



May 15-16, 2001

Kooskia Community Review Report

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Kooskia Community Review

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BACKGROUND & OVERVIEW:

The Community Review process is a collaborative project of the Association of Idaho Cities (AIC), the Idaho Rural Partnership (IRP), and the Idaho Department of Commerce (IDOC). In addition, the U.S. Department of Housing and Urban Development (HUD) has been an active partner through the support of Idaho's Community Builders. Numerous federal, state, and local government agencies, as well as private businesses and non-profit organizations have generously contributed time, energy, and resources to this service to communities.

Kooskia was the fourth community to undergo review, following Hayden which participated on April 25-26, 2001, Jerome on March 1-2, 2001, and Heyburn on September 28-29, 2000.

Kooskia submitted an application and chose three focus areas from a range of possibilities: 1) Infrastructure, 2) Local Economy, and 3) Community Design and Identity. Kooskia's Home Team coordinators were Roberta Joy Lee, Chairperson, Kooskia Revitalization Committee; Ruth May, Kooskia Chamber of Commerce; and Teresa Lytle, Kooskia City Clerk. The three focus area teams were paired with Home Team leaders Kelley Fraiser, City Maintenance Supervisor, who headed the Infrastructure Home Team; Ruth May, President, Kooskia Chamber of Commerce, who led the Local Economy Home Team; and Linwood Laughy Co-Owner, Lewis and Clark Idaho Road Tours, who led the Community Design and Identity Home Team.

The Community Review Steering Committee recruited a Visiting Team of thirteen experienced community development practitioners based on the three focus areas identified by Kooskia. Each of the thirteen individuals joined one of the three focus area teams. These individuals and their organizations will be summarized later in the report.

On May 15, 2001, Mayor John Schurbon welcomed the Visiting Team to Kooskia. The three focus area teams were introduced, and Gary Gillespie, Chairman of the Idaho Rural Partnership, described the goal of the Community Review. He emphasized that while the Visiting



**Mayor John Schurbon welcomed
the Visiting Team to Kooskia**

Team had a wealth of knowledge and experience, team feedback to Kooskia would take the form of observations and suggestions, not hard advice or prescriptions for success. He noted that with the short amount of time spent in Kooskia, the Visiting Team would not have nearly enough knowledge of the people, economics, and overall situation to know precisely what course of action would be right for the community. Responsibility for determining a course of action remains with the people of Kooskia and its acknowledged leaders. However, what the Visiting Team could offer to the community was a new set of eyes and a different perspective, a spark of additional energy and hope, available resources that the community could tap to meet its objectives, and follow up assistance subsequent to the review.

Mayor Schurbon challenged the Visiting Team to review the community and get a feel for what residents want, to ask questions that might arise, and to offer honest, constructive criticism and feedback. He expressed delight that Kooskia was selected for a review. He challenged the Home Team to open their hearts and minds, share honestly both problems and opportunities, and accept the feedback in the spirit in which it was intended.

Following the introductions and briefing, there was a colorful description of Kooskia's geography and history by Linwood Laughy. The group then broke into the three focus teams for tours and meetings throughout the morning and early afternoon. Next, the Visiting Team met with the Home Team at City Hall to discuss preliminary findings. The discussion was followed by a group potluck dinner at City Hall hosted by the Home Team members. After dinner the Visiting Team conducted community interviews and distributed questionnaires to area citizens. One group of Visiting Team members went to several local business and conducted interviews with local business employees and patrons. The input collected from citizens through these surveys and interviews is included in this report.



On the morning of May 16, 2001, the Visiting Team members were guests of Ruth and Jim May at the Looking Glass Inn Bed and Breakfast. The Visiting Team deliberated as a group and developed themes and resources to highlight in an oral debriefing prepared for the community. The debriefing was presented to the Home Team after a group lunch hosted by the Kooskia Rebekah Lodge #64 at City Hall.

SUMMARY:

The IRP, AIC, IDOC, HUD, and the other members of the Visiting Team, appreciate Kooskia and its citizens for hosting the Community Review. The Visiting Team was impressed with the community's generous hospitality. The Visiting Team also learned a lot working with the Home Team and other citizens over the two days of the review.

The Visiting Team understands that the community has taken a risk by asking a group of outsiders to visit and make observations. City leadership is to be commended for their visionary effort in taking on this project. All of the observations made in this report are given in the spirit of constructive criticism, to help Kooskia understand itself more clearly. It must be understood that this report was developed after only very limited experience in Kooskia. It is up to local citizens to sort through the feedback and decide what to respond to and what to let go.

As a community, Kooskia has a lot going for it. Its small size gives it a considerable advantage over many rural communities. It has a vibrant and healthy natural environment and a beautiful river setting. It has good schools, an active opera and theater, a new library, a fire station that houses Emergency Services, outstanding recreation facilities, and a strong sense of community in its small, defined downtown. It is able to attract and retain professional municipal management and very competent staff. It has a great location by U.S. Highway 12 with an excellent Kiosk depicting local culture. By and large, the citizens enjoy living in Kooskia.

Kooskia has some leaders who are very good at community organization and getting things done. It has seen some economic downturns in the past, especially during the timber crisis in the 1990s. The challenging times spurred new vigilance that continues to this day. Ongoing community debates relating to the upcoming Lewis and Clark Bicentennial Celebration and the proposed timber museum serve the town well, as each opportunity is a very good fit and would be a stabilizing addition to the community.

Yet there is a danger in factors such as a strong desire to grow and becoming preoccupied with the Bicentennial Celebrations at the expense of taking care of what Kooskia already has. The Visiting Team heard a lot of emphasis on expanding the opera and theater for drama and arts events, on new residential developments in and out of town, and on new additions to water and sewer capacity to accommodate new growth. In light of these demands for growth, there needs to be an emphasis placed on neighborhoods that are



badly in need of revitalization. There is a danger that all of the attention to what is happening on the edge of, or outside of, town may divert and diffuse the public focus.

The Visiting Team heard repeatedly that local people value their small town atmosphere. Citizens need to ask themselves with every proposed action, “is this project supportive of our small town atmosphere?” For example, the refurbishment of the downtown core is clearly consistent with community ideals, but what about the development of retail services near U.S. Highway 12? And, what about the way that curbs, gutters, and sidewalks are intermittent around town especially along Main Street? Continuous sidewalks and numerous small parks would enhance Kooskia’s pedestrian, small town quality of life. Citizens need to ask themselves what would an emphasis on housing rehabilitation and neighborhood revitalization do for the quality of life of existing residents? Is that consistent with a small town atmosphere?

Citizens need to pay attention to the long-term costs of growth. Many costs of growth are back-loaded and won’t be felt for some time. There may be considerable costs of deferred maintenance in hidden areas such as water and sewer mains, and in areas like roads and schools. These conditions might eventually hamper community efforts to bring in new businesses and residents. More importantly, hidden costs may slowly erode the quality of life in Kooskia.

The community needs to address its parking problems. These will become far worse in the next two years during the Lewis and Clark Bicentennial Celebration. The town needs to consider using municipally owned property to provide overflow parking, especially for special concerns such as recreational vehicle (RV) parking and facilities.

Is the community of Kooskia willing to tax itself to pay for the cost of needed infrastructure improvements and to do what it takes to create a healthier, more cohesive community? Based on thoughts expressed by its citizens, the Visiting Team is unsure of the current answer to the question. Certainly in some, the desire is there.



Better communication and inclusion of all of Kooskia’s residents are the keys to making positive change. Strengthening citizen involvement before decisions are made can only be more helpful. The model of analyzing options and deciding on an alternative, then selling the decision to voters is not the most inclusive model for consensus decision-making, collaboration, or partnership building. Finding ways to involve citizens, then persuading them to confront the difficult trade-offs of cost

versus service is an effective way to build consensus. To the extent that town leadership involves more people in grappling with the issues and arriving at a plan of action, it will

have more community ambassadors to convince residents to move forward. For example, the Study Circles model used by the City of Kuna in passing school bond issues and examining other community concerns may be worth additional study and consideration. The City of Jerome's recent focus on employer costs of turnover, morale, and job satisfaction is only one more example of an Idaho city's best practices.

Community leaders need to review involvement with the North-Central Idaho Jurisdictional Alliance group. Kooskia must foster good relations with the Nez Perce Tribal Council. Questions relating to growth and economic issues with the Nez Perce Tribe must be resolved. A cooperative approach could result in a synergy of efforts between Kooskia and the Nez Perce Tribe. The City of Plummer has been successful in fostering an excellent relationship with the Coeur d'Alene Tribe and has seen many positive benefits from the partnership. Bonner's Ferry Mayor Darrell Kirby has participated in the formation of joint powers agreements with the Kootenai Tribe, which would also be a good resource.

Along the way, Kooskia may find that people need to share a common vision of the community they would like the town to become, and that process requires open and genuine conversation about difficult issues.

As citizens ponder the future, there should be an effort to reach out to all local partners. This means the Nez Perce community, the school district, low-income residents, the county, and other jurisdictions of local government. Kooskia can model outstanding leadership to the region through such outreach efforts. To the extent that the community works to better understand itself, to develop relationships, and to clarify the roles and commitment of every organization, there is enormous potential to work as a team to make a wonderful rural community even better.

The Visiting Team is thankful for being invited to Kooskia and hopes the information in this report proves useful feedback as citizens consider the long-term vision for the community. Visiting Team members are happy to answer any questions and entertain ideas for follow-up actions in the future. Additionally, some Visiting Team members may be following up with the Home Team to offer training and other resources, and to ensure that the Community Review process is a path of continuous improvement for all of its partners.

KOOSKIA COMMUNITY REVIEW VISITING TEAM MEMBERS:

Community Review Coordinators

Dick Gardner (Coordinating Partner)

Executive Director
Idaho Rural Partnership
(208) 334-6113

Dick has degrees in resource economics from Colorado State, Minnesota, and Michigan State, was a policy economist with the Idaho Division of Financial Management, and has been with IRP since 1992.

Bob Ford

Manager, Business Services
Idaho Department of Commerce
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Bob has a B.S. from the University of Idaho, an M.S. in management from the University of Southern California, has worked in planning and regional economic development since 1979, and has headed up marketing, business development, and the Gem Community Program.

Gary Gillespie

Idaho State Coordinator
U.S. Department of Housing &
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(208) 334-1990

Gary has a B.A. from Eastern Washington University, an M.S. from the University of Idaho, an M.B.A. from Seattle City University, is a retired USMC Colonel, and has been a manager, director, economist, and market analyst for HUD for the past 30 years.



Michael Shaw

Human Rights Coordinator
Association of Idaho Cities
(208) 344-8594

Michael has a B.A. from Colorado College and an M.B.A. from Northwest Nazarene University. He has worked as a therapist for children, civil rights investigator, human resource specialist and consultant, and is staging a statewide training and awareness campaign of human rights.

Brian Dale

Community Builder
U.S. Department of Housing & Urban Development
(208) 334-1990

Brian has a B.A. from Westminster College, has worked with many local and national disability councils, advisory committees, and coalitions, and has directed work of the Utah Statewide Independent Living Council and Salt Lake Impact 2002 Olympic Committee.

Infrastructure Team

Mac Cavasar

Rural Development Manager
USDA Rural Development

Mac is a graduate of Southwest Texas State with a B.S. in agriculture. He began working for USDA Farmers Home Administration in 1977 and has spent 25 years with the USDA working in agriculture and community development lending. Rural development manager for USDA Rural Development in Coeur d'Alene Area office for the past 7 years.

Eric Phillips

Director of Community and Economic Development
Clearwater Economic Development Association (CEDA)
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Eric holds a M.S. in public administration and B.S. degrees in communication and political science from the University of Idaho. He has been with CEDA for four years. He was previously in the engineering consulting sector for several years where he worked with North Central Idaho communities in project development/financing.

Jim Bellatty

Regional Administrator
Idaho Department of Environmental Quality, Lewiston Regional Office
(208) 799-4370

James has an M.S. in environmental science and watershed management from the University of Idaho and a B.S. in natural resources from the University of Connecticut. Prior to his appointment as regional administrator, James was the water quality supervisor for the Lewiston region from 1991 to 1994.

Local Economy Team

Jim Hogge

State Director
Idaho Small Business Development Center
(208) 426-3799

Jim has been with the ISBDC since 1992 and has served as the state director of the agency since July 1995. The ISBDC provides high-quality consulting and training services to improve the success of entrepreneurs in Idaho. Jim obtained a B.S. in chemistry from the College of Idaho in 1971, a M.B.A. from the University of West Florida in 1991, and a B.S. in accounting from Boise State University in May 1993.



Peter Fischer

State Director for Business,
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Senator Mike Crapo's Office
(208) 334-1776

Peter handles rural economic development, tourism, and grant issues for Senator Crapo. Previously he was the managing director for a software development firm in India, an account executive for AT&T and

the campaign finance director for Senator Crapo's 1998 campaign. Peter has a B.A. from California University, a B.S. in petroleum technology from Nicholls State University in Louisiana, and the Economic Development Institute at University of Oklahoma.

Cliff Long

Manager of Business Development
Idaho Department of Commerce
(208) 334-2470

Cliff holds a B.A. in psychology from Oregon State University, a M.B.A. from Boise State University and is a graduate of the Economic Development Institute

at the University of Oklahoma. He currently leads a team working to attract new jobs and investment to Idaho, retain and expand existing businesses, develop new markets for small Idaho companies through the Idaho Business Network program, and fund local economic development efforts in rural areas.

Celeste Becia

Tourism Specialist

Idaho Department of Commerce, Tourism Development Division

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Celeste, a native of Juneau, Alaska has a B.S. degree from the University of Alaska-Fairbanks and an M.B.A. from Washington State University. She has worked for the Idaho Department of Commerce in the Economic Development Division and is currently a consumer marketing specialist for the Division of Tourism Development.

Community Design and Identity Team

Kathleen Keys

Director of Community Development

Idaho Commission on the Arts

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Kathleen has worked to explore, support and strengthen the role of arts and culture in communities for nine years. She also serves as Co-ADA/504 Coordinator for the Commission. She earned both a B.A. in arts administration and a B.F.A. in painting from the University of Kentucky. She also holds an M.A. in arts policy and administration from the Ohio State University.

Erik Kingston

Housing Resource Coordinator
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Erik created & manages IHFA's Housing Information & Resource Center, a research and referral resource for the state, and worked in Boise Public Works, as executive director of Wasatch Fish & Gardens, and on the Utah Arts Council's Performing Arts Tour and Folk Arts Program.

Neil L. Meyer

Policy and Rural Economic Development Professor
University of Idaho
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Neil, an extension economist, conducts programs on how federal, state, and local economic policies relate to the economic plight of Idaho citizens and communities. Educational programs concentrate on the present economic situation and what citizens can do to adjust to present economic realities. Neil has a Ph.D. in agricultural economics from the University of Wisconsin.

Victoria Scalise

Regional Bicentennial Coordinator
Clearwater Economic Development Association
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Victoria serves as the Lewis and Clark Bicentennial Planner for the Clearwater-Snake Region in Idaho. Working to assist individual communities and businesses and regional organizations with planning, her current projects include broad topics like community infrastructure assessment plans, public safety, tourism impact, historical and cultural preservation, and community beautification.

Mary Emery

Professor of Community Development and Sociology
Lewis and Clark State College
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Mary Emery has worked in rural and community development for over 20 years, primarily in North Idaho. During the past 12 years she has taught several classes and many workshops on grant writing. She is also an adjunct professor of sociology. Current projects of interest include: The Idaho Virtual Incubator, The Addictions Counseling Distance Education Project, and the Arts Online Program.

TEAM OBSERVATIONS:

Infrastructure Team - Summary of Key Points:

The Infrastructure Team reviewed elements of Kooskia's infrastructure including water, sewer, building codes, zoning, parks and municipal services.

In Kooskia there are many areas that have old, undersized water lines. Many of these lines need to be replaced, especially in the northeast part of town.

The municipal sewer system is in good condition, but needs to be extended along Main Street to the high school (about 1 ½ miles). There are some problems with duckweed in the sewer lagoon that need attention.



Kooskia does not have an adequate building permit system, nor have they adopted a building code. This results in buildings being constructed and remodeled without sufficient inspection. This deficiency could impact public safety. Fire officials recall at least one incident where lack of modern construction could have caused a fire to spread to other structures. Fortunately, this did not happen partly due to fire fighting efforts by the department. The lack of an adequate building permit process and local or county building codes hinders community leadership from ensuring modern and adequate construction on both new and rehabilitated structures.

There are numerous substandard structures in the community in need of repair. However, the town doesn't have an enforceable nuisance code to require cleanup, repair of substandard structures, or control of stray or barking dogs. These concerns could be part of a community-wide campaign in preparation for the coming Lewis and Clark Bicentennial Celebration.

The town has a decent park system with a large park on the South Fork of the Clearwater River near its center. It is the site of numerous events including the summer music festival. Kooskia owns two other park sites with enormous potential to be developed.

Local Economy Team - Summary of Key Points:

The Local Economy Team was able to identify numerous community strengths and challenges in Kooskia.

The town's image is one of strong leadership and a strong sense of community. There is also a good business base with a variety of core retail and service businesses. The downtown is attractive.



With the two branches of the Clearwater River, an agreeable and mild climate, and immediate access to one of the continent's largest undisturbed wilderness areas, Kooskia has a golden opportunity to proclaim its environmental heritage. Add to that a slower paced lifestyle, a strong core of local creativity and talent, and a population in love with the surroundings, and Kooskia is truly an appealing place to visit.

In addition to its scenic surroundings, Kooskia is attractive to visitors and newcomers for economic reasons. Local residents enjoy a high overall standard of living, and taxes are among the lowest in the country.

Leaders in Kooskia have played on these numerous assets in designing strategies to move the community forward and promote it to the outside world. The Kiosk along Highway 12 shows initiative and complements other assets of the town that include the Forest Service, the mill, the railroad, the growing cottage industries, the Nez Perce Tribe, and the artistic community.

Kooskia also faces a host of challenges as it moves into the future.

There are concerns with image and community entrances in need of clean up, meaning a project like paint the town might be a good idea. Additional amenities might make river use easier and more enjoyable, such as a green belt, bike path, nature walk showcasing local flora, and restroom facilities. Work toward a common community vision may also contribute to a stronger image.

The town faces challenges in developing its business resources. There is a lack of business diversity, but this lack presents options such as establishing a business park and building from within in the art community (perhaps an art co-op) and alternative medicine.

Kooskia might conduct a business survey and compile an infrastructure inventory. Questions like “Does a lack of zoning reduce investment and property values?” might be explored, and a rationale developed either for instituting or eschewing zoning.

The town might also take on questions about limited telecommunications, mail, and freight services, and look for resources to enhance these services, such as IDOC tax incentives and grant programs.

Tourism is an opportunity for the town, if citizens agree to support the idea. The town might be well served to develop travel packages for marketing on www.visitid.org. Cultural activities and tours co-marketed with regional groups and signs directing visitors to services (especially at the Kiosk) would be helpful. A Kiosk business directory would be a positive contribution as well.

Community Design and Identity Team - Summary of Key Points:

The citizens of Kooskia show a tremendous can-do attitude. The high level of expertise in organizational development and management, project development, and resource management is evident in the community. Volunteers shoulder much of the load in community activities. The town has many examples of organizations that cut across the various groups within the community. Successful communities can rely on a strong base of social capital (vertical and horizontal networks, norms of trust and reciprocity, and willingness to work together), and Kooskia certainly does have solid foundation here.



Schools and infrastructure are a source of civic pride. People spoke often about the schools, particularly the elementary school, as great community resources. With several recent successful infrastructure development projects, Kooskia showed strength in this as well. The Community Design and Identity Team was impressed with the library and the emergency building.

Kooskia is a great place for the Arts. The amount of arts-related activities as well as the quality of activities is very impressive!

Because of the incredible store of social capital and wonderful initiatives active in the community, Kooskia has an opportunity to be a regional hub as well as a gateway into Idaho and the Lewis and Clark Trail. It can be a hub for information and resources related not just to the trail, but also for regional history, arts, culture, and educational

activities. The Greater Kooskia Area can also function as a hub in providing leadership and vision for the region as well.

Despite the lack of technology access, the integration of technology into the schools to expand school offerings and increase adult education opportunities can make a real difference for citizens. Plans to construct a community technology center will offer community members access to important sources of information and streams of communication. The development of the Kooskia website and further development of a community e-newsletter expands communication. This expanded communication will strengthen the social fabric of the community as well as offer access to the community for those not yet involved.

Kooskia is well positioned to take advantage of some special opportunities and some unique funding sources available at this point in time, but many of these programs must be tapped into immediately. In addition to Bicentennial funds, there are also programs available from the Governor's Rural Development Initiative including tax credits for telecommunication investment.

Given the resources and opportunities, Kooskia will be challenged with short time frames and limited means as it plans how to maximize its options. The community may need to make tough decisions on allocating its assets, particularly its volunteers, in the face of these limited means.

During the community tour, the team noted a lack of a common identity for Kooskia. This difference between Kooskia as a place where people care about each other and pitch in to help, and Kooskia as a place where "I can do whatever I want," reflect two sides of the identity debate and frame many of the pressing community issues. Perhaps people have lived with this difference between people who want to be left alone, and those who enjoy being part of the community, as a given in the past. The opportunities and challenges today may lead the community to look at this issue again and consciously develop strategies that bridge the difference. For instance, wide participation in cultural activities may offer some openings for focusing on community beautification. With all the creativity and insight available, some attention to identifying strategic ways to foster common ground may prove fruitful.

While many people talked about the importance of the youth in the community, there remains much yet to be done. Developing some onramps into the network of volunteerism and social activity for the youth can address these issues by linking the youth to meaningful projects and good role models, and by demonstrating the value of the youth in the everyday life of the town.

Telecommunications access poses a challenge here. The service needs enhancement. Planning money that Clearwater County acquired has been augmented to include the Kamiah and Kooskia areas. How much the current telecommunications consultant and his report can do to address this challenge will depend on the level of community involvement.



With so many interesting arts-related activities and possibilities, coordination and attention to the special needs of schools and emerging artists could benefit from a collaboratively developed plan or focus.

Clearly, community image is a challenge demonstrated by the lack of greenbelts and housing issues. Kooskia may want to evaluate the housing situation and particularly to address the needs of seniors in regard to housing, walking

paths, and sidewalks.

Finally, relations with the Tribe limit many possibilities. The continued strife is a key ingredient in the current national and international opinion about Idaho and the people here; an opinion many citizens suggested a need for change.

Many other communities faced with image and prioritization issues have implemented a visioning, study circle, or community asset mapping process. When these processes are inclusive of all segments of the community, they are very successful in finding common ground on image and prioritization issues as well as in recruiting new volunteers.

There are also many opportunities for addressing local youth issues. The proposed technology center will be an asset for developing strategies to involve youth in more community building activities. Other communities have had success in providing youth with opportunities to develop trails, skateboard parks, and other youth oriented places. Perhaps providing youth with digital/regular cameras to do a visual mapping of the community, as part of the asset mapping process, would be helpful. Using technology to develop e-newsletters for the community might also be something youth can take a lead in. Finally, technology can be a tool to address the need for more educational opportunities. Perhaps the school could offer First Responder and Basic Fire Service courses at the high school level, which would then enable youth to participate in those volunteer services when they turn 18.

There are numerous ways to build on the idea of Kooskia as an arts and cultural hub. Marketing writers' workshops and theater productions for outside audiences are just some of the many possibilities. Working with existing community and college-based theater groups is another idea. Developing an arts and history down the trail series of RV-based Elderhostel programs is yet another idea. In addition there seems to be a great deal of interest in marketing local arts and crafts through co-ops and web-based marketing. All of these are possible and could add to the economic base of Kooskia.

The town has some great possibilities for working on a senior housing project. Developing good housing for seniors will also free up housing for others.

Finally, there is a tremendous opportunity to work with the tribe. The tribe is a vital part of the upcoming bicentennial. In addition, they have resources to work on fish and wildlife issues as well as sewer, water, and development infrastructure. In evaluating Kooskia's participation in the Jurisdictional Alliance, both the negatives and the positives need to be addressed. First, much of the talk about the Tribe and TERO is rumor, so some fact finding may be in order. Second, because of the past history, Kooskia can take the initiative in going to them, versus inviting them up. The tribal economic development division is willing to work on collaborative projects. Looking for ways to work together on common interests will also be helpful. For example, since the traditional harvesters have lost access to some of the traditional harvest grounds for camas, perhaps an owner of one of the many local camas fields would like to invite the harvesters to use that property. Such efforts can address the lack of trust on both sides and begin the process of finding common ground.

DETAIL OF VISITING TEAM SURVEY OBSERVATIONS:

During the tours with Home Team members, individual Visiting Team members noted many options and possibilities for Kooskia to consider. Visiting Team Members made a number of collective observations and suggestions that are listed by issue below.

Creative Use of the Tepee Burner/Mill Site

The Tepee Burner/Mill Site's central location in the community lends itself to a variety of high profile uses.

Suggestions include using the property as: a park with a greenbelt; a living museum/historical interpretive center about the timber industry; a site for future business development such as a motel and restaurant or camping complex; an art/cultural feature; or a site for a kinetic sculpture garden.



Organization and Function of Emergency Services

Team ideas concerning emergency services include: continuing maintenance of strong grassroots volunteer support; expanding funding for staff training, service enhancement (long hospital runs to Missoula, Montana tie up staff and equipment), and equipment upgrades; developing an emergency plan to handle increasingly frequent calls for help; developing a training plan for staff and volunteers (in conjunction with State and Federal Agencies); partnering with the medical clinic to expand available services and service times; working to upgrade the municipal water system (increase flow capacity) and available fire hydrants; adopting and instituting the Uniform Fire Code; maintaining dikes along the South Fork of the Clearwater; and installing clearer signage for the medical clinic.

Infrastructure Upgrades and Local Government Issues

Visiting Team recommendations cover a wide variety of subjects.

Planning

The community might consider completing a Comprehensive Plan, with zoning and land use planning included. It might also consider a maintenance plan for new infrastructure, a storm water management plan, and a snow removal plan. Recommendations were also made to: explore ordinances for animal control (licenses for spayed and neutered pets being cheaper); consider hiring an additional municipal employee to handle the load of work; develop a local priority/needs assessment plan; and to review the airport lease policy.

Community Organizing Objectives

Suggestions for community organizing included: a community clean-up; bulky waste removal; tree trimming; organizing a community center; considering other community beautification efforts; and increasing the municipal recycling program (perhaps through students running a recycling program that includes incentives).

Physical Infrastructure Improvements

The community might consider: upgrading existing phone service including fiber optic lines and high speed phone lines; planning and construction of new storm drains, curbs and gutters, and bike and pedestrian trails (nature trail) to the school on the south end; raising manhole covers; acquiring land for additional downtown parking as well as striping for parking along side streets; upgrading park restrooms (Americans with Disabilities Act compliance); upgrading playground equipment and park facilities; adding trash barrels at the Kiosk; improving the East Kooskia water system by adding new pipes, increasing flow and adding a water tower on municipal property; addressing inflow and infiltration problems with the wastewater collection system; cleaning up the Highway 13 corridor (screen salvage cars with trees or fencing); adding biking signage along bike routes; enhancing the water supply in rural areas with a pump tanker; adding a community RV dump; and developing a storm water treatment plant.

Community and Tribal Relations

Visiting Team members noted the importance of tribal and community relations to the health and vitality of Kooskia. Community strength was noted in the diversity of, and participation in, the many active local clubs and organizations, as well as the wealth of multi-talented local citizens. Challenges and opportunities noted include: improving the dialogue between the Nez Perce Tribe and the town; resolving notions of us/them in a variety of relationship; addressing the question of tribal housing in town that is on septic tanks and well systems, and the possible need to consolidate the duplicative system; and emphasizing tribal arts such as weaving and forging into the community identity. Additional ideas to help foster positive relationships were suggested as well: a

community newsletter or an e-newsletter linking community groups together; a civic emphasis on nurturing local partnerships that work; the development of meaningful contact persons among federal, state, local and tribal partners; and the negotiation of tribal camas harvesting through a local landowner.

Art and School Opportunities

Art and school opportunities were another Kooskia priority observed by the Visiting Team. Team members commented on the strength of the school system's commitment to art, in fact one team called on the town to capitalize on, and leverage, its position as an arts community around the region. Team members also noted other areas for consideration by the community including: the opportunity for Native American and



forest related crafts; the opportunity for writers workshops to be held in the community; the need for local schools to develop additional resources to stop the exit of teachers to other schools; the need for schools to develop their role in arts in the community, possibly by adding an art teacher (certified) in every school; the possibility of a school mural tour brochure was suggested; the chance to add additional public art; the opportunity for Kooskia to get involved in an artist residency program –

partnering with the local arts council; the possible reorganization of the local arts council; the need for schools to upgrade learning and technology centers; the need for the three arts organizations to work more closely together; and the idea that the town might create a cultural tourism plan.

Tourism and the Kooskia Kiosk

Visiting Team members shared numerous ideas about tourism and the Kooskia Kiosk. Their ideas include: establishing Kooskia as a hub for tourism; expanding the Kiosk; posting coupons at the Kiosk; renting panel advertising at the Kiosk; adding local tourist sites to the map at the Kiosk; and installing restrooms at the Kiosk; posting more information about the area on the web to attract tourists; post a free downloadable screen saver on the web; developing an e-newsletter for outsiders with a focus on cultural heritage tourism; publishing a business directory for tourists; surveying tourists to find out their likes and dislikes; focusing efforts on use of the Opera House, such as a Lewis and Clark Theater presentation; developing a public RV dump (will sewage treatment plant handle additional load?); developing RV accommodations; directing passersby to the center of town for services; identifying a community representative for the upcoming South Fork Clearwater Watershed Advisory Group; upgrading the boat ramp at the

bridge; adding a river walk bike path; developing the potential Indian village historic site; trying to capitalize on outdoor recreational assets such as catering to Osprey watchers; charging fees for the proposed RV services; charging for advertisement panel rental at the Kiosk; working with the Travel Council to map additional sites on Kiosk map; and placing articles in American Angler and Backpacker magazines about the area.

Local Business Opportunities

The community has the chance to enhance local business opportunities. Some Visiting Team members suggested that Kooskia clarify its role in the Jurisdictional Alliance and its relationship to the tribe in order to be able to better explain the interactions among organizations in the event prospective businesses ask about it. City business enhancement suggestions include: developing a business park (possibly at the airport); developing small businesses centered on fly fishing or some other locally needed enterprise (clothing); developing “cottage industries”; developing off-street downtown parking (suitable for RV’s); funding a municipal business development position; strengthening available health care resources; compiling a list of available, developable land and buildings; and training individuals (teen & adult) to be entrepreneurs.



Housing

Housing was a concern noted by several Visiting Team members. Suggestions for improving local housing options include: partnering with Idaho County to address zoning concerns; making efforts to promote and encourage home improvement; looking into developing senior housing near the center of town; and rehabilitating existing senior housing.

COMMUNITY SURVEY RESULTS:

The Visiting Team received 22 responses to the “what’s good about your city” survey from Kooskia residents. The majority of the surveys were filled out during and after the potluck dinner at City Hall, prior to citizen interviews for the separate community input questionnaire. Some surveys had been faxed to Kooskia residents before the review, and were filled out earlier.



Questions on the survey cover a wide variety of topics, from infrastructure, schooling, and safety concerns to quality of life, housing, and employment. On the survey they are grouped in major interest categories, starting with public works and ending with employment opportunities.

The 22 respondents gave a fairly balanced account of opinions on the various topics. Each of the 60 survey questions allowed for a response of

“good”, “fair”, “poor”, or “do not know.” The total number of “good” responses was 404, or 31.44% of the total. The total number of “fair” responses was 439, or 34.16% of the total. The total number of “poor” responses was 293, or 22.80% of the total. The total number of “do not know” responses was 149, or 11.60% of the total. There were also 35 total questions that went unanswered.

Review of the results shows a fair number of discernable trends. By the following shows of “good” responses, residents overwhelmingly liked Kooskia’s: Library (20 “good” responses), Friendly & Neighborly People (20), Traffic Conditions (17), Water Supply (17), Ambulance Service (16), Community Civic Organizations (16), and Streets & Roads (15). They also responded favorably, but not as strongly to: Police Protection, Garbage Collection & Disposal, Sewage Collection & Disposal, Community Parks & Playgrounds, Arts & Cultural Opportunities, Appearance of Public Buildings, Progressive Community Spirit, and Banking and Financial Services.

Results demonstrate a few areas of community concern as well. By the following shows of “poor” responses, residents are worried about Kooskia’s: Recreation for Teenagers (20 “poor” responses), Quality of Available Jobs (18), Night Life (16), Hotel & Motel Accommodations (16), Variety of Local Industry (16), and Availability of Dentists (15). They also showed a lesser concern for: Recreation for Children 12 & Under, Vocational Education - Job Training Opportunities, and Number & Quality of Eating Places.

Several “do not know” responses to particular questions indicate an opportunity to educate citizens about: Availability of Drug and Alcohol Treatment Programs, Planning

and Zoning, Availability of Day Care for Children, Long-Range Planning, and Availability of Senior Housing Options.

Through the survey, Kooskia residents identified a number of things they feel good about, other things that concern them, and additional items about which they would like additional information.

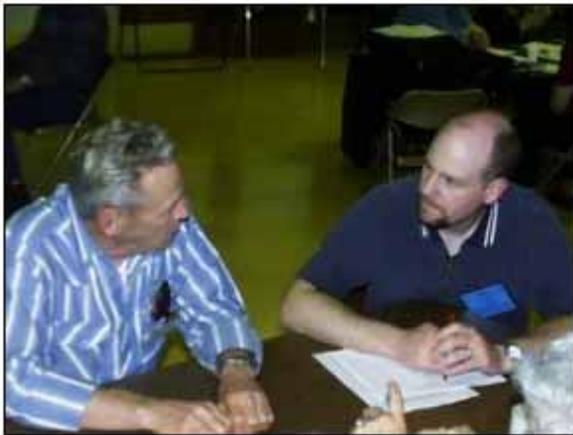


COMMUNITY INTERVIEW RESULTS:

Citizen responses to three community interview questions posed by the Visiting Team are shown below.

1) What are the Strengths That Make Kooskia a Special Place to Work, Live, play and Raise a Family?

- Tourism; proximity to wilderness; climate; no place like it.
- Scenic beauty; mild climate; laid back lifestyle; caliber (quality) of the people.
- People are loving, caring, and accepting; energy life force; mecca for healing and art; need to be engaged in the area you live in.
- Small town atmosphere; no traffic problems; friendly neighbors; businesses available; good community spirit; clean air; environment; people; independence (=rebel); latitude to be yourself.
- Natural resources; sense of community/people; safe environment.
- Curb appeal on north side of town; welcoming – invited exploration; setting; wilderness and recreational opportunity.
- Climate; clean water; forests; atmosphere; school district; clean and attractive town; absence of gangs and drugs; attractive land prices; low taxes; available property; cost of living.



- Friendliness of people; good climate; beautiful scenery.
- Moderate year-round climate; relaxed western atmosphere; people acknowledge each other in passing; open-mindedness; progressive leadership; new firehouse (EMT) cost \$150,000 instead of the projected \$300,000 – 20 year expansion; ability of professional groups to work together.
- Schools; good place to raise kids; safe schools; kids learn about the place they live (4-H); friendly people willing to work together; willing to volunteer; people take pride in what they do; good feeling to it; good business town; proud of what the Gem Team has done; pretty rivers; the environment we live in; fishing; climate.
- Great landscape; public land to hunt & fish; wide open spaces; climate; great grocery store; basic services reasonably available and priced; friendly people; good 4-H program; reasonably priced real estate.
- True, unique individuals that can become fast friends in the community; families have the opportunity to make friendships which become legacy to extended family.

- People are gracious, friendly; beautiful area; not commercial; can do everything as a family; low cost family activities; no traffic jams; relaxed pace.
- Small town and rural; ability to have trusting relationships; community has a wealth of talent; environment – wilderness, wildlife.
- Location; climate; people – friendly, open, and becoming more diverse.
- Small town atmosphere/living-lived here 55 years.
- Friendly people.
- Good place to raise a family.
- Great Climate (best in USA).
- Like river community.
- Four seasons.
- Lack of traffic.
- Friendliness.
- Small town atmosphere.
- Artistic opportunity/regional draw to the Frontier Music Festival.
- Beauty/Rivers.
- Small town friendly atmosphere.
- Opportunities in the great outdoors (river rafting, hunting, fishing, hiking etc).
- Schools-small student to teacher ratio.
- Town has great arts community (opera house and library).
- Friendly community, safe environment, beautiful landscape, a good place to raise a family.
- Great Hunting and fishing (outdoor friendly).
- Hometown (small town) values.
- Safety for children.
- Close to family recreation.



2) What are the Problems and Challenges Facing the City of Kooskia in the Short Run? Long Run?

Short Run:

- Maintain economic base; more jobs; taxes rising too fast; low tax base; we are not a full service community (no dentist, pharmacy, or medical center).
- Dog problem is huge, lack of responsibility, caring, and enforcement of existing laws.
- Economic health; the manpower to implement plans and strategies; jobs.
- Being able to meet the demands of the Lewis-Clark bicentennial; sustainable development around the bicentennial; restroom at the park; EMT recruitment; bike path; keep the library open; playground equipment.

- Jobs; ability to grow geographically; now a hub of greater community with limited resources.
- Visitor influx might influence small town atmosphere.
- Need to accommodate, plus grow with opportunity from L&C Trail but concerned if we build will be a ghost town later.
- Need to be sustainable but not ruin quaint atmosphere.
- Economics of the area.
- Infrastructure.

Long Run:



- Need to get more jobs; need more tax base; more commercial business in town.
- Low self esteem in children; abuse of social services (disabled population); poverty consciousness; difference between progressive people and those who believe in conspiracies, unconnected to the social fabric of the community.
- Maintain the small town lifestyle while maintaining economic growth.
- More things for kids to do – skateboard park or something, computer center; keep the library open more; senior housing; sidewalks; transportation (seniors, public, and freight); telecommunications; currently no electives in the high school; businesses come and go; want smoke free restaurants; hotel/motel accommodations; people need to learn to live with change.
- Jobs; location within tribal lands; schools.
- Ongoing place for BBQ and musical/more regularity of music productions.
- Economics of the area.
- Infrastructure.

No designation:

- Taxes – valuations; priced out – teenagers activities; intro Grizzlies/wolves – old timers want nothing to change; have amenities and maintain small town feel.
- Need far greater interest in improving community involvement – improve lethargy of community; communicate better between civic leaders and community at large; establish infrastructure that is strong to pass on to kids.
- Housing – substandard rentals, poorly maintained. Limited options. Limited social/cultural opportunities.
- Lack of jobs; transportation (remote).
- Real estate speculation – boom and bust resulting from influx of short-term, overly optimistic residents; some newcomers may be isolated socially and geographically;

one suggestion is a welcoming committee; some irregular land sales, complicated by lack of planning and zoning; economy and employment – lots of semi-skilled and dislocated workers; need more diverse skill base and employment; greed.

- Insufficient employment; space to expand; legal (jurisdictional) leadership in relation to the tribe – interpretations differ; resolve tribal problems peaceably and promptly; Thus far courts have varied; drastic error if Camas Prairie RR is allowed to be dismantled.
- Cleaning up junk to make community pleasant to view; attracting businesses and keeping them; senior citizen housing and care; lack of employment including opportunities for teenagers; funding a economic development coordinator for Kooskia; dependence on natural resources when the trend is less extraction.
- Do not learn together well; need to communicate to each other what we would like; need training on how to conduct meetings so they are fruitful.
- Money; schools; more classes in school; need more jobs; stronger financial base; it is a long way to medical help.
- Middle to average school system; attitude towards Native Americans; settling on one identity of community; constitutional community members.
- Economic challenges- dwindling forest dollars for schools.
- Family moving out due to job losses in timber industry.
- We need more industry (competitive job market).
- Sincerely concerned about all of the school cuts lately due to budget shortfalls last year. Our Community was required to raise \$90000 to fund extra-curricular activities- it was very stressful on the community.
- Lewis and Clark Bicentennial will pose a problem (we are ready).
- Low population is making the businesses go out of business.
- Not enough shopping opportunities.
- Not enough jobs available for teenagers or for adults.
- Drastic decline in population may lead to a shut down of the businesses or even the schools.
- Need more industry/jobs/employment.
- Clean up Town and yards.
- There needs to be a balance between changes and the way it is run.

3) What would you like to see the City of Kooskia Accomplish in the Next Five Years? Ten Years?

Five Years:

- Upgrade sewer and water system; park improvements.
- Clean up; lights hooked up; playground equipment; more businesses/jobs; fix community room to make it more attractive to rent; business development/jobs; jobs for kids to stay here; summer jobs for kids – especially girls.

- Walk path between downtown schools; more entertainment opportunities; more things to do for all ages; pharmacy; bathrooms in the municipal park and some type of signature event that Kooskia is known for.
- Develop an art center (performing, fine); DSL phone line; need to communicate outside world, need cell phone connections.
- Broadband communications for businesses; transportation; motel/restaurant destination.
- Lighting fixed.
- More clean up along roadways/make them more presentable.
- New motel.
- Convert Mt Stuart Inn into assisted living or other low cost living.
- Able to ride bicycles, scooters, and rollerblades on sidewalks and if not then develop a bike trail.
- More community activities-softball games, baseball games, basketball games, volleyball games etc.
- We need a large swimming pool.
- We need a lodge with activities, sauna, hot tub (it will attract community people and tourists).
- Some type of economic development.
- Improved infrastructure.
- Continued cohesiveness.
- Biggest problem is opportunities for youth and adult recreational activities.



Ten Years:

- Senior housing; joint Kamiah/Kooskia High School; develop more recreational activities; update ball fields.
- Nice motel and restaurant; museum; art gallery.
- Need quality education for kids; poverty level 70% kids on assisted lunches is unacceptable; too many bars in town.
- Increase tourism/keep growth reasonable.
- Cell phones need to work.
- Improve technology.
- More job opportunity.

No Designation:

- Thriving economy.
- Recognition for cleanup of property.

- Allow for change but not at the expense of the small town living.
- Mill site could be made into a resort area/RV park.
- Increased employment opportunities, probably in tourism.
- Would like to retain independent life style and privacy.
- Make our town more attractive (less junk).
- More entertainment and activities for youth.
- Learning center for technology.
- Need new motel and RV Park.
- More community advertising.
- Bring attention to community and make it more of a tourist town or even bring people into the community.
- Up to date infrastructure (sewer).
- Grandfather tax clause; teen center; employment opportunities; activities.
- Need to have infrastructure to build on; need planning and zoning to set standards everyone can live with; higher quality of education; some way for youth to experience what can be gained by contributing to community enhancement – giving back to the community – economically.
- Develop mill site as a museum and riverfront park; develop more.
- Decent rental housing; clean up south entrance to town; urban forestry; get anti-fed folks to chill out; translator station for NPR/PRI radio.
- Attract an industry that would create jobs, tourism too seasonal; recreational opportunities for kids (teens); municipal beautification – clean up Gene’s place; improve relations with tribe.



- Resolve tribal questions. Some diversified industry; cream of youth leaves and returns at retirement; permanent support funding for emergency services (overstretched) – countywide, short-term, federal \$ for four year effort; find way to attract travel housing (hotel and motel) (like Kamiah hotel); year round tourism.
- Need plan to follow in going forward (15-20 year plan); need

to develop replacement leaders; fine arts workshops and programs needed and should be taught and conducted locally; need to facilitate passage of private property to next generation; make it so next generation will do the correct thing for the community.

- Clean up city; develop a vision of the community and working plan; improve the school, which in turn improves property values and economic base; develop diverse economy.

THE FOLLOWING ARE SOURCES OF ADVICE, ASSISTANCE, OR FUNDING AVAILABLE TO THE COMMUNITY:

Water and Sewer Facility Plans:

- Idaho Department Environmental Quality (IDEQ)
- Idaho Rural Water Association (IRWA)
- Idaho Department of Water Resources (IDWR)
- Indian Health Services (IHS)
- Idaho Rural Partnership (IRP)

Water and Sewer Improvements:

- Idaho Department Environmental Quality (IDEQ)
- U.S. Department of Agriculture (USDA) Rural Development
- Idaho Department of Commerce (IDOC)
- U.S. Department of Housing and Urban Development (HUD)
- Indian Health Service (through Nez Perce Tribe)
- Economic Development Administration (EDA)
- Idaho Department of Water Resources (IDWR)
- Environmental Protection Agency (EPA)

Building Codes and Zoning:

- Association of Idaho Cities (AIC)
- Association of Idaho Counties
- Idaho Department of Commerce (IDOC)
- U.S. Department of Housing and Urban Development (HUD)
- Other Cities
- Clearwater Economic Development Association (CEDA)

Park and City Services:

- City Priority Plan
- Community Economic Development Association (CEDA)
 - Small Business Development loans
 - Bicentennial Grants
- Idaho Parks and Recreation
 - Planning and Funding

- YMCA - YWCA
- Gem Community Improvement Grants
- Service Club - Youth Activities
- U.S. Department of Agriculture (USDA) Rural Development
- Idaho Department of Commerce (IDOC)
- U.S. Department of Housing and Urban Development (HUD)
- U.S. Forest Service
- Rural Community Assistance Corporation (RCAC)
- Boys and Girls Club - Lewiston Extension
- Nez Perce Tribal Council
- Clearwater Resource Conservation Development (CRCDD)
- U.S. Army Corps of Engineers
- Natural Resources Conservation Service (NRCS)
- Clearwater Management Council (CMC)
- Rural Community Assistance Corporation (RCAC)
- University of Idaho Forestry Lab

Arts, Community Development & Housing:

- Idaho Department of Commerce (IDOC)
- University of Idaho Department of Art & Architecture
- Idaho Council on the Arts (ICA)
- Environmental Protection Agency (EPA) Brownfield Grants
- Advantage Club in North Idaho
- Indian Health Service
- Lewis & Clark State College (LCSC)
- United States Department of Agriculture (USDA) Rural Development
- Idaho Housing Finance Association (IHFA)
- Association of Idaho Cities (AIC)

Public Transportation:

- U.S. 12 - Idaho Department of Transportation (IDOT)
- State Highway 13 - Idaho Department of Transportation (IDOT)
- Community Action Agency - Lewiston
 - Formerly Senior/Community Transit Program
 - Burke Homes
 - Senior Housing
- Nez Perce Tribal Council
- Indian Health Service (through the Nez Perce Tribe)
- Idaho Health and Welfare
- Governors Council on Aging

- Lewis and Clark State College (LCSC)
 - Design and Planning
- Idaho Department of Commerce (IDOC)
- U.S. Department of Housing and Urban Development (HUD)
- Economic Development Administration (EDA)
- United States Department of Agriculture (USDA) Rural Development

Telecommunication:

- Rural Electrification Administration (REA) (RD funding)
- Idaho Department of Labor (IDOL)
 - Training Program
- U.S. Department of Labor
- Local School Districts
- Lewis Clark State College (LCSC)
- University of Idaho Cooperative Extension
- Qwest
- Association of Idaho Cities (AIC)
- Local Chamber of Commerce

Solid Waste:

- Idaho Rural Works Association
 - Circuit Rider dealing with solid waste problems
- Nez Perce Tribe
- Solid Waste Plan Grant from Rural Development (USDA) for Reservoir
- North Central Health District
- Idaho Department Environmental Quality (IDEQ)
- Clearwater Economic Development Association (CEDA)
- Rural Community Assistance Corporation (RCAC)
 - Technical Service
 - Training - Planning

Fire and Emergency Medical Services:

- Federal Emergency Management Agency (FEMA)
- Idaho Bureau of Disaster Services (BDS)
 - Planning
 - Governor's Rural Initiative
 - Equipment
- U.S. Forest Service (USFS)

- Idaho Department of Lands (IDOL)
- United States Department of Agriculture (USDA) Rural Development
 - Building and Equipment
- Idaho Department of Commerce (IDOC)
 - Buildings
- Bureau of Land Management (BLM)
- Other Cities or States
- Planning - Health Districts
- Idaho Department Environmental Quality (IDEQ)
 - Technical assistance
 - Pollution Plans
 - Upgrades
- Economic Development Administration (EDA)
- Association of Idaho Cities (AIC)

Pedestrian Improvements:

- Idaho Department Transportation (IDT)
 - Federal Highway Funding
 - Transportation enhancement program
- Idaho Department of Commerce (IDOC)
- U.S. Department of Transportation (DOT)
- U.S. Department of Housing and Urban Development (HUD)
- U.S. Department of Agriculture (USDA) Rural Development
- Idaho County
- Highway Districts

Educational Assistance:

- Annenberg Foundation
- Idaho Council on the Arts (ICA)
- Qwest Education Fund
- Micron Foundation
- Albertson's Foundation

Business Development Assistance:

- Clearwater Economic Development Association (CEDA)
- University of Idaho Department of Agricultural Economics
- Small Business Development Center (SBDC)
- Idaho Transportation Department (ITD)

- Local Chamber of Commerce
- Gem Team
- Idaho Department of Commerce (IDOC)
- Lewis and Clark State College Cooperative Extension Service (LCSC)

KOOSKIA POWERPOINT PRESENTATION:

On May 16, as part of the preliminary report to the community, the Visiting Team presented a PowerPoint presentation illustrating the experiences of the team during the review.