CDA 2030 Visioning Project

COMMUNITY OPINION LEADER INTERVIEWS COMPILATION

August 2013

Introduction

The Coeur d'Alene 2030 Visioning Project is committed to hosting a broad, inclusive community conversation to engage the community in establishing vision and implementation plan for the future of Coeur d'Alene. Through public forums and workshops, our website and social media, community surveys, interviews and focus groups, residents will express their ideas for our community. As a part of this research, interviews were conducted through a selective process which have been named Community Opinion Leader Interviews. The following are testimonies from community members considered Opinion Leaders; community leaders whose perspectives and opinions are highly regarded by their peers and the wider community. These interviews served several purposes including to familiarize Interviewees with the visioning process; to gather ideas and suggestions on the implementation of the process; to help define the structure of the emerging vision and its specific focus areas; and to augment responses to key process questions gathered through general public outreach and a scientific community survey. Community Opinion Leaders responded under the condition that their names would not be associated with their answers. Therefore, the responses have been scrambled and are in no particular order of interviewee.

Opinion Leader Interviewees

Allan, Chief	Coeur d'Alene Tribal Chairman
Bane, Katie	Coeur d'Alene Realtors Association President
Bloem, Sandi	City of Coeur d'Alene Mayor
Blum, Patrick	Disability Action Center Independent Living Specialist
Bobbitt, Dave	Community 1st Bank Chairman and Chief Executive Officer
Colwell, Rod	Mountain West Bank President and Chief Operating Officer
Conroy, Jeff	St. Vincent de Paul Executive Director
Dunlap, Joe	North Idaho College President
Gfeller, Greg	Avista employed Airport Network Representative to Airport
Gookin, Dan	City of Coeur d'Alene Councilman
Green, Darcy	Coeur d'Alene High School Student
Green, Greg	Fatbeam President
Hagadone, Duane	Hagadone Corporation President, Chief Executive Office, and Owner
Handelman, Matt	Superintendent of School District 271
Johnson, Caryl	United Way of Kootenai County Executive Director
Kennedy, Mike	Intermax President
Komberec, Tim	Empire Airlines President and Chief Executive Officer
Malek, Luke	Heritage Health Director of Legal Affairs and Program Development
Miles, Glen	Kootenai Metropolitan Planning Organization Executive Director
Ness, Jon	Kootenai Health Chief Executive Officer
Patano, Sandy	Sandy Patano Consulting Owner
Reagan, Bill	The Coeur d'Alene Resort General Manager
Riggs, Jack	Pita Pit USA Chief Executive Officer
Souza, Mary	City of Coeur d'Alene Mayoral Candidate
Stone, John	Riverstone Development Developer
Swanby, Shawn	Ednetics, Inc. President
Thackston, Jason	Avista Corporation Vice President
Thompson, Jim	Coeur d'Alene Press Publisher
Widmyer, Steve	City of Coeur d'Alene Mayoral Candidate

1. Strengths & Weaknesses of Greater Coeur d'Alene.
QUESTION: When you think of greater Coeur d'Alene today, what are the greatest strengths of the community? What are its greatest weaknesses? Why is that?

STRENGTHS:
- Natural environment   - Strong sense of community   - People have a progressive attitude   - Strong volunteerism   - Pride
Beauty, recreational opportunities, sense of community, planned growth (example: Ramsey Road built with 4 lanes well before the need), 4-season climate, past political leadership of CDA City.
- People, attitude to get things done, friendly, hospitable   - Lake is key natural resource for recreational opportunity, community involvement with different events; i.e., Ironman, Fondo, Diamond Cup. The community rallies, still need more volunteers   - Transportation: access to Spokane International Airport (GEG), I-90 and continued improvement of I-95
Quality of people in the immediate area is greatest the strength. Community has done an adequate job of taking care of natural resources and surroundings, which is another key strength.
- Natural beauty and recreational opportunities, 4 seasons with something to do in each.   - Sense of community and small town feel. This is particularly true in CDA proper and downtown, less so in 'greater CDA.'   - People want to live here and there is a sense of 'Idahoan pride.'   - Growing diversity of people and opinions are great and have come a long way. More distance to go.   - Strong and vibrant city-driven arts culture. McEuen is brilliant. This is an attraction and great reflection on the community, more of this type of investment is critical.
How the community has evolved lately to becoming more open to minorities. The community is maturing as more citizens feel the need to change the ultraconservative cultural belief. The past was very biased against minorities & people of color. Our great location is a natural resource gem…lake, mountains, forests, the beauty.

- Great Natural Resources
- Beautiful place to live
- Great educational structure NIC/LCSC
- Good High Schools
- World class Resort
- Silverwood Theme Park
- Recreational Opportunities
- Four Seasons- can also be a weakness at times
- International airport in Spokane

The greatest strength of our community is the large number of civic minded people that take ownership or our city. Great results from civic minded people taking action are the Kroc Center, trails, McEuen, Education Corridor, and the Library.

- Collaboration is effective across the community (especially with non-profits)
- Community responds to multiplicity of needs
- Communication/effective and real (among non-profits)
  - Networking occurs at multiple levels to yield effectiveness

Beauty, transportation, midtown, close to International airport, Coeur d'Alene airport is a gem and has room for expansion, downtown is beautiful, everyone in Coeur d'Alene's attitudes are concerning and caring, City of CDA is great, vision of City Council was painful but was appropriate with the URD. McEuen is great even though painful…down the road these were the right thing, volunteerism is a strength.

- Natural beauty
- A real sense of "Place" in the downtown core
- The Lake
- A good destination image

People: diverse and deep community leaders. There seems always to be a group of people who 'do everything,' here the group is very large, committed and impressive. Work on diverse projects with eye to what is best for community. Natural beauty/resources: must be protected and treasured.

- Large engaged population of caring people who get things done (unfortunate that sometimes passions spill over to political divisions).
- Exceptional community leadership with only best interest of community in mind (not special or personal interests).
- Vibrant group focused on economic vitality – Jobs Plus and regional Chambers and others.

- Faith-based groups seek opportunity to serve the community in many ways.
- Natural beauty and resources.
- Academic offerings (higher education) for a community of this size (on-line, etc.). Great arts and culture, always some event.

Biggest strength is definitely the people – they are strong, smart, know what they want, and have good common sense. Natural beauty and resources – water is a great resource (both recreational and our city water), the pathways and access to nature that is abundant here, the air quality is a positive as well. Strong potential to attract businesses – we have many things that would be appealing to the business workforce, attractive area to work with many amenities, the medical industry has a residence program, we have a sustainable level of other industry to tourism.

- Natural resources (outdoor recreation experience and environment)
- People
- Positive economic climate, business friendly

The diversity that is currently being cultivated. The Education campus that is evolving. Our local commitment to invest in K-12 facilities. Broad depth of visionary leaders that are willing to invest & do investing in projects (Library, Kroc, KTEC , etc.)

- Natural amenities (river, lake, forest, trees).
- Proximity to Spokane with larger city assets so close to this smaller town.
- Safe and friendly place. Hospitable, welcoming to visitors.
- Resort is a unique asset for a small town.

- Most beautiful place in the world with excellent and vibrant downtown
- Situated in a job and business friendly state
- Multitude of recreational activities nearby
- Active and caring community; non-profits are numerous and successful

Physical characteristics, lake, mountains. Recreational opportunities. Quality events such as Art on the Green 4th of July etc. Good neighborhoods. NIC & U of I.

- Wonderful spot; pretty; resort destination—huge plus, "Put us on the map!"
- Pretty diverse: manufacturing; education; retail; aerospace.
- Still small town, rural atmosphere.
- Education—not just K-12; a student can stay in town and get a Master's degree.
- Lots of civic pride and civic involvement, though we all don't always agree.
- Great regional airport here for corporate and general aviation.

Large number of devoted and caring people. Lots of talent. These folks bring ethical and helpful input. Large number of non-profits are "gap fillers" Why? Necessary because of demographics (growing senior population is not otherwise served); society is obliged to meet unmet needs.

- People being involved; volunteers—Example: Ironman
- Pride, dedication
- Infrastructure—Example: Condition of roads; public art
- Activities—Example: Farmers' Market

• Beauty of Region • Location • Populous support of many causes generous community LCSC, U of I, NIC – access to higher education – lots of other communities our size don't have this many educational institutions
Natural setting. Environment. Jobs Plus, Kootenai Health and other medical centers. Golf opportunities. CDA Airport. Riverstone Development adding approximately: $250 million property value to tax base. Strong local government leadership that has supported growth and community projects. The Coeur Group is an example of proactive community organization.
• Natural resources – lake is #1 amenity, • (Former) momentum in community for progress (KROC, library, downtown revitalization, NW Blvd), • Leadership with great success and best intentions. Civic minded and selfless people, • Culture of excellence personified with Hagadone resort. What is done is typically done very well.
Very nice bike paths and everything is easily accessible. Great community events that include everyone.
• Community involvement; active people; willing to fundraise and contribute to charity (more than other cities). • Lots of opportunities for recreation: natural recreation as well as artistic, concerts, social clubs, etc.
• Natural resources and environment (Inland, NW), Climate and quality of life.
Beautiful area with lots of recreational opportunities in all seasons in proximity. A growing and diverse set of residents—diverse in terms of backgrounds and regions. Close enough to the Spokane community to access larger-city amenities, but far enough from Spokane to have its own identity.
• A lot is offered • A lot of benefits other than the lake • Attention is paid to details
WEAKNESSES:
Very bad parking situation downtown.
"Summer people" aren't really vested in the community (those with money who come for extended stays, have vacation homes). Downtown leadership needs to be stronger. Need community gathering places (like event center). No real diversity of industry – lack of tech companies.

- Lack of coordination to enable best use of strengths, synergy is not realized.
- Ideas too often meet ideological objection rather than specific objections, this is not helpful.
- Gaping distance between growth minded and "no change" contingents.
- Insufficient employment opportunities and low wages (compared to Boise or Spokane).
- Aging population. Are we prepared to deliver services that are/will be needed?

Lack of diversity: Poor reputation perpetuates problem. Prevailing attitudes of antigovernment, antisocial safety net. Regional "power base" not interested in diversity and social services. There is no change in voices heard.

Recession created major stress on community and resulting deep division. Many in community are highly resistant to and lack vision. (Why would there be opposition to using the powerful tool of urban renewal LCDC?).

Community now divided to a measurable extent. Not clear if this division is real or only apparent because of a small group trying to make local issues entirely political. There does appear, at any rate, to be a partisan division in community.

Area needs better jobs to attract young people and families to stay or move here. We may not have sufficiently skilled workforce. That leads to need for more diverse and comprehensive education opportunities. Without education, other weaknesses emerge such as: substance abuse, lack of prep for good job, some folks just seeking along. Is the disparity because 'haves' and 'have nots' growing? How to address. Is the access to education and help too limited, able to reach the intended audience successfully? May not be promoting a true feeling of belonging to this community. That is especially sad and should be a goal for all to help folks in our community, one-by-one, to feel a sense of belonging.

- Not much diversity,
- Not very minority-friendly,
- Vocal faction that is anti-development,

- Ideology of ultra-right outweighs common sense
- Political climate is contentious.

C.A.V.E. People (Citizens Against Virtually Everything). We need progress for our community to prosper and our citizens against change can potentially threaten or stop progress.

- Fear of being honest (people don't say things that need to be said),
- Reluctance to admit to weaknesses or mistakes,
- Schools inadequate,
    - Need better schools to attract jobs; we have other things (beauty, climate, etc.) to attract employers but we need better education system. Charter is good but we need more.

- I could be dated in the perception, but I worry that Coeur d'Alene is too heavily weighted toward tourism. I'd like to see a more diverse economy.
- I'm not sure how supportive the community is in terms of supporting schools. Influx of people from other places, not as supportive as could be.
- This one may not be a weakness, but an underlying "theme" – Hagadone may be too strong directing the ways of the community.

Ethnic diversity (throughout region); young people not exposed to other cultures, do not develop tolerance and awareness

- Need more jobs
- We've become a retirement area but that creates limited jobs
- Limited by mountains on east and lake on south for growth – can only grow North and West
- Lack of infrastructure on highway

Quality of city government is poor. Services are too expensive, staff is too large, efficiency poor. City government costs are "staggeringly high." Since 2008 city taxes increased 107%. Lake City Development Corporation is extravagant. **UR** is supported and important but only for correct purposes. LCDC does not provide good stewardship; too costly, too fancy. People spending money that is not their own is very dangerous and LCDC exemplifies this caveat. Argument that UR does not take tax money is specious as the taxes that come in (future) could go to city coffers and lower city tax rate. Huge changes are coming soon for CDA – need to find a way to broaden the economy ASAP. Strong support for Jobs Plus efforts.

- Tendency toward not having "civil discourse"; ex: "Staking your territory"; 'can get nasty.
- Reputation of being "home" to Aryan Nations even though we are a friendly place where diverse cultures can come to and be safe in.
  - o Example: KKK feels comfortable here….so it seems that must be okay to think the "KKK" way.

- Political division
- Influences decisions
- Effort it takes for locals to understand that CDA is not just a tourist town
- Frustrating to hear that there is "nothing downtown for locals" and that "McEuen is for tourists"
- Speed of growth
  - o Difficulty in maintaining "community"
  - o How to engage new people (Ironman brings volunteers together – a good thing)
- Educational system in the state
  - o Conservative legislature
- Lack of diversity of jobs
  - o Good jobs (natural resources jobs) went away
- Had diversity of jobs with generational living (extended families living in CDA)

- Hostility towards education (lack of support).
- Need to push kids towards more advanced learning and higher degrees.
- Need to create jobs by attracting the creative class.
- Occasionally closed mindset.
  - People struggle with change and new ideas.

- Still struggling with underemployed workforce; no employment, no benefits; need employment with decent living-wage jobs.
- People are surviving by bartering with one another—"underground economy".
- Still losing our youth.
- ULUC (Unified Land Use Code) still needs work—it's a real mess.
- Lake issues with downstream cleanup for WA residents.
- No local airline service and no practical way to make it happen—still viewed by businesses as a place to relocate to!
- Still branded by Aryan Nations crap; when you say, "Coeur d'Alene", no mention of Aryan Nations; when you say "Hayden", then there is a mention of Aryan Nations

- Political contention dissuades many from becoming involved
- Greater Coeur d'Alene area balkanization
  - Contributes to transportation issues as jurisdictions do not work well together
  - Makes trail system far less practical (although trails are a great asset to region, one can't really use them to go to the grocery).
- Insufficient numbers of jobs created
- Insufficient access to healthcare for many citizens; too few healthcare providers.

- Matching our educational opportunities with that of a changing market place. What is the best investment that we can make for the kids?
- Healthy communities start with the Family.
- Quality of life begins with a good job, without good jobs families suffer.
- Dealing with all the challenges associated with illegal drugs. This problem is much bigger than most realize.

- More professionals and professional opportunities needed.
- Wage base is too low (lower level tourism focused jobs).
- Need a critical mass of high tech/high growth companies (at least 30 more)!. Without this critical mass there is unhealthy competition between existing companies.
- Education system is critical to tech business recruitment and economic development, especially K-12, higher education seems to be better prepared. Education is the gift that gives. We need to invest much more in this sector.

- Political divisiveness
  - Coeur d'Alene City administration has been wonderful and responsive and visionary.
  - Many organizations in nonprofit world have polarizing agenda and conflicting priorities (such as religious 'requirements' from some faith based organizations) – this is not the case at St. Vincent DePaul
- Poor paying jobs, epically at the lower end.
  - Full time job at $8/hour is poverty level

- Transportation…continued focus on I-95 completion. Continue to make sure we have good service to GEG like the new San Francisco and Los Angeles flights. These flights need to be continued without the need for grants to sustain them.

- Government structure, both City and County, too much infighting with Reagan Republicans.

Struggles to define the core. Who is it for the tourist... or the local loss of family base in the core-driven to the "Greater" Coeur d'Alene? Loss of affordable housing in the core.

- State Education Funding.
- Polarized community (McEuen driven).
- Lack of good jobs.
- Too seasonal of an economy.
- Still battle a national image tarnished by the Aryans.

County Gov. Leadership has lost focus and is out of touch. Population growth of the 50+ age demo that care little about schools or job growth. CDA city is out of space, boxed in.

- Job base is tilted too far to minimum wage jobs, not high wage market.
- Result is cascade of negative complicating issues (mental health, drug use, suicide) that are seen in hospital system.
- Flight of youth because of low wages.
- Political divisiveness has been a negative for community. Turning community elections into partisan battlegrounds sends the wrong message and is counterproductive. Does not allow community to act on common goals.
- Lack of diversity and perception of that hurts the community

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Lack of trust – the general public of Government and other groups (people are feeling as if they are not being heard, therefore they decline to participate). Public services are condensed to unique areas rather than being spread out more proportionately.

- County Government and the City of Hayden Government are making power grabs to make things difficult…annexation around the airport.
- Divided county commissioners.
- **Comp Plan** is a mess too much time and nothing accomplished

Poor Education system and week commitment to improve. This is a State Issue but greatly affects CDA's ability to attract companies and talent without a good commitment to quality education we will not be able to have growth in quality jobs. While better lately CDA needs to improve its cultural acceptance. Economically there is a big gap between the "haves" and the "have not's".

2. Trends and Issues Facing Greater Coeur d'Alene.
QUESTION: When you think of greater Coeur d'Alene in the future, what key trends will shape the community? What strategic issues may face the community face as a result?

KEY TRENDS?

- 50+ age demo growth will continue;
- Out of state immigration;
- Rising housing costs;
- Antigovernment philosophy & ultraconservative trend at the State & local level is growing
- Recent trend of infighting of public officials.

Continued in-migration of culturally educated people will change the makeup of CDA & this is a good thing. Attitudes toward minorities & education will change.

Must establish good government at both city and county level.

Opportunities for recreational businesses capitalizing on an increasingly active population. We need a well-planned strategy for this. CDA will continue to grow & with that comes challenges in Transportation, safety, parking & housing. Because of our great recreational quality of life we should see an in-migration of entrepreneurial people. We should seek successful jobs positions in CDA as a great place WANT to work in.

- Recent history of activities enriches the community (2020 vision). Need to aggressively continue this trend
- Insufficient good paying jobs, work with Jobs Plus and LCDC more
- Develop more community accessible welcoming places (such as a public place along the river)

- We have hitched our wage to the tourism industry; we have relatively lower incomes comparatively speaking to the rest of the state and the rest of the US.
- Not enough family wage jobs.
- People coming here because of the beauty

Our population is aging. Our economy is less dependent on natural resources. Our technology and tourism sectors will continue to grow.

- Aging population.
  - Population is working longer—good in a way; also it's blocking employment opportunities for others.
  - Graying of Idaho; "they" move here to retire and then find out they need to work!
  - These folks need lots of social services; as a state, we are not geared up to deal with it.
  - These folks don't want to support levies for the schools.
- Localism – more focused on their own community and family ties.

Outdoor activities to involve everyone. More concerts and biking times so everyone will be able to participate. Things on the lake and maybe more shows/events people can go to at the fairgrounds.

- Desire to live in a beautiful natural environment
- Desire to live in a sustainable way
- Trend for generational living
  - More people want to live near family
- Live, work & play lifestyle
  - We will continue to attract people who want to be able to live, work and play in the same place

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- Burgeoning economic growth.
- What happens around the lake (#1 asset) matters the most.
- Increasing crime in community.

City, County and Chambers all working together; work on job creation; jobs plus.

- Elimination of the working class living in the core.
- Coeur d'Alene has transitioned to a "business" or secondary home, playground not a place for locals to live. CDA has become a place for tourists and the locals are driven to Post Falls.
- Elimination of family housing
- River Stone & the Ed corridor are an elongation of the Downtown
- 20, 30 & 40 years ago the investment in CDA was by those "making CDA their community. The future trend may be to invest in the Business of CDA not considering the Community needs.

Substantial population growth in greater CDA (Post falls especially).

- Aging population.
- Insufficient job opportunities, economic diversity to encourage kids to return to CDA after college and work and live.
- Poverty. With 52% of kids qualifying for free/reduced lunch there is a problem that must be addressed.

In-migration (people moving here; not just numbers but the type of people moving into the county and outlying areas; question about their support of education and civic causes). Graying of the community – more people retiring here.

- Key Trends will shape….continued higher education and expanded medical continued emphasis on KTEC….Need partnership with new businesses for new jobs.
- People trying to train people to work in their business. Improve the bus system and add terminal…transportation enhanced…I90 and I95 ….ease of transportation.
- City parking downtown.

- Economy is not growing sufficiently to match growth in population
  - Recovery is not reaching to previous highs of '07. Area unemployment went from lowest to highest in the nation that year, not yet recovered and won't if other remains such a focus on construction only.
  - Overly risk adverse investment community
- Large influx of retirees
  - Services and resources to support?
  - Expectations of this group collide with community goals (growth, school improvement, etc.)?
- Infrastructure to support growth is not there and increasingly difficult to achieve big projects.

Transportation, bike paths, more neighborhoods and city living versus sprawl. Need future volunteerism thread that ties everyone together, continue to develop a healthy core downtown.

Area will continue to grow. Increasing demand for (what is already) inadequate educational opportunities from informal or on-the-job to the higher education campus and advanced degrees.

- Demographics – What are they really? Will the face of our community change?
- With growth these demographics can change and that may be good or it may be bad.
- Financial situation—global, national, statewide, and local; highly impacted by the recession; funding that came from the state and federal are dwindling or have already gone away.
  - We may have "turned the corner" in regard to the economy, but how do we rebuild for education levels?
- Very supportive community; hope it will continue.

- Lack of appreciation for the great progress that has been made. Many good examples like the higher education campus project.
- Antigrowth sentiment is damaging and wrong. Community can and should build on regional strengths (including tourism) and find more balance.
- Poor economic diversity.
- Expand and market the great trails system.

Youth flight – must attract young people to live and work here so there must be better paying jobs. Existing young people are stuck with low wage jobs, those who can leave for better.

Work force is not diverse cannot support more young people with good jobs and higher wages.

The correct effort could make CDA a powerful magnet for new ventures and create an important and recognized hub and identity (such as tech sector).

Will continue to be attractive as retirement destination. Specific development in this respect could be helpful with healthcare, fishing, golfing, etc.

The area from Spokane (Post Falls at least) to CDA will grow together to one metro area soon. How the state line area develops will be telling and development there is critical.

- Economic Positives - New construction is up, retail sales are up, real estate sales are up, so it feels like we are on an 'upswing.'
- There is an increasing use of 'smart conservation' – example are water saving and energy saving measures going into use in various city parks.
- Unemployment is still an issue in our area however, therefore, need to concentrate on the economy still.

Continued transition from "extraction" (mining, logging, and farming) to high tech and medical tech. University of Idaho has opportunity to become more involved and help focus on technology and higher education jobs (compared to what WSU has done with expansion in Spokane).

We are becoming a very "Active" community recreationally biking, running, paddle boards, etc. Educational trend toward Non-4 year degrees. Certificates, etc., just to get a quick job now. Immigration of multi home owners (2nd & 3rd homes).

If we are successful in attracting better quality job opportunities we will attract a younger crowd & will need to be sure that our outdoor activities are up to par. Trails, events, etc.

I think that CDA is a destination spot for tourists so the broader trend of tourism will certainly impact the greater CDA community. (Broader in terms of the economic environment, for ex: if we still see people staying home more.)

Diversity will increase – must pave way for acceptance and the community must provide welcome.

- Employment – where is it going? Transition from extraction and natural resource jobs to what?
- Density – limited places to grow. How do we grow so that it doesn't create congestion?
- How do we deal with growth that will come?
- Housing shortage.

STRATEGIC ISSUES?

- Do we have the trained work force to attract economic development?
- What economic stimulus do we provide to get organizations/businesses to relocate?
- Need family wage jobs.
- Need the development of a year-round economy—not a seasonal economy – to attract manufacturing and hi-technical jobs.

- How to deal with the gap between the haves and have not's. There is not broad awareness of poverty
- With increase in importance and impact of the tourism industry the jobs and wages are likely not to keep pace
- Insufficient low income housing (this for those with 25% of mean income); different from "affordable housing" which is built for those with up to 50% of mean income. This housing needs to be scattered to multiple sites throughout the community.
- A 14 unit project recently required $3M. Big dollars are needed.

Lack of school support; Traffic congestion; Lack of affordable housing (the Tahoe affect). Antigovernment trend alienates Idaho from the rest of the US & breads like-mindedness in migration. Potential lack of trust by the general public of government leadership.

Water Quality; transportation; port districts; low population – not large, say in federal programs.

Transportation, housing, and employment (BIG THREE). Problems here already exist and will be exacerbated. No subsidized affordable housing availability, 44 families are now on waiting list! Lack of these services are a coming train wreck for this region; will stifle growth and incompatible with growth trajectory. City Link in jeopardy and would be gone without tremendous support from Tribe (no longer a partnership of substance with other entities that should be engaged).

- Personal Vision of Community…..businesses are successful…..capitalize on the flavor of the community. Keep the tourist feel both with MFG and tourism
- Before 2030…..enhance businesses ability to operate in CDA….permitting issues making it more difficult
- Maintain residential feel….add to bottom…fix ironwood corridor…it is a mess!

Do we have enough qualified people to attract companies to our region? Do we have enough educated and well trained employees in the workplace? Higher education of our students is critical.

- Planning needs to support the way we want to live
- Planning for job recruitment
- Improving education
- Plan to increase public space

The above trend will put even MORE pressure on the Education system & the need to make great improvements. All schools need to improve & we need to be sure that the in-migration also means job growth as poverty limits education.

Future voters may not have the "general welfare" of CDA in mind as in the past. New people. May think that they need to "Fix" CDA by imposing a more progress rather than conservative policy. What do we do about the affordability factor?

- Health and wellness costs are going out of sight; How are we going to provide the infrastructure and support with the aging population; Need high-quality healthcare.
- Education system – keep them current on the ever-changing technological, digital world.
- Road system—Huetter Bypass—complete a plan to acquire land; agree where it will be; agree on zoning; hopefully have under construction before the end of the decade [this fits with the freight mobility issues ID is dealing with through the Inland Pacific Hub (IPH)]

Leadership is holding the community back from making a leap into technology economy. There has been much focus on manufacturing and training for that but a coalition could and should be formed to focus on technology. When talking about leadership, is referring to an "old guard" type if mentality, whereby the same people are involved in the same types of meetings and initiatives without incorporating new people or ideas. Need to find a way to get retired executives or those who have moved here with business and leadership experience involved in moving tech forward.

- Willingness to support bonds and levies to support school districts and other public projects (infrastructure, etc.).
- Some people who have moved here are exceptionally anti-tax and antigovernment
- Providing senior services and how we pay for them.
- Funding the needs of the community.

Downtown density (high rises). Better education and education systems. Growth must be managed and smart.

Must increase the number of higher wage jobs.

- Finances – make sure we are prioritizing what's important to the community, not just now, but also in the future.
- Demographics – Make sure we have a realistic view of what's going on now—experts need to help so we don't "have our heads in the sand."

- Recruiting top people is very difficult as not a lot of executive level people in Coeur d'Alene, per se. Most population in city is blue collar, without a grasp of issues and their complexity. Not a good pool of candidates for leaders.

- Improved education including cultural awareness and acceptance of diverse lifestyles – Prepare for this coming reality now! (How about a cultural center here in CDA?)

- Building more parking spaces within downtown Coeur d'Alene

- Increased investment in economy
  - Leverage Jobs Plus and strengths of region (Q1) to improve business recruitment (and build infrastructure to support that)
- Resources to support aging population
- Infrastructure needs to catch up and currently inadequate. This reflects on the balkanization of the region referred to earlier.

- How do we (City) allocate resources to deal with growth:
  - Where is density
  - Do we have infrastructure
  - Do we build out on prairie
- Where do we put people
  - Proximity to amenities
  - Entertainment and education
  - Do we need an event center, performing arts, farmer's market, fire station, etc., neighborhood gathering places

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- Actively defend growth assets and progress made. Find ways to remind and illustrate the value of these successes.
- Connect trails more effectively.
- MARKET successes, don't apologize for them.
- Iron man is another great asset for the community and has changed the community for the better (more biking, more folks on I-95 on bikes… How to better accommodate these healthy citizens?)

We need to keep a handle on well-planned neighborhoods & transportation corridors. High density 'live, work & play' areas like Downtown & River stone. We need to look to building efficiencies in all areas of development.

Many do not want growth (in spite of its inevitability). Therefore, we MUST plan and manage growth, don't let it simply happen to the community. Find ways to attract younger people with satisfying jobs and excellent lifestyle. There is a danger that the community will not be able to provide services expected, if the population continues to be more and more retirees (how can the healthcare system meet these needs? Who will pay for it?)

- Improve recognition that community must provide services (such as to seniors). This should not be IF, but HOW BEST to do so.
- Need to grow the number of healthcare providers locally. Residency in family practice at Kootenai would be a step in the right direction. Gerontologist's?
- Insufficient independent and senior care living situations.

Obamacare – that law will change the fundamental makeup of the workforce – and the impact to the economy is uncertain.

Many new businesses, driven by the past few years, are not 'traditional brick and mortar,' run from a home office, and so we need to address the less traditional business district and having more service than manufacturing.

City will need to keep 'all taxes' under control including fees for permits. New construction needs a clarified, streamlined process that encourages people to build.

- Trail Development.
- We need to define just what our Education campus is.
- Dual residences will continue to demand Quality retail & Entertainment.
- Public Safety needs to be a priority.

To the extent there continues to be an inflow of residents, there remains the issue of affordability for current residents—for ex: Park City, UT, 'wealthy people have bought out the housing and locals have to live in Salt Lake City, then have to commute.

Jobs have to be #1. Keep you in CDA or allow them to have a job to come back to after school. We need to remember many Californians moving here are coming back home.

3. Your Vision for Greater Coeur d'Alene.

QUESTION: When you think of greater Coeur d'Alene in the future, what is your personal vision for the community? What things would you like to see happen by or before 2030?

Easier ways to get around and more places to entertain teenagers that are free or doesn't cost much. There are a lot of things to do in Coeur d'Alene but not many for teenagers.

- More biking and walking lanes and promoting a self-propelled community
- Community unity <political division is hurting community>
- Light rail to Spokane Airport
- Move forward on development of education corridor – remove barriers to higher education attainment
- Set up 'thrift store walk' like art walk to promote this in our community and bring together.

- Become the most desirable community to live in, in the US, based on:
  - Quality of life; high employment; diverse economy; family wage jobs; connected educational opportunities; connectedness in terms of wired to the internet (electronic connectedness)
  - Health care for all services this community needs so we don't need to send people to Spokane
  - Affordable housing
  - High-quality education
- More diversity
- More development of airport resource
- More business and industry to relocate here:
  - Hi-tech. software development; manufacturing; biotech.

Economic HUB in Northwest that will have jobs his 5 children; To still have great recreational environment with a prosperous economy.

- Market CDA Area….marketing will make people who live here believe. What is the Chamber doing….blessed to have people who have given to make CDA who it is…
- What is CDA doing to bring people together….great events bring people what about locals

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- Well balanced workforce and job base -- overcome tendency to focus on one need and sector and include both skilled and "unskilled" concerted workforce development
- Match industry and enterprises to workforce
- Create more diversity in enterprise space
- This will isolate from economic vagaries (e.g., don't put all eggs in aerospace basket, or mining, etc.)
- Clusters are important and still possible
- Infrastructure and transportation
- Utilities needed to support community and industry growth, build now for future; including bridges, highways, fiber, dams
- Create culture and awareness of eco-friendly place (transit, bike lanes, trolley as signature amenity)
- Distinguish this place from others -- How did Spokane pull off EXPO? Believed it could!

My personal vision for the community is an expanded college in Coeur d'Alene. We need more four year degrees offered in our community to enable our students to find a job. We need to expand NIC. For example, we do not offer a degree for dental hygiene. There are several degrees and classes related to the medical industry that are not offered at this time. We need a vibrant community moving forward. Our younger population is attracted to diverse activities such as biking, hiking, etc. What activities should we think about and develop as we move forward?

For the Core of Coeur d'Alene: A very nice place to visit & spend money. For greater Coeur d'Alene: The challenges will grow & we will struggle to solve.

- Maintain the quality of our current resources (parks, lakes etc.);
- Improvement of community involvement;
- Proactively plan for growth vs. reactive;
- An events center greater than 5,000 capacity;
- Additional public access to the water (example Lakeshore drive put in City ownership).

- Full community to consider and agree upon goals – must involve key stakeholders >> if so, outcome will be good. Include diverse voices during process and while projects underway.
- Include accessibility for disabled and mentally challenged in all projects (such as a sensory wall in park). Make places that can be shared together (include accessible toilets, etc.).
- Inclusive and equal voices (Hispanics, seniors, disabled folks). HOW?
- Idea to gift unused property to NFPS (create common space for domestic violence center and other social services for one-stop shop) this has been done elsewhere.

- Performing arts center downtown
- Forest service nursery – become huge park w/stadium, soccer fields, etc.
- More jobs (hi tech for example) – requires cultural capital like film festival, etc., to attract hi tech businesses
- Fewer bars downtown – more families
- Widen Sherman sidewalks – consider one-way traffic on Sherman
- North branch public library – create "third places" for people
- Science discovery park – hands-on optics, physics, etc., displays
- Better transportation
- Master plan – efficiency without turning streets into freeways
- Traffic calming
- More bike trails

For CDA to be more diverse culturally. I want to be able to go to a soccer game I see that my son is not the only brown boy on the field. For people of color to play more predominant roles in the community, a place with better quality jobs & higher wages with growth opportunities.

- "Toddling" into town; still enough like today; still there, how we feel like it is now
- That we live in a special place with a "community feel"
- Unified Land Use Code (ULUC) – get resolved!
- Protect the lake and the resources we have
- Have #1-rated education system

- People will have open mind to positive change
- Look at creating great public spaces
- Community of diversity and high respect for each other
- Better and bigger higher education campus
- People open to change and flexible

- More vibrant community with broader base
- Good government with great basic services and efficiently and well managed
- Better support for businesses from government – more business friendly
- Divers and broad economic base lifts all ships
- Probably will not grow with recruiting huge companies - isolated and insufficient population base.
- Needed infrastructure?
- NIC is good point. Should be part of State system with a 4-year offering. As it is, CDA is disproportionately taxed for both State and local schools. Four-year (UI) should be here to accommodate growth and be where people are. There is no meaningful 'local control' at NIC anyway. Not worried about 'losing' that.

Continue to stay "ahead of the curve" as a community – Ex: public art; public spaces; infrastructure
Keep up with technology—what role will technology take?
Do we have people in the community who can utilize technology to keep ahead of the curve?
Detractors – How can we as a community honor the individual and enhance diversity of our community at the same time?

That a community wide vision is implemented purposefully around a common agenda
"purposefully connect disconnections!" Many (lots) of things done very well in community, our vision should be to rally around and solve common issues.
How to attract more healthcare providers (especially doctors)?
Incorporate research results and learn from other successful approaches (be open)
Change balance of community investments such as away from incarceration and indigent care to training programs and wellness and education
Personal vision is not a thing but a healthier culture focused on families

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The build-out of our Education Campus
Year round economy
Stronger, permanent, quality jobs. Focus on the insurance & finance sectors (not just call centers)
For the CDA schools to have the top graduation rate in the state & the top test scores

- Need a higher density to avoid sprawl, more of a pedestrian environment
- People need to get more involved and not criticize when they don't vote

- We are on a great path!

- City needs to take ownership of Beach house to Higgins versus the State doing it.

- Need more neighborhood responsibility of parks through HOA's

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- Vision: that greater CDA is a great place to raise kids with jobs for them to be here as young adults and raise their own kids.
- Preserve the wonderful quality of life and other strengths of the region
- Build on these strengths and support with
  - Infrastructure
  - Community driven and inclusive plan for growth
- Refer to successful models for such community planning and infrastructure development in other cities

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- Creative, vibrant, energetic community
- More big public events that draw in a lot of people
- More downtown living (so that downtown is awake and alive at night)
- Retaining optimism (attract the creative class)
- Vibrant arts and technology
- Outstanding education opportunities
- Higher Ed Corridor becomes a very frequent gathering spot
- College life should drive civic life (strive to have a 4-year college presence in CDA)
- Better place for "wired workers" – people working from home through the internet

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Create more efficient government, eliminate duplication, and consolidate resources. As an example: get all county schools under one administration not 5. To have cultivated a spirit of cooperation out of the need to have more efficient operating systems.

- Sees the community as all the county and the tribe.
- Ready access to diverse educational opportunities
- Employed people enjoying self-assessed GOOD quality of life (satisfied)
- Safe community (i.e. substance abuse, mental illness, etc.)
- Expanded public transportation (rail may not be practical but busses important, more trails and bike paths). Thiswill facilitate a better workforce
- Development of more and meaningful jobs, works with skills to take these on
- Retain natural beauty and the distinguishing characteristics of CDA
  Vibrant culture and arts that are accessible to all irrespective of ability to pay
  Specific projects? Do we need another KTECH? That was great effort and hits on clear needs.
  Effort to make life skills training readily available (extension)? More positive gathering places, especially for kids such as Boys and Girls club

- Full employment
- 0% crime
- Major community event center
- Modernize antiquated city alcohol policy, demystify process and policies here
- More and better restaurants and bars, concentrate in districts
- Vital downtown core with lots of opportunities
- Enticement for young professionals
- Full 4-year University of Idaho campus in CDA

United, seamless city where people feel the local government respects them and treats them well. Strategies include extending services to underserved areas (with the understanding that many projects coupled with limited funding will impact prioritizing), establishing neighborhood councils, encourage outside resources to come to town (example – Boys & Girls club). Extension or new local branch of the library.

U of I and opportunity to bring programs to North Idaho similar to what WSU has done in Spokane. Would like a robust technology center and tech businesses with high paying jobs. Would like to see new leaders emerge to challenge the status quo.

- Passionate about promoting higher education development and production of more highly skilled workforce. More community use spaces (like McEuen). Expand support for arts of all sorts. Retain and expand sense of community and civic pride. Broaden from CDA City to great CDA and region.
- Specifically, properly develop Blackwell Island. Redo I-95 Bridge to be a show piece (the post card picture of CDA) and accommodate bike and foot traffic, connection to Centennial Trail with conservancy at Cougar Gulch. Develop better access to Cougar Gulch and market this wonderful asset (like Tubbs). This region is dual gateway for cars from the South and for boats from west. It should be much more inviting and appealing.

- I'd love to see a community that doesn't rely too heavily on one industry or one company
- My vision would be for a community that has a vibrant enough business community to support living wage jobs and balancing those jobs with an amazing quality of life
- To attract those businesses, we need to have strong schools to feed employees into those businesses. That educational support starts with pre-kindergarten and goes through college and technical training
- In the past year, Tim Henkel of United Way in Spokane was trying to launch "STRIVE" – community collaboration; "from cradle to career" for every student; metrics all the way through; tie metrics to key indicators for success.

- Specific development zones could be a huge boost for community:
- Stateline area in west Post Falls
- Riverstone – Higher Ed Campus – downtown.
- Connect these could be spectacular. Consider a trolley line connecting. This would promote the relatively underdeveloped riverfront and relieve (to some extent) the relatively overdeveloped lake front. Create cooperation and cohesion of this vital city area (instead of conflict and competition). Spread the downtown out. An event center at Riverstone would be a clear positive here.
- Traffic issues at certain parts of town. Kootenai Health area is good example. This 'traffic' could be readily engaged for economic development with creation of a campus that included restaurants and hotels serving the growing healthcare clientele. Use the hospital as economic development instrument. Building car traffic needs to be better managed with some one-way Blvd., roundabouts, etc.
- Develop a more robust farmer's market and local/organic food culture. Community is primed for this but this has not really caught on as well as hoped.

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4. Strategies to Achieve Your Vision.
QUESTION: Given your vision for greater Coeur d'Alene, what strategies would help realize that vision over time? Include specific initiatives or projects that might be undertaken.

We need to build a strong coalition to lobby the State to build out the Education Campus. The same coalition also needs to lobby for more focus & commitment to K-12. We need to elect leaders that are committed to quality education not just cut spending. Jobs Plus is great but we need to beef up our efforts & help, the City can be part of the equation.

Use a small portion of sales tax revenue to put money behind technology initiatives. Need ability to levy hotel/motel bed tax to fund projects and tourism. Make sure the "anchor hotel" (CDA resort) remains healthy and contributory – essential for downtown.

- Full community buy-in is critical. The approach that says, "This is going to happen" is doomed
- Purposeful approach to extending infrastructure
- Resources devoted to training (workforce especially)
- Create and pursue some stretch goals (EXPO, space needle, amphitheater, signature recurring events). What is in CDA that people must see?

Invite people to participate and bring diverse professions and outlooks. Allow groups to learn from each other, include folks that are (or feel) disenfranchised. Create low/no cost opportunities for training and skill development.

Broader approach that will be sustainable in community. Bring to all a sense of belonging here. Grassroots efforts are required to get out and listen to people where they feel comfortable. Connect specifically to different groups (Spokane commuters, e.g.). Present groups with list of ideas rather than relying on brainstorming. Ask for comment and input on available options and ideas that are realistic.

Get more people involved and get better connections in the community.

Keep LCDC alive. It takes the investment of public improvements to attract private development and investment. We need to do a better job of identifying great and capable candidates for city and county offices. The local election process has become too political. Local races are not supposed to be based on one's affiliation to a particular party. Be as inclusive as possible with all stakeholders.

- Emphasis on economic development that perpetuates the urban renewal district (LCDC)
- Creation of more jobs
- Relocation stimulus:
  - What does WA State have that we don't have and vice versa, EX: WA State B & O tax, not good, but they have had state stimulus funding
- We should differentiate ourselves from Spokane by what we have to offer

- Will of council and/or voters to support funding projects
- Developing funding for projects
  - Requires community involvement
  - Transparency – communication with citizens
- Follow through with 2030 plans
  - City must follow through with plans

Challenges: county government regulations, poor water quality in lake - need to protect it. Collaborative business community.

- Completion of 2030 vision so community has buy in; fighting for the same thing
- Stronger partnership with higher-education for environmental studies program on river
- Exploring and expanding funding alternatives for projects
- Diversity of elected officials
- More balanced political process; not just one party rule
- Increase cultural possibilities
- Arts (performing and visual)

With good business climate, basic communication infrastructure, and effective leadership, success will come. What do companies relocating look at?

- Low taxes
- Business friendlier, cost not exorbitant but should be lower
- Quality of education
- Safe community
- Quality of living

Pieces are in place but incompetence threatens success. Avoid promoting Spokane growth and encourage focus on CDA and this side of border – don't become a bedroom community. The Leader was asked if they see CDA as an Entrepreneurial community. Not really, too much resistance to change within companies, poor support for growth of existing companies. Tons of money out there but not being deployed with any risk involved. Basic training for entrepreneur activity is helpful, better to create climate that supports innate urges

- Need "true" demographic study—community and school district could possibly partner in this effort
- What are we expecting in population growth and changes in the face of that that population?
- How do we study "best practices" in the use of technology?
  - Ex: Social Media
  - Ex: Spokane WiFi downtown – seemed "cutting edge" – but doesn't stay cutting edge for long
- Best Practices – "sub urban planning
  - The more transparent we can be—good! Ex: Public Art – explain here's why it's good and what it brings to the community
  - Transparency and choices are defensible!

- Make kindergarten readiness a common and high priority (United Way program). Research shows catching up is unlikely so preparation is the key
- Address lack of affordable housing
- Head on address mental health issues with innovative programs
- Create more active community conversations before the problems get horrible. Don't rely on non-profits to simply fill needs.
  - Understand metrics (numbers hungry, numbers in financial trouble, etc.)

- Promote civic projects in downtown core and Higher Ed Corridor (important to have a healthy city core)
- Improve east Sherman – maybe create a special district to encourage development in that area
- Encouraging, enticing, incentivizing the University of Idaho to bring more programs to CDA
- Smaller workforce housing in downtown and midtown
- Encourage mixed use
- Welcome an eclectic mix of creative people

- Go do it!
- Do the things we talk about!
  - Ex: Opportunity to bid on a KROC Center; but it is the opportunities that arise where we (the community) rise to the occasion (situation)
- "Cave People" – wish they'd go away!

Vision project and process is a good start. Encourage more involvement and awareness of issues and needs. All cities in the area should strive to this goal (all local government agencies)

Specific ideas:

a. Economic development promotion
b. Infrastructure to support

How? Coordinate a and b.

Mentoring to empower the next generation of community leaders.

- For the Core downtown & River Stone etc.
- Continue to attract new development based on our natural attraction. Clean the core that is not up to the new standards
- For Greater CDA?
- Tougher row to hoe

Vision is important but it comes down to real estate and creating the highest and best use. Must figure out how to identify, secure and develop. Focus on these 3-4 real estate-based development zones and find mechanism to fund. UR (LCDC) should be engaged with new and/or expanded districts that include clear plans (the zones).

Could create healthcare UR district to facilitate in-city growth from current 2300 jobs to well over 4000 in 10 years. City must want this to happen and facilitate it (buy the surrounding real estate now and prepare for development).

Data to obtain: What percentage of people enter CDA from NW Blvd. vs Sherman? What are the top 10 highest traffic areas in greater CDA? There will be opportunities at these locations.

- Need the right funding to get it done and that can only come with broad agreement on what should be done
- Stakeholder groups must be empowered and can provide the funding
- City link could be expanded and should increase its prices (charge)! To be more comprehensive; more use will be safer, etc.
- One stop shops for non-profits makes sense, replicate this as has been done at St. Vincent DePaul.

We need a broader support for jobs plus; public forum for citizen input / by in from; citizens on projects.

- Taxes are high, we need to help the police department with citizen's help versus hiring more police officers.

- Amber Alerts who'd be a blast email.

- We need more people taking care of parks and creating more youth and school programs.

- Continue to work collaboratively to target the right types of companies to grow or locate in the greater CDA area and streamline the processes necessary to get them in place. Once those businesses are in place, ensure ongoing collaboration to sustain those businesses.
- Jobs Plus – What is Jobs Plus' formal follow-up once a business relocates?

United, seamless city where people feel the local government respects them and treats them well. Strategies include extending services to underserved areas (with the understanding that many projects coupled with limited funding will impact prioritizing), establishing neighborhood councils, encourage outside resources to come to town (example – Boys & Girls club). Extension or new local branch of the library.

Create an East Sherman NFP center; Beach access for disabled (City has done well here); in all planning, include disabled people voices – be inclusive! Engage NFP leaders! Engage key groups already existing.

Also:

- KCYP, upcoming leaders
- Circles
- Kootenai alliance for children and families
- HREI

- Business friendlier downtown
- Parking issues solved with backside parking at new McEuen development
- Complete/expand education corridor

Have the city take ownership of Lakeshore Drive & develop a new boat launch; Develop the Ed Corridor with public access in mind; Keep all public lands that we currently have, do not sell off NIC Canfield, the Fairgrounds, etc.; Expand Leadership development; Get the Kids involved, Support & promote 4-H; Develop & foster a community focus (like 2030); Better public education on key issues & candidates not biased selling.

To move forward, start not with tearing apart the old, but in finding areas to build new model. Eventually you need to dismantle the inefficient. KTEC was a start in the Education field Consolidation of 3 schools dist. PTE. We need to do more in the education area thru consolidation. Layout a business plan to include facilities, personal property staffing & admin support. We need to create a greater sense of community & need a lot more communication.

Multicultural—change the curriculum in the schools so as to teach a multicultural agenda. It all starts with education. Teach the accurate & honest American history about all its peoples. Recognize that racism is learned hence teach the right thing.

Jobs-Jobs Plus is good but we first need to improve our foundation of quality education before we will have success attracting more quality jobs, not just companies that come here because of our low costs (labor etc.)

5. CDA 2030 Process: Success Factors, Challenges, Other Individuals and Organizations.
QUESTION 5-A: What issues or concerns might challenge the success of the CDA 2030 visioning process? What is your advice for successfully addressing these things?

To be successful will require the cooperation of many. Without that cooperation success will be limited. We also need to get it "off the paper" and into the realm of action & reality.

Little or no follow through. Results must be completed. Somebody needs to STAY responsible.

Divisions are deep and wide, must be overcome. Engage antigrowth faction in projects! Use <u>data</u> -- what does the majority really want?

- I imagine there are going to be conflicting goals among community leaders. Some may want to see economic growth while others might prefer the "small town feel" that CDA has.
- I also think there are many in the community who don't see the value in supporting the educational system.
- Finding the common ground—especially if there are diverse goals/vision.

The Voice of 'no change' loud and present a major obstacle; call on allies to push back against the voice of 'no change '; engage actively with the Coeur d'Alene press and other outlets.

Not many people involved. Hold a big event and get people informed as to what is going on within the city of Coeur d'Alene.

- Admire the fact that we are doing it, but tough to keep the general public engaged
- Fear—we come up with great ideas; but then it's put on a shelf; seems similar to all the work put into the IPH (Inland Pacific Hub)

- Clear description of vision and objectives is critical
  - o Elevator pitch much be consistent and adhere to mission and vision
  - o Buy in
  - o Raise sufficient funds to ensure Visioning project is well done
  - o Be tuned into potential wild cards and derailment (from people or funding sources)
- Retain clear memory of history and what brought us to current status (mining, lumber), this is in CDA DNA and comprises what is the community.

Challenges, county government regulations, poor water quality in lake, need to protect it. Collaborative business community.

- More transparency
- Budget
- Who is on committee
- Subcontractors – how chosen
- Explain it is not a city run thing
- Introduce 2030 team and history of how it was formed and who is involved
- Make everything public

- Issues:

    - Civil Discourse – ensuring this process is nonpartisan
    - Divergent beliefs and thoughts
    - We want/invite full participation—how do we "insist" on that participation?
- Really how do we ensure it?

    - How do we truly come to a compromise?
    - Figure out the common ground for everyone; identify and help people find common ground

CDA2030 is premature as a project and should have waited until after fall elections. How will project mesh with certain new government? With new boss in place = better time. With a new government, good opportunity for the project. Without? Scary prospects. Should implement no reelection and 6 year terms.

- Antidevelopment attitude
- Anti-tax sentiment
- Ultraconservative political faction
- Transition or lack of continuity of city leadership

- Electing shortsighted leaders
- Process should have early wins
    - Accomplish low hanging fruit projects to show early success
    - Action plans are important
- Provide (and receive) more information through social media, etc., to improve communication and feedback to/from citizens (make sure people know what is going on)

- The divide: how to bridge? Expand list of players, focus on inclusion of constructive alternative viewpoints.
- Create scenario for folks to lead.
- Identify project leaders, maintainers and destroyers and enable these to work with their strengths.
- Create a group mindset, clearly orient to achievable goals.

- Perception of who is running it and who is in charge. Can't be seen as just one entity (i.e. city) behind it. Whole community needs ownership and needs to be promoted as such.

- MONEY
- Packaging projects that interconnect should be a priority. Coalition and package deals are sought after by funders
- End political infighting. Focusing on where we disagree is recipe for much failure
- Disagreement does not mean the same thing as no communication

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Elections need a better turn out, we need a government body in the City who will not embarrass our City.

- Can we bring the City together? The loud minority voice is being heard, the majority are too busy, change the balance of voice in the City.

- Use Survey Monkey for gathering information. Public meetings are not good because the same people hog the time and others are afraid to speak their truth.   Allow people to supply private comments. Use of handheld survey devices in public meetings. Get government folks involved.

- Communication (X3) is the most important.
- Funding will ultimately be a major issue. What agency can/will facilitate development and implementation? County Commission seems not able/willing to drive, same for City that is too polarized and political. UR should fill this role with new UR districts.

Talk to other communities like Bend, OR and learn from their experience in their visioning process. What did they do well? What did they not do well? List the names of the Vision 2030 stakeholders to provide more credibility to the process. Limit the number of initiatives so you have the ability to accomplish them. Perhaps you come up with 10 and narrow to 5. Focus on a few initiatives and do them well. You need results.

- "No change" contingent. Include these folks in conversation but avoid detours and focus on possibilities for positives.
- Present to community the option of doing things differently. Know best practices.
- Respect diverse opinions, invite folks out of silos and towards the big picture and thinking of solutions to big problems.

Strong leadership; city and county and chambers; strong coalition between education, city, county and state government; input from all constituents and be part of planning, leading, and organizing. Environmental issues may challenge transportation, infrastructure might be a challenge. Government intervention.

The biggest challenge will be to sort out the TRUTH. What is the community product? Core Values will more than likely easily be identified but what next? It gets more complicated as the community expands.   Also we need to MAINTAIN the quality that we currently have.

- Split in community
  - Continue to invite all of community for input
- Open communication
  - More use of Channel 19
  - Written information; polling; speak to groups
- Community involvement
  - Get new people to get involved
- Funding
- Overcoming belief that "good old boys" are running the project
  - Ask others to get involved (if they don't then it explains why the same people seem to be running everything)

Fear of change and Small mindedness

That this may be perceived as being run by the city, rather than the private sector. Advice is to continue to have the Chamber be the face of the Vision process as we are a business coalition. Acknowledge the lack of trust that may be there and work at mending the divide. For example: inclusion is important and therefore a 25 minute phone survey is a bit long for the average home (shorten it to keep average respondent willing to participate). Don't stop until you have a broad cross section of feedback.

QUESTION 5-B: What success factors or indicators will signal that the CDA 2030 visioning process has succeeded in its mission?

Vibrant downtown, ease of transportation through the City, higher education opportunities that are available locally higher and tech.

- Improvement in quality of life
- Increased property for taxes
- Relocation of businesses
- Development and implementation of a strategic plan that is endorsed by a majority of the population and by the political leaders

Incremental celebration of projects and successes with inclusion of various stakeholders including disabled (photo op for disabled access to Tubbs with new park).   Find each goal and celebrate and publicize; Success = equality; Project should be bold and embrace inclusion; THINK OUTSIDE OF THE BOX, also consider inclusion beyond the (overtly) disabled community.

- Great number of people getting involved
- Finished product that is usable
- Low hanging fruit – early, visible successes
- Specific ideas that can be measured
- People/groups take plan and run with it
- People paying attention to 2030 plan when making planning decisions

The new changes will make a difference.
You need results. Can you show people this is what is important and this is what we did? Celebrate success. Inform the public.
Traceable results that are communicated. Public education Media awareness.
- Acceptance and excitement in community   - Number of people involved   - Money raised
When we see more people of color in our community
- Track involvement and provide metrics (count # involved). Gauge public reaction to data collected: - Excited?   - Project support in press   - Data used (misused)? by politicians, other policy types?
- Community leadership (thought leaders across sectors) are publicly and strongly advocating for the project. This is critical.   - MUST CREATE COMPELLING AND EMOTIONAL CAUSE AROUND WHICH TO RALLY. What is the urgent problem the project will address and fix? Best idea may be how to stop the flight of youth. Need a platform for change and that has not been created. Without a problem to solve and sense of urgency, it is too easy to naysay or avoid involvement and the project will stall. (Describe the negative things we face if / when we do NOT address this urgent issue).   - Press, community, all will rally around an urgent problem to solve and that will lead to success.   - The Vision project must seek solution to key, urgent problems, not simply suggest ideas (solutions). If project asks for solutions to the big, hairy, audacious and URGENT problem(s), it will be more likely to succeed.   See John Kotter "leading change." This work describes 8 steps for change and the first and most important one, without which none of the rest will happen, is a <u>sense of urgency</u>.
Economic growth: more, better jobs, increased quality of life for more folks. Happiness measurement (recent report that Spokane is among the top 25 happiest cities)!
- This is like a comprehensive plan—it has milestones and people will either look at it and go "Wow!" "Gee!" or "Never!" "No Way!"   - People actively buying-in or expressing their opinions on what's doable and what's not   - Critical—to have local government buy-in, because they might be the local implementers of the plan
Not sure.   What is best for community guides ALL activity at Hagadone Corporation? Almost all of the people, don't really know what to do or how to do it so why bother asking? Can't rule by committee and get to what is best.

Describe measurement tools that will move the needle for specific goals.

From Vision:

- Prioritize. What are top 3 priorities for best impact
- Ensure resources in place to allow success
- Meet vision goals be they things or cultural changes

Good follow-through and communication on progress. Action plans, timelines, deadlines met and broadcast to the public.

- Workshops presenting to city council
- See what city can do to implement plans
- Getting opponents on board

When ½ love the plan & ½ hate it. That means we pushed the envelope just far enough.

- Good response rate from a large cross section of the community
- Similar results from 2 or more sources (example: phone interview and computer survey)
- Recommendations that are accepted by being championed and addressed by appropriate parties (outside of the visioning process) & go through the customary approval process as needed. The best way to tell if the process is a success is if someone takes the idea and runs with it.

How involved people are in the implantation of the plan. The community needs to come together to implement big ideas.

At least a couple of tangible accomplishments. Document that a large and diverse group has assembled and is working towards a shared vision. Enable dreams and create method to achieve these (think about whether the vision is dreaming big enough)?

- Reduction in toxic politics
- Continuation of 2030 committee reports and actions
- Show results of 2030 committee to public
- 2030 live-on beyond July 2014

- It needs to reflect people's values at the core
- People will say, "We had people involved."
- People who maybe don't trust it finally say, "I see you really trying to bring our community together."

Economic growth and higher graduation rates at high schools, technology, and community college levels—basic stuff! Tie in healthy feeder pool for jobs—good metrics. Ex: Question: "What would our community look like if we increased graduation rates by 10%?"

- Economic indicators will tell, job, wage, growth, & etc.
- Maintain Recreational opportunities
- Crime & education statistics will tell if we are committed enough to those areas

QUESTION 5-C: Are there other individuals whom you think we should interview? Are there other people whom we should get involved in supporting or sponsoring the visioning process? May we use your name if we contact them?

- Get different perspectives
- Teenagers – high school
- Coeur Group
- Kootenai County Young Professionals
- Sunshine Minting Co.
- Interview employees not CEO's
- Faith community
- People left out of process
- Go to 6 coffee shops and interview people

Ron Nielson/Ground Force

Steve Meyer, Charlie Nipp, Greg Wells (Chief Architect), Dan Pinkerton, Todd Prescott (Real estate developer) Tom Power.

Longtime citizens: Bob Dryer; Don Johnson; Allen Baldridge

Big Al Williams

Look at the Chamber lists and Jobs Plus lists. Look at the County and City staff and officials. Interview Duane Hagadone and Mike Patrick. Interview the naysayers as well.

- Frank Orzell
- George Green – Lake City Playhouse
- Bruce McNeil – Person Field advocate
- Don Johnston – former CDA mayor

Laurie Delbert and Laurie Green

Bend, Oregon community leaders and citizens who both did and didn't participate in visioning (business, education, social/cultural leaders). Why was visioning successful? What would you do differently?

- Helo Hancock, Coeur d'Alene Tribe
- Dennis from Esterline, he is the Executive Vice President
- Pepper Smock – Windermere, CEO CDA Realty and owner Seasons Restaurant
  - He sees an uptick in the economy; he looks at the analytics from the real estate industry perspective

This is a great place, don't mess it up.

Reach out to faith based leaders like Mike Rima at Lake City Community Church.

- How to get input from the various sectors—capture the thoughts of citizens who work and live here, but don't necessarily come to mind when we think about who to talk to
- Asset survey--"What would you like to see here that we don't have?"; "What do you see here that you don't want to see in 2030?"
- People who recreate here!

- The "poor" voices aren't usually heard; some schools like Borah Elementary (highest poverty)
  - How do you reach out to them and still have them retain their dignity? Ex: principals in those schools could probably give some insights
  - St. Vincent's
  - Homeless Shelters
  - Port of Hope
  - Social Service Realm – the people who are served by them
  - Tom Hamilton, Ground Force and Tom Hearn – two ends of the political spectrum

Mary Beth Roman at TESH (MBA); Ron Jacobsen and Keri Thoreson (mayoral candidates in Post Falls); Chuck and Cindy Lemphasis (Post Falls activists, attorney)

Sandy Patano

INLANDER; get them to write this up or provide a story of CDA 2030; Bob Discoll runs H&W and interagency group. Connect with his comprehensive 1000 member "LIST"; Joe ___ at NI prevention center; Amber Dupree at ACES; S. Fisher of Naimi (see list);

People don't know how to do this and don't have training and experience to build a community so they should not bother with such a project. They don't know what is realistic, don't have proper training. A business would not interview 50 people about whether to undergo a major expansion, why would community/city?

- Don and Tam Maryon – Banker at Community 1st bank and she is statistician in Spokane commutes (they live in Landings)
- John Downing – NIC professor

Burt Rutan and Brent Regan