



Harrison Community Review Phase I Report

September 17-19, 2019



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Harrison Community Review

Phase I Report

September 17-19, 2019

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The Idaho Community Review Program is a collaboration of federal, state, tribal, local government, and private sector partners.

It is coordinated by the Idaho Rural Partnership.

For more information call 208-332-1730 or visit www.irp.idaho.gov and www.communityreview.org.



Sponsoring and Participating Organizations



University of Idaho



Additional Contributors

Harrison Senior Center

One Shot Charlies

Cycle Haus

Rose's Café

Mike Reinhardt & Amanda Reinhardt, Professional Realty Services Idaho

Coeur d'Alene Economic Development Corp. – Jobs Plus

Panhandle Area Council

U.S. Department of Housing and Urban Development

U.S. Small Business Administration

Idaho Housing and Finance Association

St. Maries Gazette Record

Acknowledgements

In addition to the participating sponsors identified on the previous page, the visiting team thanks Amanda Reinhardt, Jessica Hutson, and Loren Whitten-Kaboth for their leadership.

We also thank the following individuals who did an excellent job of inviting individuals to participate in community listening sessions and other activities described by this report:

Mark Daanen & Amanda Reinhardt	Business owners & leaders (including ag.)
Ray Miller	Senior citizens
Wade Pilloud	Students, teachers, and administrators
Jessica Hutson	Current and former elected officials
Ashley Farmer	Social service providers and faith leaders
Steve Harns	First Responders & Law Enforcement
Jordan Hall	Other/NA

In addition, meeting space provided by the Baptist Church and Kootenai High School helped make the listening sessions successful.

Finally, the visiting team thanks the following individuals for their contributions to Phase I of the Harrison Community Review: Marci Miller (U of I), Soren Newman (U of I), HELPS Lab at Montana State University, Brian Dale (U.S. Department of Housing and Urban Development), Jerry Miller (Idaho Dept. of Commerce), Shannon Madsen (U.S. Small Business Administration), and Erik Kingston (Idaho Housing and Finance Association).

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INTRODUCTION

This report summarizes activities associated with Phase I of the Harrison Community Review. It is intended to inform and lay the foundation for Phase II activities, provided the community is ready to move forward to this next phase. Phase I activities were initiated in July 2019 and completed in mid-November 2019. These activities included:

- Completion of an economic and demographic profile
- Conducting a survey of residents in the Kootenai School District
- Completing a bus tour
- Conducting a series of community listening sessions
- Conducting a follow-up meeting with home team members in mid-November

Most of these activities occurred during the September 17-19, 2019 visit to Harrison by the visiting team. A detailed schedule of activities for this visit is found in Appendix A.

The Community Review Process: A Brief Overview

The Idaho Community Review is the flagship program of the Idaho Rural Partnership (IRP), a non-partisan collaborative effort to make rural Idaho stronger, healthier and more prosperous. Our public and private sector member organizations and other partners work closely with rural residents and leaders to identify solutions at a local and regional level. We listen and observe, share perspectives, and explore technical assistance and resources appropriate to each community. The process leaves community residents and leaders better prepared to build on shared strengths and work together to achieve common goals.



Participating communities can use the total combined investment in the community review process as local match in some grant programs. This investment includes the direct costs of community review coordination and report writing, time contributed by visiting team members, and contributions from the community. The total combined investment in Phase I of the Harrison Community Review is \$17,607.57, as documented in Appendix I.

The Idaho Rural Partnership is part of the Western Community Assessment Network (WeCan) a 3-year, USDA-funded collaboration between IRP and peer organizations in Montana and Wyoming to understand, evaluate, and improve how community assessments work and to help participating communities see greater success in achieving their goals. Go to www.communityreview.org for more information about WeCan. Additional information about the Idaho Rural Partnership and the Community Review program is also found on our website at www.irp.idaho.gov and our Facebook page at <https://www.facebook.com/IRP4Idaho/>.

The community review process begins when the community submits a completed application to the Idaho Rural Partnership. Received in March 2018, Harrison's application is found in Appendix B.

Each of the three phases of the community review process provides numerous opportunities for community residents and leaders to share their experiences, knowledge, opinions, and ideas with visiting community and economic development professionals. These professionals comprise what we call the "visiting team." Biographical and contact information for Harrison visiting team members is found in Appendix C. The information gathered throughout the process is recorded (without using names) and used to develop observations, recommendations and resources applicable to the community. A summary of the three phases of the community review process is provided below.

Phase I: Listen

The **Listen** phase of the community review includes completing a community satisfaction survey, a series of community listening sessions, and an economic and demographic data profile of the community. This profile is included as Appendix D .

To support these activities, Phase I also includes identifying home team leaders and additional residents to serve on the initial home team to help coordinate activities and arrange meals for the visiting team.

Phase II: Learn

The **Learn** phase of the community review involves a 3-day visit by a larger visiting team of experts from around the state; these experts will help the community explore and develop strategic actions regarding the focus areas identified at the end of Phase I. A second written report containing recommendations, resources, and next steps will be produced upon the completion of Phase II.

Phase III: Launch

The **Launch** phase provides assistance needed to implement recommendations identified and prioritized during Phase 2. The exact nature of this assistance depends on community needs and issues and is facilitated by IRP and/or partner agencies and organizations. Assistance may include, but is not limited to the following:

- Plan community conversations about issues that need further exploration before charting a direction
- Leadership development training to expand the leader base in the community
- Technical assistance by Phase 2 visiting team members to move projects forward
- Organizational development for teams and steering committees

SURVEY RESULTS

A community satisfaction survey was conducted in Harrison and surrounding area in August 2019. The survey was conducted by University of Idaho and the HELPS Lab at Montana State University and is included in Appendix E of this report.

Survey results serve a number of purposes and benefit communities in multiple ways. Results can be used to bolster community grant proposals and demonstrate support for new policies or the status quo. Citizen groups and municipalities can also use this data as a guide for planning and identifying future initiatives.

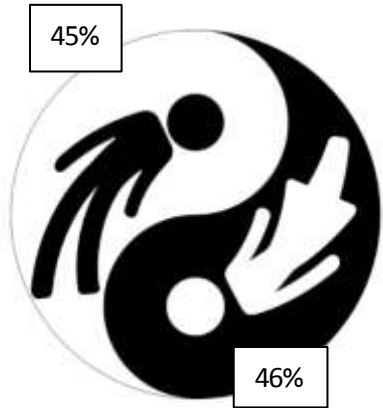
In addition, community review delivery organizations and partnering universities use this data to identify common interests and concerns across multiple communities, which in turn helps these organizations develop programs and resources to better assist rural communities like Harrison. In order to identify commonalities and differences across communities, surveys need to be relatively standardized. Therefore, some questions in a standardized survey may be more or less relevant to particular communities. That said, this section of the report illustrates that a majority of the questions in Harrison's survey are relevant to the community.

Identifying a sample size that would include all residents with an interest in Harrison was challenging because many people who identify Harrison as their community live outside city limits. It was determined that providing the survey to households within the Kootenai School District was the most effective and appropriate way to engage residents in the surrounding area. Home and visiting team leaders worked to get the word out through the School District newsletter, social media and other networks, and to offer an opportunity to take a survey to anyone who didn't receive one in the mail.

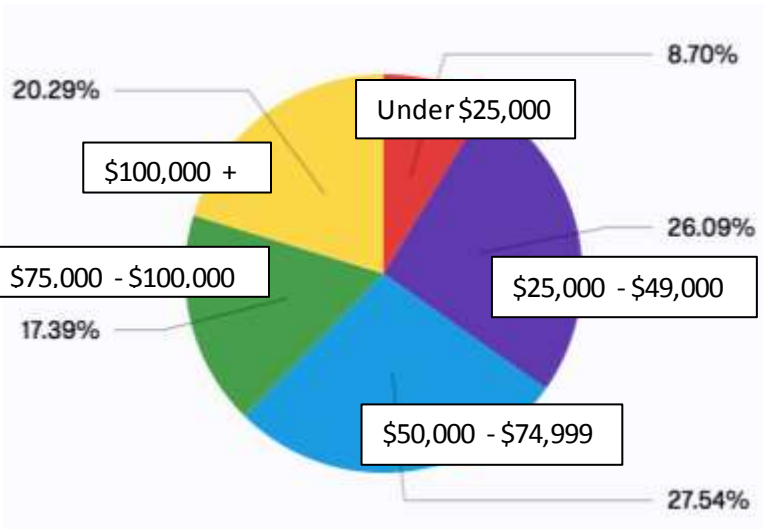
Demographics (Respondent Characteristics)

As indicated by the information below, survey respondents tended to be older, long-term residents in the middle-income range who live outside city limits

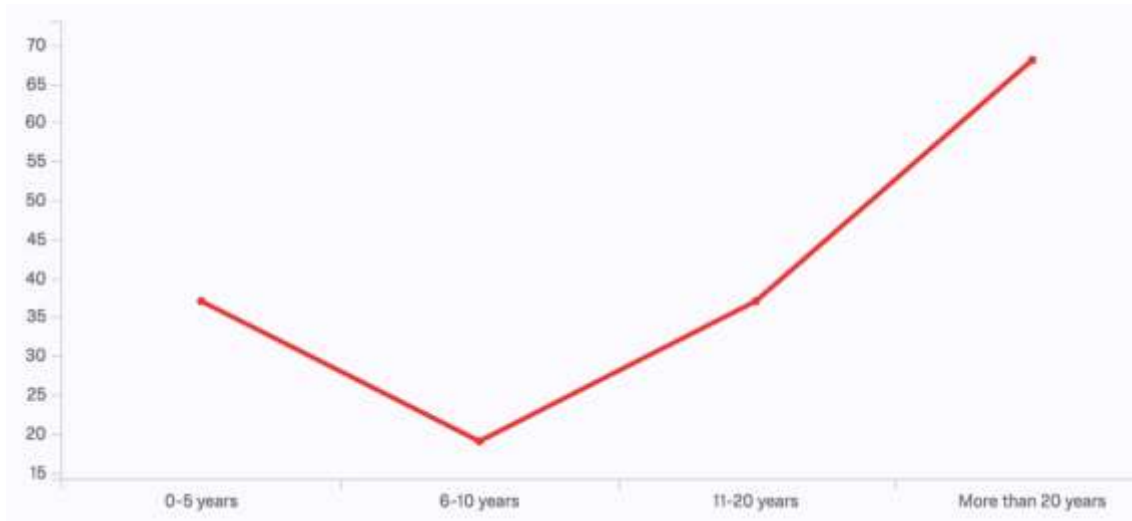
Surveys Mailed: 563
 Undeliverable: 13
 Surveys Completed: 175
 Response Rate: 31.8%
 Surveys Completed On Line: 35



[9% preferred not to answer]



Income of Respondents



Years in the Community

Satisfaction with Public Services & Community Amenities

The first survey question is a list of community attributes that were ranked by respondents on a five-point scale – from “Very Satisfied” to “Very Dissatisfied” plus an option to mark “I don’t know.” In the tables below, Very Satisfied and Satisfied responses are combined, as are Very Dissatisfied and Dissatisfied responses. A table providing a more detailed breakdown is included in Appendix F

More Satisfied than Dissatisfied

This table lists the items that more than 50% of respondents ranked as Satisfied or Highly Satisfied.

	Satisfied	Dissatisfied	Neutral	Don't Know	Responses
<i>Friendliness of Residents</i>	77.4%	4.8%	14.9%	3%	168
<i>Bike & Pedestrian Access</i>	73.5%	10.2%	10.8%	5.4%	166
<i>Parks & Playgrounds</i>	56.1%	14%	24.4%	5.5%	164
<i>Appearance of Downtown</i>	56%	18%	33.1%	3%	166

More Dissatisfied than Satisfied

The only item that more than 50% of survey respondents were dissatisfied with was Internet Service:

	Satisfied	Dissatisfied	Neutral	Don't Know	Responses
Internet Service	19.3%	50.6%	22.9%	7.8%	166

34% of respondents said they were “**Highly Dissatisfied**” with Public Transportation, and 23.6% were “**Highly Dissatisfied**” with Mental Health Services.

63 respondents replied to **Q3: “Would you like to comment on your level of satisfaction with any other public services or community amenities that are not listed above?”**

There was a great deal of overlap with responses to Q2, however several expressed appreciation for the Harrison library, the museum, summertime community events, local volunteer organizations, and living in a small town.

Economy, Infrastructure, Housing

Many of the comments in response to Q2 and Q3 cut across several categories of issues, linking one, two or multiple issues.

“Roads and internet are critical infrastructure to job development and opportunity not based on tourism.”

“Housing opportunities are few. Most landlords vacation rent their properties, leaving residents earning low wages few options to rent, and even less opportunity to purchase a home. We need to attract employers or create an industry of our own that is compatible with our rural values and can create jobs that will help elevate wages.”

A local business owner backs up some of these concerns:

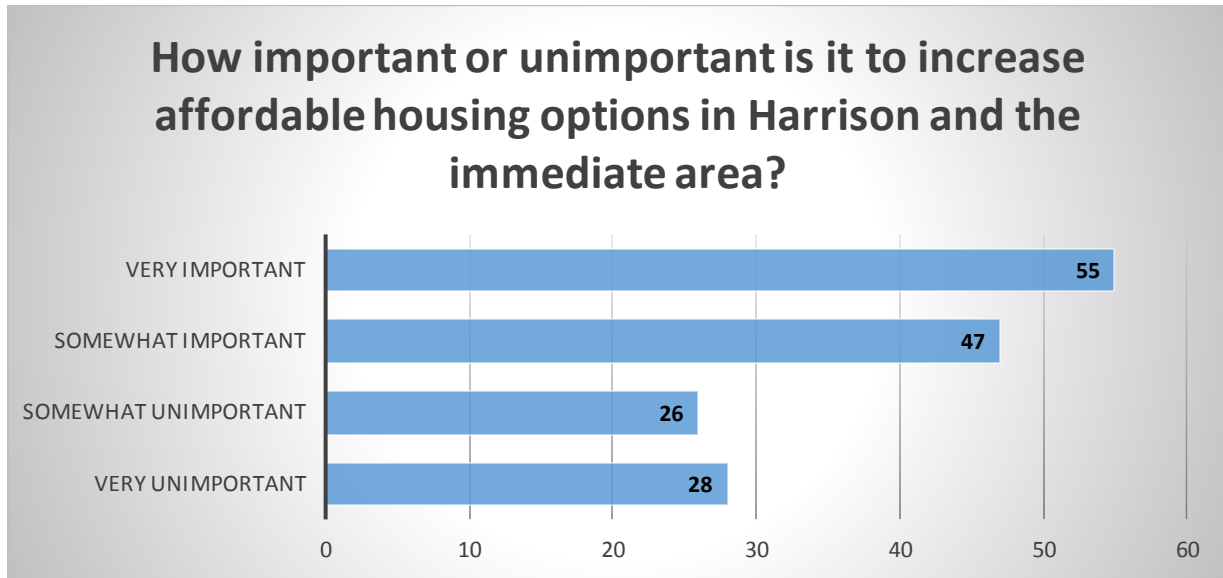
“I run my business from home via internet. It's awful from Friday through Sunday night. Would deter others from relocating.”

Housing

Housing came up frequently in comments, perhaps more frequently than any other issue. Several comments reflect what was often heard in listening sessions.

“Every vacant house is turned into a vacation rental. No one can move to our community and rent.”

In response to **Q10 - How important or unimportant is it to increase affordable housing options in Harrison and the immediate area?** 65.4% selected “Somewhat Important” or “Very Important.”



Roads & Streets

Second to housing comments were concerns about roads and streets.

“Our city streets are poorly maintained; Lakefront is in extreme disrepair.”

“Moreover, the city spreads coarse gravel mixed with dirt on the roads in the winter, which when combined with poor road drainage, leads to paved roads that produce a lot of dust in the dry months.”

“Hwy 97 congestion, blind intersections, lack of permanent repair/maintenance.”

“#1 priority is Highway 97 road conditions.... The roadway presents a substantial public safety hazard to the residents and emergency vehicles.”

Notably, safety issues were mentioned many times in conjunction with concerns about Highway 97. Drainage issues were also mentioned a few times.

Phone & Internet

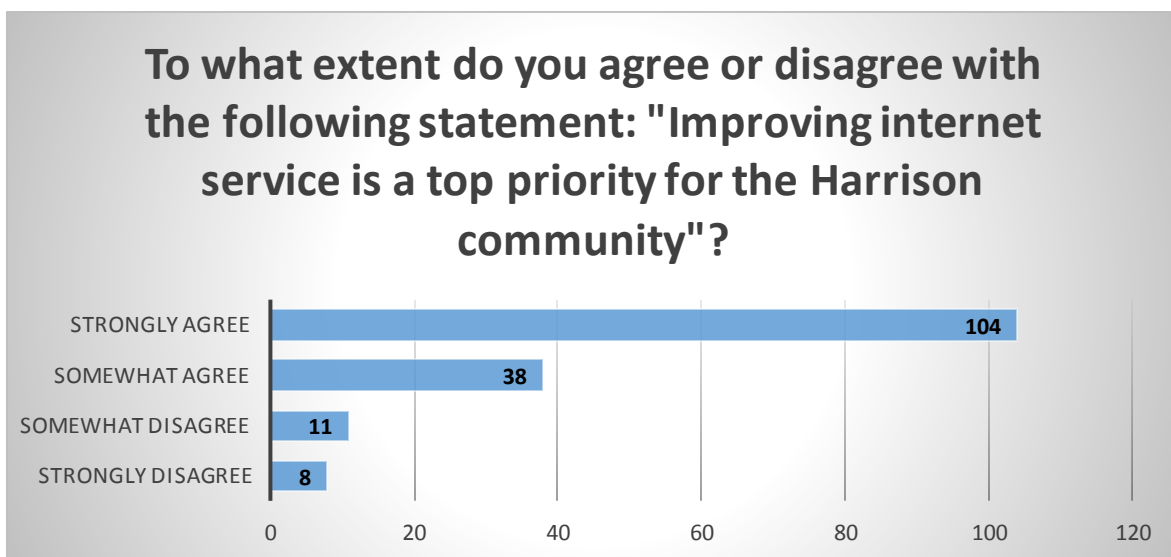
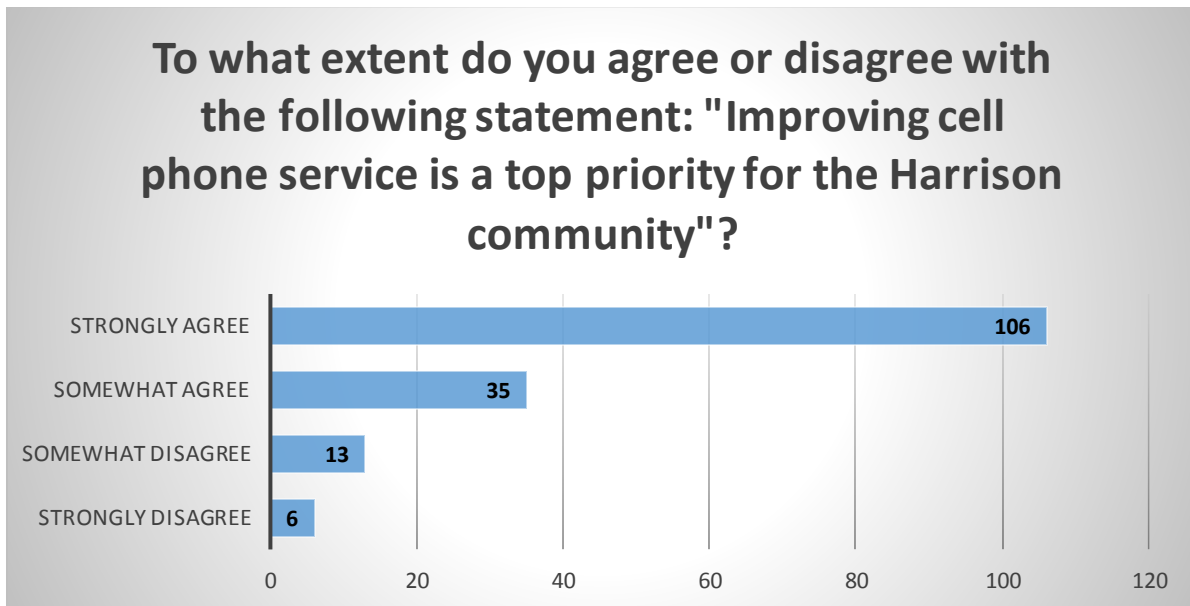
The third most frequent type of comment was about poor internet and phone service.

“We REALLY struggle with internet service, cell phone reception, and even our crappy land line service.”

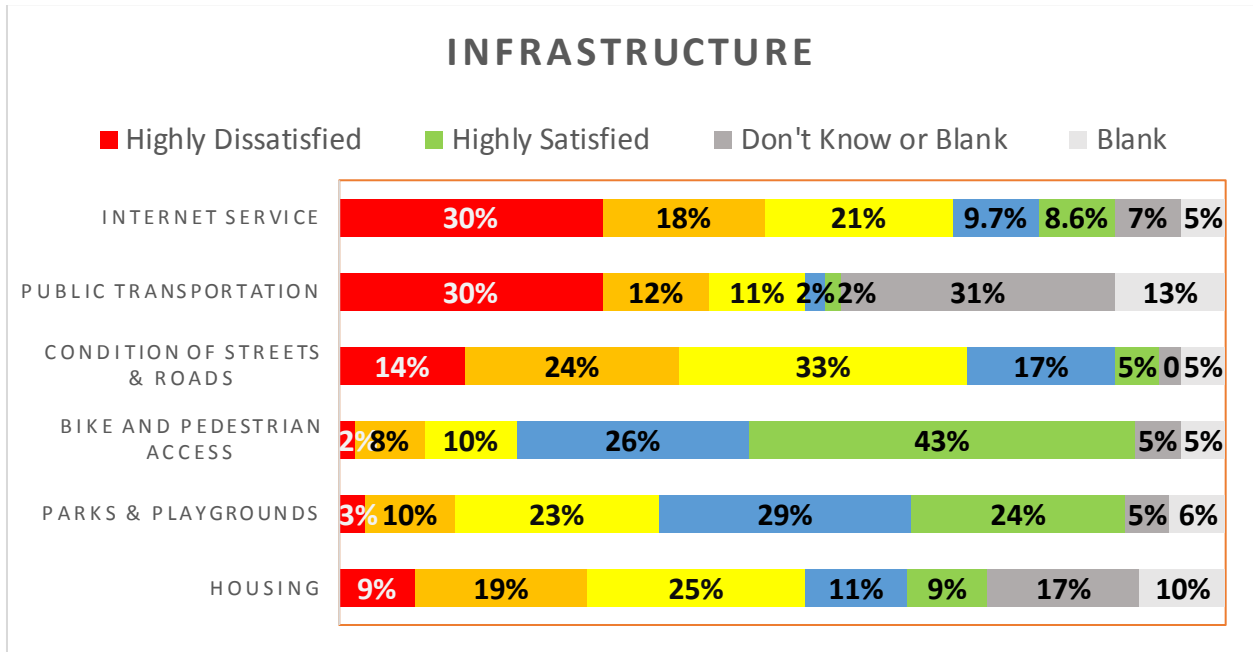
“Satellite internet is miserable and expensive.”

"The lack of good cell service truly has an impact when cell phone calls are constantly dropped in your own home."

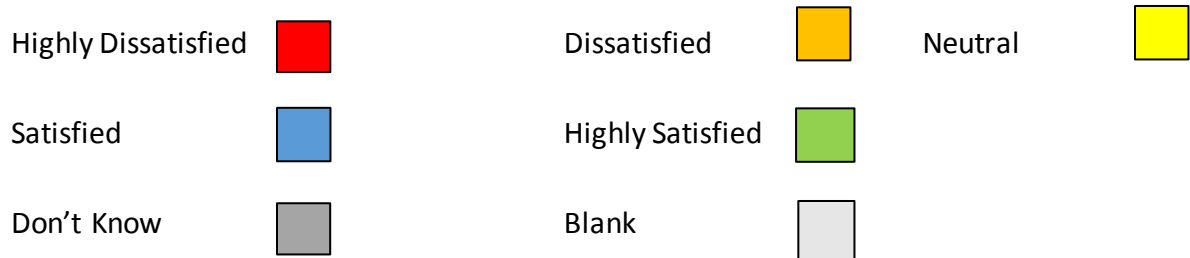
It is no surprise that **88%** of survey respondents selected "Somewhat Agree" or "Strongly Agree" in response to Q11 - To what extent do you agree or disagree with the following statement: "Improving cell phone service is a top priority for the Harrison community"? AND Q22 - "Improving internet service is a top priority for the Harrison community"



The following bar graph compares satisfaction levels with various aspects of Harrison’s infrastructure:



Key to Infrastructure Satisfaction Bar Graph (above)



Barriers to Economic Development

In addition to comments suggesting internet, phone and road quality inhibit growth of commercial enterprises, these representative comments focus on downtown-related barriers to economic development:

“Currently no amenities are available for new retail business in town due to unimproved and empty spaces.”

“It would help if we adopted a theme like at Leavenworth, which would attract tourists.”

“Appearance of Downtown is somewhat sad because lots of trash & hazards around Gateway Marina, Grant building, between One Shots & Landing, and Heating & Cooling.”

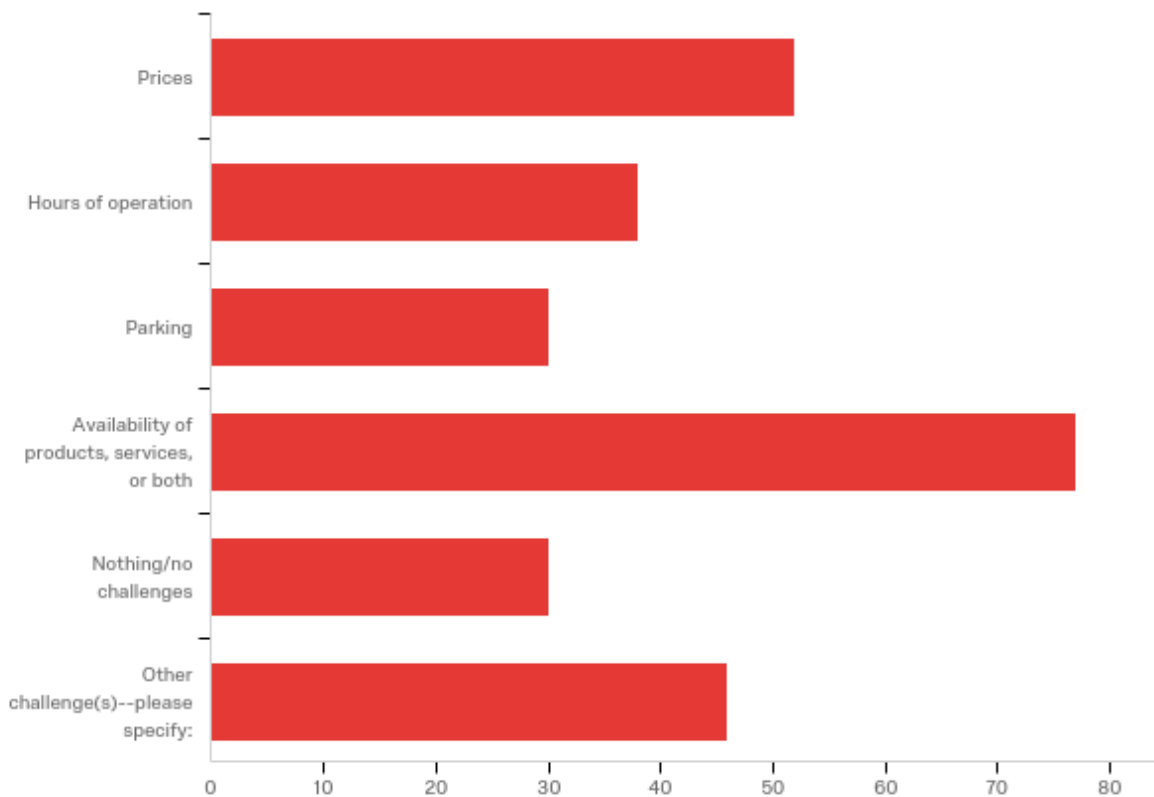
“Parking is an issue.”

Parking and junk on Main street were by far the most common concerns, followed by the need for higher paying jobs.

Another survey question provides more insight into reasons why residents do not always buy goods from local businesses.

Q9: Do any of the following factors challenge your ability to support Blackfoot’s locally owned businesses? (Select all that apply)

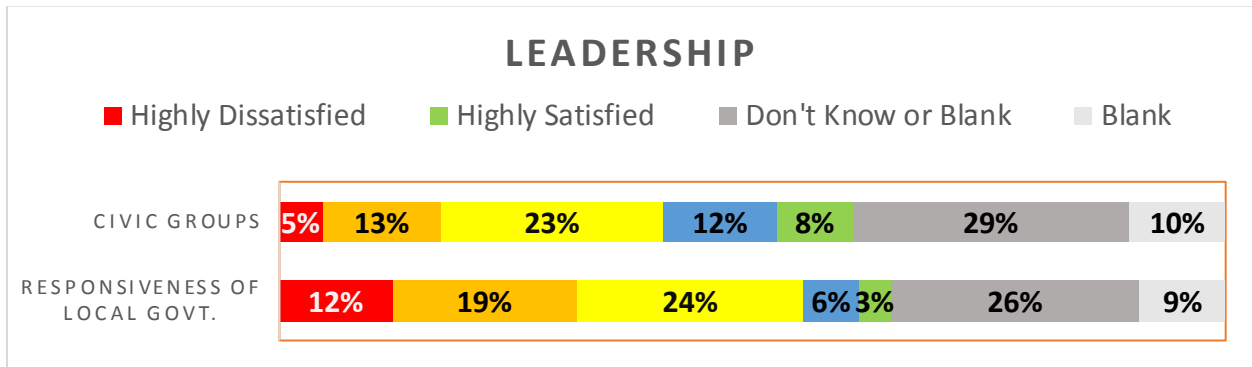
The following chart indicates that the availability of products and services appears to be what primarily drives people to shop in other communities.



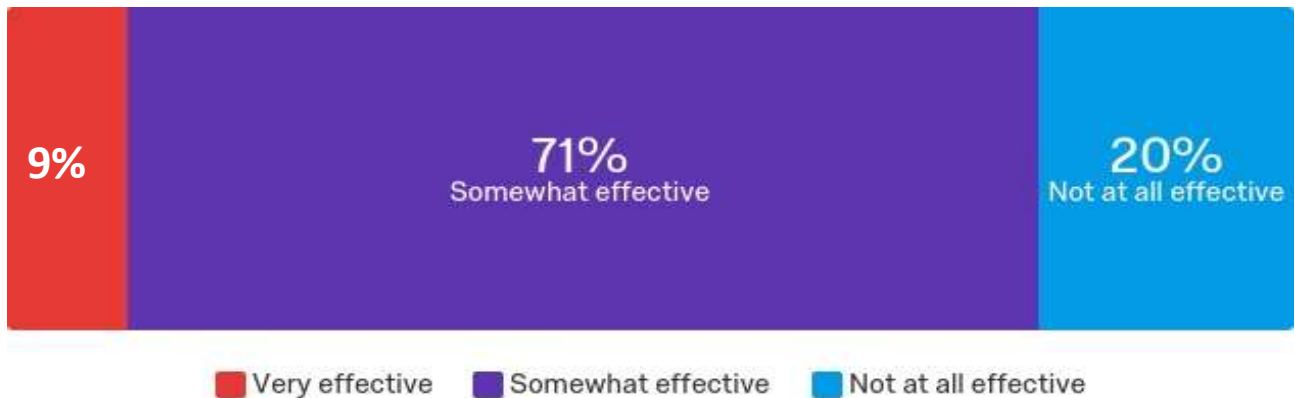
“Other” challenges listed by respondents include availability of fuel, proximity to where respondents live, and “jealousy and fighting over possible competition” among business owners.

Response to leadership indicators in Q1 suggest less satisfaction with responsiveness of local government than with civic groups.

Leadership



An additional survey question asked respondents to rate how effective residents are at working together (Q4):



Survey comments related to leadership run in two directions: 1) conflict between business owners and 2) the limited pool of people who can run for elected office in Harrison.

“A community of this size and budget will not likely be able to find the right leadership. I wonder if a mayor and a shared city manager could work? There must be other small communities in need of professional leadership.”

“There are anti-development factions that are in conflict with development interests. The challenge is to encourage development that supports the interests and values of a small rural community with need for jobs and housing.”

Others recognize the positive efforts of local elected officials, given limited resources:

“We do have dedicated city council members but a lot of work to do for such a small population.”

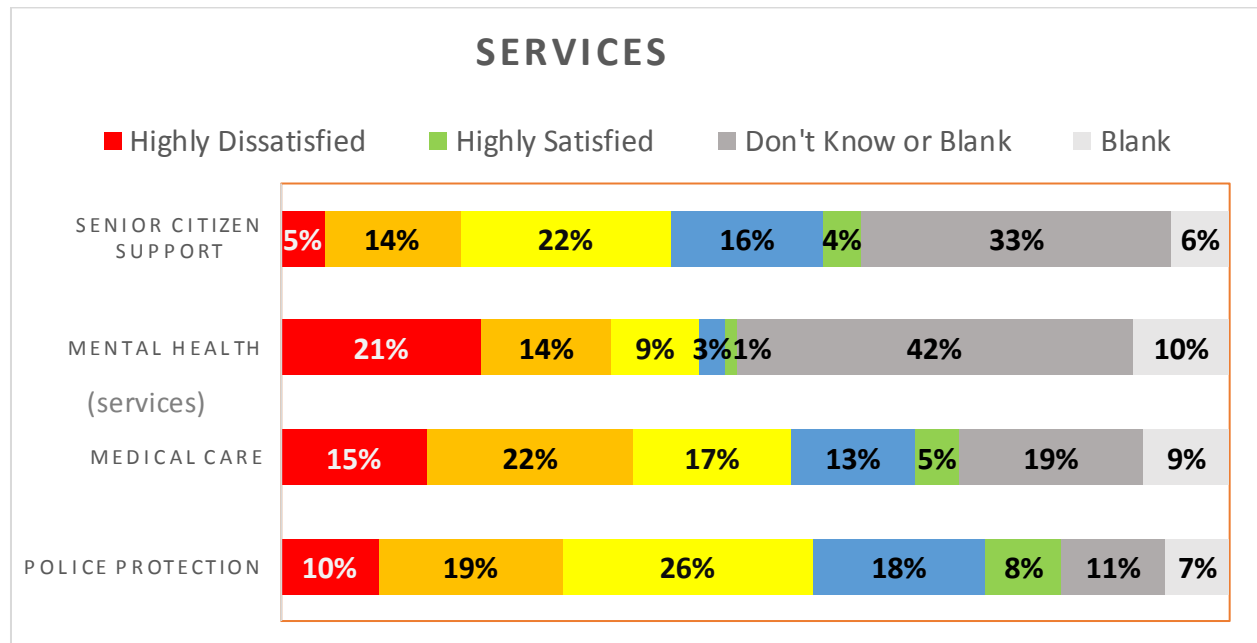
Additional leadership-related comments had to do with planning for Harrison’s future.

“I’m concerned about future development and growth of Harrison -- that it be well planned out and in keeping with the character of the town.”

Other leadership-related comments had to do with communication and cooperation. Several people suggested a better emergency communication system. Residents voicing this comment seemed unaware that city water was not potable during the water line break several months ago. Others suggested increasing efforts to make residents aware of local events and volunteer opportunities, like the need for EMT’s. Some suggest there could be better coordination of activities.

“Everybody does their best, however there is a lack of coordination between city, chamber, nonprofits, businesses.”

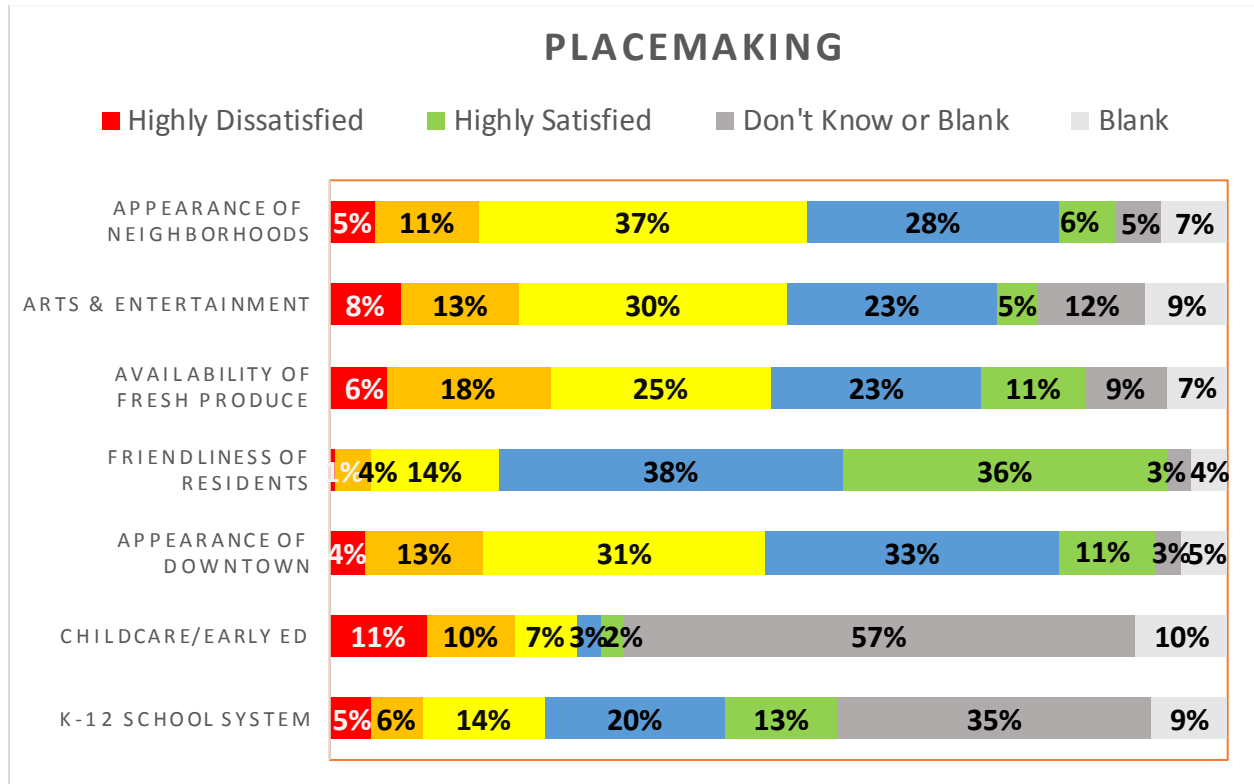
Services



Residents who took the survey are least satisfied with mental health care services and medical care. Most of the comments related to services focused on the reason that they are few and far between in Harrison.

“In a rural setting I do not expect us to be able to have paved roads, a police department, major grocery stores, parks, or senior programs.”

Placemaking



Though residents are relatively satisfied with all placemaking indicators, the three issues that give the most pause are “Childcare/Early Education” (especially given the number of respondents that had no knowledge of this issue), “Arts & Entertainment,” and “Availability of Fresh Produce.” A few written comments speak to these issues.

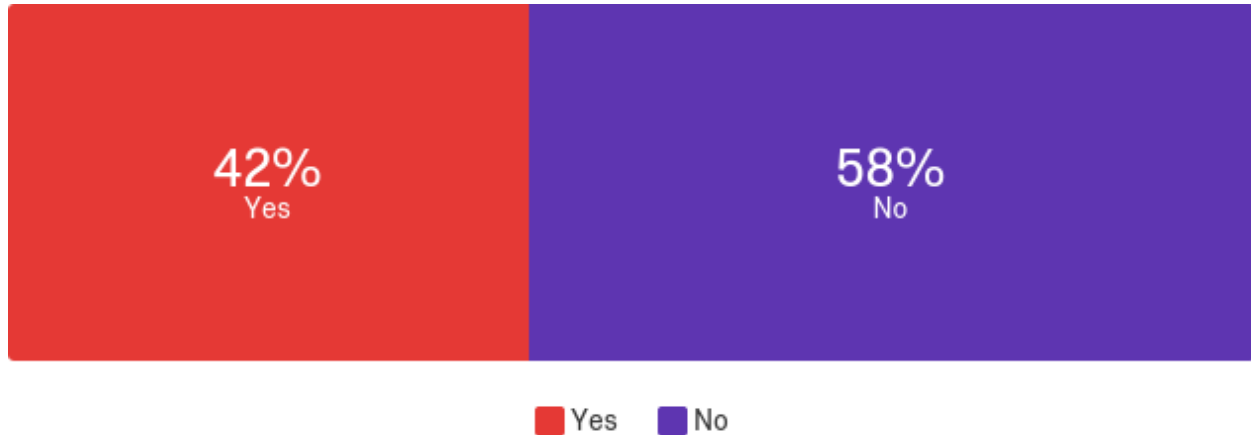
“More winter things to do for families. A community center like the Kroc (obviously smaller). Also, improved park, basketball courts, sidewalks.”

“We need to work on a community theme to work on long-range image development.”

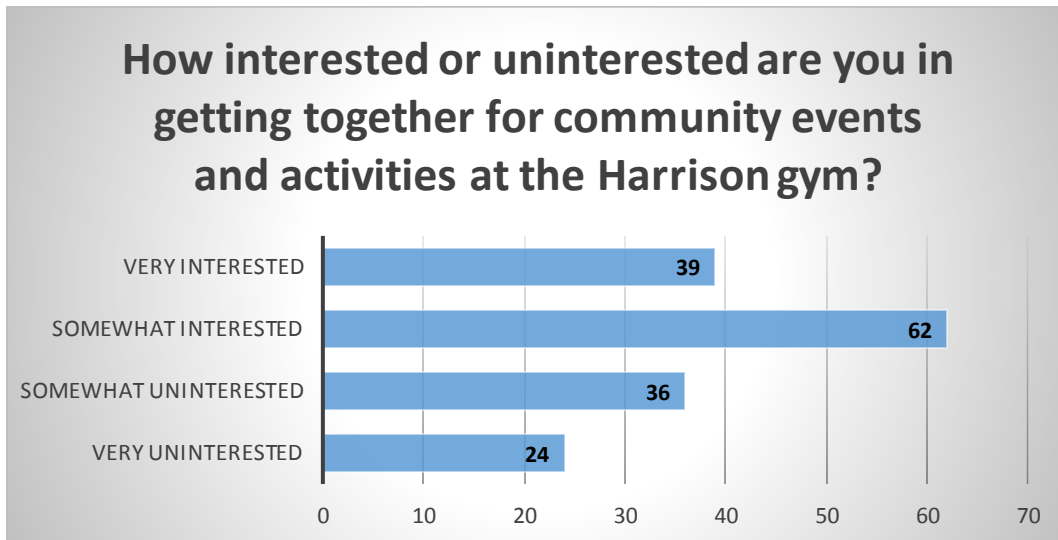
“Town needs event/community center for locals, more opportunity for children to recreate together.”

Sidewalks, curbs and park improvements were mentioned frequently.

Effective placemaking is dependent on the willingness of residents to volunteer. To understand volunteer interest, one survey question asks “**Have you been involved in a neighborhood or community project in the last 12 months (For example, youth development, community beautification, fund raiser, etc.)?**” The following graph reveals how survey respondents answered this question.



Q23 - How interested or uninterested are you in getting together for community events and activities at the Harrison gym?



There were several mentions of the old gym and school – all supporting the idea of fixing them up to benefit the community. This person felt strongly about renovating the old school:

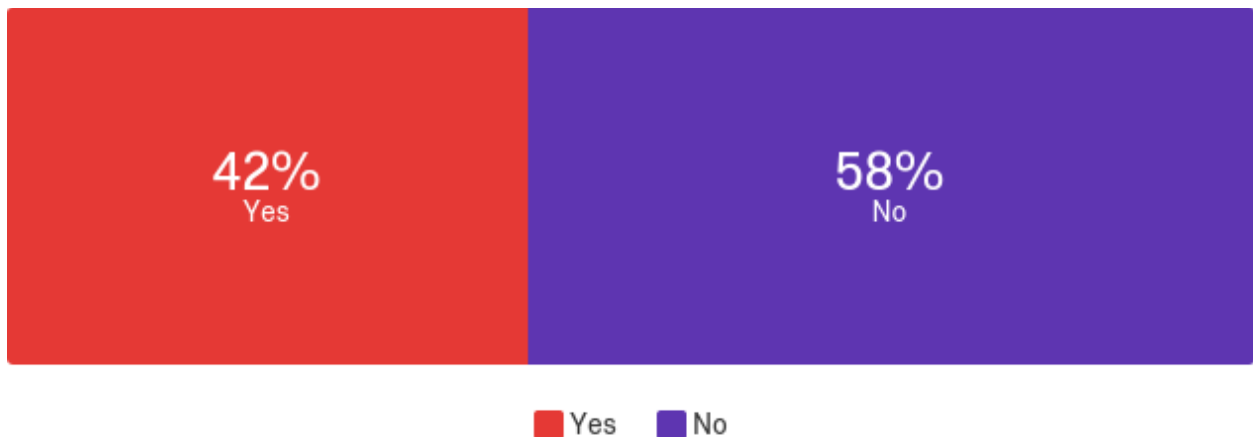
“The old school building has potential to be a thriving community center for all residents from pre-school to seniors, with athletic, social, community activities. Effort should be made to engage volunteers, raise funds and gather people to donate time, talent, and

treasure to turn an eyesore into something of pride.” Note: this person went on to provide her name and phone number.

If a community wish list was created based on respondents’ comments, it would include:

- A year-round gas station
- Much better internet and cell service
- More activities and programs geared to locals rather than visitors
- Affordable housing options for locals (to rent and own)
- Improved community design
- A visible connection between the school and the town
- More living wage employment opportunities
- A safer, more drivable Highway 97

Question: Have you been involved in a neighborhood or community project in the last 12 months? (For example, youth development, community beautification, fund raiser, etc.)



One of the follow-up questions was **Please complete this sentence: “I would be involved in more community projects if...”**

While a majority of responses to this question spoke to time availability, health and proximity to the community were also identified as factors:

“... they were educational and productive in creating unity in the community.”

“... they weren’t just for bringing in tourists/commercial interests.”

“... more people would be involved and it was not the select four or five continually doing it alone every year.”

“... there was more outreach from community leaders to residents when there are needs for volunteer help.”

Some cite poor cell and internet as inhibiting effective communication about what is going on in the community, while others feel that recruiting more broadly outside city limits could be effective.

Lastly, the survey asked respondents to list the community volunteer activities in which they have been engaged. 102 volunteer activities were reported and are listed in the following table.

<p><u>Cultural</u> Museum (5) Car Show (3) Boot Scootin Boogie Pig in the Park (2) 4th of July Fireworks Oktoberfest Chamber Christmas Park Barn Dance Old Timers’ Picnic (6) Music at Cycle Haus Winter Events (2) Library Book Club Indian Springs community club</p>	<p><u>Economic Development</u> Fundraisers (11) Chamber events (11) Yard Sale Pancake Breakfast</p>	<p><u>Health and Safety</u> Water Drainage EMT (2) Firefighter (4) Food Bank (3) Road Hazard Mitigation Flu clinic and immunizations Forestry Senior care, center (6) Mental Health crisis intervention TOPS (?) Speed limit signs</p>
<p><u>Quality of Life</u> Road clean-up (6) Community Clean Up, Keep Up, beautification (4) Town Hall meeting Carlia Bay Community Hall Hiking Trail Maintenance</p>	<p><u>Youth</u> School board Youth Development (1) Scholarships Church (6) PTO Trunk or Treat Sports 4H Fundraising (2)</p>	<p><u>Civic</u> Engaged in planning and formal city public input</p>

BUS TOUR

The visiting team and home team coordinators convened on a perfect Tuesday afternoon, September 17th at the Cycle Haus for a brief walking tour followed by a bus tour.

From the Cycle Haus, the group walked before heading south down Highway 97 past the Trading Post, Library, Tin Cup, and One Shot Charlie's before reaching the Creamery. Stories abounded: the long history of the Trading Post (former hardware store); old jail by the library; generous remodel on the Grange, international renown of One Shot's, and outstanding popularity of the creamery.



Loading on the bus in front of the Cycle Haus, we drove down to Harrison City RV Park and heard some City woes with that project, also hearing about the important role it serves. We saw the marina, up for sale and unfortunately closed, depriving boaters more than just fuel. We heard about the parking crunch that occurs during busy times. The Harrison City Park proudly and beautifully framed the lake as passengers heard a persuasive pitch for Oktoberfest.

The bus headed north on Highway 97, viewing the municipal wastewater treatment facility with its picturesque Lili pads and river beyond. We turned around near HDB Marine, pleased to learn about their success.

Before re-entering Harrison, we observed and heard about highway maintenance issues and problems with past road closures – Harrison can get “stranded.” We also noted the difficulty adding housing to the north of town, and contemplated issues around housing in a tourist-driven economy. Back in Harrison, the bus passed the old gymnasium and school building. How could that charming historic space be used? Discussion and thoughts paused there for a moment.

We returned to the Cycle Haus, passing the City Hall on the way.



COMMUNITY LISTENING SESSIONS

Purpose of Community Listening Sessions

Community listening sessions provided residents an opportunity to express their opinions, experiences, and hopes for the community in an inclusive, non-judgmental setting in which participants feel comfortable speaking openly and honestly about their ideas and concerns. Our goal is to provide the visiting team and the community with the best, most complete information we can about perceptions and priorities of residents and other stakeholders.

The listening sessions are conducted in stakeholder-specific groups to allow the identification of themes that are similar and dissimilar among the groups. We conduct them to learn what's on the minds of a broad cross section of the community. Participants do not debate or compare their responses as each session is conducted. Rather, steps are taken to ensure each participant has equal opportunity to verbally respond to the listening session questions.

The three questions discussed during each listening session are as follows:

1. What don't you want to see in the Harrison area over the next five years?
2. What do you want to see in the Harrison area over the next five years?
3. What, who, and where are assets that can benefit the Harrison area?

Identification of listening session groups

Listening sessions with senior citizens, youth, faith leaders and first responders are conducted in every community. Additional groups are jointly identified by the home and visiting planning team leaders. Discussion with Harrison home team leaders resulted in an agreement that listening sessions would be conducted with the following groups:

- Current and former elected officials
- Business owners and agriculture interests
- Senior citizens
- First responders
- High school students
- Teachers and administrators
- Social service providers and faith leaders

In addition to the seven listening sessions identified above, there was an additional community-wide listening session open to all those in the wider Harrison community that took place at the Senior Center on Wednesday, September 18th.

The table below identifies the approximate number of people who attended each listening session. A combined total of 125 people participated in the listening sessions. The visiting team thanks the home

team leaders and other individuals identified below for their efforts to invite people to the various listening sessions. For the wider Harrison community population, this attendance was outstanding, exceeding that of other communities in which community reviews have recently been conducted !

Community Listening Session Group	Local Coordinator(s)	Number of Participants
Current and former elected officials	Jessica Hutson	9
Business owners and ag. interests	Amanda Reinhardt & Mark Daanen	11
Senior citizens	Ray Miller	15
First responders	Steve Harns	5
High school students	Wade Pilloud	15
Teachers and administrators	Wade Pilloud	20
Social service providers & faith leaders	Ashley Farmer	10
Community-wide session	Home team members	40
Total participants		125

How were the listening sessions conducted?

Each listening session lasted up to 75 minutes. Visiting team members facilitated each session and recorded verbal responses to the listening sessions question on computer and flip chart paper. Listening session participants were also invited to write down their responses to the listening session questions on a form created for that purpose. Both verbal and written responses from community members are included in this report.

The following three listening session response sections match the three questions asked in each session.

town's buildings and properties fall into disrepair. People don't want unused, empty old buildings, trash around buildings like old trailers and cars, boarded up windows, and unmaintained homes.

Schools

Harrison has been losing families with children. Many participants told listening session facilitators that they don't want to see school closures that result from families leaving the area. They also do not want to see a reduction of school activities. This results in youth who are unoccupied and bored. People also said that because they have so many vacation and second homes in the community, they risk losing financial support for schools in the community, which no one wants.



Town Character

Listening session participants were concerned with changes that may take away from the character of the community. In particular, participants said they don't want to lose the history of the community or the quaint atmosphere and culture. They don't want to lose their old-timers' festivals and small-town friendliness. They also don't want to be "a party place" that attracts disrespectful tourists, or suffer an increase in crime, substance abuse, or vandalism.

Participants also told facilitators they don't want to see changes that result in an unhealthy environment for residents, e.g., more people in need of food, clothing, and basic necessities. Finally, residents indicated that they don't want to see large industrial development or big buildings or modern architecture – all things that could change the small-town character and feeling of Harrison.

Housing

Participants had strong feelings about housing. Most people did not want to see more vacation and second homes in the Harrison area. People expressed concerns that limited housing has driven-up the cost of housing for residents, reducing the ability of businesses to find employees locally, and of young families, seniors and lower-income households to live in the community. Some participants said they don't want restrictions on multi-family housing. Others said they don't want low income housing. Overall, most participants said they don't want housing to be unaffordable for residents and employees, although they differed about how to achieve this.

What DO you want to see in Harrison over the next five years?

As described in the preceding “Don’t want” section, residents in and around Harrison would like to see their community maintain year-round businesses and population. Of special interest was younger families bringing students, year-round employees, vitality, and the overall community character valued by residents. Specific “wants” are described below separately under the following headings. They are deliberately not ranked, but the number of times various topics were mentioned during the listening sessions are listed in Appendix G. In addition, the word cloud below gives an indication of the frequency that specific “wants” were identified by listening session participants.



Recreational activities and facilities

Descriptions of desired activities and facilities mixed nostalgia with a desire for new sources of fun. This certainly is not unique to the Harrison area; many rural communities around Idaho have similar goals. Yet Harrison is different, boasting outstanding festivals (teens voiced interest in more activities at festivals), the lake, the trail, several dining establishments for such a small town, and a remarkable school facility for activities.



“I’ve heard kids say they’d like to see something as simple as a pool table they don’t have to go into a bar to use.”



Park, beach & marina: summertime activities

Some mentioned a desire for better park facilities for young children, and better outdoor areas people can “sit outside and chat at the park.” One resident said the stairs from city park to beach are “tippy” and several suggested ways to make the park more usable, especially relating to sidewalks and parking.

Other outdoor facilities for volleyball, basketball, badminton, dirt bike track, skateboard park, frisbee golf and a horse arena / rodeo grounds are among other ideas offered for keeping local kids and adults busy and healthy.

Harrison’s activity wish list also includes more 4H activities, youth music concerts, community garden, and workout stations on the trail.



“As a kid I took dance with my grandma. We had dances, volleyball all night. I don’t see this sort of thing anymore.”

Additional annual events such as marathons would attract participation from around the region, creating additional shoulder season opportunities for local businesses.


Winter activities for locals and visitors

Participants in all listening sessions voiced strong support for increasing indoor recreation opportunities, especially youth and family activities. Residents frequently voiced their desire for a community gathering space and recreation facility. The old high school and gym was highlighted most, with some recalling how keys to the gym used to be available for a small fee and lamenting the restrooms and general repair. A few possible ways to combine facilities were suggested: a community center with a senior or a community center with a recreational facility, potentially using the old gym. Participants suggested such an amenity could double as a movie theatre and/or an emergency shelter. Other uses for the former high school included a business incubator. Whatever the use of combination of uses, residents would like to see the old school renovated and used for the community's benefit.

Darts tournaments, winter leagues of different sorts, and art classes were among other suggestions for winter activities. Many would like to see school sports come back.

Grooming the Trail of the Coeur d'Alenes in winter for cross country skiing would offer locals recreation opportunities, with Harrison a natural destination for visitors using the trail during the winter. Similarly, a deep-water launch system would extend the season for boating.

Forming a recreation district was suggested as one way to fund some of these improvements. If approved by area voters, a small increase in property taxes would be applied to properties within the district's boundaries. A minimal resort tax that would be applied to services primarily used by visitors was also suggested as a potential funding source for recreation facilities.



"We could have a community theater and arts center for winter and summer both, bringing people together of all ages."

Expanding Winterfest and creating a winter town brand were also suggested as ways to enhance local, year 'round business opportunities.

Jobs, housing, and telecommunications

Many business owner comments linked lack of housing with difficulty in finding and keeping employees. This concern was mirrored by employee comments about not being able to find adequate housing for rent or purchase, in part due to many houses being purchased and turned into vacation rentals.

Housing affordability or availability came up in every listening session. We heard that housing is more available in the off season, but when tourists are in town, locals must find other accommodations. This housing shortage corresponds with the time employers need help most, creating a hardship for local businesses and reducing quality of services in the area. These dynamics ultimately prevent those that would return to the area. So goes the cycle in the area's seasonal economy. Residents felt that the housing shortage was becoming critical, with some recommending more housing be added "on the flats" or outside the current full and steep city limits. Others suggested city government intervention to ensure housing for residents.

Connecting jobs and recreation, many noted how year-round recreation could help flatten the seasonal highs and lows for employment.

"I have to pay an atrocious wage to get someone to drive from Coeur d'Alene."

Accessible (ADA) housing, particularly for seniors and those with disabilities also came up several times

"Better internet would encourage people who can work remotely."

Added to this, lack of internet and cellular options was more than just a nuisance; it was viewed as a blockage to local employment and business development. Harrison could be attractive to remote workers, but without much better service, few can feasibly make that work.

Coming together to make things happen: inclusivity and volunteerism

Across listening session conversations, we heard about the kinds of social glue needed to achieve tangible goals in Harrison. To strengthen this glue, residents want to see increased volunteerism, greater school-community connectivity, a greater decision-making role for residents living outside the city limits, business owners and the city rowing in the same

"People put their money and livelihood into a town and have no say."

direction, less acrimonious communication, a focus on regional partnerships, and an increased awareness and attention to individual challenges.

Faith leaders in particular want to see increased inclusivity in all efforts to improve Harrison to ensure participation of those who would otherwise not be able to do so without adaptations. They would like the community to become more aware of needs and build capacity to address the issues people are having in real time. They specifically called for more education and encouragement for low-income people, seniors, and other vulnerable residents to have confidence to be contributing citizens, build a sense of dignity, and access resources as needed.



“Healthy citizens – spiritual, physical, socially connected, wellness and mental health.”



Harrison area residents would like to see things improve; many acknowledged a need to deepen partnerships and work together with other entities in the region as an important step. As one example, students, teachers, and other school leaders expressed a desire to see the community show more pride and a sense of ownership in the high school. Related ideas included

banners or flags in town, a warrior statue, and a reader board listing school events and schedules. This was discussed as a two-way partnership - with the school doing more outreach and being more engaged with town activities and community needs.

For first responders, suggestions about how to increase volunteerism included local government initiatives to get the word out about volunteer needs. Local faith groups shared a similar need for local communication and awareness about existing program availability and needs. City and County residents discussed the barrier to County residents being more involved in Harrison and how that can also affect willingness to volunteer in other capacities.

Lastly, quite a few residents mentioned the reputation of Harrison as a “party town”. Residents would like to feel their children are safe to wander the streets without having to worry about them witnessing inappropriate behavior or encountering impaired drivers. Residents would like to



“Usually the people who come back grew up in that area, but it doesn’t matter how much you love your community if you can’t have a career.”

foster a family-friendly tourist town culture.

Infrastructure for safety and economic vitality

Arguably, Harrison's economic fate is critically dependent on the existence, access to, and quality of the marina, beach, trail and associated businesses and services. Listening session participants were nearly unanimous that the City should ultimately own the docks for financial and aesthetic reasons.

Quite a few would also like to have better cooperation between the City, Idaho State Parks and Recreation, and Coeur d'Alene Tribe regarding trail management. Several suggested partnering with the Coeur d'Alene Tribe, the Tribe's Resort Casino, or others to enhance tourism and enable commuting over the lake by ferry. One resident suggested seeking financial partners interested in investing in the town. Another mentioned partnering with a bass group to host tournaments, and other bike or motorcycle clubs.

The condition of roads, parking, curbs, sidewalks and wayfinding was another dominant topic in listening sessions. Highway 97, in particular, was of grave concern to many residents who feel it is unsafe to drive on – even in good weather conditions. Similarly, better curbs and sidewalks, particularly around the park area, would make pedestrians safer, as would adequate parking for visitors, boat trailers, and bikes.

To summarize, if all the 'Wants' described above were condensed into a letter to Santa, it might read like this:

Dear Santa,

Harrison has been good this year. We had a community review because we want to work together as a community to make it better for everybody. We invited everyone from in and around the town to talk about their dreams for Harrison and this is what we would like for Christmas:

- *Nice homes that people who want to live here can rent and buy*
- *More people getting together to work on good projects that help the town*
- *A town as beautiful as the natural world around it*
- *Streets and roads that are safe*

- *A community where everyone has a chance to thrive and all are cared for*
- *A nice park and playground, beach, basketball court, and community center*
- *Dances and art classes and a theatre*
- *More families so we can have school team sports again*

Thank you,

The Residents of Harrison, Idaho



Recreation opportunities and natural environment

Residents really love all the recreational opportunities and the beauty of the environment around Harrison. Most residents mentioned the Trail of the Coeur d'Alenes, which runs through Harrison and along Lake Coeur d'Alene. Participants in all of the listening sessions talked about the great hunting and other activities that come with access to Coeur d'Alene National Forest like ATV riding, hiking, hunting, and camping. People repeatedly talked about the great fishing available in and around Harrison, as well as events like the bass fishing tournament that brings in revenue for local businesses. Residents love that Harrison has four seasons with lots of summertime activities and snow, ski hills and snowmobiling in the winter. Participants also mentioned the marina, beach and RV parks are great assets to the community. They also noted the potential for a deep-water marina. Several residents mentioned the existing track, recreation center, and baseball fields as assets that could be better utilized. A few participants noted that Harrison is a great place for motorcycle riding.

The community

Listening session participants repeatedly talked about the community being a strong asset. The people of Harrison are really the heart of the community. Participants particularly value the generosity and hospitality of the community. Residents mentioned both youth and seniors as two groups that bring great value to Harrison, offering energy and experience. They also talked about the great local business owners who do so much for the community including sponsoring activities like Thanksgiving Dinner and the pumpkin carving, while also providing local jobs. Listening session participants also expressed gratitude for the tourists and people with disposable income that spend time in Harrison. These visitors help make Harrison a viable place to live for others. Finally, many participants mentioned the volunteers who make many things happen in Harrison; the people who serve as volunteer first responders are just one example.

Local businesses

Most participants consider locally-owned businesses great assets. Several mentioned individual businesses and business owners by name such as One Shot Charlie's, The Creamery, The Trading Post, the new bed and breakfast, the massage therapist, the bike shop, the gift shop, and Harrison Dock Builders. People were grateful that these businesses provide jobs, were open all year for residents, and provide great products and services.

Community spaces and events

Participants mentioned that Harrison has great community spaces and events. In particular, people mentioned the City Park and other City-owned properties, the Grange, the senior center, the library, the post office, the museum, and the cemetery. People also mentioned that the Chamber of Commerce sponsored many events that allow businesses to make money including Oktoberfest, the Barn Dance, Music in the Park, the Farmers Market, and Car Show.

Other assets in the Harrison area

Participants identified the following assets in the community that do not fit neatly into any of the categories above.

- History
- The schools
- Churches and faith community
- Quaintness of the town
- Emergency services
- Volunteer organizations
- The Coeur d'Alene Tribe
- Scenic byway



SELECTION OF FOCUS AREAS FOR PHASE II

The visiting team's analysis of information gathered during community listening sessions suggest that the focus areas for Phase II of the Harrison Community Review be selected from the following list:

Community recreation

- Youth and family-friendly
- Repurpose old gym as community recreation center
- Expand year-round outdoor recreation opportunities in the area
- Improve park, increase/update playground equipment

Housing

- Affordability
- Increase variety of housing available to people who work here (e.g. condos)
- ADA accessible
- Planning, zoning & incentives

Lake access

- City control of waterfront and marina
- Deep water launch
- Increase accessible beach area
- Launch accessibility
- Maintain and beautify docks and waterfront area
- Parking for lake visitors

Transportation

- Parking
- Sidewalks
- Condition of local street
- Highway 97 safety concerns
- Gas station

These topics were the most frequently recurring responses from listening session participants when we asked them "What do you want to see in the Harrison area in the next five years?" They were presented and discussed by the visiting team and by residents of Harrison and surrounding area at the Phase I final community meeting on Thursday, September 19.

In addition to the potential focus areas above, the visiting team offers the following topics that also received considerable attention during the community listening sessions:

- Education and youth
- Governance and planning
- Increase population
- Internet and cell
- Jobs and business
- Partnerships and networking
- Recycling
- Volunteerism

Following a presentation of the preceding information by the visiting team, community leaders and residents expressed strong interest in continuing onto the next phase of the community review process, asking specific questions about the steps involved in Phase II, how they could encourage even more community involvement, and the funding and other resources that could help the community complete projects identified through the community review.



WHAT NEXT?

Phase II, the “Learn” phase of the Community Review process, involves expanding the home and visiting teams to do more focused assessment and strategic planning regarding the most prominent concerns and goals identified during Phase I.

A home team meeting facilitated by Lorie Higgins and Kathee Tifft from University of Idaho Extension occurred in Harrison on November 19, 2019. Twenty-two community members participated in this effort to clarify the focus areas for Phase II of the community review, brainstorm “low hanging fruit” projects that could be completed in the short-term and identify topics that could be the subject of future trainings offered by visiting team representatives.

Discussion of Focus Areas for Phase II

After reviewing and discussing high priority community “wants” identified during the September 17-19 listening sessions, the participants at the November 19 meeting reached agreement that the focus areas for Phase II of the Community Review should be selected from among the following six topics:

- Infrastructure
- Economic Development
- Communication & Outreach
- Community Recreation
- Housing
- Education (school & lifelong learning)

Identifying Near Term ‘Low Hanging Fruit’ Projects

Meeting attendees self-organized into small groups to talk about and further clarify the focus areas that would be explored in depth during Phase II of the community review. During brainstorming the following projects were identified as being appropriate to work on in the immediate future

- Create an on-line and physical community announcement board (11)
- Develop a communication chain or tree (to extend beyond Harrison city limits) (3)
- Renovate and re-use the old gym (16)
- Develop stronger connection between the schools and the community (“Warrior Pride”) (6)
- Beach improvements (8)
- Expand Winterfest to include youth and elder activities (0)

Following the brainstorming that produced the list above, each meeting participant was given two “votes” to identify what they believe are the highest priority projects they’d like to see addressed in the near term. The number after each project represents the total number of votes received by that project.

The group then proceeded to develop the ‘Community Announcement Board’ project by identifying stakeholder organizations and prioritizing near term actions.

Key organizations to involve in this project include:

- City of Harrison’s Economic Development Council (EDC)
- Property owner
- Amanda
- Colton
- Teresa

The group identified the following near-term actions steps:

1. Explore existing sites and other options
2. Talk to EDC about parcel being considered
3. Explore idea of a printed community newsletter

Home Team Interest in Developing Leadership Tools

Participants in the November 19, 2019 home meeting were also invited to complete a survey to express their interest in learning more about specific leadership tools. Potentially, the visiting team can offer trainings on these tools. Twelve of the 22 participants completed the survey.

Home team members were asked to place a 3 (indicating high interest), 2 (indicating moderate interest, or a 1 (indicating low interest) next to each leadership tool. In the following list, the higher the score, the higher the interest among home team members who completed the survey.

<u>Score*</u>	<u>Leadership Tool</u>
29	Communicating effectively
26	Partnering with others
24	Leading effective meetings
24	Building great teams
23	Generations working together
23	Making group decisions
23	Responding to conflict
21	How groups form
21	Setting ground rules
16	Personality inventory

**Combined total score compiled from all completed "Leadership Tools" surveys.*

Description of Phase II

Home team members and other residents who attended and participated in the community review listening sessions and town hall meetings expressed clear interest in completing Phase II of the community review process in early 2020.

Phase II is referred to as the "Learn" phase. This phase of the community review process involves reaching a clear agreement about the focus areas resulting from Phase I and then engaging somewhat larger home and visiting teams to develop priorities and action plans for each of the focus area. The visiting team for Phase II will consist of community and economic development professionals with expertise in the selected focus areas.

As in Phase I, it is critical that the home team in Phase II be diverse and representative of the community overall. Residents who participated in Phase I activities were invited to complete "Sign Me Up!" cards to indicate their interest in remaining involved in the community review and other projects going forward. A list of people who completed "Sign Me Up!" cards is included in this report as Appendix H. The visiting team encourages home team leaders to use this list to invite people to serve on the home team for Phase II, since they've already invested time in the community review and has expressed the interest in continuing to be involved.

For Inspiration

The visiting team would like to leave the Harrison community with this uncredited poem we saw displayed in the Harrison Senior Center. We like it and hope it inspires your efforts going forward.

Main Street

Little towns are friendly towns,
I'll take main street any day,
And the fun of greeting neighbors
As I walk its narrow way.

Your pockets can be empty,
But you're richer than a king,
Just walk a block on main street,
Greet the friends all small towns bring.

APPENDICES

- Appendix A Harrison Community Review Phase I Schedule of Activities
- Appendix B Harrison Community Review Application
- Appendix C Biographical and Contact Information for Visiting Team Members
- Appendix D Economic and Demographic Profile
- Appendix E Community Satisfaction Survey Form
- Appendix F Detailed Breakdown of Community Satisfaction with Harrison’s Attributes
- Appendix G Number of Times Specific “Wants” brought up by Listening Session Participants
- Appendix H List of People who Completed “Sign Me Up!” Cards During Phase I
- Appendix I Documentation of Cash and In-Kind Value of Harrison Community Review, Phase I

Appendix A: Harrison Community Review Phase I Schedule of Activities, September 17-19, 2019

Tuesday, September 17, 2019

- 4:00 – 4:45 pm Bus tour
Departing location: THE CYCLE HAUS Bikes & Brews
100 N. Coeur d Alene Ave
- 5:00 – 6:00 pm Dinner
One Shot Charlie's 200 S Coeur d'Alene Ave, Harrison, ID 83833
- 6:30 – 7:45 pm LISTENING SESSION #1
Group: Current and Former Elected Officials
Jessica Hutson, Coordinator
Location: Harrison Senior Center

Wednesday, September 18, 2019

- 7:30 – 8:15 am Breakfast
Visiting team on its own.
- 8:30 – 9:45 am LISTENING SESSION #2
Group: Business Owners and Agriculture
Amanda Reinhardt, Coordinator
Location: Harrison Senior Center
- 10:00 – 11:15 am LISTENING SESSION #3
Group: Senior citizens
Mark Daanen, Coordinator
Location: Harrison Senior Center
- 11:30 – 12:15 pm Lunch
Visiting team on its own.
- 12:30 – 1:45 pm LISTENING SESSION #4
Group: First Responders
Steve Harns, Coordinator
Location: Kootenai High School Room #2 (upper parking lot)
- 2:00 – 2:50 pm LISTENING SESSION #5
Group: High school students

Wade Pilloud, Coordinator
Location: Kootenai High School Room #2 (upper parking lot)

3:15 – 4:30 pm LISTENING SESSION #6
Group: Teachers and Administrators
Wade Pilloud, Coordinator
Location: Kootenai High School Room #2 (upper parking lot)

5:00 – 6:00 pm Dinner
Location: Rose’s Café 204 S Coeur d’Alene Ave Harrison

6:30 – 8:00 pm COMMUNITY-WIDE LISTENING SESSION
Location: Senior Center

Thursday, September 19

8:00 – 8:45 am Breakfast
Visiting team on its own.

9:00 – 10:15 am LISTENING SESSION #7
Group: Social Service Providers and Faith Leaders
Ashley Farmer, Coordinator
Location: Harrison Baptist Church, downstairs

10:30 am – 4:00 pm VISITING TEAM MEETING TIME + LUNCH
Location: 401 S Lakefront Ave (Ladies Lodging)

4:30 – 6:00 pm Break + Dinner
Location: Rose’s Café 204 S Coeur d’Alene Ave Harrison

6:30 – 8:00 pm Town Hall Meeting
Location: Harrison Senior Center

Idaho Community Review Application Form

The Community Review Program is coordinated by the Idaho Rural Partnership in collaboration with the Idaho Department of Labor, Idaho Department of Commerce, Idaho Transportation Department, Idaho Housing & Finance Association, Federal Highway Administration, U.S. Department of Housing & Urban Development, Idaho National Laboratory, University of Idaho, U.S. Department of Agriculture – Rural Development, and Association of Idaho Cities.

Communities with populations under 10,000 are eligible to apply, including those communities in which a community review was conducted prior to 2007. Please review the Idaho Community Review Application Guide before completing this application. Type-written responses are preferred to handwritten. Use as much space as needed to answer the narrative questions as completely as possible. **Complete applications must be postmarked or received via email by 5:00 pm Mountain, Friday, March 2, 2018.** Our mailing address is 1090 E. Watertower Street, Ste. 100, Meridian, ID 83642. Applications can be emailed to irpcommunityreview@irp.idaho.gov. Call 208-332-1730 with questions.

The community review process includes up to three phases. This is the application form for Phase 1.

Name of Community: Harrison, Idaho

Harrison is a small city located at the south end of Lake Coeur d’Alene, where the Trail of the Coeur d’Alenes bike trail meets the lake. Harrison was the hub of Kootenai County 100+ years ago when the town was supported through natural resource industries. Coming back to present day, Harrison’s economy is largely tourism and hospitality based. Our town has is no longer a working town and filled largely with snow birds, retirees, and visitors. This poses many challenges including filling service jobs, keeping businesses open year-round, identifying persons within the city of Harrison eligible to fill elected and appointed roles, a dwindling school enrollment.

With the need to find ways to boost the economy, boost tourism, and a recent activity a large annexation with apx. 100 buildable lots with building expected in the upcoming year. We know this growth as well as additional growth creates needs and concerns for the city in terms of city revitalization, building community brand, and taking care of infrastructure needs including parking. As a lakeside community, the parking we have is precious and realize changes will need to be made to allow our community to accommodate traffic in a way that allows the community to prosper.

2018 has brought significant change to Harrison with a new Mayor and many new city council members. We are looking forward to the new energy, perspective, and experience. This transition also presents us with a unique opportunity to gain guidance through the Community Review process to assist in a path forward for some of largest challenges.

At a recent INP day conference we learned of the 13 Ways to Kill a Community and realized these issues are all relevant to our community – youth, seniors, “paint”, infrastructure, change, moving forward.... We are willing and open to understand how to utilize resources and processes to move our city forward.

Home Team Leaders

Below please provide the name and contact information for up to two home team leaders. A minimum of one home team leader must be identified at the time of application.

Name of Home Team Leader #1 (Required): Amanda Reinhardt

Mailing address: PO BOX 208 Harrison ID 83833

Phone number and email address: 208-661-4053 Amanda@NIDRealty.com

Name of Home Team Leader #2 (Optional): Jessica Hutson

Mailing address: PO BOX 261 Harrison ID 83833

Phone number and email address: 208-661-1274 jntausman@aol.com

Identification of Listening Session Groups and Coordinators

Phase 1 of the community review process includes conducting listening sessions with up to eight specific stakeholder groups in your community. The four stakeholder groups below are required:

- High school students
- First responders and law enforcement
- Social service providers and faith leaders
- Senior citizens

Listening sessions must have a respective coordinator who leads the effort to invite individuals to participate in each session. Below, please provide the names and contact information for four people who have agreed to serve as a coordinator for the required listening sessions:

<u>Required Listening Session Groups</u>	<u>Coordinator</u>	<u>Phone</u>	<u>Email</u>
High school students	Carrie Hugo	208-661-9777	carriehugo@verizon.net
First responders & law enforcement	Steve Harns	208-659-9863	Eastlake.electric@gmail.com
Social service providers & faith leaders	Ashley Farmer	208-449-2556	farmer.ashley@icloud.com
Senior citizens/elders	Ray Miller	208-215-0481	franmiller@hughes.net

Other Listening Session Stakeholder Groups

In addition to the required stakeholder groups above, listening sessions are also conducted with 3-4 others stakeholder groups in the community. Examples of optional stakeholder groups we have conducted listening sessions with in past community reviews are listed below. Please use an “X” to select up to four groups in your community you would like us to conduct listening sessions with during Phase 1 (in addition to the groups named above). This is a preliminary identification; the listening session stakeholder groups will be reviewed and finalized and coordinators for these optional listening sessions will be identified during the planning process.

- Hispanic residents*
- Current or former elected officials
- Business owners
- Agriculture
- Teachers & school administrators
- Artists/craftspeople

Community Issues and Opportunities

Using a 1-5 scale, with 1 meaning not a priority and 5 meaning very high priority, please indicate how the following issues and opportunities should be prioritized for discussion during the community review process.

- | | |
|--|---|
| <input type="checkbox"/> Retaining & expanding existing businesses | <input type="checkbox"/> Education & workforce development |
| <input type="checkbox"/> Supporting creation of new businesses | <input type="checkbox"/> Community health and wellness |
| <input type="checkbox"/> Tourism and marketing | <input type="checkbox"/> Seniors and youth |
| <input type="checkbox"/> Infrastructure | <input type="checkbox"/> Arts, historic, & recreation resources |
| <input type="checkbox"/> Housing | <input type="checkbox"/> Civic life & community involvement |
| <input type="checkbox"/> Land use planning | <input type="checkbox"/> Downtown revitalization |
| <input type="checkbox"/> Community design & identity | <input type="checkbox"/> Transportation |
| | <input type="checkbox"/> Other(s): _____ |

Please describe the most significant strategic planning, business development, marketing, infrastructure, and other community improvement efforts that have occurred in your community in the last three years? (Attach additional sheets, documentation, brochures, or report summaries as necessary)

Harrison has had many activities occurring in the past few years impacting the community. Our community has also had significant change in leadership which creates a challenge when gathering details.

In approximately 2002 Harrison journeyed through the process to become recognized as a Gem Community. The process was quite involved, and the program subsequently went away so many of the benefits were not realized. This process is example of the Harrison community collaborating to enhance the opportunity for the community.

In the past few months a large annexation and development has completed some of the final steps to allow for development and building of homes to begin. The development has approximately 100 buildable lots. It took many years to get to this point and the city is excited about the opportunity that comes with additional housing.

There are two large projects scheduled for 2018 and may possibly push into 2019, these projects have much of the planning and groundwork done at this time. These projects are the revitalization of the RV lakeside park and the redesign of the docks and breakwater system.

Thanks to a great show of support, the City of Harrison's RV Park was approved for more than \$500,000 in grant funding through the Idaho Department of Parks and Recreation for the reconstruction of the existing RV park. An updated conception plan is attached. Improvements include grading, paving, water hook ups, sewer hook ups, electrical upgrades, a shower building, landscaping, and new picnic tables and fire rings. Construction was expected to begin in 2018, however this may be delayed into 2019.

In 2015 Kootenai County Parks and Waterways started obtaining grants for the Harrison Breakwater Replacement Project. This project will add 32 to 36 additional slips to the county's marina that currently has the capacity for 225 boats. This is the largest project to date that the Kootenai County parks and Waterways has proposed, totaling approximately \$2 million dollars upon completion with 75% of the funding coming from grants. Phase One of the project is projected to be out for bid in June 2018, with the second and final phase being completed by 2023.

Harrison Chamber of Commerce is the primary organization engaging in marketing for the city. The marketing efforts including partnering with North Idaho Tourism Alliance to seek state funds as well as to partner with other communities to increase awareness and visitors to the area. The marketing efforts include successful radio campaigns, print marketing, and event marketing.

Every community we visit faces disconnects or conflict among groups. We understand this, and we aren't interested in taking sides or judging. Please identify (in general terms) any recent or anticipated controversies involving local leadership or civic organizations that might be come up during the community review. Are there any circumstances that might limit local participation or implementation of the review or resulting recommendations? How might they be addressed during the review?

Harrison has struggled with the perception of lack of transparency and that has caused a lack of support and engagement for many initiatives with the city and community. This has also created a resistance to development in part because of lack of information or misinformation that exists – some of this goes back for many years.

There is a perception of a disconnect between the school administration and teachers and students. At the end of the 2017 school year 7 teachers left the school. In recent year many students have left the school to attend other school districts or home school, in the past this was opposite in the parents brought their students to Kootenai due to the academic and sport opportunities.

We don't believe either of these situations will limit participation if handled appropriately through communication, structure of groups, etc. but we are open to guidance in this area.

Thinking back over the last five years, would you say that citizen participation and the community's ability to identify and accomplish goals has:

- Increased
- Decreased
- Stayed about the same
- Not sure

The number of people participating has decreased but the level of engagement has stepped up from those engaged to make it seem the level of participation has stayed about the same.

Anything else you want to add about leadership and volunteer capacity in your community?

As in many communities, there is a small group of people that do the majority of the participating. We believe we would benefit in a better understanding of how to combine efforts to increase collaboration.

The burn out factor is high in our community, with a city population of around 200 people and large portion of the residents being snowbirds or seasonal. This causes the civic and community work to fall to a small group of community members.

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

Harrison is located on the edge of Lake Coeur d'Alene with the Trail of the Coeur d'Alenes running along the lake, between the lake and Harrison. We know we need to capitalize on this unique and amazing recreation oasis. There are currently multiple jurisdictions and easements in place that make this challenging and an opportunity that will open many doors for Harrison if it can be worked through. Successful partnerships and changes will open the doors to the following projects: Waterfront Boardwalk, Deepwater Launch & Trail of Coeur d'Alenes Trailhead. Tied very closely to this would be establishing a ferry to West Side of Lake CDA and Re-acquiring public docks that were previously assets for Harrison.

Another project is development of affordable housing for the families and workforce in Harrison.

Briefly describe major community funding initiatives (e.g., grassroots fundraising, grants, levies, bond elections) in the past five years, including outcomes.

In recent years, Harrison secured a Traffic Calming Grant through grant funds to identify that travelers were entering Harrison. This was important to get travelers driving on a state highway to recognize they were entering a town, to slow down for safety and to enjoy the amenities Harrison has to offer.

At present, the RV Park is in the stage of finalizing plans using more than \$500,000 in grant funding through the Idaho Department of Parks and Recreation for the reconstruction of the existing RV park. An updated conception plan is attached. Improvements include grading, paving, water hook ups, sewer hook ups, electrical upgrades, a shower building, landscaping, and new picnic tables and fire rings.

One of the local Fire Department, Eastside Fire District, has identified many partnerships and grant funding to update assets including trucks, fire boat, equipment, etc.

In 2015 Kootenai County Parks and Waterways started obtaining grants for the Harrison Breakwater Replacement Project. This project will add 32 to 36 additional slips to the county's marina that currently has the capacity for 225 boats. This is the largest project to date that the Kootenai County parks and Waterways has proposed, totaling approximately \$2 million dollars upon completion with 75% of the funding coming from grants. Phase One of the project is projected to be out for bid in June 2018, with the second and final phase being completed by 2023.

A grassroots fundraising effort over recent years and that is very close to completion is for a Reader Board at the local school to bring attention and engagement from the community for events occurring

at the school. Parents and students have worked together over the past several years as well as worked with the school district and highway department to bring this project to success.

When would you prefer community review activities begin in your community?

- As soon as possible
- Spring 2018
- Summer 2018
- Fall 2018
- 2019

With the Mayor's signature below, our community agrees to accept the responsibilities described in this application form and in the Community Review Application Guide to ensure the success of our community review.

Mayor's Signature: _____ Date: _____

Appendix C: Names and contact information for visiting team members

Harrison Community Review - Visiting Team for Phase I				
Sept 17-19, 2019				
Name	Business/Agency	Telephone	Cell Phone	Email
Lorie Higgins	University of Idaho Extension	208-885-9717	208-669-1480	higgins@uidaho.edu
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Lorie is an Associate Professor in the Department of Agricultural Economics and Rural Sociology at University of Idaho. As an Extension Specialist in community development, Lorie’s primary role is to assist Idaho communities and organizations with a broad range of programs and projects. Current work includes a regional effort called Two Degrees Northwest, to develop, support and promote cultural industries, building an entrepreneurship training program, identifying impacts of the Horizons community development program, participating in the Idaho Community Review program as a steering committee member and listening session co-leader, and conducting social assessments as part of the UI Waters of the West program. Nationally, Lorie is a leader in the Enhancing Rural Capacity eXtension Community of Practice.

JOSH HIGHTREE

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In 2014, as a graduate student in the University of Idaho's Bioregional Planning M.S. program, Josh participated in the Aberdeen Community Review. He then became the primary student researcher for the Center for Resilient Communities on an analysis of Idaho's community review surveys and community review report text for reviews conducted between 2000 and 2016. Lorie Higgins and Jon Barrett were co-authors, and the study, *Themes in community resilience: A meta-synthesis of 16 years of Idaho Community Reviews*, was published in 2018. Graduating with an M.Eng. in Engineering Management and an M.S. in Bioregional Planning in May 2016, Josh founded Abundance Consulting. Now a Ph.D. student at University of Idaho in Water Resources, he is investigating water and wastewater issues in rural Idaho. Additionally, since 2017, he has been partnering as a staff researcher with Lorie Higgins and many others to refine and study Idaho, Wyoming, and Montana's community review initiatives – a project resulting in the Western Community Assessment Network. For project details, go to <https://www.communityreview.org/>.

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Nancy has been employed with Panhandle Area Council for 23 years. Her current responsibilities include providing assistance to communities and special districts in assessing economic needs, developing Athol Community Review 86 October 4-6, 2015 strategies, and identifying goals. With extensive experience in providing guidance regarding compliance with state and federal regulations and coordinating and collaborating with public and private entities, her current funding rate for grant projects is 100%. She also prepares the region's Comprehensive Economic Development Strategy (CEDS). Nancy is the past Chairman of the Post Falls Urban Renewal Agency and past Administrator of the Spirit Lake Urban Renewal Agency. She has received recognition and awards from federal, state and local governments for her work with local communities in community and economic development.

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Lori has over 13 years of experience working in the public, non-profit and private sectors assisting communities in a variety of planning and development efforts including policy analysis for agricultural land management, recreation and master plan development, zoning, land use and food policy analysis, grant writing and fundraising, volunteer coordination, and outreach/collaboration with the general public, elected officials, professionals and stakeholders. She has designed curriculum and outreach education for traditional classrooms and community settings. She has six years of experience designing and implementing socioeconomic, land use, policy and community planning studies in local food system assessment, community perception studies, agricultural land use change assessment, natural resource assessment. She has worked with focus groups, individual and group interviews, community and landscape surveys, and has experience writing and presenting reports, factsheets, articles, and plans for public and professional audiences. Lori has a Masters in Landscape Architecture and Environmental Planning and a Ph.D. in Sociology from Utah State University. Currently, Lori works as a community planner for the Federal Highway Administration.

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Kathee is an Associate Extension Professor with the University of Idaho. She has programming responsibilities throughout the north central region of Idaho where her work is focused on rural leadership development, community engagement and healthy aging. She also serves as the Department Chair for Nez Perce County Extension providing leadership and support for Extension's volunteer community educator programs including 4-H, Master Gardeners, and Master Food Safety Advisors. Kathee is a member of the design and implementation team for the Leadership to Make a Difference Institute, an intensive training focused on basic leadership

skills to help people develop confidence in their leadership abilities and the courage to take action to effect change.

JON BARRETT

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Jon grew up in Colville, Washington. His career in community and economic development began soon after graduating from Washington State University with a degree in Landscape Architecture. He has worked on staff and in a consulting capacity with numerous rural Idaho and Washington communities. From 1997-2006 he was the co-executive director of a statewide nonprofit organization. He started his own consulting business in 2007 to provide services to government agencies, tribes, and nonprofit organizations.

Jon is a graduate of Leadership Idaho Agriculture and has also completed advanced training in mediation, fundraising and other topics. He has expertise in project management, group facilitation and multi-interest collaboration, organizational development and strategic planning, community design, policy development, and grant-writing. In 2004 the Idaho Planning Association recognized Jon as Idaho Planner of the Year.

Jon enjoys Idaho's rural communities, mountains, trails, and trout streams.

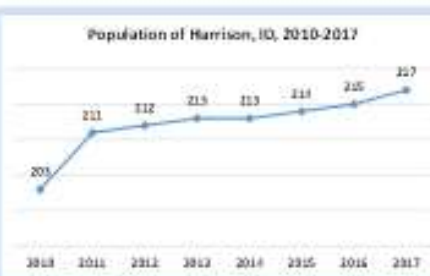
Appendix D: Community Profile

HARRISON, IDAHO COMMUNITY PROFILE



POPULATION

	Harrison City	Kootenai County
Total population		
2017, number	217	157,637
2010, number	203	136,484
Change 2010-2017, percent	6.9	13.8
Components of population change, 2010-2017		
Net migration change (in-migrants minus out-migrants)		
Number	---	15,951
Percent	---	11.2
Natural change (births minus deaths)		
Number	---	1,534
Percent	---	2.6
Population by race, 2013-2017 average, percent of total		
White	95	94
American Indian or Alaskan Native	1	1
Other	2	4
Population by ethnicity, 2013-2017 average, percent of total		
Non-Hispanic	100	96
Hispanic	0	4
Population by age group, 2013-2017 average, percent of total		
Under age 18	20	23
Age 18-64	54	59
Age 65 and older	26	17
Median age, 2013-2017 average, years	31.3	39.7

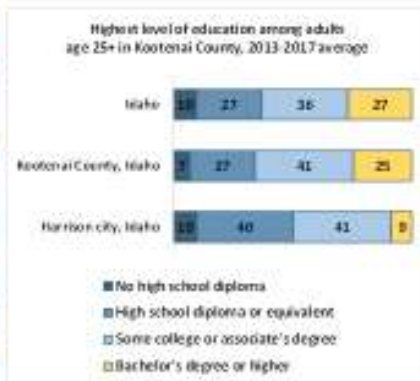


SOURCES: US Census Bureau, US Department of Education

SOCIAL CHARACTERISTICS

	Harrison City	Kootenai County	Idaho State
Income			
Per capita income, 2013-2017 average, dollars	26,569	28,275	25,471
Median household income, 2013-2017 average, dollars	44,375	53,189	50,985
Poverty			
Overall poverty, 2013-2017 average			
Number	27	18,668	236,000
Rate, percent	13.0	12.6	14.5
Children living in poverty, 2013-2017 average			
Number	10	6,549	76,426
Rate, percent	23.8	18.9	17.8
Food Insecurity			
Overall rate, 2016, percent	---	14.0	13.2
Rate among children, 2016, percent	---	17.6	16.7

SOURCES: US Census Bureau, Feeding America

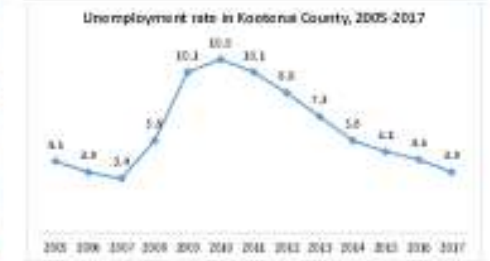


This project is supported by USDA's Agriculture and Food Research Initiative (AFRI) of the National Institute of Food and Agriculture, Grant #2016-10945. It is part of the AFRI Foundational program.



ECONOMIC CHARACTERISTICS

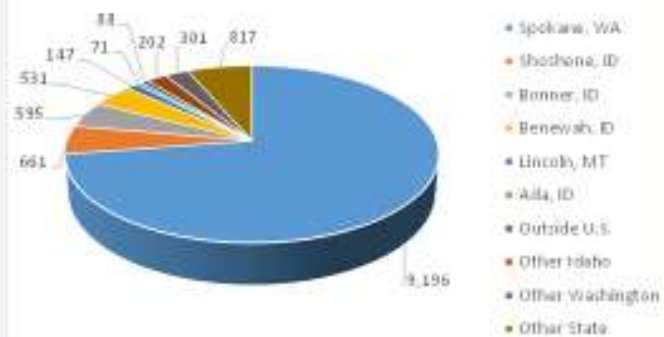
	Harrison City	Kootenai County
Full- and part-time jobs		
Total number, 2017	---	87,636
Total number, 2012	---	75,139
Total number, 2007	---	80,534
Change, 2012-2017, percent	---	16.6
Change, 2007-2012, percent	---	-6.7
Employment characteristics		
Labor force participation rate, 2013-2017 average, percent	60.6	60.8
Unemployment rate, 2013-2017 average, percent	13.8	6.1
Self-employment rate, 2017, percent	---	27.1
Average annual pay, 2017, dollars	---	38,073
Business establishments with paid employees, by size, 2015		
All establishments, number	---	4,513
Establishments with 1-4 paid employees, number	---	2,640
Establishments with 5-9 paid employees, number	---	828
Establishments with 10-19 paid employees, number	---	547
Establishments with 20-49 paid employees, number	---	350
Establishments with 50 or more paid employees, number	---	148



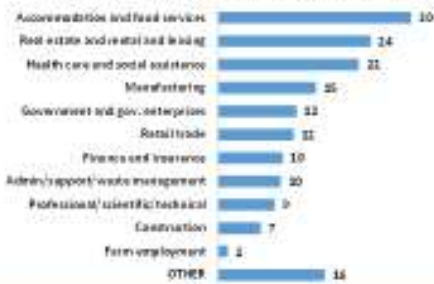
Number of jobs by industry in Kootenai County, 2017



Number of workers who live in Kootenai County but work elsewhere, by county of workplace, 2009-13

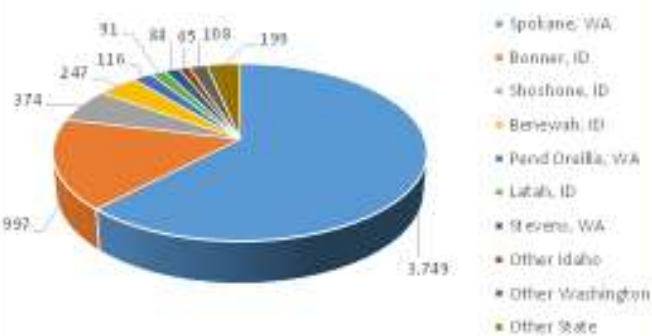


Percent change in number of jobs by industry in Kootenai County since the recession, 2009-2017



NOTE: "Other" industries include forestry, fishing, and related activities; mining, quarrying, and oil and gas extraction; utilities; wholesale trade; transportation and warehousing; information; management of companies and enterprises; educational services; arts, entertainment, and recreation; and other services.

Number of workers who work in Kootenai County but live elsewhere, by county of residence, 2009-13



SOURCES: US Census Bureau, US Bureau of Economic Analysis, US Department of Labor

HOUSING CHARACTERISTICS

	Harrison City	Kootenai County
Total housing units, 2013-2017 average		
Number of housing units	168	67,941
Housing tenure, 2013-2017 average, percent of housing units		
Owner-occupied units	62	71
Renter-occupied units	38	29
Housing type, 2013-2017 average, percent of housing units		
1 unit, attached or detached	71	77
2-4 units	3	6
5 or more units	14	9
Mobile home, boat, RV, van, etc.	12	8
Housing affordability, 2013-2017 average		
Households spending 30% or more of income on housing costs		
Owner-occupied units, percent	11	24
Renter-occupied units, percent	59	43

SOURCES: US Census Bureau



RESOURCES

Headwaters Economics, Economic Profile System

<https://headwaterseconomics.org/tools/economic-profile-system/>

- Harrison City – Demographics
- Kootenai County – Multiple topics
 - Demographics
 - Socioeconomic measures
 - Agriculture, timber, and mining, including oil & gas
 - Services and tourism
 - Government
 - Non-labor income
 - Public land amenities
 - Federal land payments
 - Wildland urban interface

PROJECT PARTNERS

University of Idaho

Idaho Rural Partnership

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Appendix E: Community Satisfaction Survey Form

Harrison Community Survey

Q1. Listed below are public services and community amenities. Thinking about availability, cost, quality, and any other considerations important to you, how satisfied or dissatisfied are you with the following aspects of your community? Please circle a number from 1 (highly dissatisfied) to 5 (highly satisfied), or “don’t know.” If you believe an item is not applicable to your community, please feel free to skip it.

	Highly dissatisfied			Highly satisfied		Don't know
a. Local K-12 school system	1	2	3	4	5	DK
b. Childcare/early childhood education programs	1	2	3	4	5	DK
c. Housing	1	2	3	4	5	DK
d. Parks & playgrounds	1	2	3	4	5	DK
e. Bicycle & pedestrian access	1	2	3	4	5	DK
f. Condition of streets & roads	1	2	3	4	5	DK
g. Public transportation	1	2	3	4	5	DK
h. Internet service	1	2	3	4	5	DK
i. Appearance of downtown	1	2	3	4	5	DK
j. Appearance of neighborhoods	1	2	3	4	5	DK
k. Police protection/law enforcement	1	2	3	4	5	DK
l. Medical care services	1	2	3	4	5	DK
m. Mental health services	1	2	3	4	5	DK
n. Senior citizen support services	1	2	3	4	5	DK
o. Available jobs	1	2	3	4	5	DK
p. Pay rates (salaries/wages)	1	2	3	4	5	DK
q. Access to higher education (e.g., college, technical)	1	2	3	4	5	DK
r. Variety of goods & services available	1	2	3	4	5	DK
s. Responsiveness of local government	1	2	3	4	5	DK
t. Civic & nonprofit organizations	1	2	3	4	5	DK
u. Arts, entertainment, & cultural activities	1	2	3	4	5	DK
v. Friendliness of residents	1	2	3	4	5	DK
w. Availability of fresh fruits & vegetables	1	2	3	4	5	DK
x. Cooperation among local government agencies & community organizations	1	2	3	4	5	DK

Q2. Would you like to comment or explain why you rated your satisfaction with any of these public services and community amenities in the way you did? If so, please provide your comments/explanation here:

Q3. Would you like to comment on your level of satisfaction with any other public services or community amenities that are not listed above? If so, please explain here:

Q4. In general, how effective do you think the residents of your community are at working together to solve challenges?

- Very effective Somewhat effective Not at all effective

Q5. Please briefly explain why you answered the previous question (Q4) in the way you did:

Q6. Have you been involved in a neighborhood or community project in the last 12 months? *For example, youth development, community beautification, fund raiser, etc.*

- Yes → If yes, please tell us the type(s) of projects you have been involved in:
 No

Q7. Please complete this sentence: "I would be involved in more community projects if..."

Q8. Do any of the following factors challenge your ability to support Harrison's locally owned businesses? *Please select all that apply.*

- Prices
 Hours of operation
 Parking
 Availability of products, services, or both
 Nothing/no challenges
 Other challenge(s)—please specify: _____

Q9. How important or unimportant is it to increase affordable housing options in Harrison and the immediate area?

- Very important Somewhat important Somewhat unimportant Very unimportant

Q10. To what extent do you agree or disagree with the following statement: "Improving cell phone service is a top priority for the Harrison community"?

- Strongly agree Somewhat agree Somewhat disagree Strongly disagree

Q11. To what extent do you agree or disagree with the following statement: "Improving internet service is a top priority for the Harrison community"?

- Strongly agree Somewhat agree Somewhat disagree Strongly disagree

Q12. How interested or uninterested are you in getting together for community events and activities at the Harrison gym?

- Very interested Somewhat interested Somewhat uninterested Very uninterested

Q13. What is your sex?

- Male Female Prefer not to answer

Q14. What is your race? *Please select all that apply.*

- African American/Black American Indian/Alaska Native Asian/Pacific Islander White Other

Q15. What is your ethnicity?

- Hispanic Non-Hispanic

Q16. In what year were you born?

_____ birth year

Q17. What is your annual household income?

- Under \$25,000 \$25,000-\$49,999 \$50,000-\$74,999 \$75,000-\$100,000 Above \$100,000
- Within city limits Outside city limits

Q18. Do you live within or outside the Harrison city limits?

Q19. How many years have you lived in Harrison or the immediate area?

- 0-5 years 6-10 years 11-20 years More than 20 years

Appendix F Detailed Breakdown of Community Satisfaction with Harrison’s Attributes

Question	1 ¹		2		3		4		5 ²		Don't know		Total
Local K-12 school system	5.00%	8	6.25%	10	15.00%	24	21.88%	35	13.75%	22	38.13%	61	160
Childcare/early childhood education programs	12.10%	19	10.83%	17	7.64%	12	3.18%	5	2.55%	4	63.69%	100	157
Housing	9.49%	15	21.52%	34	27.22%	43	12.66%	20	10.13%	16	18.99%	30	158
Parks & playgrounds	3.05%	5	10.98%	18	24.39%	40	30.49%	50	25.61%	42	5.49%	9	164
Bicycle & pedestrian access	1.81%	3	8.43%	14	10.84%	18	27.71%	46	45.78%	76	5.42%	9	166
Condition of streets & roads	15.06%	25	25.30%	42	34.34%	57	17.47%	29	5.42%	9	2.41%	4	166
Public transportation	33.99%	52	13.73%	21	12.42%	19	2.61%	4	1.96%	3	35.29%	54	153
Internet service	31.33%	52	19.28%	32	22.29%	37	10.24%	17	9.04%	15	7.83%	13	166
Appearance of downtown	4.22%	7	13.86%	23	33.13%	55	34.34%	57	11.45%	19	3.01%	5	166
Appearance of neighborhoods	5.56%	9	12.35%	20	39.51%	64	30.25%	49	6.79%	11	5.56%	9	162
Police protection/law enforcement	11.04%	18	20.86%	34	28.22%	46	19.63%	32	8.59%	14	11.66%	19	163
Medical care services	16.98%	27	23.90%	38	18.24%	29	14.47%	23	5.03%	8	21.38%	34	159
Mental health services	23.57%	37	15.29%	24	10.19%	16	3.18%	5	1.27%	2	46.50%	73	157
Senior citizen support services	4.88%	8	15.24%	25	23.78%	39	17.07%	28	4.27%	7	34.76%	57	164
Available jobs	15.63%	25	28.75%	46	18.75%	30	6.25%	10	0.63%	1	30.00%	48	160
Pay rates (salaries/wages)	13.21%	21	22.64%	36	22.64%	36	4.40%	7	0.63%	1	36.48%	58	159
Access to higher education (e.g., college, technical)	11.46%	18	17.20%	27	28.66%	45	14.01%	22	4.46%	7	24.20%	38	157
Variety of goods & services available	8.75%	14	27.50%	44	41.88%	67	12.50%	20	2.50%	4	6.88%	11	160
Responsiveness of local government	13.21%	21	21.38%	34	26.42%	42	6.29%	10	3.77%	6	28.93%	46	159
Civic & nonprofit organizations	5.10%	8	14.01%	22	26.11%	41	13.38%	21	8.92%	14	32.48%	51	157
Arts, entertainment, & cultural activities	8.81%	14	14.47%	23	32.70%	52	25.79%	41	5.03%	8	13.21%	21	159
Friendliness of residents	0.60%	1	4.17%	7	14.88%	25	39.88%	67	37.50%	63	2.98%	5	168
Availability of fresh fruits & vegetables	6.75%	11	19.63%	32	26.38%	43	25.15%	41	12.27%	20	9.82%	16	163
Cooperation among local government agencies & community organizations	6.96%	11	12.66%	20	25.95%	41	12.03%	19	4.43%	7	37.97%	60	158

¹Highly dissatisfied

²Highly satisfied

Appendix G Number of Times Specific “Wants” brought up by Listening Session Participants

Harrison list of wants/project ideas

Compiled from all listening sessions and listening session forms
Harrison Community Review – September, 2019

//Working City government – Professional, skilled, with good understanding & consistent interpretation of codes & laws
///Allow Mayor and City Council members from outside City limits – change state statute
Grant writer
Transportation plan
//Wayfinding signage for businesses
///Road improvements & safety in and out of town on SH97 remove big concrete slab off SH 97 – hazardous; //Improve safety of bussing – enforcement of bus related laws; More government involvement from ITD/highways jurisdiction for roads and other services; highway turnout signs
//Partnering with State Parks and CDA trail to better utilize waterfront – improve relationship; ///More City-control of waterfront and beach/marina /// repair swim and boat docks – improve look and maintenance; & stairs to beach; ///level beach, open it up, more sand); slide from tower to lake;
///Better utilize partners (tribe, trail, state, county, parks and rec)
Promote national forest and hiking trails – tie it better to Harrison; Better leverage wildlife, waterways for activities and education - wetland tours
Leverage the fact that Harrison is the only place on the CDA trail where the trail meets the lake
Clean air and water, trees and wildlife – a destination that people come for its serenity and quaintness; clean-up shoreline around beach
Nature trails
Single track bike trails

Snowmobile
Leverage the iconic-ness of the town
###Promote family friendly tourism & community culture; address open container issue; sound ordinance
Keep small town atmosphere Responsible growth and development – for residents and tourists; development to meet resident needs; People recognize that the community is a good place to live
///Unique events, 5K, use the trail, broader appeal; year-round tourism; ///winter town brand; //expand winter-fest
Outreach to groups to host events in Harrison <ul style="list-style-type: none"> · Bike clubs · Basque
////More families moving to the area
Restaurants
////Minimal resort tax to support growth; fee refund if spend \$ in town
////Infrastructure need of 100 unit condos, tourist lodging, increase the tax base
Utilize City properties better
###Gas station (//& car wash)
///Park improvements: Level the park and improve the sidewalk in front of the park – make it ADA accessible; improve playground equipment; Playground equipment - for babies especially (bucket swings); all ages; add staff
###Activities for kids - fams - residents ### ///Renovate gym (with two good restrooms), gym double as movie theater; ###basketball courts, baseball, badminton, darts tournament, winter leagues, bike park, ### //skateboard park, arcade, Bowling alley, Paintball field Water park and diving boards that go into the lake, frisbee golf; Amusement park, Movie theater, climbing wall, community center (gym?), //volleyball, find out what kids want; ///Horse arena; Rodeo team, //Dirt Bike track; movies in the park or school; cabin fever night (school carnival like in Weiser); ///Outside activities for youth like music, 4-H in the summer and weekends; //Music shop with guitar parts; ///Activities geared towards teens; (///yoga studio) (////More family interactive activities related to art and culture – community theater); ///Rec center (incorp emergency shelter);

//Community Garden; Workout stations along the CDA trail, //Activities during the winter for adults - Dance classes & Dances; //Programmed activities; pool table (not in a bar); ///Cross country skiing (groomed trails); ///Winter recreation plan to attract full-year residents rather than seasonal; Recreation program - district - funding mechanisms; outdoor spaces for gathering
///Team sports
/Connection between school & community (///sign: Home of the Warriors); job shadowing; school district retention (pre-school has a role); Make the school more aware of organizations and things happening in Harrison; Make the school more aware of the community needs; ###Town that rallies behind the school <ul style="list-style-type: none"> · Flags · Statue of a warrior · Schedules of home meets and games · Prominent reader board about what's going on at the school · School as the hub of the community · Community pride in the school ### ///Partnership between the school and the community; More internet hubs for kids inside and outside of Harrison
More homeschool families see school more positively to engage with the school
Use school for job training
Improve safety of bussing – enforcement of bus related laws *; transportation for students
/// Drivers Ed at HS
///More jobs to attract and keep kids in the town; Clean businesses – jobs for kids and other fulltime residents; //year-round jobs; //living wage jobs (manufacturing); cottage industry; BUSINESS DIVERSITY
///Spaces for new retail businesses; downtown businesses; & by marina; business/start-up space
Hardware store
Art gallery
Business directory map by the trail or in town
Themed commercial area - more visual cohesion, emphasize lumber history
///Support local business

///Leverage disposable income that is in Harrison to regular dependable income for businesses – recurring - revenue
###Farmer’s market; engage youth to make and sell
Incentive for new businesses to use existing vacant commercial stock
////Beautification; improve look of downtown
Encourage remote workers
//Skilled and qualified City employees that understand zoning codes and laws and who can interpret consistently and revise as needed
/Upgrading water and sewer treatment; improve infrastructure (drainage, sidewalks, roads, sewer, etc.)
/Better cell and internet (in and out of town)
visible addresses
Helicopter pad
###More volunteers – backbone of small communities; More volunteer firemen; More excitement and passion to service is desperately needed ““We are competing with each other for volunteers”; Volunteer bank – organized and work descriptions Retired seniors staff community center – possibly paid
More connectivity between community members / orgs doing good work; connection between city and rural residents (common ground)
Everyone has an equal voice
//More harmony and cooperation among citizens; civic education
Better communication about all community event, need for volunteers, clear volunteer practices – possibly information board, newsletter, multi-formats, etc., including the school district
////More Jobs – environment to help create new jobs, new businesses
Stronger connection to the school through businesses
/Ferry system to bring in labor and tourists

///Parking – Ped – Bike – Boat: Angled parking; better striping and delineation; ///ADA sidewalks, old laundromat for parking, reduce congestion in center of town; snow maintenance of sidewalks; Parking lot and trailhead (### //deep water launch & parking at the old burner site); Boat trailer parking and launch access; bike parking and signage; increase safety for peds in town; increase bike/walk mobility
Another campground
Wayfinding
///Public transportation
///Services and activities for seniors
Community looking after seniors—snow removal, being good neighbors
///Medical services
###Daycare; drop-in child care; //pre-K
///Housing (workforce/affordable); rent & own; Zoning for small housing—incentive for builders to invest in community and be able to make a profit; Look at flats & surrounding area for possible housing sites; ADA housing – esp. for seniors
Upgraded waste disposal system—more garbage cans, pick-up schedule, skunk control; recycling options
Police presence - To address robbery, domestic violence, child issues; better EMT response times; fire protection;
Continue library improvements
//Animal shelter
//Old school renovated <ul style="list-style-type: none"> · for business or homes · make it a community resource · business incubator
//Address barriers to increased use of senior center
Church community to grow and be more involved; //Faith community and social services more aware of needs, better communication among the organizations and with community

/More education and encouragement for low income people, seniors and people with issues to have confidence to be good citizens and access to resources as needed (life skills, help with substance abuse); Build a sense of dignity
//Healthy citizens – spiritual, physical, socially connected, wellness and mental health
Storage facilities for foodbank – freezer/refrigerator Facility to create prepared meals for seniors

# of times brought up by listening session participants	<u>TOPIC</u>
6	Effective City Government
2	Wayfinding
8	Road Improvements
17	Improve Waterfront
10	Partnerships
6	Leverage Natural Assets
5	Family Friendly Environment
10	Keep Small
8	Winter Events
10	Four Season Economy
9	More Families
9	Public Financing
10	Gas Station
8	Park Improvements
22	Activities for Locals
20	Rec. Center Gym
5	Team Sports
16	School Support
9	Drivers Ed
7	Improved Downtown
7	Living Wage Jobs
6	Retail Spaces
16	Better Internet
5	Volunteers
7	City-County Connectivity
6	Ferry System
7	Deep Water Launch
18	Curbs Sidewalks Parking
4	Public Transportation
4	Medical Services
25	Housing

- 7 Renovate Old School
- 5 Support All Residents
- 6 Increase Us of Senior Center
- 7 Child Care Education

Appendix H

People Who Completed “Sign Me Up!” Cards

Curtis Ames	Laurie Lamont
Katie Ames	Jamie Law
Laura Andersen	Julie Lininger
Allison Brown	Mike Lininger
Mary Byrne	Mahalia Louches
T.J. Byrne	Shelly Low
Dominick Como	Rich Lund
Skyler Coppa	Josh Masterson
Joe Cornell	Phil Mazza
Irene Daanen	Eileen Mazza
Mark Daanen	Ray Miller
Pat Day	Todd Moore
Bella Defoort	Tim Neville
Elaine Desautel	Barry Norton
Glendora DeSantis	Barbara Norton
John (Jack) DeSantis	Jill Pilloud
Jim Fruehan	Christine Plourde
Colton Galle	Amanda Reinhardt
Vicki Getz	Patty Reinhardt
Devin Goodson	Mike Reinhardt
Brande Goolsby	Garrett Renner
Dawn Griffith	Melanie Renner
Tim Griffith	Russell Riberich
Whitney Hruza	Teri Riberich
Jordan Hall	Keith Shannon
Lauren Hammons	Jim Sheppard
Steve Harne	Julie Sheppard
Valerie Harris	Lorraine Thiele
Don Heikkila	Char Blood Unger
Richard Hoesly	Sherry Ward
Debbie Hogan	Kaden Zarala
Jessica Hutson	Janelle Bertsch
Carrie Hugo	Chase
Ann Hunter	
Drake Hysell	
Jennifer Jensen	
Diane John	
Eric Johnson	
Julie Kincheloe	
Deb Kraack	
Teresa Kraack	

Appendix I: Documentation of Cash and In-Kind Value of Harrison Community Review, Phase I

Documentation of Cash and In-Kind Value of Harrison Community Review, Phase I

Table prepared by Idaho Rural Partnership, January 2020

Community review coordination and admin., direct expense	\$5,150.00
Report writing, direct expense	\$2,000.00
In-kind contribution of professional services, all visiting team members	\$7,849.07
Community contributions ¹	\$2,608.50
TOTAL CASH + IN-KIND VALUE	\$17,607.57

¹lodging, meals, meeting space, portion of survey cost