entrepreneurial business incubator. The tribe's Forestry Program, Water Resources and Fisheries all buy replacement plants now for land restoration. The concept is that it would be much more cost effective for the tribe to grow their own as a green initiative.

Last fall, the Energy Committee was funded by the Department of Energy under the U.S. Department of the Interior, Bureau of Indians, Division of Energy and Mineral Development for a grant in the amount of \$ 97,500 to hire an energy coordinator to write an energy strategic plan for the tribe. Jon Paisano, Nez Perce tribal member, was hired for this position. The committee has



had five working meetings to compose the draft plan. I feel the committee has made timely progress on the strategic energy plan. The draft energy plan is 80% complete. The final draft is expected to be ready for review at the end of March. The plan will be submitted to an energy consultant then to the Nez Perce Tribal Executive Committee for acceptance so the public review process can begin.

The Energy Committee received an Energy to Waste grant from the Department of the Interior, Bureau of Indians, Division of Energy and Mineral Development in the amount of \$ 150,000 to hire a consultant to conduct the feasibility study on the potential of biomass projects on the reservation. An RFP has been issued and the final decision to award the bid will happen on March 4, 2011 by the Committee.

The Planners Committee has requested the Department of Energy under the U.S. Department of the Interior, Bureau of Indians, Division of Energy and Mineral Development staff do a current marketing study on the Limestone Quarry, immediately. Minerals is complying and will send the results of the study to the Tribe within the year.

Dave Bonfield, Executive Director of the Northwest Regional Manufacturers Association and member of the Manufacturers' Collaborative Executive Board, has invited the NP Energy Committee to go to Ed Endebrock's facility in Craigmont at the new CEDA Industrial Park to see his new plant that is going to be producing biomass pellets for stoves. The Tribe is looking for partners to create green jobs and help support our tribal community to be more sustainable.

Tony Passmore, the tribal liaison for Avista out of Spokane has been contacted by the Energy Committee. The Avista delegation is scheduling a visit to Lapwai in June to meet with the energy group for the first time. We are still taking input for agenda items.

### 3. Establish short and long term commitments for the Small Business financing.

Among the Planners staff four individuals have had over thirty hours of Oweesta training to better prepare the tribe to have a lending institution in the community.

A technical assistance CDFI grant application for \$ 250,000 to the Department of the Treasury was submitted on behalf of the Tribe. This two year grant if funded will provide the resources to start to build the infrastructure for a lending institution in the tribal community thereby strengthening the capacity of the planned business incubator.

The Nez Perce reservation encompasses five north central counties. The Nez Perce and American Indians living on the reservation will be the primary target market for the CDFI. The secondary target market will encompass the 1855 Treaty areas of McCall, Idaho and Adams county, Idaho: as well as Joseph, Oregon and Wallowa County, Asotin and Whitman county in Washington.

The mission of the Nez Perce non-profit CDFI Loan Fund is to develop economic self-sufficiency of families and individuals to take control of their own economic sovereignty. This will require bridging access to capital that traditionally was not there. Another requirement will be a major

thrust toward community development services, such as financial education, credit counseling, and credit repair education, mastering cash flow and small business financial management. We proposed to formalize a reporting mechanism to at least one of the national credit reporting agencies.

Planners attended a one day training on lending requirements presented for the Northwest Area Financial Peer Group.

Three financial literacy classes have been held on the reservation and there will be three more classes offered in the spring.

#### 4. Establish and define the parameters of a Tribal Business Incubator.

The Education & Business Incubator Committee continues to meet bimonthly.

In December, CKA Castellaw Kom Architects prepared and completed the report on the Nez Perce Education and Business Development Center Preliminary Design and Preliminary Cost Estimates under an award from the U.S. Department of Commerce Economic Development Administration in the amount of \$ 10,000. This was carry over from the initial funding.

The USDA Rural Development Agency awarded a grant to the Tribe in the amount of \$ 30,000 to conduct a feasibility study on the twenty year sustainability of the education program set to be housed in the Education & Business Incubator Center. The E&BI Committee will be making a determination on proposals on March 3, 2011.

A USDA Rural Development Agency grant was submitted by the Tribe for \$ 630,000 to have the architecture and design plans for the Education and Business Center completed but it was not fundable in this cycle.

A HUD ICDBG grant for \$ 500,000 was submitted for site preparation on the new Education/Business Incubator facility last November.

Received notification that the application was NOT fundable at this time.

A request has been submitted for a post application de-briefing

#### 5. Establish Lapwai Spur Committee.

The Spur Committee is part of the Northwest Passages Scenic Byway and All American Roads designation on Highway Twelve. The mission of the Byway is from mountain pass to river valley, the Northwest Passages Scenic Byway traverses a rich mosaic of landscapes, communities, and traditions unique to north-central Idaho. Its mission is to welcome, serve, and educate the motoring public, advocate for transportation safety; and promote economic development while sustaining a way of life that is valued by its residents.

It is important that the town of Lapwai be part of the Byway for economic development since it is the Headquarters, like a state capitol, of the Nez Perce tribe and that significant historical events happened in the town.

The Lewiston Fennell outdoor public art project for \$ 100,000, Lewis and Clark Bicentennial funds, is on hold until March due to inclement weather. The project is 50% completed. Brian McComack and Ethel Greene, Nez Perce tribal members, are still working out the details with Lynn Moss, Lewiston Park and Recreation Director, for the tribal interpretation and landscape needs at the site also set at +/- \$ 100,000, city funds.

The tribe's leadership has requested that the Planners find the resources to schedule a reservation wide comprehensive land use plan to be completed by 2013. When the plan begins in earnest, the Lapwai Spur Committee will be the working group that the consultants will rely on for tribal information. Mary Beth Frank, Transportation Planner and Kim Cannon, Director of Land Services, will join the meetings when land use planning business is on the agenda.

6. Complete other grant responsibilities in a timely fashion.

The ARRA funds grant that is funding the Cultural Arts Council Coordinator position will be exhausted in May of 2011.

7. Work closely with Economic Development Representatives for Idaho and other EDA-SRO staff to develop future potential economic development projects.

Helped plan and participated in the second annual two day Nez Perce Economic Summit at the Clearwater River Casino and Resort Event Center. The focus this year was to have surrounding tribes serve on panels to share their successes in economic development and demonstrate the processes they used to achieve their goals.

Dave Bonfield did a presentation for the Planners about an opportunity for the tribe to partner with the newly formed local Regional American Manufacturing Consortium Network that is moving quickly to position themselves as a government contractor for Department of Defense contracts. I recommend that the tribe stay involved with the Consortium/Network's progress as it unfolds. This is of the highest priority to CEDA. CEDA is doing everything to make the Consortium/Network happen. Tony Johnson is approaching Dave and the Consortium/Network with the International Free Trade Zone concept to investigate what kind of transportation needs they might have in the future.

The Information Systems Department has hired a radio engineer and is about ready to begin broadcasting on the new tribal radio station out of Kamiah, Idaho with call letters, KIYE, which means to hear and be known in the Nimiipuu language. The funding for this project comes from the Public Facilities/Public Communications Program in the amount of \$ 303,000. One point five new jobs will be created from this ongoing program.

In a consortium with CEDA as the backbone, seven regional counties, the Tribe was awarded a \$1.6 MM grant from the National Telecommunications Information Administration to bring broadband to the rural areas on the Nez Perce Reservation. The tribe will act as a non-profit/private enterprise to bring broadband services to underserved communities. This program began in 2005



and will now leap forward with a much higher volume of new users. A total of five new jobs will be created out of this new service.

The Department of Water Resources is finishing up the USDA and the National Indian Health Services funded \$ 8.3 MM new Lapwai Waste Water Treatment Facility.

And the Water Resources will in 2011 complete the East Kamiah Sewer Interchange that is costing in the amount of \$ 411,000 from the National Indian Health Services with \$ 20,000 from the Nez Perce Housing Authority.

The Transportation Program administers the Appaloosa Express Program with eight full-time; one part time; and three on call staff. The Express provides services to Kamiah, Kooskia, Orofino, Lapwai, and Lewiston.

At the last Planners meeting, Research and Development from Enterprises reported that they were about ready to release the RFP for a \$ 10MM construction expansion project at Aht'Wy Plaza near Lewiston.



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.

1. Aht'Wy Plaza Expansion
2. Education Center/Business Incubator Feasibility Study

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

1. Temporary module structures for Early Child Head Start
  2. New Lapwai School District High School /Middle School
  3. Additional 1,500 square footage to J. Herman Reuben Building for more office space
  4. Kick off of Ten Million Dollar expansion at the Aht'Wy Plaza
  5. Public Transit Service with 3 routes from Kamiah to Lapwai to Lewiston  
Monday through Friday  
Tribal Government Infrastructure for Human Capital
1. Capacity to provide tribal LLC Licensing to the public
  2. Draft Procurement Plan
  3. TERO Ordinance

Has your community completed and implemented a Gem Plan? If so, please describe to what extent and attach a copy of the Gem Plan to this application.

No

Starting with the 2010 community Reviews, we ask that communities participating in the review process provide brief updates on an annual basis. These updates will share progress the community has made as either a direct or indirect result of the Community Review. IRP will use the information to help future visiting team members adjust and refine their presentations and discussions to better meet the need of the communities participating in the reviews. A secondary purpose will be to measure the impact of reviews and demonstrate how resources and investments are leveraged through the process. This is critical to maintain support for our work with rural Idaho.

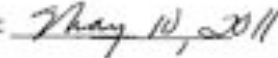
What possible dates do you propose for a community review?

September 1, 2011 to December 30, 2012

Mayor's Signature:



Date:



Please complete this application and return to:  
**Idaho Rural Partnership**  
2270 Old Penitentiary Road, Boise, Idaho 83712 -- (208) 332-8867

## Appendix E: City of Lapwai Community Review application

# Idaho Community Review Application A Community Visitation Program

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- Publicize the community review to maximize community participation
- Assist with survey data collection prior to the community review
- Provide one or two individuals during the review to assist with data entry
- Designate at least two community members to facilitate the follow-up process

Community: City of Lapwai

Main Contact Person: William Big Man, City Clerk/Administrator

Address/City/State/Zip: P.O. Box 336 / 315 S. Main Street Lapwai, ID 83540

Phone, Fax, Email: (208) 843-2212, (208) 843-5613, lapwai-clerk@qwestoffice.net

Names/phone numbers/Email addresses of the three Focus Area Team Leaders:

Economic Development - Jon McConville, (208) 843-2212 x 1, lapwai-deputy@qwestoffice.net

Education – Solo Greene, (208) 621-3749, greensolo@yahoo.com

Downtown Revitalization / Community Beautification – Antonio Smith, (208) 621-3750, n8tive8@yahoo.com

Circle, or write in, the three focus areas that your community would like to emphasize. Focus areas might include some combination of the following:

Local Economic Development

Education

Downtown Revitalization / Community Beautification

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

1.) Economic Development:

- Identify needs of current business owners;
- Identify areas of retail leakage;
- Determine type of businesses that community wants, needs and/or can support;
- Possible Bio-Mass facility;
- Commercial property inventory;
- Businesses/attractions that would appeal to neighboring (ie. Lewiston, Moscow, Pullman, etc.) and regional (i.e. Spokane, Coeur d'Alene, Tri-Cities, Boise, Missoula, etc) community populations;
- How to promote new business start-up or business expansion in Lapwai;
- Benefits of starting a business in Lapwai (ie. low cost, proximity to Lewiston, Hwy 95, rail waterways, on Reservation, etc.);
- Business education needed (ie. Small Business Start-up Training, Financial Literacy, Taxes, etc.);
- Role of youth in economic development;
- Infrastructure needs;
- Growth Management Plan;
- Economic Development Plan;
- Implementation Plan Development and Strategy; and
- Economic development partners

2.) Education

- Gaps in current education program and staffing;
- Counseling needs of students;
- Academic achievement, attendance, and discipline issues;
- Staff professional development needs;
- Facility needs of school district;
- Agriculture, technical/professional program needs;
- Motivation to post-secondary or vocational ed;
- Vocational Education – Secondary and post-secondary;
- Adult and continuing education;
- Workforce Training;
- Fine Arts;
- Technology;
- Cultural opportunities;
- Community disconnect;
- Partnership Opportunities; and
- Walk & bikeways, traffic flow (Safe Routes to School)

3.) Downtown Revitalization / Community Beautification

- Downtown & highway districts;
- Identify community assets;
- Slum & Blight;
- Cars and other "clutter";
- Curbs, gutters, sidewalks, & lighting;
- Loitering, vandalism, public intoxication issues and impact;
- Community brand;
- Gateway signs;
- Downtown directional signage;
- Community buy-in and motivation;
- Community pride;
- Peer-to-Peer opportunities; and
- Main Street USA

4) All Focus Areas

- Community Visioning;
- Comprehensive Plan;
- Community Action Plan; and
- Public Art

What is the best possible outcome resulting from a community review in your town?

For the City of Lapwai and its people be given the direction and tools needed to develop into a thriving, healthy, attractive community that people are proud to be from and/or would like to visit; while preserving the culture and heritage of small town living.

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)

- Completed the Lapwai Valley Regional Waste Water Treatment Project in partnership with the Nez Perce Tribe
- Community Clean-up Day – June 2011
- Fire Hydrant Painting Project
- Road sweeper and painting detail
- Revitalized Annual Lapwai Days community event – 2011 was Lapwai's 100 year anniversary
- Construction of new school gymnasium - 2011
- Construction of new high school/middle school - 2009

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.

The City of Lapwai has just completed a long term infrastructure project and is now ready to move forward towards community economic well-being. All focus areas directly or indirectly impact economic development. The City of Lapwai recognizes that before they can move forward that comprehensive strategies and plans must be completed. The City of Lapwai has a Comp Plan that needs to be updated, and needs to complete a Community Action Plan, Growth Management Plan, Bike/Walkway (Sidewalk) Plan, ADA 504 Transition Plan, Business District (Downtown & Highway) Revitalization Plan, Highway Plan (City Streets & Highway 95), Business GPS, Commerce Park Feasibility Plan, Biomass Plan, Community Brand design, and Gateway and

Downtown Directional Signage. Other projects identified include city park restrooms, playground equipment, park walkways, and skateboard park. Funding and partners are needed for all.

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

None

Has your community completed and implemented a Gem Plan? If so, please describe to what extent and attach a copy of the Gem Plan to this application.

No, the Community Action Plan need identified would serve as the City of Lapwai's GEM Plan.

Starting with the 2010 community Reviews, we ask that communities participating in the review process provide brief updates on an annual basis. These updates will share progress the community has made as either a direct or indirect result of the Community Review. IRP will use the information to help future visiting team members adjust and refine their presentations and discussions to better meet the need of the communities participating in the reviews. A secondary purpose will be to measure the impact of reviews and demonstrate how resources and investments are leveraged through the process. This is critical to maintain support for our work with rural Idaho.

What possible dates do you propose for a community review? Fall 2012

Mayor's Signature:

 Date: 2/16/12

Please complete this application and return to:  
**Idaho Rural Partnership**  
2270 Old Penitentiary Road, Boise, Idaho 83712 -- (208) 332-8687

## Appendix F: Master schedule and focus area agendas

### *Master Schedule* *Nez Perce Tribe/City of Lapwai Community Review* *June 12, 13, and 14*

#### **Tuesday, June 12**

2:45 pm	Visiting and Home Team arrival at @ Pi-Nee-Waus
2:45–3:00 pm	All travel by bus to NPHP Visitor Center @ Spalding
3:00–4:00 pm	Welcome, Orientation, and Introductions @ Visitor Center
4:00–4:45 pm	Bus tour of Lapwai Valley
5:00–6:00 pm	Home and Visiting Team Dinner @ Pi-Nee-Waus
5:30–6:45 pm	Home Team Listening Session @ Pi-Nee-Waus
7:00–9:00 pm	Community meeting @ Pi-Nee-Waus

#### **Wednesday, June 13**

7:00–8:45 am	Breakfast @ Pi-Nee-Waus. (1) Welcome by NPTEC Chair and Lapwai Mayor; (2) presentation on land ownership issues, Dan Vis
9:00–12:30 pm	1. Meetings and tours by focus area 2. Listening sessions conducted. First listening session @ Pi-Nee-Waus; all others @ ERWM
12:30–1:30 pm	Lunch @ Pi-Nee-Waus. Presentation on Tribal Fisheries Program, Dave Johnson and Erik Holt
1:30–5:45 pm	1. Meetings and tours by focus area 2. Concurrent listening sessions @ ERWM
6:00–7:30 pm	Dinner @ Pi-Nee-Waus. Panel presentations/discussion on Lapwai Valley infrastructure issues.
7:30–8:15 pm	Visiting Team debrief meeting @ Pi-Nee-Waus



**Thursday, June 14**

- 7:30–8:30 am Breakfast @ Youth Center, 118 Main St.
- 8:45 am-12:00 pm Visiting Team recap meetings @ Youth Center
- 12:00-12:45 pm Lunch @ Youth Center
- 1:00-4:45 pm Visiting Team recap meetings and presentation dry run at Youth Center
- 4:45-5:45 pm Downtime
- 5:45-6:45 pm Dinner @ Youth Center
- 7:00-9:00 pm Community meeting featuring Visiting Team presentations @ high school auditorium

## **Economic Development Focus Group**

### **Nez Perce Tribe & City of Lapwai**

#### **Agenda–June 13, 2012**

##### **Economic Development Focus Team at the Pi-nee-waus**

- 7:00–8:45 AM Breakfast with Silas Whitman, Chairman, Nez Perce Tribe and Rick Hernandez, Mayor City of Lapwai
- 9:00–10:00 AM Zoning/Comprehensive Plan/Fee and Trust land @ the Youth Center, 118 Main St. (NOTE: This meeting will be with the economic development focus area)
1. Fee/trust land – BIA Rep
  2. Tribal codes – Darren Williams - Office of Legal Counsel
  3. Laurie Ann Smith – Tribal Housing
  4. How can the entities work together – policy/process?
- 10:00 – 11:00 AM Meeting with business owners and entrepreneurs @ the Pi-nee-waus
1. How do business owners and entrepreneurs perceive strengths, weaknesses, opportunities, and threats related to business development and job creation in the Lapwai Valley?
- 11:00 – 12:00 Noon Walking Tour of Lapwai City to identify development sites and locations of existing businesses
- 12:30 – 12:30 PM LUNCHEON SERVED
- Speakers: Dave Johnson, Fisheries Program Manager and Erik Holt, Fish & Wildlife Commission Chairman
- 1:30 – 2:30 PM Walking Tour of the old BIA Campus, Nez Perce Tribal land that can be developed.
- 2:30–5:30 PM Internal Team discussion on the following subjects:
- Tribe
- I. Private Sector
- Vision and master plan for the Business Center and Business Incubator, developed from the ground up
  - Economic diversification

- More living wage jobs by starting new businesses
- Building wealth for individuals as entrepreneurs

## II. Tribal Enterprise Sector

- How can the Tribe determine what their level of involvement would be regarding the invitation to partner with the American Manufacturers Network to contract with the U.S. Defense Department as a for profit venture under Enterprises.

Describe any economic development projects you would like the Visiting Team to examine:

### Tribe

1. Old BIA Campus
2. Business Retail Incubator Properties
3. Availability of Properties on Highway 95

### City

4. Identify needs of current business owners
5. Identify areas of retail leakage
6. Determine type of businesses that community wants, needs and/or can support
7. Possible bio-mass facility
8. Commercial property inventory
9. Businesses/attractions that would appeal to neighboring (ie. Lewiston, Moscow, Pullman, etc.) and regional (i.e. Spokane, Coeur d'Alene, Tri-Cities, Boise, Missoula, etc)
10. Community populations
11. How to promote new business start-up or business expansion in Lapwai
12. Benefits of starting a business in Lapwai (ie. low cost, proximity to Lewiston, Hwy 95, rail, waterways, on Reservation, etc.)
13. Role of youth in economic development
14. Infrastructure needs
15. Growth Management Plan
16. Economic Development Plan
17. Implementation Plan Development and Strategy
18. Economic development partners

Describe any economic development projects you would like the Visiting Team to examine:

The City of Lapwai has just completed a long-term infrastructure project and is now ready to move forward towards community economic well-being. All focus areas directly or indirectly impact economic development. The City of Lapwai recognizes that before they can move forward, comprehensive strategies and plans must be completed. The City of Lapwai has a Comp Plan that needs to be updated, and needs to complete a Community Action Plan, Growth Management Plan, Bike/Walkway (Sidewalk) Plan, ADA 504 Transition Plan, Business District (Downtown & Highway) Revitalization Plan, Highway Plan (City Streets & Highway 95), Business GPS, Commerce Park Feasibility Plan, Biomass Plan, Community Brand design, and Gateway and Downtown Directional Signage. Other projects identified include city park restrooms, playground equipment, park walkways, and Skateboard Park. Funding and partners are needed for all.

The economic development focus group will review the priority list and with the new knowledge that they learned from the tours and talking session will reprioritize three to five areas to discuss for the remainder of the afternoon on the 13<sup>th</sup>.

## Land Use Planning Team Agenda

Wednesday June 13, 2012

- 7:00–8:45 am Breakfast @ Pi-Nee-Waus - NPTEC Chair and Lapwai Mayor
- 9:00–10 am Zoning/Comprehensive Plan/Fee and Trust land (118 Main St)
5. Fee/trust land – BIA Rep
  6. Tribal codes – Darren Williams - Office of Legal Counsel
  7. Laurie Ann Smith – Tribal Housing
  8. How can the entities work together – policy/process
- 10:15–12:30 Tour of Lapwai and 10-mile radius (Focus on larger land use context and business opportunities along 95 corridor)
1. Casino (Hatwai Plaza) –Jamie Olsen – Casino Ex Dir
  2. Spaulding Bridge Addition – Kim Cannon, NPT Land Service
  3. Waste Water Treatment Plant - Water Resources/Fisheries
  4. Domebo Flats Housing – Laurie Ann Smith Housing Director
  5. North Gateway – Antonio Smith City Councilor
  6. Visit sewer lagoon — Josh Hall, City Maintenance
  7. South Gateway – Antonio Smith City Councilor
  8. Over the Hill Housing, Sweetwater Housing, Sundown Heights - Laurie Ann Smith Housing Director
  9. Abandoned Houses
  10. Mann’s Lake – Brian McCormack - Contractor
- 12:30–1:30 pm Lunch @ Pi-Nee-Waus Presentation: Tribal Fisheries Program
- 1:30–2:30 pm Overview of Transportation - Mary Beth Frank/Antonio (NPT Transit Planner) (118 Main St)
1. Connectivity and Mobility
  2. Transit
  3. Sidewalks/ADA
  4. Historic and biking trails

- 2:45-5:45 Downtown revitalization and community connectivity walking tour
1. Walking tour of downtown
    - a. Visit parcels for possible future open space – Don Whipple
    - b. Library, Downtown, Tribal Complex, BG Club, White Bird Housing, Elementary School, Parade grounds.
    - c. Sample walkability audit on section of road
  2. Meet with business downtown owners
    - a. Renita Oatman, Daryl Reuben, David Seely, Ruth McConville, Howard Teasley
  3. Tribal complex – Rebecca Miles – NPT ED
  4. Safe routes to school – Teri Wagner - Elem Principal
  5. Beautification – Brain McCormack – Contractor
  6. Assess walkability of downtown tour – Youth Center
- 6:00–7:30 pm Dinner @ Pi-Nee-Waus Presentation: Lapwai Valley infrastructure issues
- 7:30–8:15 pm Visiting Team debrief meeting @ Pi-Nee-Waus OR Clearwater Resort



# Idaho Community Review

## Arts, History and Recreation Team Agenda

*Wednesday, 13 June 2012*

Goals: Identify opportunities to improve resident health and recreation; visitor wayfinding and heritage appreciation; and Lapwai's image as the welcoming center of a vibrant Nez Perce Tribe and government.

7:00–8:45 Breakfast at Pi-Nee-Waus

9:00–12:30 Morning Focus: Interpretive & Wayshowing Signing/Walking & Biking Trail

9:00-10:00 Walking Tour of Key Community Areas

- From City of Lapwai Gateway areas (Main Street & Highway 95/ Main Street & Birch Ave—City Center) to Nez Perce Tribe Gateway @ Main Street & Agency Road/Agency Rd to Highway 95. Sunken Garden site on Parade Avenue, Officers Quarters and Rodeo Grounds
  - Sites of Interest: Anne's Café, Loafers Bench
  - Path and sidewalk areas built w Community/Resident sponsored memorial/history plaques & Safe Passage to Schools
  - Veteran's Memorial at Officers Quarters
  - Develop walking/hiking memorial park and garden

10:00-12:30 pm Panel Discussion on Community Perceptions and Needs

- Review added sites via area maps and photographs
  - Aht'Way Landmarks: Frog, Ant & Yellowjacket, Sleeping Chief
  - Lapwai Creek/Clearwater River Confluence
  - Funding strategies for interpretive and wayshowing signing

12:30–1:30 pm Lunch at Pi-Nee-Waus

1:30–5:45 pm Afternoon Focus: Public Art & Health and Wellness Center

1:30–2:45 pm Public Art Locations and Community Branding Opportunities

- Officers Quarters
- Agency Road/Highway 95 Gateway
- Main Street/Highway 95 Gateway
- Lapwai Gymnasium
- Bus Barn
- Grain Silo
- Branding Imagery: Appaloosa Horse, Keepers of the Salmon, Butterfly

3:00 pm - 5:45

Panel Discussion on Community Health and Livability

- Lapwai Health & Wellness Center
- Swimming Pools
- Physical training classes, Yoga, aerobics
- Racquetball Courts
- In House Physical Therapy
- Strategies for funding and sustainability

# Education Agenda

## Nez Perce Tribe–City of Lapwai Community Review

June 13, 2012

### Focus Group 1

Time: 9:00 to 10:30 a.m.

Where: Lapwai School District (location to be determined)

Who: School district teachers and/or staff

### Focus Group 2:

Time: 11:00 a.m. to 12:30 p.m.

Where: Lapwai Boys and Girls Club

Who: Parents-Grandparents and School Age Children

### Focus Group 3: Postsecondary providers

Time: 1:30 p.m. to 3:00 p.m.

Where: Lapwai Distance Learning Center, Nez Perce Tribe

Who: Postsecondary providers of education and welfare services  
(tribe/state/local)

### Focus Groups 4

Time: 3:30 to 5:00 p.m.

Where: TBA NPTEC Chambers or Lapwai City Hall

Who: Community Leaders – Tribal/City Government Elected Officials;  
Executive Directors and Management Team

## **Appendix G: Background information about community branding**

Branding (a.k.a. community branding, place branding, destination branding) is a process a community or other identifiable place goes through to change, refine, or improve what people are saying about it. The community's brand is a story encapsulated into one or two words.

The Lapwai Valley or Nez Perce Tribe's brand is not something that's created; it is discovered within the spirit of this place and its people. It is a focused snapshot of your values, assets, and priorities. Brands uncovered in this manner are endorsed and absorbed by the community due to its fundamental truth, giving cohesiveness to marketing efforts.

For maximum impact, all efforts, thoughts, communications, and actions should literally and symbolically support the core messages of the brand. A community brand represents the distillation of an information gathering process into a succinct statement with four parts:

### ***Target audience***

The target audience refers to the category or type of consumers most drawn to the Lapwai Valley and/or Nez Perce Tribe.

### ***Frame of reference***

Frame of references is about placing the community into a geographical context that has meaning for the brand.

### ***Point of difference***

Point of difference refers to a unique, distinctive feature or quality of the community. It might be as big as a river, as small as a flower, as intangible as an attitude or as solid as a skyscraper. It might be a passion or a process, an idea or an inspiration. It might be the cumulative meaning of a number of assets or something singular that stands out.

### ***Benefit***

Benefit is the way in which the community's point of difference positively impacts consumers.

Discovering your brand is not just about marketing to tourists. It can also play a major role in implementing many recommendations found in this report related to, for example, creating new economic opportunities and inspiring cooperation and coordination between businesses and organizations.

The brand is not necessarily about connecting with people emotionally. It is more a factual statement of what makes the Lapwai Valley and Nez Perce Tribe special, why

it matters, and to whom. Emotional connections are made later through the creative use of graphic design, media, etc.

**Appendix H: Community Coaching for Grassroots Action brochure published by University of Idaho Extension**





# University of Idaho Extension: Partnering to Ignite, Coach and Sustain positive change in Idaho's rural communities

## Community Coaching for Grassroots Action

Community Coaching for Grassroots Action (CCGA) is designed to help communities build leadership capacity while developing and implementing a community vision. The program takes a "guide on the side" approach, with Extension faculty supporting community members as they identify their assets, create a vision, build agreed-upon strategies and develop the networks and good working relationships needed for progress toward prosperity for everyone.

CCGA has been effectively implemented in conjunction with the Idaho Community Review process ([http://idaho.gov/Home/Community\\_Review](http://idaho.gov/Home/Community_Review)). The review creates a comprehensive inventory of community assets, focus areas for action and menu of strategies and resources to enhance the community's social and economic well-being. The review ignites change and engenders a broad spectrum of the community in the process. CCGA captures that energy and builds on its momentum through a community coaching process.

UI Extension faculty members coach community leaders and action committees as they execute plans in the months following the Review. Extension personnel introduce leadership training mid-stream in the process as needed, in a "just-in-time" training model.



Effective leadership at one time meant menials, but today it means getting along with people. *Mahima Gandhi*

The CCGA process begins with an initial meeting to introduce the program and develop an outreach plan followed by a series of two weekend workshops (Friday night and Saturday morning, over the course of 3-4 months). Workshop sequence:

### 1. Creating a Community Vision

**Future Game** - Learn to think beyond immediate gains and identify investments in community that will reap long-term benefits.

**Building a Vision from Assets** - Identifying community assets involves listing the obvious (shops, views, highways and buildings) - but it also involves looking at what is working well in the community and the root causes of local successes. This helps the community distill the essence of the best of the community's culture, people, enterprises and leadership and turn that into a vision and focus areas for action.

### 2. Creating Action Teams & Steering Committee

This weekend workshop focuses on how to build effective teams and manage meetings and relationships to avoid needless conflict. Once action teams are formed, the group is led through the process of selecting a Steering Committee and identifying its roles and responsibilities.

From this point, teams will be meeting on their own but will come together regularly for a period of time in order to facilitate communication, enhance individual and team skills and sustain positive change.

## Leadership Training Your Way: CCGA and the Leadership to Make a Difference Institute

### CCGA Regular Meetings

UI Extension faculty will facilitate regular (as determined by the community) meetings for an indefinite period of time. When the community is ready to fly on their own, Extension will become an as-needed resource. Thirty minutes to an hour of each regular meeting will be devoted to skill development. Possible topics for mini-workshops may include (but are not limited to):

- Creating S.M.A.R.T. Goals
- Facilitation Skills for Effective Meetings
- Economic Development: Understanding Drivers for the local economy
- Healthy Main Streets: working towards a vibrant downtown business district.
- Working Press Releases / Media
- Using Social Media to Support Community Activities

### Relationship to Make a Difference

UI Extension has partnered with the Center for Community Building to End Poverty to offer a three day, intensive leadership training program to engage individuals in planning, leading, and supporting intentional positive change needed for all members of a community to thrive. The program is designed to assist people in developing confidence in their own leadership abilities and the courage to take action addressing community issues through:

- Greater understanding of self, others and community.
- Strengthened skills for leading meetings, working with others, and dealing with conflict.
- Strategies for communicating, partnering and functioning within communities, and
- Development of a personal leadership plan and strategies for implementing new ideas in current community work

