



STRATEGIC PLANNING SESSION  
NORTH IDAHO COLLEGE – DRIFTWOOD BAY ROOM  
APRIL 27, 2016  
MINUTES

1. CALL TO ORDER

Chairman Davis called the Strategic Planning Session to order at 7:30 a.m.

**Ignite cda** Board members present: Armon, Davis, Goodlander, Hoskins, Jordan, Widmyer.

**Ignite cda** staff present: Berns. **Ignite cda** legal counsel present: Quade.

**Community Stakeholder Guests:** Gynii Gilliam, Jim Hammond, Dr. Charles Buck.

**General Public Guests:** Teree Taylor, Dan Gookin, Terry Godbout, Chet Gaede, Rocky Owens.

2. WELCOME & SESSION OVERVIEW

Chairman Davis welcomed **ignite cda** board members, invited guests and the general public to the strategic planning session.

3. INVITED GUEST PRESENTATIONS

**Gynii Gilliam, Jobs Plus**

Ms. Gilliam thanked the **ignite cda** Board for the invitation and the opportunity to share some of her organizations' thoughts re. economic development and **ignite cda's** potential partnership role on that front. Following are highlights from her visit with the Board:

- ✓ For the year 2015, \$36 million in capital investment occurred and 500 jobs were created; a very successful year.
- ✓ For the 1<sup>st</sup> quarter of 2016, \$20 million in capital investment has occurred, resulting in 150 projected jobs.
- ✓ Jobs Plus's objective is to keep the pipeline full of good projects for the area by continuing its business attraction efforts.
- ✓ Jobs Plus is looking for companies across the country who desire a northwest location. Meetings are being held with site selectors from companies looking to expand in the northwest.
- ✓ Jobs Plus also plans to continue its business retention efforts. For example, 300 of the 500 jobs in 2015 were from business expansions in the area.

- ✓ Jobs Plus is also continuing its marketing efforts, with a focus on aviation and high tech firms.
  - ✓ Partnership and collaboration are key messages from Jobs Plus to its partners in the area, including **ignite cda**. Jobs Plus wants help with identifying projects that would benefit the area and is always looking for leads.
- Commissioner Davis asked what are the biggest challenges to companies looking to locate their operations in northern Idaho?
    - Ms. Gilliam shared that workforce needs still remain an issue, but that improvement is happening. Aviation companies are very pleased with the graduates of the local programs that enter their company's work force. Health service jobs are also a focus with the continued growth of the health service industry in our area.
  - Commissioner Armon asked if the community has the facilities to meet the needs of interested employers?
    - Ms. Gilliam shared that the community has a good inventory of smaller sized facilities, but there is a need for larger facilities, facilities 50,000 square feet and larger. Jobs Plus is working with local development companies on this issue, identifying potential opportunities where available. Downtown CDA is an area of high interest for some smaller companies, they enjoy the vibrancy of the downtown and proximity to the water.
  - Commissioner Davis asked what is the national conventional wisdom re. corporate headquarters; is there much movement?
    - Ms. Gilliam shared that she is not seeing a lot of movement on the mature corporate headquarter front. She sees an opportunity to identify smaller, growing companies that can be recruited to CDA and help grow them in place.
  - Commissioner Armon asked if some type of professional campus would be attractive to employers?
    - Ms. Gilliam shared that yes, absolutely. Developing some type of campus that brings in waterfront views would be very marketable.
  - Commissioner Jordan asked if the drone industry has high growth capacity in our area?
    - Ms. Gilliam shared that yes, she sees quite a bit of growth opportunity in that arena, and it is an opportunity for CDA. The CDA airport is supportive of drone testing when/where feasible.
  - Commissioner Jordan asked if corporate headquarters want their own building, or are they willing to lease space in a mix-use venue?
    - Ms. Gilliam shared that both scenarios work, just depends on the company.

## **Jim Hammond, City of Coeur d'Alene (CDA)**

Jim Hammond, City of CDA Administrator, thanked the board for the invitation and the opportunity to share insights as to the City's strategic priorities and potential **ignite cda** partnership roles. Following is a list of comments shared with the Board:

City of Coeur d'Alene's 2016/2017 report to Ignite CDA planning meeting

Construction of planned improvements to Seltice Way will begin construction in 2017.

1. Safer access for pedestrians and bicycles
2. Esthetically improved road to enhance commercial development, thus making the area more inviting for commercial recruitment
3. Safer and enhanced driving experience
4. Improved traffic control at Atlas and Seltice as well as Huetter and Seltice.

Completion of the improvements to Fort Grounds Street resulting in:

1. Traffic circles that will slow traffic for pedestrians
2. Enable the closure of Fort Grounds St when appropriate
3. Provide for additional parking
4. Provide a site for the carousel.

De-Annexation of some properties within both districts resulting in:

1. Enhanced funding to the city, county, NIC and the Highway Districts.
2. Goodwill created by this effort as Ignite CDA begins to return funds to the respective taxing districts. The taxing districts will begin to enjoy the "fruits" of Ignite Cda's labors

Water Feature in McEuen

1. Memorial to Sgt. Greg Moore and any future officers
2. Additional draw to the park for the community

East Sherman Improvements

1. The City will continue to work with businesses and residents in the redevelopment of East Sherman through public workshops and other means to encourage investment in the entry way to the City

Coeur d'Alene Midtown

1. The City will continue to work with businesses and residents to encourage infill and continued investment in this important neighborhood.

- Commissioner Armon asked for a status update re. the proposed parking effort with the County adjacent to Memorial Field along Northwest Boulevard.
  - Mr. Hammond shared that the City and County have entered into a design phase for the additional parking asset; said design will yield a cost estimate for the project. The initiative calls for the County to pay for the capital costs of the additional parking asset that would be owned by the City, and the County would utilize the parking during their normal business hours.

**Dr. Charles Buck, University of Idaho Coeur d'Alene (UI-CDA) Associate Vice President/Center Executive Officer for Northern Idaho**

Dr. Buck thanked the **ignite cda** Board for the invitation and the opportunity to share his insights on UI-CDA initiatives and the CDA 2030 visioning project. Following are highlights from Dr. Buck's visit with the Board:

- ✓ UI-CDA is working hard on a comprehensive program to embrace technology in our community. An issue to be addressed is the lack of women in technology businesses. To help address that issue, UI-CDA introduced a coding summer camp for young girls in an effort to get them excited about technology as they progress through high school and hopefully college.
- ✓ UI, NIC, and certain northern Idaho legislators teamed up to present a proposal to the legislature during the 2016 session designed to expand college level computer science programs at UI-CDA. The effort was successful, and the legislature provided funding to develop a four-year computer science program. Recruitment of students has begun, with classes scheduled to start in August at UI-CDA. This new program will be a big economic development opportunity for the community. Three new computer faculty jobs will be created at UI-CDA related to this program this coming year. Two more computer faculty jobs are planned for 2017.
  - Commissioner Armon asked where will the computer science program be housed?
    - Dr. Buck shared that classes will be initially housed at the UI-CDA Harbor Center, with video feeds from Moscow. UI-CDA is currently analyzing space opportunities that can be utilized to house this program as it expands.
- ✓ The Idaho Department of Labor has recently made funding available for specific workforce training with specific industry partners. UI-CDA has developed a program for training Information Technology (IT) professionals in cyber security. One hundred people have completed this program. The intent is to increase the capacity of this program.
- ✓ UI-CDA is building a physical cyber security space at the Post Falls campus where students can learn how to hack into networks using real world systems in order to detect system vulnerabilities. Fatbeam is a key corporate partner in this initiative.
- ✓ The Collaborative Education Facility is a great initiative and the higher education institutions (UI, NIC, LCSC) appreciate **ignite cda's** partnership in bringing this facility concept to fruition. The institutions are starting to work on building requirements, pre-programing and student services. NIC will own the building, UI and LCSC will be key partners. Occupancy date is planned for the fall of 2018.

- Commissioner Armon asked if the Department of Public Works will manage the project?
  - Dr. Buck answered yes.
- Commissioner Widmyer asked as the higher education campus builds out, is additional student housing being planned?
  - Dr. Buck shared that he is not aware of any planning at this time. Most UI-CDA students are not looking for on campus housing. NIC would be the driver for this issue.
  - Commissioner Armon shared that NIC has identified a need for additional married student housing.

#### CDA Vision 2030 Project

- ✓ Dr. Buck, on behalf of the CDA 2030 organization, thanked **ignite cda** for their partnership support for the CDA 2030 initiative.
- ✓ The CDA 2030 Implementation Plan continues to be implemented.
- ✓ Sixty-four of the action plan items are underway, with varying levels of progress.
- ✓ CDA 2030 is working closely with the City of CDA on several fronts, including assistance with the proposed east Sherman Avenue revitalization initiative; CDA 2030 is assisting with data collection and data analysis.
- ✓ The Gizmo organization is a result of the successful visioning process via CDA 2030.
- ✓ CDA 2030 assisted on the “future frontiers” initiative, helping the community compete for economic development funding from the Frontier Communication organization.
  - Commissioner Davis asked that a summary of the CDA 2030 action items, and related success stories, be presented to the **ignite cda** board during CDA 2030’s next board visit.

#### Public Comment

Terry Godbout: shared comments with the board wearing two hats: as a member of both the NICTF Board and Friends of the Spokane River Corridor.

- ✓ An effort will be made soon to paint the I90 bridge on the Idaho / Washington line.
- ✓ An effort is planned to seal coat main segments of the Centennial Trail
- ✓ ITD has a new grant system available. NICTF has a project shovel ready that will construct one new mile of the Prairie Trail heading west. Cost is about \$150K. Potential ITD funding is likely two years out.
- ✓ Requested that **ignite cda** expand the River District to include the western side of the old Atlas mill site; this action would help fund public amenities for that area.
- ✓ Requested that **ignite cda** help fund the trail from Riverstone thru the eastern side of the old Atlas mill site.

Chet Gaede: Mill River Property Owners Association

- ✓ Thanked **ignite cda** for purchasing the BNSF r-o-w in the Mill River area.
- ✓ Requested that **ignite cda** help out with funding the construction of a bike trail down the BNSF r-o-w in Mill River.
- ✓ Requested that **ignite cda** help fund the expansion of the Johnson Mill River Park.

- ✓ Requested that **ignite cda** work to include the Atlas mill site area into an urban renewal district.
- ✓ Requested that **ignite cda** think about what they can do in the old Atlas mill site area to create value for the community.

#### 4. BOARD DISCUSSION: STRATEGIC (LONG-TERM) GOALS

**Ignite cda** Executive Director Tony Berns facilitated the board's discussion re. **ignite cda** long-term strategic goals for both the Lake and River Districts. The board reviewed the existing list of key thematic **ignite cda** goals, reviewed the input received by the invited guests and general public, and developed the following updated list for fiscal year 2017 (FY17):

(goals are listed in no specific order of importance, updates to goals are highlighted in purple, ~~strikethrough~~ indicates goal achievement or goal removal):

- **Education:**
  - Facilitate the future utilization of the **Higher Education Campus (HEC)** in partnership with the City, UI, NIC, LCSC, Fort Ground Neighborhood, and other community stakeholders.
    - Including possible **ignite cda** partnership efforts focused on the **“Four (4) Corner Area”** (defined as the area of publicly owned property adjoining the Government Way, Northwest Blvd. & Mullan Avenue intersection, north to the Riverstone development).
    - **Support Facilities:** work with NIC, UI, LCSC and other stakeholders to determine the need for possible HEC support facilities both on the HEC and adjacent to the HEC.
    - **Collaborative Education Facility Joint Use Building:** work with NIC, UI and LCSC to bring ~~creation of~~ the **Facility Initiative Joint Use Building**, located on the HEC, to fruition.
- **Job Creation & Retention**
  - Continue partnership efforts with Jobs Plus, City of CDA, Kootenai Health, HEC partnership institutions and private employers to facilitate job creation and retention.
- **Housing:**
  - **Ignite cda** will play a key support role in helping the City achieve its vision for housing in the community, by pursuing housing opportunities in both the Lake and River Districts.
    - Work with The Housing Company and Idaho Housing & Finance Association to evaluate housing opportunities within the Lake and River Districts.
- **Public Space: Create New & Enhance Existing Public Space:**
  - Partner with **HEC** stakeholders to identify and develop public space opportunities within the HEC area.
    - **Four Corner Area** should be explored for public space opportunities.



- **Ignite cda** will partner with stakeholders to encourage connectivity of existing and new public space.
- **Ignite cda** will continue efforts to secure long-term public access to the lake and river waterfronts (e.g. Mill River (Johnson) Park) and continue to leverage public funds to create new public parks (e.g. Riverstone Park).
- Seltice Way Roadway Improvements – partner with City and other stakeholders to improve the Seltice Way Roadway to facilitate continued River District growth opportunities.
- Continuing Commitments:
  - Continue dialogue with pertinent stakeholders regarding railroad right-of-way property development and connectivity opportunities from the Four Corner area to Mill River.
- **Public Parking:**
  - **Ignite cda**, in partnership with the City and the Downtown Association, will help to rationalize and plan for downtown structured parking facilities, possibly including a downtown mixed-use parking facility, and help in rationalizing overall parking needs for the Central Business District (CBD), HEC and Kootenai County campus areas.
- **Midtown Vitalization:**
  - **Ignite cda** will partner with the City, Midtown property owners, Midtown businesses, Midtown residents, and Midtown stakeholders on opportunities to enhance the vitality of the Midtown area.
- **Downtown Vitalization:**
  - **Ignite cda** will partner with the City, Downtown property owners, the Downtown Association, Downtown residents and Downtown stakeholders on continued economic support to enhance the vitality of the Downtown; e.g. establishment of viable downtown pocket parks, LID partnership endeavors where appropriate (e.g. CDA Avenue improvements from 1<sup>st</sup> Street eastward).

## 5. BOARD DISCUSSION: ESTABLISHMENT OF FY17 GOALS

Following the refinement of the **ignite cda** long-term strategic goals, Executive Director Berns reviewed the current FY16 goals with the board, and facilitated the board discussion that resulted in the establishment of FY17 goals.

### **Ignite cda Fiscal Year 2016 (FY16) Tactical Goals**

<b>Theme</b>	<b>Committee Responsible</b>		<b>(District) &amp; Success Measures</b>	<b>Status</b>
Public Space	Acquisition Ad hoc: BJ, DP, JD	1)	Planning initiated for BNSF RR r-o-w acquisitions	Green
		2)	Analyze funding opportunities for public space in both districts	Green
Communication	Communication	1)	Community leaders / stakeholders invited regularly to Board meetings	Green
		2)	Communication strategy: continued implementation	Green
		3)	1 (stretch 2) ULI-Idaho programs held in CDA in FY16	Green
		4)	CDA 2030: partner with other stakeholders to implement action plan	Green
HEC	Ad hoc: SH, DD, JD	1)	(Lake): Joint Use Building pursued with higher education institutions	Green
Finance	Finance	1)	Continue frequent review of district economic forecasting models	Green
		2)	(Lake): Conduct land use planning on Agency owned properties	Green
Parking	Parking	1)	(Lake): Downtown parking facility - land assemblage continued	Green
		2)	(Lake): Downtown parking facility – timing & scope/scale determined	Green
		3)	(Lake): Review 2007 parking study recommendations for relevancy	Green
Housing	Housing	1)	(Lake): in conjunction with Finance, determine Midtown property use	Green
		2)	Determine opportunities resulting from City’s housing assessment update	Green
Jobs	Jobs	1)	Continue health care jobs exploration initiative with partner stakeholders	Green
		2)	(River): job creation opportunities explored along Seltice	Green
		3)	High tech job partnership opportunities explored	Green

### **Ignite cda Fiscal Year 2017 (FY17) Tactical Goals**

<b>Theme</b>	<b>Committee Responsible</b>		<b>(District) &amp; Success Measures</b>	<b>Status</b>
Public Space	Acquisition Ad hoc: BJ, DP, JD	1)	Planning initiated for RR r-o-w acquisitions	Green
		2)	Analyze funding opportunities for public space in both districts	Green
Communication	Communication	1)	Community leaders / stakeholders invited regularly to Board meetings	Green
		2)	Communication strategy: continued implementation	Green
		3)	1 (stretch 2) ULI-Idaho programs held in CDA in FY17	Green
		4)	CDA 2030: partner with other stakeholders to implement action plan	Green
HEC	Ad hoc: SH, DD, JD	1)	(Lake): Monitor/assist Collaborative Education Facility initiative	Green
Finance	Finance	1)	Continue frequent review of district economic forecasting models	Green
		2)	(Lake): Conduct land use planning on Agency owned properties	Green
Parking	Parking	1)	(Lake): Downtown parking facility - land assemblage continued	Green
		2)	(Lake): Downtown parking facility – timing & scope/scale determined	Green
Housing	Housing	1)	(Lake): in conjunction with Finance, determine Midtown property use	Green
		2)	Determine opportunities resulting from City’s housing assessment update	Green
Jobs	Jobs	1)	Continue health care jobs exploration initiative with partner stakeholders	Green
		2)	(River): job creation opportunities explored along Seltice	Green
		3)	High tech job partnership opportunities explored	Green

Note: Goals with a “green” status are considered progressing well. A “yellow” status would mean a goal may be in jeopardy of not being achieved during the year, and a “red” status would mean that the goal is in definite jeopardy of non-attainment.



The Committee structure employed to achieve the aforementioned goals is as follows (Committee Chair denoted by asterisk):

<u><b>Committee</b></u>	<u><b>Membership</b></u>
Acquisition	Goodlander*, Jordan, Davis, Druffel
Finance	Armon*, Patzer, Davis, ( <u>New Board Member</u> )
Housing	Goodlander*, Hoskins, Widmyer
Communication	Patzer*, Goodlander, Davis, Hoskins
Parking	Jordan*, Hoskins, ( <u>New Board Member</u> )
Jobs	Widmyer*, Hoskins, Armon, Druffel

6. EXECUTIVE DIRECTOR REPORT

No report was given.

7. ADJOURN

**Motion by Armon, seconded by Hoskins to adjourn. Motion carried.**

The **ignite cda** meeting adjourned at 11:02 a.m.  
Minutes prepared and submitted by Ex. Director Berns.