

Vision: Orofino in 2010

In January 2005, citizens of Orofino defined a vision for the future of the community. Through the Action Plan process, the vision was enhanced with more detail, resulting in the following vision statement for the community to *become* by the year 2010:

Orofino is a caring, youth centered, family-friendly community. All are welcomed and included as we celebrate our historical roots, our pride in our youth, our rich culture, and timber heritage.

We have a diverse and thriving economy, with living wage jobs and sufficient tax base to support education and local community services and facilities. Orofino is the Steelhead Capital of the World, and gateway to myriad outdoor recreation opportunities. We value our unique regional foods, outstanding natural resources, and strong artistic and creative traditions.

Goals to Attain Vision

During the Action Plan process, public meeting participants identified priority issues to be addressed in Orofino. Those issues were translated into goals. The goals are stated as a future condition that has been achieved, and the actions to accomplish each goal (next section) provide details about how to achieve them.

- Goal 1: Orofino has a diversified base of businesses that provide goods, services and jobs, and contribute taxes to support local services.**
- Goal 2: Infrastructure in Orofino has been upgraded to meet the needs of citizens and businesses.**
- Goal 3: Orofino supports well-maintained and accessible recreation facilities for citizens and visitors.**
- Goal 4: The Riverside and Downtown commercial areas are attractive to customers and new businesses.**
- Goal 5: The community supports high quality educational opportunities for youth and adults.**
- Goal 6: Orofino captures tourist revenues from its year-round outdoor recreation, heritage attractions, and events.**
- Goal 7: Community groups work together to achieve Orofino's vision and goals.**

The next section lists actions to achieve the goals, including detailed explanations of each action, along with responsibilities and potential resources for implementation.

Actions to Achieve Goals

Goal 1: Orofino has a diversified base of businesses that provide goods, services and jobs, and contribute taxes to support local services.

To be sustainable, a community needs profitable businesses that provide jobs and contribute to the tax base. In most communities, taxes paid on residential property do not cover the cost of services received by residents from the City or County (sewer, water, streets, lighting, law enforcement, parks and recreation facilities, etc.), so residential services generally are subsidized by business taxes. To be profitable, businesses need reasonable tax rates and regulations, efficient transportation and telecommunications services, stable costs for inputs and utilities, a trained workforce, and a clear understanding of changing customer and competitor markets.

Actions:

1.1 Distribute copies of the Action Plan situation assessment information to local business owners.

Information about local and regional socio-economic trends is important for business owners, because it provides insights into workforce trends and ways to adjust their product or service mix to meet changing customer needs.

Responsibility: Horizons Planning Committee, Orofino Chamber, Progressive Merchants, Clearwater County EDC (CCEDC)

Resources: Horizons or City (for printing costs)

1.2 Expand business retention & expansion (BR&E) program of business interviews and assistance.

Most new jobs and business revenues in a community are created by existing businesses that grow from within. CCEDC currently has a program of interviewing manufacturers to assess their needs, link them to resources, and serve as a liaison between businesses and local government. CCEDC also helps link entrepreneurs to support networks of similar businesses. Future plans include expansion of the BR&E program to other types of businesses, potentially in partnership with the Chamber. The limiting factor is staff time, since CCEDC and the Chamber each have only one professional staff person.

Responsibility: CCEDC, Orofino Chamber, Clearwater Unlimited, City, County

Resources: CCEDC and Chamber Directors, partner agencies for follow-up (ICL, LCSC, etc.)

1.3 Provide entrepreneurship training and business management/marketing workshops for business owners.

Clearwater County has seen growth in the number of sole proprietor businesses since the Jaype mill closed in 2000, reflecting a true entrepreneurial spirit in the community. CCEDC has facilitated the offering of an entrepreneurship curriculum at Orofino High School, and hosts business startup workshops. CCEDC also plans to develop a NxLevel microenterprise course in early 2006, and “Business Boot Camp” trainings. Results of the business interviews from the BR&E program also will identify additional business needs. In addition to the NxLevel entrepreneurship program, examples of training include workshops on marketing, retail merchandising, lean manufacturing, etc.

Responsibility: CCEDC, Small Business Development Center (SBDC)/LCSC, CEDA, UI Extension, TechConnect, Chambers of Commerce

Resources: SBDC, USDA, Idaho Commerce & Labor

- 1.4 Continue targeted business recruitment based on identified assets and market needs. Include Orofino alumni, businesses seeking a high quality outdoor lifestyle (“Lone Eagles” or branch offices/departments that can be located in a remote area).**
 CCEDC currently engages in business recruitment activities including a web site, inventory of available property, county “fact book,” response to business leads, and promotional information. Key target sectors are recreational equipment manufacturers (boats, bows, packs/accessories, golf clubs, etc.) and destination resorts for leisure/retreat centers. They work cooperatively with all communities in the county, along with realtors, Idaho Commerce & Labor, and other economic development organizations in the region.
Responsibility: CCEDC, ICL, CEDA, Biz
Resources: CCEDC budget
- 1.5 Continue to market the Orofino Business Park.**
 Orofino’s business park is located on 11 acres of City property along U.S. 12. It contains a 30,000 sq. ft. light industrial building, half of which currently is occupied by a small manufacturing business. A tenant for the remaining half of the building is needed.
Responsibility: City, CCEDC, ICL, CEDA
Resources: CCEDC, City
- 1.6 Measure success of business development efforts in terms of increases in sales, tax revenues, jobs, etc.**
 Tracking of success in business development efforts is important, not just by the number of jobs created, but also by the quality of the jobs (wages, benefits), the increases in business sales, dollar value of new private sector investment in the community, and increase in tax revenues from new development.
Responsibility: CCEDC, City, County Assessor, Idaho Commerce & Labor (ICL)
Resources: City, County, ICL

Goal 2: Infrastructure in Orofino has been upgraded to meet the needs of citizens and businesses.

Infrastructure services like water, sewer, power, roads/streets, rail lines and telecommunications services are critical to the success of businesses. Orofino needs resources for the following infrastructure upgrades and maintenance: telecommunications, rail, water/sewer, and public transportation.

Actions:

- 2.1 Continue working with telecommunications providers (phone, internet, cellular) to upgrade services to Orofino and surrounding area; strategize with regional partners (public and private) about how to best implement the Regional Telecommunications Engineering Plan, when it is completed.**
 Telecom services have improved in Orofino and Clearwater County, but some areas still are underserved, impeding business growth. CCEDC has been coordinating with the Clearwater Economic Development Association (CEDA) on a regional telecom engineering plan that will identify possible public-private-tribal partnership options for expansion of telecom service in the county. In the online survey of businesses, respondents indicated that availability of cell phone service and high-speed Internet service are weaknesses in Orofino. Respondents also rated the quality and responsiveness of local and long distance phone service as slightly below average. Local officials should meet with telecom providers to find solutions to service deficiencies and improve availability, quality and reliability.
Responsibility: CCEDC, CEDA, City, County, Nez Perce Tribe, Telecom providers, Idaho Public Utilities Commission, Property Owners
Resources: Telecom providers, County, City

2.2 Employ solutions/policies to minimize visual impacts (from cell towers, etc.) to the scenic qualities of the area.

Residents of Orofino and Clearwater County cite their beautiful surroundings as one of the county's best assets. The designation of U.S. 12 as an All-American Road places increased responsibility on communities and counties along the Byway to enhance and protect the quality of the corridor to the extent possible. Options are available to use "stealth" cell towers, which are hidden on existing structures, or disguised as trees, flagpoles, etc., in order to minimize their visual impacts and avoid placing cell towers on every ridgetop (see photos below).

Responsibility: CCEDC, City, County, Scenic Byway Advisory Team

Resources: City, County, Scenic Byways/Idaho Transportation Dept.

[INSERT PHOTOS OF STEALTH CELL TOWERS.]

2.3 Support a regional water system improvement project.

The Orofino valley has nine water districts/systems, each with its own distribution and billing. A proposed consolidated regional water system would use water from Dworshak Reservoir and a new water treatment facility near the National Fish Hatchery. The proposed system would resolve long-term issues related to use of surface water and aging treatment facilities.

Responsibility: City, Water Districts, U.S. Army Corps of Engineers (COE), Nez Perce Tribe

Resources: City, Water Districts, ICL, USDA, CEDA, COE

2.4 Coordinate with the Idaho Transportation Department on 511 tourist information service.

The Idaho Transportation Department (ITD) is deploying 511 tourist information service statewide. Coordination with cell tower placement efforts will be needed to deploy the service, and tourist information for service operators will be need to be provided and/or verified about Orofino and Clearwater County.

Responsibility: Chamber of Commerce, U.S. Forest Service, Corps of Engineers

Resources: Chamber, USFS, COE, ITD, CEDA

2.5 Support efforts underway to upgrade the road surface from Dent Bridge to Elk River.

The road from Orofino to Elk River via Dent Bridge has been designated as Idaho's newest Backcountry Byway. Road improvements are needed on the route in order to encourage visitors to stay longer and enjoy the Byway.

Responsibility: Chamber, Clearwater Highway District, Corps of Engineers, Potlatch Corp., USFS, Idaho Dept. of Lands, ITD

Resources: County, Local Highway Technical Assistance Council (LHTAC), Clearwater Highway District, ITD, IDP&R

2.6 Promote the rail line as a major transportation asset for county businesses.

CCEDC currently works with the rail operators, county, adjacent property owners and potential businesses to encourage continued and increased use of the rail line.

Responsibility: CCEDC, County, BG&CM, businesses

Resources: City, County, ICL

2.7 Develop county-wide assessment of public transportation needs and strategize potential transportation business opportunities.

Clearwater County needs a service to transport citizens from Weippe and Pierce to Orofino for medical appointments/treatments, classes, courthouse business, etc. The Clearwater County Transportation Advisory Committee has explored possible options and funding sources. There are federal/state transit funds available to subsidize rural transportation services for seniors and low income individuals through ITD (2006 grant applications are due March 15, 2006).

Responsibility: CCEDC, CCTAC, ITD, Horizons, County, CEDA, Valley Transit

Resources: CCTAC, CEDA, Valley Transit, County, ITD (Sect. 5310 & 5311 funds)

Goal 3: Orofino supports well-maintained and accessible recreation facilities for citizens and visitors.

Orofino residents enjoy extraordinary year-round outdoor recreation opportunities, with the river, lake, forests, mountains, wildlife, ski hill, golf course, and hundreds of miles of back country roads and trails. Community facilities include parks, high school athletic fields, and bike/pedestrian trails.

Actions:

- 3.1 Involve Orofino youth in the planning and development of community recreation facilities.**
Discussions with members of ManiYAC identified key priorities for community recreation facilities, including the Teen Center that they have spent hundreds of hours raising funds to build. Other key projects that are priorities for youth include a new track (for safety reasons), a skate park, soccer field, additional bike trails, and new weight room.
Responsibility: ManiYAC, Horizons Youth Committee, School District, City, Civic Clubs
Resources: Idaho Dept. of Parks & Recreation, Foundations, City, Donations
- 3.2 Ensure an open, public process for accountability of recreation facility funding revenues and expenditures.**
Recreation facilities that are funded with public (tax) dollars or private donations require strict accountability standards to ensure that citizens remain supportive of them. City leaders, Recreation District and Community Complex board members, ManiYAC advisors, and state/federal agency recreation facility managers need to ensure that revenues and expenditures for recreation facilities are transparent and accessible to the public. When citizens are aware of funding needs and expenditures, they are more likely to step forward and support priority projects.
Responsibility: City, County/Clearwater Management Council, Recreation District, Community Complex, ManiYAC, USFS, Idaho State Parks, Corps of Engineers
Resources: Public records and IRS nonprofit organization disclosure statutes
- 3.3 Involve citizens in decisions/priorities regarding recreation facility expenditures, via an annual survey of voters, comments at Recreation District meetings, etc.**
Funding for recreation facility capital investments, operations and maintenance is a challenge for most communities, as costs and public demands exceed revenues. The City, Recreation District, Community Complex, School District and perhaps County/CMC should team up to conduct a survey of Orofino/Clearwater County citizens about their satisfaction levels and priorities for recreation facilities, including their preferences and concerns re. funding options.
Responsibility: City, Rec District, Community Complex, School District, County/CMC
Resources: Cost-share, outside assistance to design survey/compile results, mail with utility billings, etc.
- 3.4 Encourage use of recreation facilities for youth, family and senior activities (reunions, competitions, physical therapy/exercise, etc.) by both local residents and tourists.**
Recreation facility managers should encourage use by all community members and visitors. Facilities should be well-lit, marked with directional signs, and promoted via maps and brochures distributed to citizens and tourists.
Responsibility: Recreation facility managers, Chamber, USFS, COE
Resources: Cost-share of recreation facility funds
- 3.5 Work with local youth and civic groups to “adopt-a-park” and enhance it with benches, trails, public art, etc.**
Civic and/or youth groups should be encouraged to adopt improvements for specific recreation facilities or public art, based on results of the community survey.
Responsibility: Recreation facility managers, civic/youth groups
Resources: Recreation facility funds, donations

3.6 Work with land managers/property owners to identify options for public access for recreation purposes, and funding for site improvements/maintenance if needed.

During the Action Plan process, several comments were received about lack of recreation access at Dworshak Reservoir, on some national forest lands (for roads/trails) and at some locations along the Clearwater River. Specific priority sites should be identified, and then a strategy developed to explore options for expanded access.

Responsibility: COE, USFS, Clearwater Management Council, Idaho Parks & Recreation

Resources: Cost-share of recreation facility funds, volunteer labor

3.7 Encourage continued recreation improvements and recreation business development at Dworshak Reservoir.

Clearwater County, the City of Orofino and CCEDC have been working with the Corps of Engineers to enhance recreation facilities at Dworshak Reservoir, and to conduct a feasibility study for a commercial houseboat rental operation and marina. All parties should continue to pursue improvements as feasibility is demonstrated and funds become available.

Responsibility: COE, County, Clearwater Management Council, Idaho Parks & Recreation

Resources: USDA, COE, Recreation District, private investment

3.8 Implement wayfinding improvements to scenic byway corridors for recreation access.

“Wayfinding” refers to methods of helping visitors to find where they are going, know when they have arrived, and find their way back. Install scenic byway directional and interpretive signs along the new Elk River Backcountry Byway. Participate in identification and implementation of Northwest Passage All-American Road (U.S. 12) wayfinding recommendations for directional, interpretive and business signs, as well as electronic wayfinding mechanisms, in order to retain visitors longer, increase visitor spending, and improve visitor enjoyment of the Byway.

Responsibility: COE, USFS, Clearwater Management Council

Resources: Cost-share of recreation facility funds, volunteer labor

Goal 4: The Riverside and Downtown commercial areas are attractive to customers and new businesses.

Orofino has a wonderful historic downtown district with turn-of-the-century buildings and a core business district that is still intact. It is a pedestrian-oriented district focusing on retail, personal and professional services, civic facilities and dining/beverage/lodging services. There are some upper-story residential units. The U.S. 12/Riverside corridor is an auto-oriented commercial district, serving commuters and pass-through visitors with retail, auto-oriented, convenience and light industrial services. The two districts complement each other, and function as different niches in the marketplace. According to survey responses from local community and business leaders, both districts could use some aesthetic improvements to make them more attractive to customers and additional businesses.

Actions:

4.1 Adopt the National Main Street approach for Downtown revitalization efforts (business retention/recruitment, promotion, design, organization).

The National Main Street Center has tremendous resources for downtown business development, including market analysis handbooks, business retention and recruitment strategies, retail events ideas, marketing and promotion, design/historic building redevelopment resources, and organizational development. The cost to join the Main Street program is currently \$195 per year, and would be a good investment for the Orofino Chamber and/or Progressive Merchants to join as organization members. The membership includes an informative newsletter (11 issues/year),

discounts on Main Street materials, and access to resources on the Main Street web site (www.mainstreet.org).

Responsibility: Orofino Chamber, Progressive Merchants

Resources: Chamber, Merchants

4.2 Adopt a fish and/or wildlife theme for Riverside area, provide incentives for business/property owners.

Orofino promotes itself (authentically) as the Steelhead Capital of the World. One way for business and property owners to accentuate the theme and enhance the aesthetic appeal of the commercial districts is to incorporate steelhead art, sculpture, murals, etc. into their on-site signs, building design, landscaping, etc. (see examples below). Incentives could be provided via a competition with cash prizes, one-time tax credit, free advertising/publicity, or other recognition.

Responsibility: Orofino Chamber, Progressive Merchants, City, County, media, Arts Council

Resources: Business/property owners, Chamber, Merchants, City, County, civic organizations, volunteers

[INSERT PHOTOS OF FISH THEME DÉCOR/SCULPTURE.]

4.3 Improve gateways into the community with signs and visible entries.

When visitors arrive in Orofino, it is difficult for them to know when they have “arrived,” and when they have found the “center” of the community. Some residents of neighboring communities have stated that they lived in the area for 7 or 8 years before they were aware that downtown Orofino even existed – they assumed that the U.S. 12 corridor was Orofino’s downtown. The Orofino Chamber has obtained grant funding to fabricate and install “Welcome to Orofino” signs in three locations at the entries to town. Additionally, a local Boy Scout troop has installed a sign at the west end of town as an Eagle Scout project. Consideration also should be given to a more pronounced gateway at the intersection of U.S. 12 and the Clearwater River bridge, to highlight the turn entering downtown Orofino. Examples include an archway, lighting, art enhancements, monuments at the end of the bridge, etc. (see examples below). Coordination with ITD would be required to determine placement and allowable materials for a gateway entry to the bridge.

Responsibility: City of Orofino, Chamber, ITD

Resources: City, ITD, Idaho Arts Commission

[INSERT PHOTOS OF GATEWAY EXAMPLES.]

4.4 Implement an “Adopt-a-Window” and a “Beautification Brigade” program to assist property owners with improvements to property.

Many communities have challenges with vacant or unkempt properties in their key commercial areas, which become eyesores or appear as “missing teeth” in an otherwise attractive district. Adopt-a-Window or Adopt-a-Property programs can help spruce up vacant or unkempt properties, so that they do not negatively impact the overall aesthetics of the community for attracting customers and new businesses. Moreover, a volunteer effort is a way to pull community efforts together, so that regulatory/punitive measures are used only as a last resort. Civic or youth groups can use vacant windows to promote a specific program or event, and can help clean up, mow or paint dilapidated properties as a community service project. Neighboring businesses also might be interested in using vacant window space to promote their products or services.

Responsibility: Orofino Chamber, Progressive Merchants, City, civic/youth groups

Resources: Business/property owners, Chamber, Progressive Merchants, clubs

4.5 Adopt voluntary sign design guidelines to attract more customers and enhance appearance of business districts.

The National Main Street Center and many communities have examples of sign design guidelines. A regulatory approach to sign design standards is often contentious; however,

voluntary guidelines (and incentives) can help promote attractive commercial districts while at the same time helping businesses to create signs that will attract more customers and increase sales. Many businesses use beverage sponsors (Pepsi, Budweiser) to pay for their signs; however, these signs detract from the businesses’ own brand, image and product lines. A custom sign is more attractive, and tells customers more about the products and services offered by the business. Design guidelines provide information about the best background and text colors, text sizes and fonts, materials and other considerations that are most effective on signs for marketing purposes.

Responsibility: Orofino Chamber, Progressive Merchants, City

Resources: Business/property owners, Chamber, Merchants, National Main Street Center

[INSERT EXAMPLES OF EFFECTIVE BUSINESS SIGNS.]

4.6 Consider incentives for property owners to adopt voluntary guidelines and improve commercial properties.

Business properties with attractive buildings and exterior grounds have higher sales than those that do not. Weeds, potholes, peeling paint, dilapidated signs, lack of sidewalks or sign clutter detract from business attractiveness. Voluntary guidelines could be developed to encourage improvements to properties, and incentives offered to property owners who make improvements consistent with the guidelines.

Responsibility: Orofino Chamber, Progressive Merchants, City, County

Resources: Business/property owners, Chamber, Merchants

[INSERT BEFORE/AFTER PHOTOS OF EFFECTIVE FAÇADE RENOVATIONS.]

4.7 Identify opportunities for infill residential and commercial development; seek development of affordable housing.

Respondents to the survey of Orofino community and business leaders identified a need for more moderately-priced housing, and available land for commercial development, in the community. A housing survey and inventory of vacant or underused lots that could be used for residential or commercial development should be conducted. There are state and federal programs to help fund affordable housing development in rural communities.

Responsibility: City, County

Resources: City, County, state/federal grants

Goal 5: The community supports high quality educational opportunities for youth and adults.

Education and workforce training are critical to economic development and higher paying jobs in a community. Orofino values its youth and school system, and seeks continued improvements in programming and facilities, such as an adult learning center. LCSC provides workforce training and continuing education programs in Orofino for existing workers and those seeking upgrade skills for career change.

Actions:

5.1 Review successful education programs and funding efforts in other communities to glean ways to help address priority needs related to youth and adult education.

Members of the ManiYAC youth organization expressed appreciation for existing Advanced Placement (AP) classes, good teachers, and small class sizes. They also expressed a need for more educational opportunities. Specifically mentioned were Information Technology (IT) classes, languages, vocational-technical classes (auto mechanics, building trades, health care), and media facilities. Previous surveys conducted by LCSC of citizens and business owners

indicated needs for workforce training in computer skills/applications, communications, business skills, teacher accreditation, health care, insurance, real estate and office skills.

Responsibility: ManiYAC, Orofino School District, LCSC, ICL

Resources: Local & State Education funding, grants, workforce training funds

5.2 Work with local employers to identify priority workforce skill needs and gaps. Address training needs and challenges of affordability for small businesses (cost of training, wages during training, replacement employees during training, etc.) through partnerships with businesses, civic groups, etc.

CCEDC and LCSC have sought input from local businesses regarding workforce skill gaps and training needs. Both Orofino youth and employers have identified vocational training as a major gap. Some local employers are willing to partner with training institutions to provide vocational programs such as apprenticeships, internships, student work experience, etc. Options should be explored to determine the viability of public-private partnerships to offer training.

Responsibility: LCSC, ICL, Orofino School District, businesses

Resources: Local & State Education funding, grants, workforce training funds

5.3 Evaluate response to, and effectiveness of, education programs, and adjust offerings accordingly.

As training programs are implemented, evaluate their effectiveness by interviewing/surveying students, teachers, trainees and employers, and by measuring changes in the number of jobs and/or wage increases using employment data. As offerings are adjusted, ensure that a sufficient array of electives are offered. Consider returning to a 5-day school week in Orofino.

Responsibility: LCSC, ICL, School District, businesses, Horizons Youth Committee

Resources: Local & State Education funding, grants, workforce training funds

5.4 Work with elected officials (school board, legislators) to address critical needs in education funding that represent barriers to business and economic development.

Based on findings of business and youth interviews, quantify training needs and budget issues that need greater state funding support in order to realize economic gains in the community. Provide to legislators examples of partnership solutions and training results that can be used to demonstrate the return on investment of increased state funding support.

Responsibility: LCSC, School District, businesses, ICL

Resources: School district, LCSC, businesses

5.5 Identify and address barriers to adult education (transportation, etc.).

Some adults would like to continue their education, but experience barriers such as transportation, child care, drug & alcohol addiction, lack of access to technology (Internet), mental illness and domestic violence. Where possible, identify barriers and seek assistance to reduce or eliminate them where possible.

Responsibility: Horizons, Community Action Agency, ICL, LCSC, School District

Resources: LCSC, public library, grants

Goal 6: Orofino captures tourist revenues from its year-round outdoor recreation, heritage attractions, events, and scenic byways.

The Orofino area has an extraordinary variety of year-round recreation and tourism attractions, ranging from fishing and hunting to golf, skiing, snowmobiling, boating, Nez Perce culture, backcountry scenic drives, and Lewis & Clark history. In many ways, Orofino's "base camp" location to accessing these assets is a well-kept secret. Recreation and heritage-based tourism represent tremendous opportunities to capture more revenue for Orofino businesses and attractions.

Actions:**6.1 Increase the visibility of Orofino’s attractions (river, lake, historic attractions, downtown, etc.) by improving wayfinding.**

“Wayfinding” refers to methods of helping visitors to find where they are going, know when they have arrived, and find their way back. Wayfinding includes signs, maps, visitor centers and kiosks, brochures/guidebooks, audio tours, radio transmitters, OnStar systems, GIS navigation, etc. Improved wayfinding will entice more people to stop in Orofino, and encourage them to stay longer. Signs and other wayfinding are needed to indicate the locations of a Chamber visitor center (see Action 6.2), public restrooms, “Historic Shopping District,” “Dworshak Lake,” river access, “scenic loop,” museum, etc. International sign symbols can be used to reduce clutter on signs.

Responsibility: Chamber, City, COE, ITD, NW Passage Scenic Byway Advisory Team

Resources: Chamber, City, ITD, COE, Idaho Parks & Recreation, USFS

6.2 Relocate the Chamber visitor center to a more visible location, recruit volunteer hosts.

The 2005 regional visitor survey indicated that about one-third of tourists who visited the region rated a Chamber/visitor center as one of their two best information sources after leaving home and hitting the road. This figure was higher for first-time visitors to the region (who were 39% of all visitors). Currently, the Orofino Chamber office is invisible to tourists, and few stop at the Clearwater National Forest office on U.S. 12, so Orofino is missing many chances to capture more visitors. The survey also indicated that peak visitation days are on weekends, which means that the most important days for regional visitor centers to be open are Friday through Sunday. Several potential locations for a visitor center are being considered, and a final decision will be made based on visibility, cost, access, parking (especially for large RVs) and space for displays, brochures, etc. There may be options for partnerships with other organizations to share space and/or costs of a visitor center facility. The facility also could generate revenue through advertising, reservations bookings, sales of maps/guidebooks, etc.

Responsibility: Chamber, City, tourism businesses/attractions

Resources: Chamber, City, other public/private partners

6.3 Coordinate with the National Park Service and Scenic Byway Advisory Team on placement of signs/kiosk at Canoe Camp to promote Orofino businesses/attractions.

Canoe Camp is a significant site for the Nez Perce National Historical Park, the Lewis & Clark National Historic Trail, and the Northwest Passage All-American Road. Current expansion and construction at the site will include installation of Byway signs that highlight local attractions and services. The National Park Service will work with Orofino on the proposed content of the signs, and possible kiosk for more detailed information about attractions/services.

Responsibility: Chamber, City, National Park Service, Scenic Byway Advisory Team

Resources: Chamber, City, National Scenic Byway funds

6.4 Create an annual steelhead event to highlight fishing on the Clearwater River.

As the Steelhead Capital of the World, visitors would expect Orofino to host an annual steelhead fishing tournament or similar event. Some local fishing advocates have suggested a “Women of Steel” women’s fishing derby or tournament. A similar event, “Women with Bait,” is sponsored by a single outfitter in Riggins annually, and in 2005 drew 350 participants. Many of them brought spouses and friends who did not participate in the tournament. Direct spending by the women was estimated to exceed \$150,000 in Riggins. With easy access from Spokane, Missoula, the Tri-Cities and Salt Lake (with nonstop flights into Lewiston), Orofino has the potential to do a steelhead fishing event that targets a different geographic market than the Riggins event, but capitalizes on the increased publicity from a group of events.

Responsibility: Chamber, local fishing businesses/outfitters

Resources: NCITA, Idaho Travel Council, media, businesses, Idaho Outfitters & Guides Assn.

6.5 Support implementation of Scenic Byway development plans (Northwest Passage, Gold Rush Historic Byway, and Elk River Backcountry Byway).

The new Northwest Passage Scenic Byway Corridor Management Plan identifies 10 projects in the Byway segment from Spalding to Kamiah, including consistent wayfinding, community gateway enhancements, Byway logo signs at key sites, sidewalk upgrades along U.S. 12, a boat ramp at Harpers Bend, an InfoMAX system at/near Canoe Camp, site upgrades at Canoe Camp, steelhead theme/event in Orofino, and improved interpretation/information at the Gold Rush Ferry Crossing site (Greer). Other Byway-wide projects are listed in the Corridor Plan.

The Gold Rush Historic Byway (Highway 11) also has a Corridor Management Plan and highway signs, but needs additional interpretive improvements and visitor services. The new Elk River Backcountry Byway will receive signs and an interpretive kiosk at Elk Creek Falls. The route also is included on the State Transportation Improvement Plan (STIP) for paving.

Responsibility: Chamber, Clearwater Unlimited, NWP Segment Team

Resources: NCITA, ITD/FHwA, Idaho State Historical Society

6.6 Coordinate with Weippe, Pierce and Elk River on Byway driving/loop tours.

Nearly 1-in-5 respondents in the regional visitor survey indicated that “Sightseeing/Driving Tour” was the *primary* reason for their trip (more than half of the visitors listed it as one activity during their trip). Orofino should coordinate with other communities along the All-American Road, and the other communities in Clearwater and Lewis Counties, to encourage visitors to extend their stays for sightseeing/driving tours. Designated backcountry loops could be developed for the following routes: Highway 11-Grangemont Road, Kamiah-Lolo Creek-Musselshell, Dent-Elk River-Bovill-Cavendish, and Nezperce-Kamiah.

Responsibility: Chambers, Clearwater Unlimited, Horizons/Gem Community groups

Resources: NCITA, Chamber web sites, businesses

6.7 Plan packages, educational/fun workshops, and themed getaway weekends during off-peak season, featuring local artisans, craftsmen and traditional crafts.

Clearwater County has many talented artisans and craftsmen. Visitors enjoy watching and learning about (and then buying) products that are made locally. Weekend packages with creative themes can be developed around the talents of local artisans, local attractions and events, guided activities, etc. The package might include a locally-made art or food product, along with lodging, a meal and activity. The packages could follow the route of the loop tours during good weather, and focus on main routes during winter months.

Responsibility: Chambers, Clearwater Unlimited, artisans/craftsmen, lodging businesses, attractions, outfitters, etc.

Resources: NCITA, Chamber web sites, businesses

6.8 Promote Orofino as a “base” for ORV/backcountry recreation.

Motorized recreation (ATVs, snowmobiles, etc.) is a fast-growing segment of the tourism market, driven by Baby Boomers who have more leisure time and disposable income to spend (the average age of new snowmobile buyers is 54). Designated ORV touring routes are an attraction to this market, and the Spokane and Boise metro areas both are good sources for this type of visitor.

Responsibility: Chambers, Clearwater Unlimited, USFS, tourism businesses, attractions

Resources: NCITA, Chamber web sites, businesses

6.9 Link to the promotion efforts of the North Central Idaho Travel Association and the Northwest Passage Scenic Byway.

The North Central Idaho Travel Association (NCITA) is the lead regional tourism promotion organization, providing assistance and resources to communities and businesses throughout north central Idaho. NCITA sponsors the regional *Discover* visitor guide, web site, advertising campaigns, scenic byway audio tour/promotions, visitor center initiative, media relations, tourism business assistance, visitor research, inquiry database, customer lead generation,

and other programs. Orofino should continue to link to, and coordinate with, NCITA promotion efforts.

Responsibility: Chamber, CCEDC, businesses

Resources: NCITA, Scenic Byway Advisory Team, businesses

6.10 Continue Orofino’s annual heritage events (Lumberjack Days, etc.).

Orofino has a rich logging and mining history that is well-preserved and celebrated during its annual Lumberjack Days. This event offers unique opportunities for visitors to experience logging history and skills, and the event should be continued or even expanded.

Responsibility: Chambers, tourism businesses, timber/wood products-related businesses and organizations, County

Resources: NCITA, businesses, wood products associations, County

Goal 7: Community groups work together to achieve Orofino’s vision and goals.

The key to success in any community is for groups to work together to achieve their goals. There are limited financial and volunteer resources, so duplication of efforts, and lack of coordination, results in wasting of valuable time and energy. In a small community, groups often feel that they are competing with each other for resources, but if they work together, they can find solutions and resources for all.

Actions:

7.1 Continue “Good Morning Orofino” gatherings of community groups to share information about projects and identify opportunities for collaboration.

The recently begun “Good Morning Orofino” gatherings are a tremendous way for organizations to share information, coordinate with each other, and network. These gatherings should continue at least quarterly, and provide an opportunity for various groups to report on the activities in this Action Plan that have been completed or are in progress.

Responsibility: City, community organizations

Resources: City

7.2 Ask all community groups to formally adopt or endorse Action Plan (after review/comment period), and commit to assist with implementation.

This Action Plan identifies potential resources to fund each of the actions, where appropriate. Orofino will be more likely to receive those funds if it demonstrates broad-based community support for the Action Plan. Community groups should provide comments on the final version of the Action Plan, and then review and adopt or endorse the Plan with a formal letter of support.

Responsibility: Horizons Planning Committee, City, community organizations

Resources: Community organizations

7.3 Work with local media to provide a “Success Report” on Action Plan goals and actions.

The local media plays a critical role in reporting successes and progress on the Action Plan goals and actions. Quarterly progress reports could be coordinated so that participating organizations provide information about project status to the Horizons Planning Committee or City, and then a compilation of information can be provided to the media to update the community. Reports should be shared with participating organizations, boards and elected officials (Chamber, Merchants, City Council, County Commissioners, CCEDC, state/federal agencies, etc.).

Responsibility: Horizons Planning Committee, City, community organizations

Resources: Community organizations

7.4 Explore the possibility of obtaining a university student intern and/or Vista volunteer to assist with Action Plan implementation coordination.

College students receive course credit for internships, and can bring fresh enthusiasm and energy to a project. Similarly, Vista volunteers receive student tuition credits for community service. Orofino should explore opportunities to obtain an intern or volunteer to assist with Action Plan implementation

Responsibility: Horizons, University of Idaho, Vista

Resources: University of Idaho, Chamber, City, Nez Perce Tribe

7.5 Consider formation of an Orofino Community Foundation to fund local programs and priority projects.

Formation of a community foundation (or dedicated Orofino fund within the Idaho Community Foundation) would create an ongoing funding stream for local projects/priorities, once the fund principal amount is raised. The foundation fundraising could target former Orofino residents/alumni to contribute for specific needs or types of projects.

Responsibility: Horizons, Idaho Community Foundation (ICF)

Resources: ICF (www.idcomfdn.org), Orofino School District, City

Implementation

Implementation Partners & Their Roles

A well-designed Action Plan guides the actions and resource allocations of community and economic development organizations, local government, businesses and various partner organizations, and offers the following benefits to the community:

- ◆ Coordination of activities so that actions of organizations and agencies are inter-related.
- ◆ Setting of a realistic timetable for getting things done.
- ◆ Better communication about what organizations and agencies are trying to achieve and why.
- ◆ Identification of expected outcomes.
- ◆ Preparation to meet changes when they occur.
- ◆ Management, not avoidance, of risk.
- ◆ Focusing of efforts – generally there are more problems and opportunities than resources available.
- ◆ Basis of a control system – the ability to see when activities are deviating from the Action Plan as well as to evaluate the results so that they meet stated goals and community values.
- ◆ Maintenance of strategic integrity – action plans, by clearly specifying the strategies to be pursued and basing those choices on a thorough understanding of the community’s goals, help prevent a series of ad hoc decisions that carry it farther and farther away from its true concern.

This Action Plan is designed to be a “Ready-Aim-Fire” approach to community and economic progress – to take incremental steps that build momentum and teamwork as the plan is implemented. The key to implementation is leadership and cooperation. The Orofino Horizons Committee, the City Council, Chamber of Commerce, Progressive Merchants, ManiYAC, Clearwater County Economic Development Council (CCEDC) and others each play a critical role in the success of the Plan. There are many other local, regional/state/federal organizations involved in community and economic development that are needed as partners with Orofino in order for the Plan to succeed in achieving its goals.

*“When the rate of change
on the outside exceeds the
rate of change on the
inside, the end is in sight!”*

- Jack Welch, former CEO,
General Electric

Implementation Partners & Their Roles

Organization	Roles
Orofino Horizons Committee	Continue involvement in youth, education and collaboration efforts; monitor/report progress and results from Action Plan
City of Orofino	Policy, planning, permitting, infrastructure, partnerships
Businesses	Products, services, investment, marketing, coordination, support
Clearwater County Economic Dev't (CEEDC)	Business retention/expansion, recruitment, infrastructure, funding
Orofino Chamber of Commerce	Business advocacy, retention/expansion, tourism promotion, visitor info, itineraries/packaging, conference promo, events
Orofino Progressive Merchants	Business advocacy, promotion, retail events
Clearwater Unlimited, Inc.	Grant applications/administration for business development
ManiYAC	Teen Center, encourage community involvement, entrepreneurship, plan skate park
Clearwater County	Policy, planning, permitting, tax assessments, grant writing
Lewis Clark State College	Workforce training, business assistance/workshops, partnerships
Clearwater County Historical Society	Museum management/upgrades, technical assistance, keeper of community history, interpretation/story-telling
Clearwater Tribune, KLER, Window on the Clrwr	Reporting on progress, monitoring implementation success
Civic Groups, including Rotary	Community leadership and service, project support
School District 171	K-12 education, youth involvement, community support
Clearwater Valley Hospital	Health services and facilities
Idaho Commerce & Labor	Business and community support, funding, tourism
USDA Forest Service	Forest management, recreation facilities/trails, visitor info/maps
Orofino Ministerial Association	Community team-building, spiritual support
Good Morning Orofino	Leadership, coordination, support, networking
Clearwater Management Council	River recreation facility upgrades, maintenance, funding
Clearwater Economic Development Assn.	Regional economic development, grant writing/administration, workforce development, partnerships
North Central Idaho Travel Association	Tourism development, promotion, tracking results
Corps of Engineers	Resource management
Idaho Parks & Recreation	Recreation facility management, grants
Scenic Byway Advisory Teams	Planning, coordination, funding
National Park Service	Site/Trail management, wayfinding/interpretation, grants

Implementation Action Table

The Action Table on the next two pages summarizes the goals and actions from the previous section, and also assigns a priority level and timeline to each action. The darker shading in timeline indicates a more intense level of activity in a given year. The key to the codes listed in the Responsibility column is at the bottom of each page. The organization listed first is the lead organization for each action, and additional organizations listed are those who will partner/assist with implementation.

Orofino Action Table

GOAL Action Description	Priority	Timeline					Responsibility (Lead, Assist)
		06	07	08	09	10	
1. Orofino has a diversified base of businesses that provide goods, services, and jobs.							
1.1 Distribute copies of the Action Plan situation assessment information to local business owners	H	■					HPC, CC, PM, CCEDC
1.2 Expand business retention & expansion (BR&E) program of business interviews & assistance	H	■	■	■	■	■	CCEDC, CC, City, Co, CUII
1.3 Provide entrepreneurship training & business management/marketing workshops for business owners	H	■	■	■	■	■	CCEDC, SBDC/LCSC, UI, CEDA
1.4 Continue targeted business recruitment based on identified assets & market needs	M	■	■	■	■	■	CCEDC, ICL
1.5 Continue to market Orofino Business Park	H	■	■	■	■	■	City, CCEDC, ICL
1.6 Measure success of business development efforts via sales, tax revenues, job increases, etc.	H	■	■	■	■	■	CCEDC, City, Co, ICL
2. Infrastructure has been upgraded to meet the needs of citizens and businesses.							
2.1 Upgrade services to Orofino and surrounding area; increase availability, quality & reliability and strategize with regional partners re Regional Telecom Engineering Plan.	H	■	■	■	■	■	CCEDC, City, Co, TelP, NPT, CEDA, PO
2.2 Employ solutions/policies to minimize visual impact (from cell towers etc.) to area's scenic qualities	H	■	■	■	■	■	CCEDC, City, Co, SBAT
2.3 Support a regional water system improvement project	M	■	■	■	■	■	City, WD, COE, NPT
2.4 Coordinate with the Idaho Transportation Dept. on new 511 tourist information service	M	■	■	■	■	■	CC, USFS, COE
2.5 Support efforts underway to upgrade road surface from Dent Bridge to Elk River	M	■	■	■	■	■	CC, ITD, CHD, COE, Pottlatch
2.6 Promote the rail line as a major transportation asset for county businesses	M	■	■	■	■	■	CCEDC, Co, BG&CM
2.7 Develop county-wide public transportation.	M	■	■	■	■	■	CCEDC, Co, BG&CM
3. Orofino supports well-maintained and accessible recreation facilities for citizens and visitors							
3.1 Involve Orofino youth in the planning & development of recreation facilities	H	■	■	■	■	■	MYAC, SD, HYC, City, Civic
3.2 Ensure an open, public process for accountability of recreation facility funding/revenues/expenses	H	■	■	■	■	■	City, Co, CMC, RD, CCX, MYAC
3.3 Involve citizens in decision/priorities re. facility expenditures via annual survey & Rec. District mtgs.	M	■	■	■	■	■	City, RD, CCX, SD, Co/CMC
3.4 Encourage use of recreation facilities for youth, family & senior activities by both residents & tourists	M	■	■	■	■	■	Rec. Mgrs, CC, USFS, COE
3.5 Work with local youth & civic groups to 'adopt-a-park' & enhance with benches, trails, public art, etc.	L	■	■	■	■	■	Rec. Mgrs, Civic/Youth Groups
3.6 Work w/ land managers/prop.owners to identify public access options for rec. use & funding improvements	M	■	■	■	■	■	COE, USFS, CMC
3.7 Support continued recreation improvements & recreation business development at Dworshak Reservoir	M	■	■	■	■	■	COE, Co, CMC
3.8 Implement wayfinding improvements to scenic byway corridors for recreation access.	M	■	■	■	■	■	SBAT, COE, USFS, CMC
4. The Riverside and Downtown commercial areas are attractive to customers and new businesses.							
4.1 Adopt National Main Street approach for downtown revitalization efforts (business retention/design, etc.)	M	■	■	■	■	■	CC, PM
4.2 Adopt a fish and/or wildlife theme for Riverside area; provide business/property owner incentives	H	■	■	■	■	■	CC, PM, City, Co, Media, Arts
Key to Codes: Biz=Business; CC= Chamber of Commerce; CCEDC=Clearwater County Economic Dev't Council; CCX=Community Complex; CHD=Clearwater Highway Dist.; Civic=Civic Clubs; CMC=Clearwater Management Council; Co=County; COE=Corps of Engineers; CUI=Clearwater Unlimited, Inc.; HPC/HYC=Horizons Planning/Youth Committee; ICL=Idaho Commerce & Labor; ID-SDE=Idaho State Dept. of Education; ITD=Idaho Transportation Dept.; MYAC=ManiYAC; NPS=National Park Service; NPT=Nez Perce Tribe; PM=Progressive Merchants; PO=Property Owners; RD=Recreation District; SBAT=Scenic Byway Advisory Team; SBDC=Small Business Dev't Center; SD=School District; TelP=Telecom Providers; UI=Univ. of Idaho; USDA=US Dept of Agriculture; USFS=U.S. Forest Service; WD= Water District							

GOAL Action Description	Priority	Timeline					Responsibility (Lead, Assist)
		06	07	08	09	10	
4. The Riverside and Downtown commercial areas are attractive to customers and new businesses. (cont'd)							
4.3 Improve gateways into community with signs, visible entries	H						City, CC, ITD
4.4 Implement an 'Adopt-a-Window' and 'Beautification Brigade' program to assist owners w/ improvements	M						CC, PM, City, Civic/Youth Groups
4.5 Adopt voluntary sign design guidelines to attract customers & enhance business district appearance	M						CC, PM, City
4.6 Consider incentives for property owners to adopt voluntary guidelines & improve commercial properties	L						CC, PM, City, Co
4.7 Identify opportunities for infill residential & commercial development; development of affordable housing	M						City, Co
5. The community supports high quality educational opportunities for youth and adults.							
5.1 Review successful programs in other communities to help address youth & adult education needs	H						MYAC, SD, LCSC, ICL, ID-SDE
5.2 Identify priority workforce skills/needs/gaps with local employers; address affordability challenges	H						LCSC, ICL, SD, Biz
5.3 Evaluate response & effectiveness for education programs; adjust offerings accordingly	M						LCSC, ICL, SD, Biz, HYC
5.4 Work with elected officials to address critical needs in education funding that are barriers to business	M						LCSC, SD, Biz, ICL
5.5 Identify and address barriers to education (transportation, etc.)	M						HPC, CAA, ICLL, LCSC, SD
6. Orofino captures tourist revenues from year-round outdoor recreation, heritage attraction & events							
6.1 Increase visibility of Orofino's attractions by improving wayfinding	H						CC, City, COE, ITD, SBAT
6.2 Relocate the Chamber Visitor Center to more visible location and recruit volunteer hosts	H						CC, City, Biz
6.3 Coordinate with Nat'l Park Service on signs/kiosk at Canoe Camp to promote Orofino	H						CC, City, NPS, SBAT
6.4 Create an annual steelhead event to highlight fishing on the Clearwater River	M						CC, Biz
6.5 Support implementation of Scenic Byway development plans (NW Passage, Gold Rush, Elk River)	M						CC, CUI, SBAT
6.6 Coordinate with Weippe, Pierce and Elk River on Byway driving/loop tours	H						CC, CUI, HPC
6.7 Plan packages, workshops & themed getaway weekends featuring local artisans/craftsmen	H						CC, CUI, Biz
6.8 Promote Orofino as a 'base' for ORV/backcountry recreation	M						CC, CUI, Biz
6.9 Link to promotion efforts of NCITA & Northwest Passage Scenic Byway	H						CC, CCEDC, Biz
6.10 Continue Orofino's annual heritage events (Lumberjack Days)	H						CC, Biz
7. Community groups work together to achieve Orofino's vision and goals							
7.1 Continue 'Good Morning Orofino' community gatherings to share info & identify opportunities	H						City, community organizations
7.2 Ask all community groups to formally adopt/endorse Action Plan and commit to assist w/ implementation	H						HPC, City, cmty organizations
7.3 Work with local media to provide 'Success Report' on Action Plan goals and actions	H						HPC, City, cmty organizations
7.4 Explore possibility of university student intern and/or Vista volunteer to assist w/ Action Plan execution.	H						HPC, UI, NPT, Vista
7.5 Consider formation of an Orofino Community Foundation to fund local programs and priority projects	H						HPC, City, Civic
Key to Codes: Biz=Business; CC= Chamber of Commerce; CCEDC=Clearwater County Economic Dev't Council; CCX=Community Complex; CHD=Clearwater Highway Dist.; Civic=Civic Clubs; CMC=Clearwater Management Council; Co=County; COE=Corps of Engineers; CUI=Clearwater Unlimited, Inc.; ICL=Idaho Commerce & Labor; ID-SDE=Idaho State Dept. of Education; ITD=Idaho Transportation Dept.; MYAC=ManiYAC Pride; NPS=National Park Service; NPT=Nez Perce Tribe; PM=Progressive Merchants; PO=Property Owners; RD=Recreation District; SBAT=Scenic Byway Advisory Team; SBDC=Small Business Dev't Center; SD=School District; TelP=Telecom Providers; UI=Univ. of Idaho; USDA=US Dept of Agriculture; USFS=U.S. Forest Service; WD= Water District							

Potential Resources for Implementation

The following funding and technical assistance resources are listed in the Action Plan for implementation of specific actions:

Federal

USDA: Rural Development grants for business development projects (RBEG, RBOG), infrastructure financing, telecom, community projects (RCAG)

EDA: Economic Development grants for business assistance, development

HUD: Infrastructure funding (CDBG)

BIA: Cooperative projects with Nez Perce Tribe – business/economic development, telecom, etc.

EPA: Brownfields, environmental restoration

USFWS: Habitat restoration/enhancements, recreation access

NPS: Challenge Cost Share

FHWA: Scenic Byway, Enhancement grants, Section 5310/5311 Rural Transit grants

State

ICL: Gem Community grants (GCA), Idaho Travel Council grants (ITC), Block Grants (HUD or State), business leads, tourism development assistance

ITD: Scenic Byway grants, technical assistance

Idaho Parks & Recreation: recreation facilities, RV facilities, waterways/boating facilities

Idaho Fish & Game: technical assistance re. hunting/fishing projects

Dept. of Agriculture:

Univ. of Idaho: Ag Extension (value-added ag development, leadership training, etc.)

LCSC/SBDC: Business/workforce training, hospitality training, business counseling

ICF: Idaho Community Foundation

Local

CEDA: Community planning, business loans

City: Infrastructure services, recreation facilities

County: Roads, recreation facilities

Rec District: Recreation facilities/programs

CCEDC: Economic & business development resources

Clearwater United Education Foundation

Private

Businesses and corporate sponsors

Corporate foundations

Charitable donations

Next Steps

The suggested next steps in implementation of the Action Plan are as follows:

1. Approval and adoption of final Action Plan document by the Horizons Planning Committee and City Council.
2. Endorsement and/or adoption of the Action Plan by the Chamber of Commerce, Progressive Merchants, ManiYAC, CCEDC Board, County Commission and other community groups.
3. Send copies of the Action Plan to CEDA, Idaho Commerce & Labor, UI, LCSC, USDA and U.S. Economic Development Administration.
4. Obtain commitments from partners to implement and report quarterly on progress.
5. Allocate/seek funding for implementation.
6. Begin/continue implementation of the Action Plan.
7. Monitor/oversee implementation of the Action Plan, meet to discuss/report progress twice a year.

**TO COMMENT, CONTACT: Lorraine Roach, President, The Hingston Roach Group
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Appendices

Appendix A: Online Survey Results Overall Score Ranking

Appendix A: Orofino Online Survey Results: Overall Score Rankings

Scoring: 3=Strength (Mean=2.50+), 2=Normal/Average (Mean=1.50-2.50), 1=Weakness (Mean=<1.50)

Question Group	Question	Mean
Quality of Life	Quality of the climate	2.77
Quality of Life	Level of air quality	2.70
Quality of Life	Attractiveness of the physical environment	2.70
Quality of Life	Availability of recreational opportunities	2.60
Quality of Life	Level of crime	2.41
Local Gov't	Adequacy of local fire protection	2.38
Marketing	Availability of adequate hotels/motels	2.33
Quality of Life	Availability of adequate local hospital facilities	2.29
Local Gov't	Adequacy of trash pickup and waste disposal	2.22
Utility	Availability of potable (drinking quality) water	2.22
Marketing	Economic impact of the tourism industry on the community	2.21
Quality of Life	Adequate local clinics and health care professionals for basic health care	2.15
Utility	Availability of adequate wastewater treatment capacity	2.14
Local Gov't	Adequacy of local police protection and public safety	2.12
Capital	Availability of home mortgage financing	2.08
Marketing	Availability of adequate conference and meeting facilities	2.08
Utility	Availability of adequate water and sewer lines to industrial/commercial sites	2.00
Local Gov't	Level of local property taxes	1.98
Utility	Cost of electricity	1.97
Local Gov't	Presence of local sales (resort) taxes	1.97
Workforce	Availability of unskilled and semi-skilled workers	1.93
Quality of Life	Services and programs for senior citizens	1.92
Transportation	Movement of traffic in the community	1.90
Marketing	Adequacy of local media for promotion of local business activity	1.90
Marketing	Availability of a range of quality restaurants in the community	1.90
Marketing	The range of attractions for expanded tourism	1.90
Utility	Cost of water and sewer services	1.87
Local Gov't	State and local permitting and regulation process for businesses	1.86
Quality of Life	Presence of sporting events	1.86
Quality of Life	Cost of health care relative to other areas	1.86
Local Gov't	Adequacy of local planning and zoning	1.84
Local Gov't	Adequacy of local building codes	1.84
Local Leadership	Adequate level of professional staff in government offices & development organizations	1.83
Utility	Availability of high quality electric service	1.82
Workforce	Quality of worker-management relations	1.81
Utility	Local telephone company's quality of service & responsiveness	1.79
Quality of Life	Cost of housing overall	1.76
Local Gov't	Cooperation of local government with business	1.76
Transportation	Adequacy of commercial air passenger service at Lewiston	1.75
Utility	Connection of local telephone company to national long distance network	1.74
Local Gov't	Annexation policy	1.74
Local Leadership	Level of leadership commitment to economic development in the community	1.73
Quality of Life	Availability of executive-level housing	1.73
Quality of Life	Physical accommodations for persons with disabilities	1.73
Local Gov't	Cooperation of local government entities with each other	1.73
Workforce	Availability of retail and office workers	1.73
Transportation	Level of traffic-carrying capacity of local streets	1.73
Quality of Life	Adequate social services (day care counseling poverty assistance)	1.72
Capital	Investment in the community by local financial institutions	1.70
Local Education	Quality of local elementary (K-8) education	1.69
Quality of Life	The rate of population growth in the community	1.68
Local Leadership	Level of cooperation with other development organizations serving this area of the State	1.68
Local Leadership	Involvement of both public and private sectors in development programs of community	1.67

Local Education	Quality of local secondary (9-12) education	1.66
Capital	Availability of low interest loans for small business	1.65
Quality of Life	General appearance of the community	1.64
Local Education	Involvement in the community by colleges & universities	1.64
Transportation	Adequate local major highways	1.63
Workforce	Availability of adult/continuing education at a post-secondary level	1.62
Marketing	Adequacy of Lewiston media in local community issues/activities	1.62
Quality of Life	Availability of moderate cost housing	1.60
Local Education	Involvement of local residents and parents in the school districts	1.59
Workforce	Availability of on-the-job training assistance	1.59
Marketing	Availability of a range of personal services (legal/professional/dry cleaning/repairs/etc.)	1.58
Real Estate	Cost of land/sites to new users	1.54
Transportation	Availability of rail service for industrial sites	1.54
Local Leadership	Level of communication/cooperation between organizations involved in dev't of community	1.53
Real Estate	Availability of suitable commercial/retail space	1.53
Capital	Availability of low interest or tax-exempt financing for new industrial/commercial facilities	1.52
Transportation	Condition and maintenance of local streets and roads	1.51
Transportation	Availability of public parking in the local commercial areas	1.50
Real Estate	Availability of suitable office space	1.50
Real Estate	Availability of subdivided sites for new homes	1.50
Local Gov't	Availability of community/local government information online i.e. e-government	1.48
Marketing	Appearance of the downtown for attracting business activity	1.48
Marketing	Adequacy of the tourism marketing program to attract visitors	1.47
Marketing	Availability of business services & professional services that support business & industry	1.47
Marketing	Location of the community for serving markets in the Western U.S.	1.45
Local Education	Availability of vocational programs at the secondary level (job skills computer classes etc.)	1.45
Workforce	Availability of skilled industrial workers	1.43
Real Estate	Availability of suitable industrial building space	1.43
Local Education	Quality of post-secondary education in the community	1.41
Workforce	Availability of managerial personnel	1.38
Utility	Availability of high-speed Internet service	1.35
Local Gov't	Adequacy of local tax base to cover cost of local government	1.32
Workforce	Availability of technicians and professionals	1.32
Quality of Life	Level of cultural activity and facilities	1.30
Marketing	Adequacy of local marketing to attract new retail/commercial business to the community	1.30
Quality of Life	Availability of rental housing/apartments	1.29
Local Gov't	Long-range planning for municipal improvements and capital budgeting	1.28
Local Leadership	Level of funding for local economic development programs	1.28
Real Estate	Availability of attractive and well located commercial/retail sites	1.28
Workforce	Availability of post-secondary vocational training	1.27
Capital	Availability of venture capital from local sources for business startups	1.27
Quality of Life	Availability of housing for low-income families	1.25
Workforce	Availability of upgrade training for existing employees	1.23
Local Leadership	Level of citizen awareness regarding the local development programs	1.21
Marketing	Availability of funding to support tourism development	1.21
Real Estate	Availability of fully served and attractive land/sites for industrial buildings	1.21
Workforce	Level of wages and salaries paid locally	1.18
Marketing	Appearance of the highway-oriented retail/commercial areas for attracting business activity	1.18
Real Estate	Availability of fully served and attractive land/sites for office buildings	1.16
Marketing	Availability of a range of retail stores and goods in the community	1.13
Utility	Availability of cellular service	1.10
Workforce	Availability of quality jobs in the community for the workforce residing in the community	1.10
Transportation	Availability of public transportation	1.08
Workforce	Availability of apprenticeship programs	1.06
Marketing	Proximity to other major national markets	1.06

