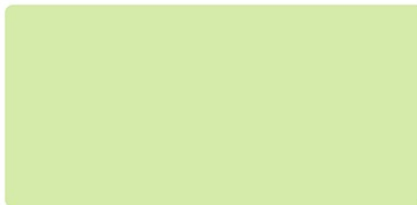
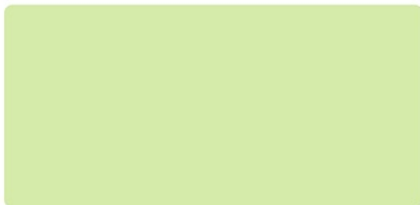
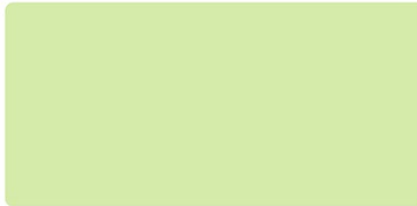
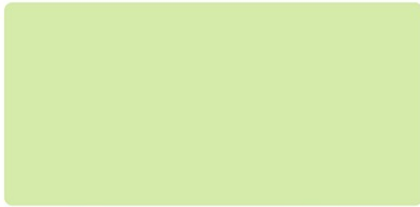
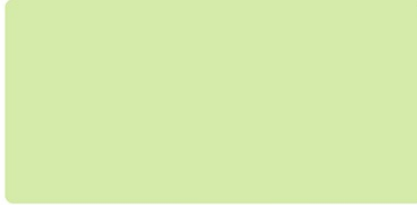
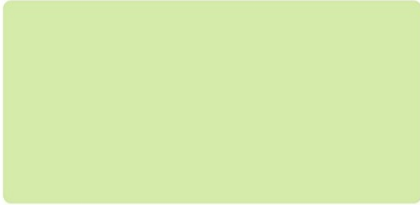


# LOCAL FOODS, LOCAL PLACES

## Technical Assistance Program



Local Foods, Local Places  
Community Action Plan  
for Lapwai, Idaho  
November 2017



For more information about Local Foods, Local Places visit:

<https://www.epa.gov/smartgrowth/local-foods-local-places>

### Contact Information:

U.S. Environmental Protection Agency Project Contact: **John Foster**

Office of Sustainable Communities

U.S. Environmental Protection Agency

1200 Pennsylvania Ave. NW (MC 1807T)

Washington, DC 20460

Tel 202-566-2870

foster.john@epa.gov

Lapwai Contact: **Ann McCormack**

Economic Development Planner

Nez Perce Tribe

POB 365

Lapwai, Idaho 83540

Tel 208-621-3710

annm@nezperce.org

## Community Story

The City of Lapwai in north central Idaho serves as the governmental seat of the Nez Perce Tribe. The Nez Perce people, who call themselves *Nimiipuu* (the people), have resided in what is now north central Idaho, southeastern Washington, and northeastern Oregon for thousands of years. Traditionally, they followed the seasonal food rounds and became renowned traders especially after adoption of the horse. The Nez Perce Reservation today, as set by the boundaries of the 1863 treaty, encompasses 1,208 square miles (770,453 acres) between the Clearwater and Snake Rivers, both of which flow into the Columbia. The Tribe or tribal members today own only 19 percent of the land on the reservation. Agricultural and rural uses predominate the landscape, as 50 percent of the land is croplands, 34 percent are in grazing, and 13 percent are forestlands.<sup>1,2</sup>

Lapwai is located at the western side of the reservation and maintains a strong sense of place as the heart of the Nez Perce Tribe. The Nez Perce are a place-based people who traditionally have sought to live and work among their cultural base and to have available to their children the chance to live fulfilling lives and the ability to celebrate their unique heritage with loved ones in a stable, secure setting. This community has



Figure 1 – Approaching Lapwai from Beaver Canyon Road, west of town. Image Credit: Jason Espie

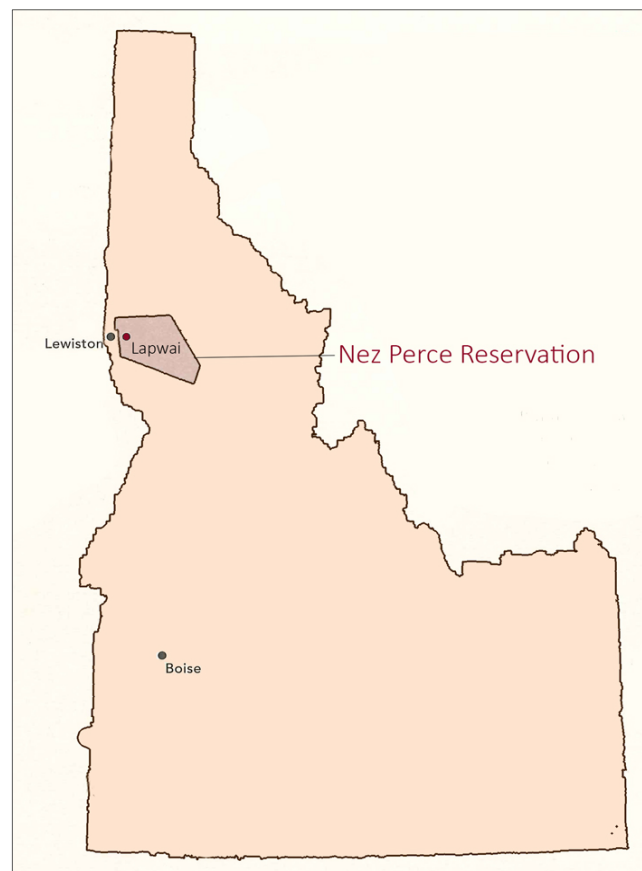


Figure 2 – Map of Idaho and location of Nez Perce Reservation. The reservation is approximately the size of Rhode Island.

<sup>1</sup> Peterson, Steven. Tribal Economic Impacts: The Economic Impacts of the Five Idaho Tribes on the Economy of Idaho. Department of Business and Economics at the University of Idaho. 2014. <https://www.sde.idaho.gov/indian-ed/files/curriculum/Idaho-Tribes-Economic-Impact-Report.pdf>.

<sup>2</sup> Nez Perce Tribe. "History." <http://www.nezperce.org/about/history/>. Accessed Oct. 17, 2017.

strong leadership and collaboration in place, comprised of native and non-native officials, as represented by an active city council and a strong community volunteer organization, the Lapwai Community Action Team, known as L-CAT.<sup>3</sup>

Currently 78 percent of the residents of Lapwai are Native American. There are currently 3,540 enrolled Nez Perce Tribe members; most live on the reservation, which has a total population of 18,650. The population of Lapwai was 1,137 as of the 2010 census. Lapwai, like much of the region, is characterized by several socio-economic challenges, including persistent poverty, high unemployment, geographic isolation, and lack of economic opportunity. According to U.S. Census tract data and the U.S. Department of Housing and Urban Development, 22 percent of people in the city of Lapwai live below the federal poverty level, and the city has an unemployment rate of 19.7 percent. The median household income is \$37,955 as compared to the national average of \$53,046.<sup>4</sup>

The Tribe is a major regional employer (over 2,200), but other than the tribe, the nearest employer base is Lewiston, located 13 miles west of Lapwai, where jobs are scarce due to the distressed regional economy. Lapwai's four downtown blocks are considered blighted due to having boarded-up buildings, some with graffiti. Main Street and downtown businesses



Figure 3 – Valley Foods serves as the area grocery. It is not tribally owned or operated. Image Credit: Jen Walker



Figure 4 – Nez Perce National Historical Park Center, operated by the U.S. National Park Service. Image Credit: Jason Espie



Figure 5 – Intersection of Main Street and Alder Ave showing signs of deferred maintenance. Image Credit: Jason Espie

<sup>3</sup> City of Lapwai. "Lapwai History." <http://cityoflapwai.com/241/> Accessed Oct. 17, 2017.

<sup>4</sup> General local context information about the tribe, the economy, partners, and future direction for this community story section were obtained from either conversations with the Local Foods, Local Places tour participants or from steering committee conversations pre and post workshop.



struggle to survive. Tourist amenities are lacking, and thousands of visitors who come to the National Park's Nez Perce National Historic Park Center facility three miles away do not visit Lapwai. Visitors have to return to Lewiston or elsewhere for lodging, meals, and other purchases rather than stay or spend time in Lapwai, and the Tribe's economic development advocates view this as a lost opportunity.

The southern part of Lapwai holds two remaining buildings and a two-acre open parade grounds of the former Fort Lapwai, a U.S. Army fort built in 1877 (see pictures in Figures 6-7 and a map in Figure 8).<sup>5</sup> The buildings were initially owned by the U.S. Army, which eventually gave them to the Nez Perce School District. Some of the buildings were converted to a Native mission school and a tuberculosis sanitarium. The two buildings and the Fort grounds are a controversial topic for the



Figure 6 – Abandoned building, Fort Lapwai. Image Credit: Jen Walker



Figure 7 – Officer's barracks building, owned by National Park Service, southwestern end of Fort Lapwai. See map in Figure 6 for location (red outline). Image Credit: Jen Walker



Figure 8 - Google Earth aerial view 2017, of Fort Lapwai. The two-blocks of open-space (yellow outline) are the central parade grounds. The officer's barracks are in the lower left (red outline).

<sup>5</sup> National Park Service. "Nez Perce National Historical Park – Fort Lapwai History." <https://www.nps.gov/nepe/learn/historyculture/fort-lapwai.htm> Accessed Oct. 17, 2017.

community. Some believe they are inhabited by the spirits of persons who died from the disease and of displaced Native children. Cultural sensitivity to historical trauma is strong. Some buildings are now in extreme disrepair, having been vacant for many years. Tribal council remains at an impasse over whether to renovate or remove the abandoned buildings, and many in the community remain divided on this issue.

Lapwai has had several recent positive accomplishments in community revitalization. A 33-acre overgrown parcel adjacent to the city was reclaimed in 2016 as a vibrant green space. An AmeriCorps team assisted tribal employees in creating trails, resting areas, and interpretive signage. A separate three-acre site has been developed as a park adjacent to a residential complex for senior citizens, with three smokehouses for community members' use for traditional preservation of game and fish.

Several tribal departments, the city, and the L-CAT established a large community garden in 2014. The garden was created in response to a need for improved community health, which is essential to overall community vitality, and a need for locally-produced fresh foods. U.S. Department of Agriculture (USDA) has cited four Census tracts on the reservation as food deserts and five more as having low access to fresh foods. The Nez Perce has the highest rate of diabetes of any tribe in the Northwest - at 10.6 percent of the population, according to Nimiipuu Health.<sup>6</sup>

A few dozen volunteers contribute hours in the garden, as do Tribal and City officials after work hours, and probationers who ask for the opportunity to serve there. Over three tons of vegetables have been donated from the garden this past year to the local food bank and to needy area families. Additional gardens have now been created at the Tribe's Head Start/Early Head Start programs and at the Tribe's children's home. The Tribe's Nimiipuu Health and Social Services offer classes on nutrition and recreation for good health and the Tribe's new



Figure 9 – Signage signaling the future location of the skate park near the community center and school. Image Credit: Jen Walker



Figure 10 – Community garden behind the Nimiipuu Health Center. Image Credit: Jen Walker

<sup>6</sup> Nimiipuu Health Services. <http://nimiipuuhealth.org/> Accessed Oct. 17, 2017.



Community Development Financial Institution, Housing Authority, and Social Services provide financial literacy classes on topics such as managing a household budget, cost-effective food purchasing, etc. Sharing and generosity are strong traditional values of the Nez Perce. The Tribe is recognized in the journals of Lewis and Clark as having served the expedition with food, horses and hospitality. Hunting and gathering of wild game, salmon, and indigenous foods—and the sharing of them—are significant to Nez Perce cultural identity and a way of life. The Nez Perce Tribe has a deep connection to the land and to the sustainable foods it produces. The very creation of its people believed to have sprung from pure waters of the Clearwater River.

The Nez Perce Tribe has always been a good steward of the land, and its culture and heritage are built on conservation, food gathering, and communal sharing of food. The Tribe's Department of Fisheries Resources Management program maintains a watershed that spans more than 13 million acres and ensures the continued survival of steelhead and salmon. The award-winning program employs more than 200 people and is one of the largest fisheries programs in the United States.<sup>7</sup> The community gardens adjacent to the Nimiipuu Health Center are actively used by many residents and highly valued in the community.

There is much interest in native foods and food production, but there is also a lack of understanding on how food culture can be transformative as a tool for community revitalization. There is a strong "can do" spirit of collaboration at Lapwai, as the city, tribe, L-CAT, and community members come together to enhance community engagement, civic collaboration, and self-enrichment and vitality. Evidenced by the success of the community gardens, opportunities for community and economic development related to locally-sourced foods, and concerns about the old fort grounds, the Economic and Community Planning staff of



Figure 11 – Ann McCormack, Tribal Economic Development Officer, addressing participants day one at the Pi-Nee-Waus Community Center. Image Credit: Jen Walker

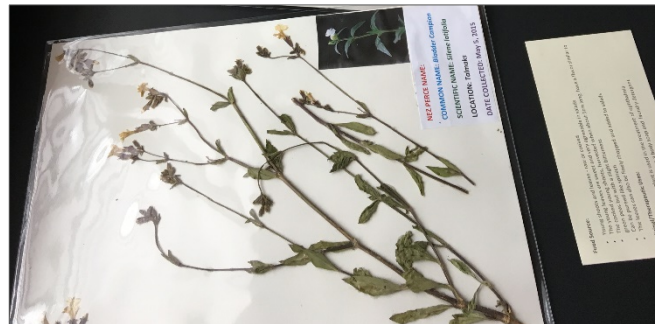


Figure 12 – Inventory of local botanicals and uses on display at the workshop. Image Credit: Jason Espie

---

<sup>7</sup> Nez Perce Tribe, Department of Fisheries Resources Management <http://www.nptfisheries.org/> Accessed Oct. 17, 2017.

the Nez Perce Tribe became aware of the Local Foods, Local Places technical assistance program. In 2016, the Nez Perce Tribe requested assistance through the Local Foods, Local Places program to develop an action plan for promoting local food systems and healthy, walkable, economically vibrant communities.

The goals of the Local Foods, Local Places program are to create:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency, USDA, the U.S. Department of Transportation, the Centers for Disease Control and Prevention, the U.S. Department of Housing and Urban Development, the Appalachian Regional Commission, and the Delta Regional Authority. Lapwai was one of 24 communities selected to participate in the program in 2017.

Lapwai's application for Local Foods, Local Places was strengthened by the many existing partners and potential for continued and increased collaboration. Partners included the city of Lapwai (city council), L-CAT, Nez Perce Tribe elected officials, Lapwai School District, and the Tribe's Economic Development, Social Services, and Nimiipuu Health departments. The Lapwai campus of the Northwest Indian College, the Cooperative Extension agent based at Lapwai, and the area's many churches and faith communities also represented potential key stakeholders. The Local Foods, Local Places opportunity was discussed with city and tribal officials. There was unanimous support for the promise of a Local Foods, Local Places workshop, and many of these groups

## LOCAL FOODS, LOCAL PLACES STEERING COMMITTEE MEMBERS

**Anthony Broncheau**, Grants Coordinator

**Sarah Davidson**, AmeriCorps VISTA

**Stefanie Krantz**, Climate Change  
Coordinator

**Ann McCormack**, Director of Economic  
Growth and Development

**Danielle Scott**, University of Idaho Co-op  
Extension Educator for Nez Perce Tribe

**Antonio Smith**, City Council member and  
the Communications Director for ERWM

**Agnes Weaskus**, Case Manager for  
Students for Success

**Johna Boulafentis**, Environmental Outreach  
Specialist for ERWM

**Carla Domebo**, Community Member

**Lilly Kauffman**, Economic Development  
Planner for NPT Enterprises

*Figure 13 – Local Foods, Local Places steering committee.*



served on the steering committee (see Figure 13). The resulting action plan could serve as a framework for area leaders and volunteers to take steps for community revitalization, engaging many sectors.

In their request for Local Foods, Local Places technical assistance, the Nez Perce Tribe listed several reasons the technical assistance could be useful. First, technical assistance could help Lapwai become a place that has bicycle access and walkability for good health. This return to active transportation would be reflective of the way the Nez Perce used to live—walking, rather than driving, with a cultural closeness to the land. Second, there is a strong need for downtown revitalization, as the downtown is the heart of the community and yet lacks amenities and maintenance. A revitalized downtown would encourage small businesses to establish and grow. Third, a workshop would engage the community in a facilitated discussion about the former Army fort buildings and parade grounds. A planning framework and process could help the community move towards answering the question of what to do with this large and prominent site in Lapwai, just five blocks from the downtown. These three reasons and a long history of food culture and sharing moved the community to apply for Local Foods, Local Places technical assistance. The remainder of this report and appendices document the engagement process, the workshop activities, and the resulting community action plan, which outlines next steps.

## Engagement

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 14 below. The assessment phase consists of preparation conference calls to establish the workshop goals, agenda, logistics, and stakeholder invitation lists. A Local Foods, Local Places steering committee (Figure 13) was created to help plan the workshop through three planning calls. Through this process, the community’s goals evolved from those in the initial request for technical assistance to the four shown later in this report.

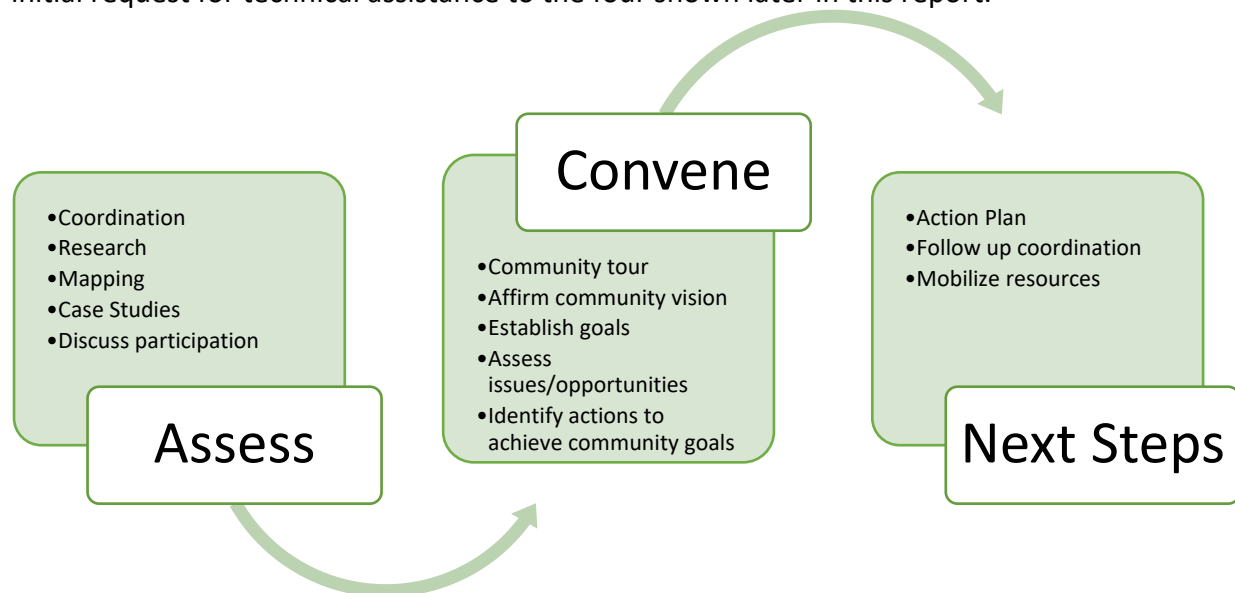


Figure 14 - Local Foods, Local Places technical assistance process diagram

The community workshop was held on September 12<sup>th</sup> and 13<sup>th</sup>, 2017. It included a small lunch gathering with the steering committee members and regional, state, and federal partners; a tour of the community; an evening community meeting at the Pi-Nee-Waus Community Center; and an action-planning session at Lapwai United Methodist Church. The community meeting and all-day working session were well attended by key stakeholder groups, residents, and local leaders. The workshop sign-in sheets are provided in Appendix A.

## Community Tour

The Lapwai Local Foods, Local Places steering committee organized a luncheon on September 12<sup>th</sup> at the Clearwater River Casino to introduce the project and the local steering committee, consultants, additional tribal leaders, and federal agency representatives. Following the luncheon, the steering committee led a tour of key places and projects in the Lapwai area. The tour included the library and post office (the “town center”), a local gift shop, a former gas station that has been environmentally remediated and is awaiting future use, parks and ball fields across the street from the Lapwai public school, and the Fort Lapwai buildings and parade grounds. Although there was no time to see the community gardens, the consultants returned the following day and viewed the gardens, picnic tables, walking path, and other amenities at this site. The tour provided an overview of the challenges and opportunities and allowed for informal discussions about the local food system and place-making efforts. Several of the locations visited are shown in pictures here and in Appendix B.

## Vision and Values

The first night of the workshop was attended by over 30 Lapwai residents, several regional partners representing state and federal agencies, and a class of architecture students from the University of Idaho who are engaged in a semester-long project in Lapwai. Ann McCormack; Economic Developer for the Nez Perce Tribe and one of the organizers of the Local Foods, Local Places steering committee; welcomed attendees to the

### THIS I BELIEVE

#### About the future of Lapwai...

- It is rich in culture.
- It can once again be the land of the butterflies.
- We can accomplish our goals when we come together.
- The best is yet to come.
- We care for the things that we have.
- We need to get young people involved.

#### About food sovereignty...

- We need to understand traditional practices.
- Food songs will return and be shared.
- We need to protect cultural values while creating economic growth.

*Figure 15 - Workshop participants voiced belief statements about Lapwai and about food sovereignty as a visioning exercise. The statements above are pulled from participant responses.*

event and spoke about the community's ongoing efforts. She outlined the goals of the workshop and the larger, longer-term goals of the Nez Perce Tribe. The consultant team introduced the topics and program overview with a short presentation. Community members and other attendees were asked to share their thoughts on the future of Lapwai and the future of locally-sourced foods in their community. The sharing that resulted was deeply felt and helped to illustrate both the historical trauma still present in the community as well as the strong traditions and commitment to stewarding the land and Nimiipuu people. During the next exercise, community members were asked to write on index cards their vision for success, challenges faced by the community, and opportunities and assets that can help to achieve success. The students who attended the workshop indicated their affiliation on their index cards—their input is a valuable source of feedback for the community, and noting the different perspectives could help the community weigh the feedback. Results of the two vision- and values-related exercises from the first evening's sessions are summarized in Figures 15 and 16, and the challenges and opportunities exercise results are in Figure 17. All the workshop exercise results are shown in full in Appendix C.

The themes shared during the opportunities and challenges revealed many of the group's aspirations for the city of Lapwai as well as the larger Nez Perce Reservation and community. It was against this positive, forward-thinking backdrop of values and visions for the future that the remainder of the workshop was built upon. The first day concluded with a review of the workshop goals and discussion about the direction for action planning to follow the next day. These goals were further refined, evolving into the action plan implementation tables shown later in this report. The second day of the workshop included presentations of case studies by the consultant team covering youth and community engagement projects; the food sovereignty trail and Keya Wakpala development in Mission, South Dakota; the Potawat Health Village in

“SUCCESS IS AN ADAPTIVE, SELF-RELIANT, PLACE-BASED COMMUNITY”

### Success is...

- engaged youth
- knowledge shared between elders and younger generations.
- care and protection for the earth.
- access to food that builds health.
- greater Tribal ownership and use of lands
- when Tribal values are balanced with business interests.
- when farmers markets are used for selling and bartering.
- when our beauty, history, nature are all celebrated.
- is an active and vibrant downtown.

*Figure 16 - Workshop participants voiced how they would define success as part of a visioning exercise. The statements above are pulled from participant responses.*



Arcata, California; the Freedom Farm Cooperative in 1960s Mississippi; The Urban Farm and Learning Center and community garden network in Ajo, Arizona;<sup>8</sup> and the New Roots Fresh Stop's project—a model of distributed food sharing and community building in Louisville, Kentucky.

A mapping exercise was conducted later in the morning, and participants were asked to identify four types of places, including places of food production or gathering, fishing, and hunting (blue); spaces for food distribution and sharing—markets, retail, caches, etc. (green); partners, civic organizations, and agencies (yellow), and places that, with some improvement, are opportunities for greater community connectivity and resilience (red). Over the course of the exercise, participants shared stories, ideas, and information about activities and programs in the region. This mapping exercise was designed as a precursor to the action planning and to generate ideas and discussion. A sample image of one map is shown in Figure 18, and a full set of mapping results, with legends, are digitized in Appendix D.

### Action Plan

The culminating product of the workshop was a strategic action plan to guide implementation. The plan is organized around four goals and includes actions the participants brainstormed at the meeting and during follow-up calls. The action plan matrix helps to further clarify, prioritize, and define roles and responsibilities for moving forward on these actions. The goals and actions that are

## CHALLENGES AND OPPORTUNITIES

### Our challenges are...

- Inadequate resident participation.
- Too few farmers and harvesters.
- Brownfields and blight.
- Lack of local incentives and support programs for new and small farmers.
- Lack of financial resources.
- The need for healing: cultural divides as well as past and current trauma.
- Lack of a strategic plan and feasibility studies for projects.

### Our opportunities are...

- A tradition of sharing.
- Proximity to highway and national park.
- A thriving community garden.
- Young people ready to grow.
- Indian College and public schools.
- Elders with much wisdom to share.
- Abundant and fertile land, a long growing season, water, and natural resources.
- People who know how to work together.
- A chance for ecological and social recovery.

*Figure 17 - Workshop participants shared thoughts on challenges and opportunities facing the community. The statements above are summarized from this exercise.*

<sup>8</sup> EPA. "Local Foods, Local Places: Ajo, AZ." <https://www.epa.gov/smartgrowth/local-foods-local-places-ajo-az> .

part of this plan are in full detail below. A list of funding resources (Appendix E) and references (Appendix F) are provided to aid the community in implementing the goals and actions. The four goals are:

1. Improve the current state of food access and security from the aspect of modern, historical, and traditional perspectives, through increasing healthful food access and increased food sovereignty from all perspectives.
2. Encourage entrepreneurship and economic development around local food systems and healthier life styles in and around Lapwai.
3. Start an open community discussion and healing process around the fort buildings and parade grounds to plan short-term needs for brownfields clean-up and immediate aesthetic “band-aids,” and to make plans for a longer-term, broader community conversation about the site’s future.
4. Identify and assess opportunities and sites for revitalization, beautification, walking, and biking for community improvement in Lapwai.



Figure 18 – Photo of an asset mapping exercise poster. Full results of this exercise are digitized in Appendix D.

GOAL 1: Improve the current state of food access and security from the aspect of modern, historical, and traditional perspectives, through increasing healthful food access and increased food sovereignty from all perspectives.

The Local Foods, Local Places steering committee identified the need to improve access to healthful food in Lapwai as a primary goal of the workshop. Specifically, participants are interested in ways to increase the availability of foods that are culturally relevant to tribal members and reintegrate traditional methods of food access (hunting, root digging, fishing, etc.) into community life. The cultural and spiritual heritage revolving around food could be celebrated and integrated in many of the tribe’s social service programs, schools, and other community activities. Participants envisioned many types of programs and activities around this goal, including development of a curriculum around traditional food ways production and preparation, a tribal shooting range and hunter safety program, youth programs camps and other activities, expansion and improvement of the community garden, and mentorship programs that connect elders with youth activities for inter-generational learning. The actions

below outline specific next steps to build culturally appropriate food access and security for the tribe and work towards food sovereignty.

<b>Action 1.1: Create a Nimiipuu food sovereignty task force to carry the work forward, complete a food assessment, and implement other actions that support this goal.</b>	
<b>What this is and why it's important</b>	With the Local Foods, Local Places workshop and the soon-to-be completed food assessment there is already interest and momentum for increasing food access, security, and sovereignty. A task force or organizing body that can meet on a regular basis is necessary to keep progress and momentum moving forward. The task force, comprised of tribal and non-tribal advocates and actors, will identify actions and propose steps for increasing food access, security, and sovereignty. Together they will provide leadership and propose culturally appropriate actions to help alleviate the four census tracts that are food deserts in and around Lapwai.
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>- Total success is when health indicators improve, programs are established, and actions are taken to improve food access and security.</li> <li>- Near-term success is a series of sustained and regular meetings of the task force group.</li> <li>- Tangible outcomes of this collaboration such as community gardens, events, programs, formation of a food coalition (which the task force may evolve into), etc.</li> </ul>
<b>Timeframe</b>	<p>Work can start right away, but this group should probably exist for at least a year and possibly more.</p> <ul style="list-style-type: none"> <li>- Short-term (1-2 months): Organizing group convenes, brainstorms about purpose, and identifies who the stakeholders are. A second, full meeting is held.</li> <li>- Medium-term (2-6 months): The group assists with the completion of the food sovereignty assessment and dissemination of findings, as needed.</li> <li>- Long-term (6 months and ongoing): The group continues to support the food-related activities of agencies and organizations in Lapwai as they identify priorities and opportunities.</li> </ul>
<b>Taking the Lead</b>	Ann McCormack and Sarah Davidson
<b>Supporting Cast</b>	Need more cohort stakeholders at meetings. Efforts will be made to recruit additional interested persons from the community and set up a Facebook page for outreach and coordination.



**Action 1.1: Create a Nimiipuu food sovereignty task force to carry the work forward, complete a food assessment, and implement other actions that support this goal.**

Costs/Resources Needed	Time of individuals involved. Some funding will be needed for the food assessment and developing literature and publications for outreach and education of community.
Possible Funding Sources	First Nations for food assessment.

**Action 1.2: Approach Tribal Council about adopting a food sovereignty policy and program.**

What this is and why it's important	Policy sets the stage for action and improvement by signaling support for food access, security, and sovereignty for the Nez Perce Tribe. Policy is the enabling framework for success, and if the Tribe were to adopt a formal position on food sovereignty it would signal both intent and commitment to health, welfare, and security that are in line with Nez Perce traditions of food, culture, sharing, and access.
Measures of Success	When the tribe has adopted a policy and has programs and activities in place to further food access and sovereignty goals.
Timeframe	Within one year.
Taking the Lead	The task force (Action 1.1) will take the lead to reach out and work with Tribal Council. They will need to find a champion on Tribal Council. Shannon Wheeler, the Treasurer, was mentioned as a possibility as he has been supportive of the Local Foods, Local Places effort.
Supporting Cast	Local Foods, Local Places workshop participants, community members, and food- and health-related programs and agencies.
Costs/Resources Needed	Mostly time to coordinate and work with Tribal Council.
Possible Funding Sources	USDA, BIA.

**Action 1.3: Conduct research and gather information about best practices of other tribal food security, access, and sovereignty programs.**

What this is and why it's important	Gathering examples, models, best practices, and lessons learned from other small communities and tribal groups will strengthen our understanding of how to move forward. The Nez Perce and people of Lapwai are unique in their resources, traditions, culture, and heritage, but there could be some valuable lessons, or things to avoid that other similar communities have learned in their own endeavors. This research and information gathering action will seek to compile examples of other communities and
-------------------------------------	--

**Action 1.3: Conduct research and gather information about best practices of other tribal food security, access, and sovereignty programs.**

learn through phone calls, site visits, or internet/library research. Some initial ideas or resources mentioned during the workshop included:

- Coeur d’Alene community orchard (community garden and smoke house).
- Permaculture trainers/Northwest Permaculture Convergence annual gathering.
- Jeremy Cowan, Spokane County Extension – a permaculture trainer/designer who teaches classes and workshops.
- Lewis Clark State College Learning Garden.
- [First Nations Development Institute Food Sovereignty Summit](#).
- [REDCO Food Sovereignty Initiative](#)(Michael Pratt).
- Ajo, AZ “trading post” farmers market where people come to trade their game, fish, gathered food; values of community drive the economy and entrepreneurship.
- Tohono O’odham Community Garden – A tribally run garden that works with the City of Tucson Composting Program
- [San Xavier Co-op Farm](#).
- City of Tucson Food Banks Community Garden – a permaculture garden and gathering space for community members.
- [Las Milpitas Community Farm](#).
- [Guerilla Gardening](#).
- [Wisdom Gardens](#) in Portland.
- Rooted in Resilience Urban Projects in Oakland, CA – a non-profit focused on localizing food and energy systems.
- [Rancho Cielo](#), Salinas, CA – a training program for troubled youth that focuses on gardening, cooking, and solar training and job placement.
- Ojibwe [Green Team](#) and [Solid Waste Program \(Reycle\)](#).
- [Inside the Lakota Sioux's Fight for Food Sovereignty](#).
- Rico Cruz’s (Agriculture Program Manager) summary of food production possibilities and the strategic energy plan as well as other resource materials.
- Abigail Echo-Hawk, MA, at Urban Indian Health Institute.
- Native American Nutrition Conference (Minnesota) provided by the Shakopee Mdewakanton Sioux Community and the Healthy Foods Healthy Institute (University of Minnesota),

Action 1.3: Conduct research and gather information about best practices of other tribal food security, access, and sovereignty programs.	
	<p>and Seeds of Native Health (a campaign for indigenous nutrition).</p> <ul style="list-style-type: none"> <li>- Jamie Donatuto, PhD, Environmental Community Health Analyst for the Swinomish Indian Tribal Community.</li> <li>- Valerie Segrest, MS, Traditional Foods and Medicines Program Manager for the Muckleshoot Indian Tribe.</li> </ul>
Measures of Success	<ul style="list-style-type: none"> <li>- When the task force (Action 1.1) is better informed and can move forward more soundly with knowledge and ideas.</li> <li>- When the task force has a written compilation, or library, of case studies, PowerPoints, reports or other papers on case studies or examples from communities with some similarity to the Nez Perce.</li> </ul>
Timeframe	4-8 months
Taking the Lead (various roles)	<ul style="list-style-type: none"> <li>- Kermit Mankiller is doing research on for-profit food production for Enterprises.</li> <li>- Danielle is doing research on growing food locally for community members.</li> <li>- Ann McCormack is doing research on tribal model farm.</li> <li>- Stefanie Krantz is working on moving traditional foods to higher elevations to mitigate the effects of climate change.</li> <li>- An AmeriCorps volunteer or UI/WSU/LCSC spring semester class under the guidance of the task force can do some of this work.</li> </ul>
Supporting Cast	University of Idaho Extension (Danielle Scott, Colette DePhelps), Lewis Clark State College.
Costs/Resources Needed	Assistance developing interview questions (Danielle Scott, Colette DePhelps), time for interviews, summarizing programs and lessons learned.
Possible Funding Sources	Lyn Craig and Ann McCormack are looking at a planning grant.



<b>Action 1.4: Find and fund positions for Master Gardener and Food Sovereignty Coordinator.</b>	
<b>What this is and why it's important</b>	Initiatives require people to move things forward. A dedicated, full-time coordinator in the tribe would help to sustain, coordinate, and manage the many different activities that can further the goals of increasing food access, security, and sovereignty for the tribe. Ideally, this person would be enabled by tribal policy and supported by the community that has shown interest in things like Local Foods, Local Places. This person could coordinate the task force (Action 4.1) and grow that into an on-going advisory and support group.
<b>Measures of Success</b>	When a position is hired, empowered, and operational.
<b>Timeframe</b>	6 months
<b>Taking the Lead</b>	The Local Foods, Local Places task force (Action 1.1) with support of new Tribal Council champions (Action 1.2). Danielle as leader of local foods is working on a part- or full-time FTE from Co-op Extension and NCCC AmeriCorps. This person will need a "home" that will support their working on the breadth of issues identified by the task force and/or Food Coalition.
<b>Supporting Cast</b>	Local Foods, Local Places workshop participants and follow-up task force, health clinic, Commodity Foods, Extension.
<b>Costs/Resources Needed</b>	Funding for 1 FTE equivalent position.
<b>Possible Funding Sources</b>	Possibly health-related or other grants. Further research will be needed. Community Food Planning Grant (water/climate change will apply).

GOAL 2: Encourage entrepreneurship and economic development around local food systems and healthier lifestyles in and around Lapwai.

Both entrepreneurship and cooperative, community-centered resource sharing are important aspects of economic development in Lapwai. There was much discussion throughout the workshop about the role individually owned small businesses should play in the food system because of the important cultural practices around food gathering. This goal area focuses on actions that can improve food access through multiple channels, including encouraging healthy lifestyles, new farmer training, and knowledge sharing between generations.

<b>Action 2.1: Complete the path around the garden and encourage lunch walking groups.</b>	
<b>What this is and why it's important</b>	The community garden adjacent to the health center is a successful and widely utilized asset for teaching and participation in the production of healthy foods. Completing the path around the garden will further encourage residents to use the garden as a space for community gathering and an opportunity for healthful community activity.
<b>Measures of Success</b>	The path is completed.
<b>Timeframe</b>	2 months
<b>Taking the Lead</b>	Danielle is currently working on completing the path.
<b>Supporting Cast</b>	Water resources, national parks, Spaulding crew, iVision
<b>Costs/Resources Needed</b>	Garden fabric, staples, and mulch
<b>Possible Funding Sources</b>	Garden fundraiser money, donations, Naz Perce Tribe Water Resources Division

<b>Action 2.2: Explore the creation of a Lapwai local food coalition to help coordinate among different organizations and efforts.</b>	
<b>What this is and why it's important</b>	Many organizations and individuals in Lapwai are helping to increase the availability of local foods and to share traditional hunting, fishing, and gathering practices with the next generation. Increased coordination among these groups could help to share resources and knowledge and build upon lessons learned.
<b>Measures of Success</b>	Exploration meetings are held, and the type of coordinating organization desired by the community is clearly defined.
<b>Timeframe</b>	9-12 months
<b>Taking the Lead</b>	Commodity Foods, Community Health, school district, churches, Antonio Smith (he has food distribution through his church), Danielle Scott (garden).
<b>Supporting Cast</b>	All organizations that could be part of the coalition: Extension (Colette DePhelps), community development, city, state farmers market association, Land Services, LCAT, One Sky, One Earth Food Coalition.
<b>Costs/Resources Needed</b>	Meeting space, refreshments, basic meeting supplies, approx. \$250 for promotional materials (rack cards, banner), travel money to support visiting One Earth, One Sky Food Coalition or for their travel to Lapwai.
<b>Possible Funding Sources</b>	TBD

<b>Action 2.3: Create opportunities for knowledge sharing about local foods and economic development through local foods, especially for youth in the schools.</b>	
<b>What this is and why it's important</b>	The Nimiipuu have vibrant and rich traditions of hunting, fishing, and gathering that have sustained their people while stewarding the land. Workshop participants identified the need to create more opportunities for knowledge sharing so that the younger generations have the skills and the cultural knowledge to carry on these traditions.
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>- Exploration meetings are held, and the type of coordinating organization desired by the community is clearly defined.</li> <li>- Opportunities created.</li> <li>- Participation of elders and youth.</li> </ul>
<b>Timeframe</b>	9-18 months
<b>Taking the Lead</b>	Danielle Scott, University of Idaho Extension.
<b>Supporting Cast</b>	Casino training office (gardening, wellness), Extension, Lewis Clark State College, Commodity Foods, schools, 4-H, Head Start
<b>Costs/Resources Needed</b>	4-H leaders, 4-H participant fees
<b>Possible Funding Sources</b>	

<b>Action 2.4: Make a how-to guide about utilizing local and traditional foods at fundraisers and gatherings.</b>	
<b>What this is and why it's important</b>	Although many tribal and community members realize the importance of using local foods, it's not always clear how to use these foods or where to find them when serving food to the community. Having more local and healthy foods at these gatherings will introduce more residents to their availability and use and improve overall community health.
<b>Measures of Success</b>	A how-to guide about using healthier foods when serving the community
<b>Timeframe</b>	12-18 months
<b>Taking the Lead</b>	Community Health—Julie Keller, Val Albert, Beck Simpson, Commodity Foods
<b>Supporting Cast</b>	Community Health, Circle of Elders
<b>Costs/Resources Needed</b>	Website for sharing or money for printing guide
<b>Possible Funding Sources</b>	USDA Community Food Program Grant?

<b>Action 2.5: Develop summary of resources available to people that are interested in starting a small business growing food locally or producing added-value foods to the market.</b>	
<b>What this is and why it's important</b>	For residents that are considering starting an agricultural small business, a summarized list of local and regional resources could help direct them to the right mentors, course, and expertise, especially for growing food locally or producing added-value food products. Many resources already exist in Lapwai and the surrounding region, and compiling the information in a central location will help prospective agricultural producers start their enterprises and be mentored through the first five years of business.
<b>Measures of Success</b>	A summary of agricultural business-related resources is created.
<b>Timeframe</b>	5 years
<b>Taking the Lead</b>	Ann McCormack
<b>Supporting Cast</b>	Nimiipuu Community Development Fund, Tribal Loan Department (credit help, starting a business); WSU - Business trainings; Extension—Ready, Set, Grow Your Business course, food safety courses; Colette—to Peer to Peer learning; KIVA loan program; North Central Health District—online food safety courses; USDA Food Producer Training, Intertribal Agriculture, Small Model Farm
<b>Costs/Resources Needed</b>	\$5000 - \$10,000 – collection of resource materials \$70,000 up to \$1,000,000 – development of model small farm
<b>Possible Funding Sources</b>	EDA, First Nations, and private developers

GOAL 3: Start an open community discussion and healing process around the fort buildings and parade grounds to plan short-term needs for brownfields clean-up and immediate aesthetic “band aids,” and to make plans for a longer-term, broader community conversation about the site’s future.

The Fort Lapwai buildings and parade grounds are a source of blight and historical trauma. The Nez Perce Tribe has attempted to reach a decision on what to do with this land and buildings for many years with no resolution. During the workshop, participants discussed some of the barriers to successfully taking action on this issue, and the following actions could re-start the discussion in ways that follow cultural and spiritual practices and involve the entire community in the process. We will call this the Healing Path I. Planning and conducting the brownfield assessment and cleanup will be Path II. These paths will be conducted simultaneously.



<b>Action 3.1: Historical research is completed and available to the community.</b>	
<b>What this is and why it's important</b>	<p>Path I (Healing): The process needs a plan of action to communicate to the community and others the process of decision-making and development after the historical research has been completed.</p> <ul style="list-style-type: none"> <li>- Step one: Collect history and data on the site from 1873-present.</li> <li>- Step two: Form a committee to do outreach.</li> <li>- Step three: Provide opportunities for education on the site, i.e. the history, purpose. Define brownfield.</li> <li>- Step four: Hold informative meetings and present report at General Council.</li> </ul>
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>- A course of action is developed into a plan.</li> <li>- There is feedback from tribal members.</li> <li>- The public feels engaged and informed.</li> </ul>
<b>Timeframe</b>	<p>4 years.</p> <ul style="list-style-type: none"> <li>- A plan will be developed according to completion of the brownfield assessment and cleanup.</li> <li>- Research: If completed by Tribe/University of Idaho—spring or fall semester, if completed by a contractor, as soon as possible.</li> </ul>
<b>Taking the Lead</b>	Nez Perce Tribe Water Resources Division, Economic Development and National Park Service
<b>Supporting Cast</b>	School District, University of Idaho, TPO
<b>Costs/Resources Needed</b>	Internal internships – up to \$20,000; Professional – \$40,000
<b>Possible Funding Sources</b>	National Park Service, Avista, University of Idaho, grants

<b>Action 3.2: Determine the physical status of the buildings and complete a research project on the historical use of the site to determine immediate next steps.</b>	
<b>What this is and why it's important</b>	<p>Path II (Brownfield): It is important to determine the immediate actions necessary to address the site contamination so that the long-term discussions are better informed. This involves completing the brownfields remediation process as well as documenting the history of the site so that everyone is on the same page.</p>
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>- Action Completed: Upon EPA's request, the Nez Perce Tribe's Chairwoman has submitted a Letter of Support for the EPA to conduct the Brownfield work.</li> <li>- Brownfields process: Phase I, Phase II, mitigation of site, temporary aesthetic improvements initiated.</li> </ul>

<b>Action 3.2: Determine the physical status of the buildings and complete a research project on the historical use of the site to determine immediate next steps.</b>	
	- Historical research is completed and available to the community. Ongoing acknowledgement and storytelling that honors the people’s experiences and resiliency.
<b>Timeframe</b>	4 years
<b>Taking the Lead</b>	Kevin Brackney, Nez Perce Tribe Water Resources Division
<b>Supporting Cast</b>	Economic Development
<b>Costs/Resources Needed</b>	Money for grant writers,
<b>Possible Funding Sources</b>	- EPA Brownfields grant - Idaho Historical Trust – year after year \$5,000 (incl. free architect)

<b>Action 3.3: Ensure that the Fort Lapwai discussions are integrated into a holistic planning process.</b>	
<b>What this is and why it’s important</b>	The old fort buildings and parade grounds comprise a significant portion of downtown Lapwai. There is a need for holistic planning so that the new uses of that site are situated within a larger tribal discussion on government office siting and other planning issues.
<b>Measures of Success</b>	- Parade ground and building is part of holistic plan. - Site ends up being integral part of community and being used.
<b>Timeframe</b>	Discussions can begin now. 4 years
<b>Taking the Lead</b>	Cohorts, two community members
<b>Supporting Cast</b>	Spiritual Healers
<b>Costs/Resources Needed</b>	EPA leadership training for community engagement – professionals and community members attend. Historical trauma steps are taken until resolved. Determine plan for blessing the land and buildings on site with spiritual leaders, community members, and cohort.
<b>Possible Funding Sources</b>	Snake River Basin Adjudication

**Action 3.4: Recommend a spiritual healing ceremony to be conducted by leaders from the traditional Niimiipuu and Christian faiths for lands or buildings that are considered disturbed by unrest.**

<b>What this is and why it's important</b>	The activities in and around the Fort Lapwai grounds were traumatic and had a profound impact on many generations of the tribal community. A spiritual healing ceremony could acknowledge the past atrocities and begin the process of healing. It is vital to the culture of the Nez Perce to follow the spiritual process throughout the remediation, planning, and re-use of the Fort Lapwai area.
<b>Measures of Success</b>	The process will follow spiritual and cultural guidelines set by the tribe.
<b>Timeframe</b>	4 years Ceremonies will occur throughout the process following guidelines developed in tandem with the discussion plan.
<b>Taking the Lead</b>	Possible spiritual leader; someone from another reservation; Seven Drums; Historical Trauma Consultant
<b>Supporting Cast</b>	Tribal and other religious leaders (Cohorts will help determine spiritual leaders); Executive Council; Circle of Elders
<b>Costs/Resources Needed</b>	Preparation, ceremonies and observance, traditional payment (gift); maybe monetary up to \$7,000
<b>Possible Funding Sources</b>	Snake River Basin Adjudication, EPA, donations

GOAL 4: Identify and assess opportunities and sites for revitalization, beautification, walking, and biking for community improvement in Lapwai.

Workshop discussion of community improvement in Lapwai was inextricably linked to encouraging healthier lifestyles for residents. Making infrastructure improvements such as fixing broken sidewalks and installing new sidewalks was acknowledged as a way of increasing the beauty of the community, but more importantly, to provide safer and more comfortable places for residents to walk. Street trees and plantings could likewise improve the aesthetics of the community, while also providing habitat and food for native birds and insects and opportunities for knowledge sharing around native and edible plants. Conducting an inventory of blighted properties and completing a research project on the history of Fort Lapwai were also named as activities that could improve Lapwai through beautification, revitalization, and increased opportunities for walking, biking, and community life.

<b>Action 4.1: Hold a “community walk” to identify and prioritize sidewalks that need improvements.</b>	
<b>What this is and why it’s important</b>	Better sidewalks are needed for the safety of walkers and to beautify Lapwai. A community walk will engage residents by soliciting their opinions and priorities directly. By hosting a walk and hearing from many different residents, the community can better identify the order of priority for repairing and improving sidewalks and creating bike routes through Lapwai that connect to the larger trail system. (Moscow’s Green Ways might be a model to look at.)
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>- One or more “community walks” are organized.</li> <li>- Needs and priorities are documented.</li> </ul>
<b>Timeframe</b>	Short-term: 3 months
<b>Taking the Lead</b>	City of Lapwai, Nez Perce Department of Transportation, LCAT
<b>Supporting Cast</b>	OLC, grant writers, community members
<b>Costs/Resources Needed</b>	
<b>Possible Funding Sources</b>	City of Lapwai, grants, Nez Perce Tribe, fundraising, donations

<b>Action 4.2: Landscape public areas in Lapwai with trees, planter boxes, and flowers.</b>	
<b>What this is and why it’s important</b>	Landscaping public areas could encourage a sense of community pride and spur residents and business/property owners to landscape and tend to their own property. Additionally, landscaping with native trees, shrubs, and perennials is great for the bees, butterflies, and other animals. In some areas, the plants selected for landscaping could be culturally relevant and/or sources of food—a teaching opportunity. This landscaping could be part of the effort to bring the butterflies back to Lapwai and development of culturally significant master gardener programs.
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>- Several places in Lapwai are landscaped or have planter boxes installed. They are maintained over time.</li> <li>- Youth, elders and other community members are involved in butterfly counts and maintaining plantings.</li> <li>- Demonstration plantings are at the community garden.</li> <li>- Lapwai formal 5-year park improvement plan completed by next summer.</li> </ul>
<b>Timeframe</b>	Long-term: 1 year
<b>Taking the Lead</b>	Nez Perce Tribe Natural Resources Department, city of Lapwai, and LCAT
<b>Supporting Cast</b>	City of Lapwai



<b>Action 4.2: Landscape public areas in Lapwai with trees, planter boxes, and flowers.</b>	
<b>Costs/Resources Needed</b>	Materials and installation/maintenance.
<b>Possible Funding Sources</b>	City of Lapwai, Nez Perce Tribe, grants, fundraising, donations, AmeriCorps service member to coordinate efforts.

<b>Action 4.3: Inventory blighted properties, including ownership, condition, pictures, and recommendations.</b>	
<b>What this is and why it's important</b>	Blighted properties can be detrimental to the safety of residents and visitors and are eyesores that devalue the rest of the neighborhood and community. These properties decrease livability and the quality of life of adjacent and nearby residents and can have a negative effect on tourism. Often, the owners of blighted properties are not around or are not able to remediate the property. This action seeks to make a thorough inventory of the blighted properties in Lapwai in order to create a set of recommendations on how to best deal with these properties. Path I: Conduct Brownfield Assessment. EPA required to prepare for future revitalization.
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>- Inventory is complete.</li> <li>- Recommendations for action are clear.</li> </ul>
<b>Timeframe</b>	Long-term: 4 years
<b>Taking the Lead</b>	Nez Perce Tribe Water Resources Division
<b>Supporting Cast</b>	National Park Service, Economic Development, LCAT, BIA
<b>Costs/Resources Needed</b>	Staff time
<b>Possible Funding Sources</b>	EPA, Nez Perce Tribe

### Additional Action Ideas

The action plan above represents the efforts at the workshop to detail top priority actions. In addition to these actions, several additional actions were brought up during the brainstorming process that Lapwai may consider pursuing in the future as well. They are listed here for future reference.

GOAL 1: Improve the current state of food access and security from the aspect of modern, historical and traditional perspectives, through increasing healthful food access and increased food sovereignty from all perspectives.

- Learn/research the process of starting an organization that promotes buying/harvesting/eating local foods (identify existing resources and case studies).

- Start small group meet-ups (or a garden club, food club) at the community garden or participants' homes and gardens focused on sharing gardening, harvesting, preparation, and/or food preservation knowledge.
- Contact local producers to come together for a discussion of how to be successful (i.e. a mentoring group, knowledge sharing opportunity).
- Convene a farmers market organizing group to plan a potential farmers market/youth farmers market.
- Encourage healthier eating by providing cooking classes monthly—develop veggie wash station and outdoor cooking area, community garden dinners, etc.
- Offer a brown bag lunch and learn in the garden and other learning opportunities to share knowledge about traditional and current growing and gathering; schedule training in the garden around topics such as composting, growing seedlings, gathering seeds, harvesting, etc.
- Collaborate with the schools to get gardens as part of the curriculum for youth participation.
- Turn sewer/pond system into a wetland filtering system that both clears waste and promotes bio-diversity similar to what's being done in Arcata, CA.
- Develop energy infrastructure and storage capacity for rooftop solar to sell back to grid and add justification for removing the Snake River dams for fish recovery.
- Start solar installation service/business (rooftop solar) for restorative justice for community members who are just out of jail. Start native plant nursery for same reason.

GOAL 2: none

GOAL 3: Start an open community discussion and healing process around the fort buildings and parade grounds to plan short-term needs for brownfields clean-up and immediate aesthetic “band aids,” and to make plans for a longer-term, broader community conversation about the site's future.

- Government offices and housing developments built on hill instead of fort.
- Post-Discussion issue: Tribal office consolidation, site planning.
- Turn sunken “Water Garden” lawn into a wetland by ripping out grass and planting it with native wetland plants and connecting it back to the creek with a culvert under the road.

GOAL 4: Identify and assess opportunities and sites for revitalization, beautification, walking, and biking for community improvement in Lapwai.

- Replace sidewalks with porous pavers and shade trees/native plants.
- Create rain streets in Lapwai or swales that absorb water next to sidewalks that can be used to grow native food plants.
- Plant fruit trees as landscaping trees in Lapwai to provide community foraging opportunities in town.

### Implementation and Next Steps

Three post-workshop conference calls were held during October and November 2017, following the workshop. The calls were held with the Local Foods, Local Places steering committee and a few additional stakeholders whose interest was cultivated during the workshop. They worked to refine the action plan and add clarifying language. Some of the key actions and post-workshop developments included the following:

- The Nez Perce Tribe has been coordinating with the EPA regional office in Boise on the possibility of a Brownfields Phase I Assessment grant reapplication. The EPA requested a letter from the Tribal Council Chair. Per the request, a letter of intent was submitted.
- Work continued on the food sovereignty assessment, funded by First Nations. Ken Meter will be working with the tribe to conduct this assessment, most likely to start in November and continue into the early winter months of 2018.
- Danielle Scott, University of Idaho Co-op Extension Educator for Nez Perce Tribe, attended a USDA food producer/food handler certification training that will enable Extension to provide training locally to the tribe.
- The Tribe's Climate Change Program is working on stakeholder engagement and traditional food practices as part of their Climate Adaptation Plan. The Climate Change Team is conducting a vulnerability assessment to understand the impacts of climate change on traditional foods and food sovereignty. They are also developing a climate-smart restoration toolkit. In addition, they are investigating and plan to include the following topics as potential adaptation and mitigation measures and/or tools for the climate adaptation plan: biodiversity preservation, pollinator restoration, regenerative agriculture, silvopasture, agricultural ecology, alternative crops and cropping systems, composting, carbon farming, and soil restoration. They are also looking into adaptation measures/opportunities, and research and funding needs to help preserve traditional foods for future generations.
- There is opportunity here to continue the dialog about local and traditional food growing and harvesting methods, understanding that there is also cultural sensitivity around traditional culture and knowledge in this topic area.

## Appendices

- Appendix A – Workshop Sign-In Sheets
- Appendix B – Photo Album
- Appendix C – Workshop Exercise Results
- Appendix D – Asset Mapping Results
- Appendix E – Funding Resources
- Appendix F – Other Resources