

# Orofino Community Action Plan



*A Plan for Economic & Community Development Success*

Prepared for  
**The Community of Orofino**

**February 2006**

by  
**The Hingston Roach Group, Inc.**

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## Introduction

The City of Orofino is a beautiful community with a rich logging and mining heritage located along the Clearwater River in the heart of north central Idaho. This Community Action Plan was sponsored by the Orofino Horizons Planning Committee. The planning process used a community-based approach, involving a broad variety of community leaders and citizens over a four month period from August to November, 2005. Due to limited time and budget available for development of this Action Plan, it focuses on key trends and top priority issues as identified by planning participants.

The Action Plan is organized into four major sections:

1. Situation Assessment, consisting of socio-economic trends and an assessment of Orofino's assets, strengths, challenges and opportunities related to economic and community development.
2. Orofino Vision and Goals, based on community input during the Action Plan public meetings.
3. Specific actions to achieve the goals.
4. Implementation, including organizational and financial resources needed for implementation.

The actions identified in the Action Plan resulted from the following: meetings with the Action Planning Committee held in August, September and October; an economic analysis and trends assessment conducted by the consultant; a survey of community and business leaders; interviews with citizens, business owners, elected officials, chamber and economic development staff, and members of the ManiYAC Pride youth organization; analyses of Gem Community and economic development planning documents; and input from public meetings held in September, October, and November.

The purpose of the Action Plan is to achieve a sustainable future for Orofino. The consulting team used an approach to build upon, rather than repeat, previous planning efforts. The resulting Action Plan involves *all* groups working strategically toward common goals, each with defined responsibilities to help implement the Action Plan. Finally, the Action Plan identifies strategies that are consistent with community values and input, in order to enhance Orofino's quality of life.

### Action Plan Outcomes

The intended outcomes of the Action Plan are the following:

- Realistic, implement-able actions that build upon previous work completed
- Identification of what, when, who, how, and how to pay for it
- Broad community involvement and buy-in
- Formal adoption/support for Action Plan
- Success in context of Horizons goals (anchors) and values

The Horizons program is focused on four components, or anchors: Leadership, Community, Partnerships, and Poverty Reduction. The values of Horizons are to welcome change, find and sustain hope, include everyone, and learn through sharing. The overarching goal of Horizons is continuing community improvement: quality of life, economic vitality, and capacity for the community to sustain itself into the future.



## Community Development vs. Economic Development

The Action Plan addresses both community and economic development. The two terms often are used interchangeably, but they are slightly different in focus:

### Community Development:

- Focused on improving *quality of life*
- Focused on needs of *residents*
- Concerned with housing, social services, education, youth, medical services, recreation, etc.

### Economic Development:

- Focused on improving *standard of living*
- Focused on the needs of *businesses*
- Concerned with business climate, workforce, transportation, infrastructure, taxes, commercial zoning/regulations, etc.

## Growth vs. Economic Development

Growth is not the same as economic development. A community or area can be growing, but not experiencing real economic gains. If the cost of living escalates faster than the rate of pay created by new jobs, then residents experience a lower standard of living, not a higher one. Therefore,

Economic Development is happening when:

- The standard of living is increasing
- A “real” increase in the level of average household income is occurring
- The local tax base is meeting the escalating cost of government services
- Business and industry is investing more in the community than they are “costing” the community



This Action Plan focuses on achieving true economic gains for Orofino and its citizens – while it recognizes that some growth is necessary for community sustainability, it does not advocate “growth for growth’s sake.”

## Major Trends Affecting Idaho and Orofino’s Development Situation

There are a number of “big picture” trends affecting the development situation in north central Idaho and Orofino:

- Global economy
- Knowledge-based economy
- E-manufacturing
- Shift to services
- Small business dominance
- Focus on workforce and education
- Aging population
- Quality of life
- Regionalism (linkages between communities)

These factors were taken into account in the situation assessment and recommended actions during the planning process.

## Situation Assessment

The basis of the Action Plan process is an assessment of community trends, strengths, and weaknesses related to business investment, economic development and quality of life. This section is an assessment of key trends and issues related to community strengths, weaknesses and opportunities, based on the findings of the consulting team. The objectives of this assessment are to:

- Identify key strengths to emphasize in economic and community development efforts
- Identify key weaknesses that may limit business investment in the City of Orofino so that remediation of these local challenges can occur
- Build the foundation for the identification of appropriate strategies for the focus of economic and community development activity

The assessment included all of the issues that businesses typically consider when evaluating whether and where to expand or locate their business. Among these factors are the following:

- Market access
- Business climate
- Quality of life
- Workforce and education
- Transportation
- Utilities
- Real estate

Successful economic and community development planning requires that a community understand clearly the assets that it has to promote, and what it needs to improve, so that the economy can prosper. The following is a summary of socio-economic trends and attributes that the consulting team believes to be the major strengths (assets) and weaknesses (liabilities and limitations) of Orofino from a community and an economic development perspective.

### **Orofino History** *(Courtesy Clearwater County Historical Society)*

The area now called Clearwater County was originally inhabited by various bands of Nez Perce Indians who had permanent villages along the Kooskooskee (Clearwater) River. The Lewis and Clark Expedition were the first non-Indian men in Idaho, with their expedition arriving on September 20, 1805. They met the Nez Perce Indians on the Oyaip (Weippe) Prairie, where the Nez Perce fed the starving men. The Corps of Discovery moved to what is known today as 'Canoe Camp' on the Clearwater River, where they constructed canoes using the Nez Perce method of burning out the logs to save energy and time. The expedition left Orofino on October 10, 1805, heading west to the Pacific Ocean. Seven months later, on May 5, 1806, Lewis and Clark returned to the Orofino area to pick up horses and supplies before continuing to Kamiah, where they stayed until the snow melted enough to allow passage through the mountains.

Except for missionaries, few white men were seen again for 50 years. In the winter of 1859, Captain Elias D. Pierce found gold, and the area changed dramatically. In the winter of 1860-61, Pierce City and Oro Fino City were established only two miles apart. Pierce City was to become Idaho's second oldest town, though it was originally in Washington Territory. Oro Fino City burned in 1867 and was not rebuilt. Farmers and ranchers began moving onto the Weippe Prairie where the towns of Weippe and Fraser are today. Homesteading began on the prairie before homesteading of land along the Clearwater River. The Nez Perce Reservation allotments were completed in November 1895 and homesteading on the unallotted land started November 18, 1895.

The town of Oro Fino on the Clearwater River, not to be mistaken for the old Oro Fino City near Pierce, was platted in 1898. Because the Post Office objected to a town name with two words, the township became Orofino. The Northern Pacific Railroad began laying tracks along the Clearwater River, and by 1899, the railroad had completed tracks and a depot in Orofino. In 1905, the Idaho State Hospital opened. In February 1911, the Idaho Legislature established Clearwater County with Orofino as the county seat. Timber became a valued commodity and changed the major industry from mining to logging. The

Konkolville Lumber Company, located two miles from Orofino in a community known as Konkolville, was started in 1947 by Andy Konkol. This family-run business continues to operate today, producing 21 million board feet per year and employing 65 people. Another mill, the Jaype Mill, near Pierce, was built in 1965, and employed 215 people before closing in September 2000. Recognizing its rich logging heritage, Orofino celebrates annually with its Lumberjack Days festival in mid-September. Tourism is a major part of Orofino’s economy today, driven by steelhead fishing on the Clearwater River and other water and land-based outdoor recreation.

### Orofino Assets

As identified by the Action Plan participants, key assets and facilities in the Orofino area include the following:

- ◆ Active civic volunteer organizations
- ◆ Active youth organizations
- ◆ Diverse base of businesses
- ◆ Professional economic and community development staff
- ◆ Well-preserved historic downtown buildings, pedestrian-friendly downtown district
- ◆ Public library
- ◆ Clearwater Valley Hospital and clinics
- ◆ Clearwater River
- ◆ Clearwater National Forest
- ◆ Clearwater County Courthouse
- ◆ Clearwater County Historical Museum
- ◆ City park and fairgrounds
- ◆ Dworshak National Fish Hatchery
- ◆ Clearwater Fish Hatchery
- ◆ Dworshak Dam and reservoir
- ◆ State Hospital North
- ◆ Location on U.S. 12 (Northwest Passage All-American Road)
- ◆ Gateway to year-round outdoor recreation
- ◆ Nez Perce National Historic Park site at Canoe Camp
- ◆ Lolo Motorway
- ◆ Bald Mountain Ski Area
- ◆ Trail systems
- ◆ Growing tourism sector
- ◆ Lewis-Clark State College outreach office
- ◆ Idaho Commerce & Labor office

### Population Trends

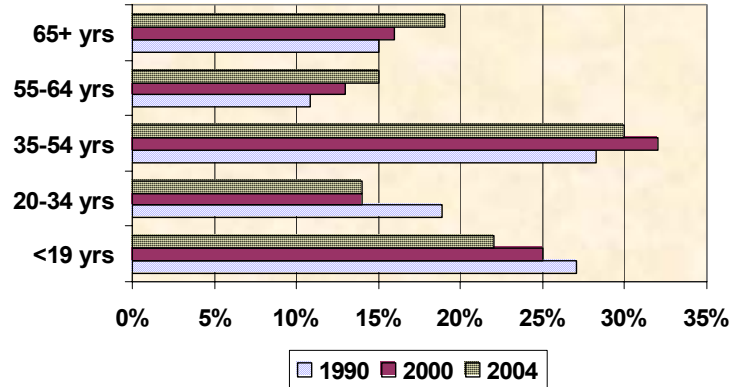
Orofino and Clearwater County experienced population declines over the past two decades, with the largest drop from 1980 to 1990, some growth from 1990 to 2000, then a slight decline from 2000 to 2004 (see table below). However, recent real estate sales figures indicate that the trend is reversing (see Real Estate Sales section, next page). Consistent with statewide and national trends, the population is growing older: the percentage of residents age 55+ has increased since 1990, while the percentage of those under 35 has declined (see chart, next page).

Shifts in the makeup of Clearwater County’s population are explained by shifts in employment trends: there are fewer family-wage jobs in manufacturing and natural resources, and increasing numbers of lower-wage service jobs. Orofino is located within the Nez Perce Indian Reservation; however, only 2.3% of the City’s residents are Native American, while another 2.8% are Hispanic or other ethnic groups.

<b>Population 1980-2004</b>	<b>Idaho</b>	<b>Lewis Co</b>	<b>Idaho Co</b>	<b>Clearwater Co</b>
<b>Total population (2004)</b>	1,393,262	3,753	15,616	8,393
<b>Total population (2000)</b>	1,293,953	3,747	15,511	8,930
<b>Total population (1990)</b>	1,006,749	3,516	13,768	8,505
<b>Total population (1980)</b>	944,127	4,118	14,769	10,390
<b>Population change (2000-2004)</b>	8%	0%	1%	-6%
<b>Population change (1990-2000)</b>	29%	7%	13%	5%
<b>Population change (1980-1990)</b>	7%	-15%	-7%	-18%

### Clearwater County Population by Age 1990-2004

(Source: US Census Bureau)



### Orofino's Primary Trade Area

Within Orofino's primary trade area, which includes most of Clearwater County, there are approximately 8,400 residents. When all of the local motels and RV parks are filled to capacity, the population grows by an additional 742 to 1,100 people (see below).

Zip Code	Population
83544 (Orofino)	6,083
83546 (Pierce)	757
83553 (Weippe)	1,111
83545 (Peck)	488
<b>Total:</b>	<b>8,439</b>

(Source: 2000 Census)

### Commercial Lodging Capacity (Clearwater Co):

Total: 193 rooms, 178 RV/camp sites

**Capacity: 742 - 1,113 people**

(average 2-3 per room/site)

### Real Estate Sales

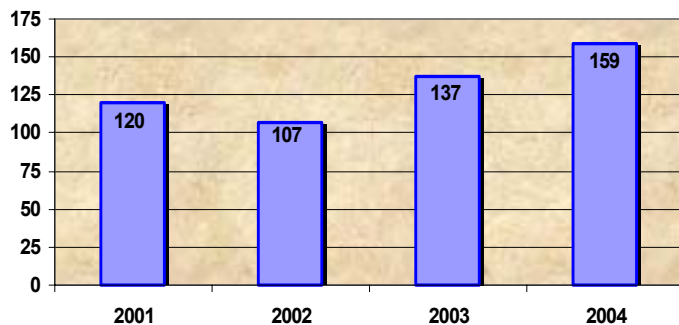
Real estate sales figures indicate that some growth is happening in Clearwater County: both the number of properties sold and the average sales price are increasing (see chart below). According to realtors and local business owners, new home construction is largely occurring in the county (outside the City limits). From 2001 to 2004, Clearwater County reported the following real estate sales (total sales and average price per sale annually):

- 2001: \$ 9.1 million (\$75,676 avg.)
- 2002: \$ 7.9 million
- 2003: \$11.5 million
- 2004: \$15.0 million (\$94,000 avg.)

### Orofino Area Property Sales

Developed & Undeveloped Commercial, Residential, Acreage

(Source: Clearwater Board of Realtors)



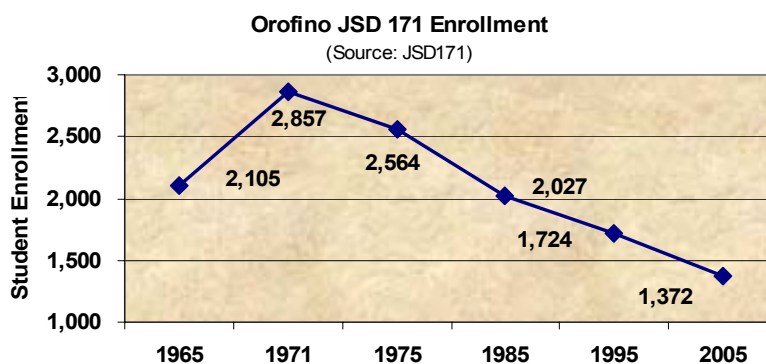
\* Reported sales for Orofino trade area including Orofino, Riverside, Konkolville, Pierce, Weippe, Grangemont, Fords Creek, Peck, and Lenore

Upriver from Orofino, the town of Kamiah experienced a 50% increase in the number of parcels sold in the 3 year period from 2001 to 2004. The quantity of parcels sold for the period January through September 2005 nearly equaled the annual total for properties sold in 2004.

## Education & Enrollment

Enrollment in Orofino-based School District 171 peaked at 2,857 students in 1971, during the construction of Dworshak Dam. In Fall 2005, total enrollment was about 1,372 students. As the number of family-wage jobs in the timber, manufacturing and federal government sectors has declined, young families have had to leave Clearwater County in search of employment elsewhere. New residents have moved in, but the newcomers are primarily retired or have no children in school.

About 29% of Clearwater County residents over age 25 have some college education (including vocational and associate degrees), compared to 35% statewide and 27% nationally. About 13% of Clearwater County residents have a bachelors degree (vs. 22% statewide, 24% nationwide). Higher education levels generally translate to higher incomes and greater ability to attract businesses looking for skilled workers.



## Employment Trends

As mentioned earlier, the types and numbers of jobs have changed in Clearwater County over the past decade, with the most growth in the sectors of agriculture/forestry/fisheries and transportation/communications/public utilities, and the most significant declines in manufacturing (including forest products) and federal government employment (see table below).

### Change in the Number of jobs from 1990 to 2000

	<u>Clrwr Co.</u>	<u>Lewis Co.</u>	<u>Idaho Co.</u>
Ag/Forestry/Fisheries	73%	148%	215%
FIRE*	n/a	82%	114%
TCPU*	22%	69%	17%
Retail Trade	6%	40%	20%
State/Local Gov't	3%	24%	23%
Wholesale Trade	n/a	-18%	-17%
Manufacturing	-30%	-19%	-23%
Federal Government	-19%	-31%	-24%
Farm	-2%	4%	19%

\* FIRE=Finance, Insurance, Real Estate; TCPU=Transportation, Communications & Public Utilities

From 2001 to 2003 (the most recent data available from the Bureau of Economic Analysis), overall county employment grew about 4%, but most of the growth was proprietor employment (see table, next page). Percentage-wise, education services, forestry/fishing/related activities, manufacturing, health care/social services and real estate saw the greatest gains. The biggest losses were in professional/technical services, construction, and information services.

## Clearwater County Employment by Industry

(Source: Bureau of Economic Analysis)

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>% Chg 01-03</u>
<b>Total employment</b>	4,668	4,742	4,833	4%
Wage and salary employment	3,247	3,272	3,317	2%
Proprietors employment	1,421	1,470	1,516	7%
Forestry/Fishing/Related Activities	524	582	612	17%
Mining	12	10	<10	n/a
Utilities	13	12	<10	n/a
Construction	288	261	257	-11%
Manufacturing	303	306	351	16%
Wholesale Trade	29	26	30	3%
Retail Trade	435	450	452	4%
Transportation/Warehousing	123	120	130	6%
Information	36	33	33	-8%
Finance/Insurance	105	109	102	-3%
Real Estate/Rental/Leasing	136	143	147	8%
Professional & Technical Services	155	150	131	-15%
Administrative & Waste Services	83	84	83	0%
Educational Services	11	12	13	18%
Health Care/Social Assistance	435	473	482	11%
Arts/Entertainment/Recreation	59	61	62	5%
Accommodation/Food Services	259	256	276	7%
Other services except public admin	219	211	223	2%
Government/Gov't Enterprises	1,200	1,190	1,180	-2%
Federal Civilian	272	278	266	-2%
Military	34	34	34	0%
State & Local	894	878	880	-2%
State Government	335	331	324	-3%
Local Government	559	547	556	-1%

From 2000 to 2004 in Orofino, the number of business establishments with employees dropped from 206 to 198 (-4%), and the number of employees dropped from 1,452 to 1,429 (-2%). However, the number of sole proprietor (non-employer) businesses in Clearwater County has risen steadily since the closure of the Jaype Mill in 2000:

### Sole Proprietor Businesses in Clearwater County

2000: 454  
2001: 477  
2003: 591  
30% Growth 2000-2003

In 2003, government employment represented nearly one-quarter of all jobs in Clearwater County (24.4% were city, county, state, federal and tribal positions). State and federal government agencies provide a significant share of the county's economic base, with some of the largest employers: Idaho Correctional Institution, State Hospital North, U.S. Forest Service, U.S. Army Corps of Engineers, Dworshak National Fish Hatchery, and Nez Perce Tribal Fish Hatchery. These organizations bring significant revenues to the community in terms of employment (jobs with benefits) and purchasing of local goods and services. They also have a significant impact on housing, schools, social services, and providing volunteers for local community organizations.

### Orofino Business Inventory

Orofino currently has more than 300 businesses, as detailed in the table on the next page. About one-fifth (19%) of the businesses are in construction and related trades, and only 3% are in manufacturing. Categories that represent the highest potential for growth in family-wage jobs are professional services, medical specialties, specialty manufacturing, technology, utilities and special trades.

## Orofino Business Inventory

### Construction & Related Special Trades (19%)

24 HVAC/Paint/Drywall/Glass/Elect/Plumb  
 16 Contractor/Builder/Developer  
 8 Concrete/Masonry/Roofing/Asphalt  
 5 Machinery & Tool Repair/Welding  
 5 Water/Well Drilling/Septic/Waste Mgmt

### Retail Goods (17%)

13 Gift/Novelty/Jewelry/Sptg Gds  
 11 Grocery/Liquor/Specialty Foods  
 10 Apparel/Florist/Fabric  
 10 Furniture:New/used, Pawn  
 6 Building/Farm/Nursery  
 2 Drug/Pharmacy

### Professional Services (17%)

19 Insurance/Real Estate/Title  
 11 Accounting/Admin/Consulting  
 9 Bank/Mortgage/Credit Union/Investmts  
 7 Attorney/Bondsman  
 6 Media (newspaper/radio/Internet)

### Personal Services (12%)

12 Beauty/Barber/Tanning/Massage  
 7 Landscaping/Lawn Care  
 6 Auctioneer/Locksmith/Moving/Laundry  
 6 Funeral/Travel/Catering/Day Care/Photo  
 4 Repair Shops: Appliance, RV, Sptg Gds  
 2 Photography/Studio

### Lodging, Dining/Beverage (11%)

11 Hotel/Motel/Resort/B&B  
 7 RV Parks and Campgrounds  
 13 Restaurant/Cafe/Esspresso  
 4 Drinking Establishments

### Medical & Related Services (7%)

12 Dentist/Chiro/Eye/PT/Counseling  
 8 Hospital/Clinic/Nursing Home  
 3 Veterinarians

### Auto Sales/Services/Supplies (7%)

14 Auto Services/Supplies  
 4 Automobile/Motorcycle/ATV Dealers  
 4 Gas Station/Fuel Dealers

### Entertainment/Recreation (4%)

8 Outfitters/Golf/Bowling  
 3 Movie Theater/Video Rental

### (10) Manufacturing/Wholesale (3%)

### (8) Air/Rail/Truck & Utility (3%)

**TOTAL BUSINESSES: 308**

## Retail Leakage in Clearwater County

Retail leakage is an estimate of the amount of money spent *outside* the county on retails goods and services by residents and visitors to the county. It is calculated by comparing the statewide average spending per capita in specific retail business categories against per capita spending in the county in those same categories. Thus it provides an estimate of the money “leaking” out of the community that possibly could be recaptured by local businesses. The table below shows actual 2004 retail sales in Clearwater County of about \$45 million. This figure does not include sales at retail businesses whose headquarters are located outside of Clearwater County (such as King’s), because their sales are reported in the county of their headquarters location. The table shows that the *potential* sales for Clearwater County is about \$114 million, based on statewide average per capita spending and average tourist spending, which means that at least \$50 million in retail sales is “leaking” out of the county – much of it going to Lewiston.

### Clearwater County Retail Leakage

(Source: Idaho State Tax Commission)

Retail Category	2004 Leakage	Total % Leakage	Potential Sales	Actual Sales
Building Materials	\$9,073,781	67%	\$13,476,186	\$4,402,405
General Merchandise	8,569,505	86%	9,959,284	1,389,780
Food Stores	10,149,805	60%	16,782,174	6,632,370
RV, Trailer & Campers	(295,556)	-47%	629,740	925,296
Auto Sales/Service	18,221,052	55%	33,229,884	15,008,833
Apparel & Accessories	1,799,298	88%	2,045,862	246,564
Furniture/Furnishings	7,346,011	92%	7,988,079	642,068
Restaurant/Bar	4,245,959	52%	8,157,176	3,911,218
Drug Stores	(2,662,984)	-106%	2,518,288	5,181,272
Specialty Retail	12,214,505	64%	19,226,169	7,011,664
<b>Total</b>	<b>\$68,661,373</b>	<b>60%</b>	<b>\$114,012,841</b>	<b>\$45,351,469</b>

The two sectors that do not show leakage are the RV/Trailer/Camper sector and the Drug Stores sector, both of which show a net “pull factor,” meaning that county residents spend more than the statewide average on these items, and/or that these businesses draw customers from outside the county. Retail business sectors that appear to have the most potential for recapturing retail sales in Clearwater County include building materials, food stores, specialty apparel and accessories, specialty furniture/furnishings (such as log furniture, hand-made lighting fixtures, local artwork, etc.), restaurant/bar (though this leakage figure likely will be reduced in 2005 due to the new Dining on the Edge facility), and specialty retail (this category includes florists, pet shops, office supplies, sporting goods/tackle, etc.).

In an October 2005 survey of community and business leaders (see page 15), the availability of a range of retail stores and goods in the community was perceived to be a weakness in Orofino. According to the business inventory, Orofino actually has about 50 retail stores – a good range for a community of its size. Further investigation will reveal ways that existing businesses might market their products more effectively to the local consumer base.

### **Goods & Services Purchased Outside of Orofino**

The survey of Orofino community and business leaders found that the products most commonly purchased outside of Orofino for *business/organization* use are the following:

- Office supplies and equipment (fax, copier, internet)
- Computers and computer-related products
- Paper products
- Books and videos
- Cleaning, laundry, and maintenance supplies
- Groceries
- Fish food (500,000 pounds annually for one hatchery alone!) and hatchery operation supplies
- Large mechanical and industrial equipment
- Linens and bedding
- Recreation equipment (picnic tables, docks, etc.)
- Boat parts

The *business* services most commonly purchased outside of Orofino are the following:

- |   |  |
|---|--|
| ■ Computer maintenance and repair; tech support | ■ Printing (esp. large quantities)               |
| ■ Software support and services                 | ■ Telephone services and repair                  |
| ■ Accounting, bookkeeping and tax preparation   | ■ Cleaning services (windows, uniforms)          |
| ■ Legal services                                | ■ Consulting, designing and engineering services |

The goods and services most commonly purchased outside of Orofino for *personal* use are the following:

- |  |                                      |
|--|--------------------------------------|
| ■ Clothing and shoes                             | ■ Autos                              |
| ■ Groceries (due to perceived price and quality) | ■ Books                              |
| ■ Household goods/supplies                       | ■ Hardware                           |
| ■ Gasoline (auto fuel)                           | ■ Furniture                          |
| ■ Appliances                                     | ■ Gardening and landscaping products |

In rural communities, the population of the trade area is often insufficient to support certain kinds of retail businesses. The table on the next page shows the average trade area population needed for different types of retail businesses. The trade area varies by business type, but generally includes the population within a primary commuting distance. However, the trade area requirements can be significantly reduced if a community is remote or has a large influx of tourists or seasonal residents. Additionally, businesses that offer goods in multiple categories often do well in a rural setting.

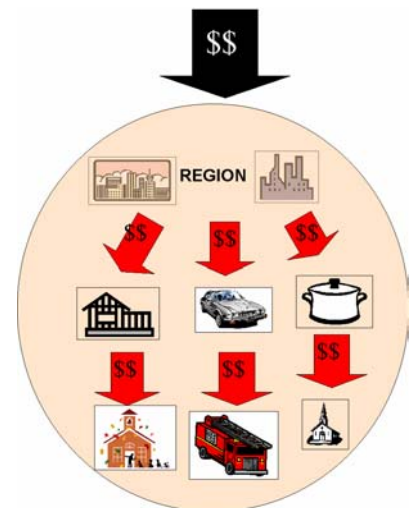
### Average Trade Area Population Required to Support Retail Stores

Retail Category	Pop'n Required		
<b>Food</b>		<b>Automotives</b>	
Bakery products stores	10,126	Aircraft, boat, motorcycle dealers	30,497
Candy, nut, confectionery stores	12,594	Household trailer dealers	46,456
Dairy products stores	29,728	Passenger car dealers	5,657
Fish markets	51,971	Tire, battery, accessory dealers	7,284
Fruit stores, vegetable markets	21,259	<b>Lumber, Hardware, Bldg Matls, Farm Equip</b>	
Grocery stores/delicatessens	770	Farm equipment	11,530
Meat markets	11,463	Hardware stores	6,374
<b>Eating and Drinking</b>		Heating, plumbing equip. dealers	40,859
Drinking places (bars)	1,705	Lumber, building materials	6,510
Eating places (restaurants)	842	Paint, glass, wallpaper stores	16,239
<b>General Merchandise</b>		<b>Miscellaneous Retail</b>	
Department stores	44,379	Antique/second-hand stores	7,313
Dry goods stores	34,152	Bicycle shops	100,083
General merchandise stores	6,899	Book stores	59,815
Variety stores	8,430	Camera, photographic supply stores	57,030
<b>Apparel and Accessories</b>		Cigar, tobacco stands	38,509
Children's/infant's apparel	33,057	Farm and garden supply stores	16,774
Men's and boys' apparel	8,403	Florists	9,527
Shoe stores	7,679	Fuel, ice dealers	7,559
Women's apparel	4,247	Gift, novelty, souvenir stores	14,965
<b>Furniture, Furnishings, Appliances</b>		Hobby and toy stores	44,099
Furniture, home furnishings stores	3,437	Jewelry stores	9,011
Household appliances, radio, TV	6,148	Luggage, leather goods stores	140,684
Music stores, records, instruments	23,363	Newsstands	29,533
<b>Drug Stores</b>		Optical stores	14,792
	<b>3,749</b>	Pet shops	82,455
		Sporting goods stores	17,270
		Stationary stores	33,290

Source: Bureau of the Census, U.S. Dept. of Commerce

### How Money Flows into and Through a Community

On average, 75% of businesses in a community depend on wealth attracted from outside the region by the 25% of companies with national and global markets. If few businesses bring outside money into the community, the same money just circulates around and around, with little positive impact on job creation or higher incomes. "New" money also can be attracted to the community through tourist spending, investment income of retirees who move to the community, and from recapture of sales leakage (money being spent outside the community on goods and services).

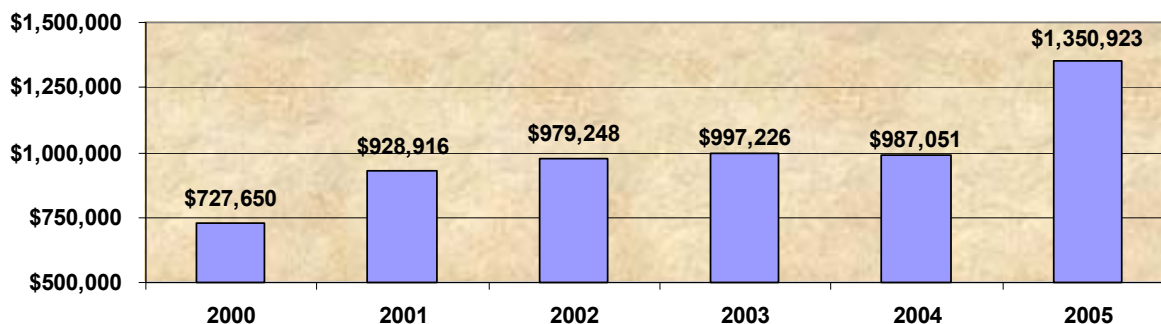


### Tourism Trends: Regional Lodging Sales

Tourism is increasing in Clearwater County, as measured by increases in lodging sales. County lodging sales January through December 2005 increased 37% compared to 2004, due in part to the opening of the new Best Western Lodge at Rivers Edge in April (see chart, next page). The growth also is related to the arrival of the Lewis & Clark Bicentennial Commemoration in September, and continuing into October, complemented by the annual fishing and hunting seasons. Region-wide, lodging sales increased 14% (\$2.5 million) in 2005 over 2004, compared to statewide increases of 10%. Lodging sales are a leading indicator of tourism trends, and represent new money flowing into the community.

## Clearwater County Lodging Sales Trends 2000 - 2005

(Source: Idaho Dept. of Revenue)



### North Central Idaho 2005 Visitor Survey Results

From early June to mid-October 2005, the North Central Idaho Travel Association (NCITA) and the Idaho State Tourism Office conducted a survey of 6,835 visitors at 25 locations around the region. Results have been analyzed by traveler type, origin, activity, destination, etc., and a complete report of the findings is available from NCITA. Survey sites in the Clearwater County/Upper Clearwater included the Clearwater National Forest Supervisor's Office visitor center, Weippe Discovery Center, Elk River Lodge, Lewis & Clark RV Park, Kooskia Chamber Visitor Center, Three Rivers Resort, and River Dance Lodge. The survey captured both eastbound and westbound travelers on U.S. 12, plus visitors to the Weippe/Pierce and Elk River areas. Key findings related to Clearwater County/Upper Clearwater visitors are the following:

- 31% were between the ages of 45 and 59, 27% were age 60+
- 24% reported a household income of \$100,000+
- 57% were staying overnight in the region and 1/3 of those travelers stayed 2 nights
- 41% used commercial lodging (hotel/motel/B&B/guest ranch), and 44% used RVs or tents
- 53% of respondents 'definitely' plan to the return (77% said 'probably' or 'definitely')
- 51% were 'very satisfied' with their trip, which is consistent with the overall survey respondent percentage (53%)
- Combined, 60% of the respondents were traveling in the area for three main reasons:
  - Historic/cultural attractions (52% stated that the Lewis & Clark Bicentennial was an important reason for their trip)
  - Visit family and friends
  - Outdoor recreation.

The top 5 activities of Upper Clearwater visitors, in comparison to all other respondents, were the following:

- Camping: 39% (vs. 33% overall)
- Fishing: 24% (vs. 19% overall)
- Biking: 14% (vs. 11% overall)
- Antiquing: 10% (vs. 8% overall)
- Motorcycle tours: 6% (vs. 4% overall)

A significant finding of the survey confirmed that many of the region's visitors are affluent, retired, and highly educated. Therefore, creating reasons for them to remain in the area longer will result in significant economic gains to the community.

## Survey of Orofino Area Community and Business Leaders

In early October 2005, a sampling of Orofino area community and business leaders were asked to complete an online survey about their perceptions of development conditions in Orofino. The survey was intended to measure the perceived strengths and weaknesses of the community from the perspective of a business investor – someone seeking to start or relocate a business to the area. The survey was sent to approximately 120 community and business leaders. Forty-three surveys were completed during a ten-day period, for a response rate of about 36%. The survey participants represented a broad range of sectors: business, government, education, health care and nonprofit organizations:

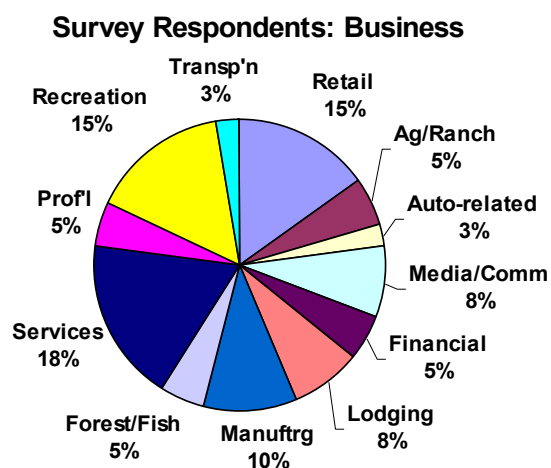
Survey Participants (*multiple categories were allowed due to volunteer/elected activities*):

Business: 79%  
 Public: 37% (City, County, State, Federal)  
 Education: 16%  
 Nonprofit: 40%

The business respondents represented about a dozen different business sectors, from manufacturing to retail, and professional services to agriculture (see chart at right).

Survey participants were asked to rate about 100 development attributes of the community from their own perspective, either as a Strength, as Normal/Average, or as a Weakness. When the results were compiled, the ratings were scored as follows: Strength=3, Normal=2, Weakness=1. Then the mean scores were calculated, and then ranked from highest to lowest.

In some cases, the perceptions of the survey respondents may not be accurate. An Action Plan strategy includes building awareness to correct such misperceptions about the development situation in the community. The 15 attributes with the highest scores were the following:



### Orofino's Perceived Development Strengths (Top 15 Scores)

(2.5-3.0 = Strength, 1.5-2.4 = Normal/Average, 1.0-1.4 = Weakness)

Community Development Attribute	Mean Score
Quality of the climate	2.77
Level of air quality	2.70
Attractiveness of the physical environment	2.70
Availability of recreational opportunities	2.60
Level of crime	2.41
Adequacy of local fire protection	2.38
Availability of adequate hotels/motels	2.33
Availability of adequate local hospital facilities	2.29
Adequacy of trash pickup and waste disposal	2.22
Availability of potable (drinking quality) water	2.22
Economic impact of the tourism industry on the community	2.21
Adequate local clinics and health care professionals for basic health care	2.15
Availability of adequate wastewater treatment capacity	2.14
Adequacy of local police protection and public safety	2.12
Availability of home mortgage financing	2.08

### Orofino's Perceived Development Weaknesses (Lowest 15 Scores)

(2.5-3.0 = Strength, 1.5-2.4 = Normal/Average, 1.0-1.4 = Weakness)

<b>Community Development Attribute</b>	<b>Mean Score</b>
Proximity to other major national markets	1.06
Availability of apprenticeship programs	1.06
Availability of public transportation	1.08
Availability of quality jobs in the community for the workforce residing in the community	1.10
Availability of cellular service	1.10
Availability of a range of retail stores and goods in the community	1.13
Availability of fully served and attractive land/sites for office buildings	1.16
Appearance of the highway-oriented retail/commercial areas for attracting business activity	1.18
Level of wages and salaries paid locally	1.18
Availability of fully served and attractive land/sites for industrial buildings	1.21
Availability of funding to support tourism development	1.21
Level of citizen awareness regarding the local development programs	1.21
Availability of upgrade training for existing employees	1.23
Availability of housing for low-income families	1.25
Availability of venture capital from local sources for business startups	1.27

### Challenges

When asked about their opinion of the single most important problem or challenge facing Orofino, survey respondents' answers revealed similar themes:

- Lack of good paying jobs and re-training resources
- Negative attitudes toward change and communication
- View business competition as harmful rather than helpful
- Education: retain high quality teachers; inspire grads to remain in area; improve school facilities
- Residents shop outside of Orofino (retail leakage)

### Desired Businesses

The types of businesses that survey respondents would like to see expand or locate in Orofino were the following:

- Light manufacturing and assembly-type industry
- Boat rental and marine sales/repair
- National fast food restaurants
- Higher quality restaurants open for evening dining
- Tourism-based businesses that offer year 'round activities and vacation packages
- Computer and business supplies/service
- Other comments: more retail businesses in Downtown, remain open all day Saturday

### Comments

Other comments provided by the survey respondents were the following:

- Foster economic development by uniting all committees, groups and organizations toward same focus
- Shortage of flat land complicates economic development (flood zone implications)
- Appearance of Downtown & Riverside is not attractive to travelers. Improved exterior would reflect well upon our 'Sportsman's Paradise' community
- Promote Clearwater County, not just Orofino, through local media and positive community communications
- Thriving small businesses will motivate larger ones to move here. Help small business owners flourish by providing training on critical success factors
- Poor telecommunication infrastructure stymies growth

## **Youth Opinions about Orofino**

As part of the Action Plan process, the consultant met with members of the ManiYAC Pride youth organization to discuss their opinions about assets, challenges and priority issues in the community. The group has been working to raise funds for a Teen Center located adjacent to the High School, and has successfully raised \$80,000. Another \$40,000 is needed to complete the interior of the building, which will include computers, pool, foosball, food service and tutoring areas. Construction is underway with nearly \$100,000 in donated labor and materials, and the exterior part of the building is expected to be completed in Spring 2006.

### **Orofino's Assets (things that youth like best about their community)**

- Community pride
- People are nice
- Kids work together
- Recreation: lake, 4-wheeling, camping, horseback riding, hunting, fishing, boating, snowboarding, water-skiing/kneeboarding
- Education opportunities: Advanced Placement (AP) classes offer hope that we can excel after high school, good teachers, small classes (ratio of 1:20 teachers to students)
- Sports: school sports and activities, summer sports

### **Orofino's Challenges (things that youth like least about their community)**

- Lack of jobs – in general, and for kids when out of school
- Lack of communication between adults and kids, lack of awareness about kids' activities
- Poor attendance at some sports/extra-curricular activities (drama, band etc.)
- Lack of trust toward youth – adults hear bad stories, but not as much about good activities
- Lack of place to hang out, lack of things to do
- Substance problems – Orofino has more bars than grocery stores
- Limited available technology (advanced equipment for video, computer, sound, etc.)

### **Businesses that youth would like to see located in Orofino**

- Fast food (i.e., McDonalds)
- Clothing: guys' clothing store, sports shop (for sports clothing, shoes, etc.)
- Specialty shops: pet store, music shop, book store coordinated with school assignments
- Wal-Mart (both supporters and detractors)
- Employer to create more jobs, such as a computer company
- Tourism and water-related: lake resort, boat shop, tourist businesses
- Casino/Lottery (both supporters and detractors)
- Entertainment: arcade, video store (larger), new movie theater

### **Priority Improvements for Orofino**

- Finish the Teen Center
- More educational opportunities: IT classes, languages, vo-tech classes (auto mechanics, building trades, etc.), media room (instead of a closet), new junior high school
- Athletic/recreation facilities: construct a new track (current track causes injuries), new soccer field, new weight room and equipment, skate park
- More community involvement in school activities
- Fewer bars in town
- Bridge from Ahsahka to Riverside to avoid congestion at current bridge
- More shopping
- Keep Orofino's small town feel

Members of ManiYAC Pride expressed a willingness to be involved in implementing the Action Plan.

## **Summary of Orofino Assets/Strengths, Challenges & Opportunities**

In addition to the survey, participants in the Orofino Action Plan process identified the following assets, or strengths, of the community:

### **Strengths**

- Small town values, caring community
- Dedicated volunteers
- Beautiful setting – river, topography, trees, climate
- Natural resources heritage (timber, mining)
- Abundance of recreation (fishing, hunting, boating, etc.)
- Emphasis on youth, active youth organizations
- Growth in area population – retirees
- Growth in tourism – location on L&C Trail, NW Passage All-American Road, Canoe Camp, new hotel, restaurant
- Diversification of business and industry
- Higher education presence in community
- Pro-active economic development efforts

Participants also identified the following challenges:

### **Challenges**

- Not enough jobs in the community, and not enough family-wage jobs
- Lack of fully served sites for new business development
- Availability and affordability of workforce training for existing employees
- Unattractive image (esp. entrances) – “first impression” for visitors, new businesses, etc.
- Retail leakage – vacant storefronts
- “Downtown vs. Riverside” – lack of cohesion, Downtown not visible from highway
- Lack of coordination and communication among groups
- Infrastructure: cell coverage
- Lack of visible visitor info center (and radio message)
- Small tax base to pay for infrastructure/services (pool, etc.)
- Declines in school enrollment and funding
- Volunteer burnout
- Loss of youth after high school
- Sustainability of events
- Increasing tourism strategically
- Lack of public transportation (and possible loss of weekly service to Lewiston)

Finally, participants identified the following opportunities:

### **Opportunities**

- Capture more tourist revenue (fishing, events, back-country loop tours, L&C, packages, improved wayfinding)
- Recreation-related businesses (guided tours, manufacturing, equipment rentals)
- Link to regional/state efforts
- Attract lone eagles, professional services, value-added businesses, artisans/craftsmen
- Collaboration with Weippe/Pierce, river communities, Nez Perce Tribe
- Youth involvement and leadership
- Improved communication among groups
- Leadership development