



**COMMUNITY VISION SUMMIT  
NORTH IDAHO COLLEGE  
NOVEMBER 16, 2013**

# **EVENT SUMMARY**

# TABLE OF CONTENTS

Report Summary .....	3
Draft Overarching Vision .....	3
Vision Focus Areas .....	4
Community & Identity: Community Trends & Issues .....	5
Community & Identity: Potential Vision Ideas .....	6-7
Community & Identity: Top Game Changer & Easy Win Projects .....	7
Education & Learning: Community Trends & Issues .....	8
Education & Learning: Potential Vision Ideas .....	9
Education & Learning: Top Game Changer & Easy Win Projects .....	10
Environment & Recreation: Community Trends & Issues .....	11
Environment & Recreation: Potential Vision Ideas .....	12-13
Environment & Recreation: Top Game Changer & Easy Win Projects .....	13
Growth & Development: Community Trends & Issues .....	14
Growth & Development: Potential Vision Ideas .....	15-16
Growth & Development: Top Game Changer & Easy Win Projects .....	16
Health & Safety: Community Trends & Issues .....	17
Health & Safety: Potential Vision Ideas .....	18-19
Health & Safety: Top Game Changer & Easy Win Projects .....	19
Jobs & Economy: Community Trends & Issues .....	20
Jobs & Economy: Potential Vision Ideas .....	21
Jobs & Economy: Top Game Changer & Easy Win Projects .....	22
Appendix A: Focus Area Worksheet Tabulations .....	23-41

# REPORT SUMMARY

## Community Vision Summit:

On Saturday, November 16, 2013, over 125 greater Coeur d'Alene community members participated in a 4 hour Community Vision Summit workshop.

Participants engaged in reviewing key information and vision ideas collected from the community, affirmed a statement of core community values, worked on an overarching vision for greater Coeur d'Alene, and developed vision and strategies for specific focus areas.

The end results- a draft overarching vision statement and framework for an action plan. The following report summarizes the event results within six vision focus areas of discussion by focus area.

## Draft Overarching Vision:

In 2030, the greater Coeur d'Alene community is the vibrant heart of North Idaho. Our community (remains affordable), has expanded economic opportunity, providing competitive wage jobs for our diverse workforce, professionals and innovators produced by our comprehensive educational system.

Our interconnected community is well planned, and continues to manage its growth, development, and transportation while protecting our open spaces, environment and natural resources.

We have preserved our small town character and heritage, strengthening our local neighborhoods while enhancing our downtown and commercial districts. CDA's spectacular lakeside setting is a signature feature and has unparalleled access to nature and recreation.

Our community's aspirations are achieved by its engaged citizens and with collaboration between public and private sectors.

We are proud of our community's values, and are committed to our future and the legacy we celebrate.

# VISION FOCUS AREAS



# COMMUNITY & IDENTITY

## Community Trends & Issues:

- Community concerns about population growth and change
- Perceptions of declining small town feel
- Increasing social and cultural diversity
- Need to acknowledge and embrace diversity
- Lack of community consensus on future directions
- Lack of agreement on major land use and planning decisions
- Need to strengthen community engagement and participation
- Increasing role of and need for community volunteerism
- Need for increased social, cultural and recreational opportunities for youth
- New and increasing participation from younger generations in leadership roles

## Potential Vision Ideas:

### *In the year 2030...*

- 1. 2030 Vision & Action Plan.** City officials and other public agencies use the CDA 2030 Vision and Action Plan to provide direction and inform their decisions and actions.
- 2. Citizen-Government Dialogue.** CDA's elected officials are open and accessible to citizen input on key community concerns, learning from an ongoing dialogue with citizens.
- 3. Community-Based Collaboration.** Greater CDA's nonprofits, volunteer groups and community organizations have increased their collaboration, maximizing limited resources for the betterment of the community.
- 4. Small Town Feel.** CDA community groups and organizations work together to enhance the community's friendly, welcoming atmosphere, and its small-town feel while addressing causes of crime.
- 5. Community History & Heritage.** CDA supports programs that preserve its historical buildings, key community features, and rich cultural heritage and traditions.
- 6. Public Places.** CDA has encouraged the development of public places throughout the community, where community members can gather and connect through the use of trails, green spaces and community spaces.
- 7. Honoring Diversity.** CDA honors and respects its growing social and cultural diversity, promoting tolerance through education and awareness as well as cultural events and festivals for youth and adults.
- 8. Affordable Community.** CDA's tax structure, living wage jobs and affordable housing help ensure that the community is affordable for all income groups, including low-income citizens, elderly and young families.
- 9. Thriving Youth.** CDA provides programs and facilities for its youth to gather, connect and take part in healthy social activities and youth-center endeavors.
- 10. Campaign North Idaho.** The greater CDA region has addressed negative images and misconceptions about the area while increasing positive images and perceptions through branding and marketing campaigns.

## Potential Vision Ideas *Continued*:

### *In the year 2030...*

- 11. Community Innovation & Creative Space.** CDA has created public space(s) that house the performing arts, cultural events and historical collections as well as providing space for artists and innovators to work and interact.
- 12. Leadership & Professional Development.** CDA encourages leadership and professional development by creating programs to help bridge the age gap and transition young people to leadership positions in the community.
- 13. Sustainability Programs and Activities.** CDA's local governments have expanded their sustainability programs, services and activities, promoting a greener, more sustainable city.

## Top Game Changer & Easy Win Projects:

### **Game Changer:**

Create a center for the Arts, STEAM, Sciences, culture, heritage museum, and maker space

### **Easy Win:**

Create and display a world map which allows residents of greater CDA and their families to show where they have come from

# EDUCATION & LEARNING

## Community Trends & Issues:

- Increasing K-20 student populations
- Growing demands on K-12 public education system (facilities, resources, teachers)
- Inadequate funding for K-12 public education system
- Maintenance and growth of support for school bond measures
- Poor student performance on basic educational attainment
- Lower percentage of students pursuing higher educational degree (compared to other places)
- Increasing need for job-related educational training
- Increased workforce training for needs for new career options
- Increasing demand for four-year degree options
- Initiatives to develop comprehensive higher education corridor
- Growing collaboration between local K-12, community college and universities



## Potential Vision Ideas:

### *In the year 2030...*

- 1. Stable Pre-K-12 Funding.** CDA Schools have achieved a stable source of funding for K-12 education, assuring the best teachers, technology, facilities, resources, curricula and programs for its students.
- 2. Pre-K-12 Educational Excellence.** CDA School District is recognized as a top school system in the nation, known for its small classes, well-trained teachers, demanding curricula, exceptional literacy, and culturally and globally aware graduates.
- 3. Workforce Training.** CDA has state-of-the-art programs and facilities for workforce training, producing well-trained, highly skilled workers for the region's economy. Our students are prepared for college and career vocation.
- 4. Expanded University Degrees.** CDA has expanded the number and diversity of college and graduate level education options, with more programs and advanced degrees in science, technology, engineering, math and health care.
- 5. Enhanced University Partnerships.** CDA has enhanced the partnership among its local universities, offering combined campus, classroom, research and scholarship resources that meet the needs of North Idaho and beyond.
- 6. Pre-K- Career Community Collaboration.** CDA's universities and non-profits are actively involved in local public affairs, applying their combined academic resources to help address local needs, issues, and economic development.
- 7. Lifelong Learning Opportunities.** Opportunities in CDA abound for lifelong learning fostering mastery of new skills, academic enrichment, mentoring programs and personal growth.
- 8. Expanded Cultural Activities.** CDA has greatly expanded its calendar of cultural activities and events, with diverse, accessible, affordable attractions that serve local students, residents and visitors.
- 9. Community and Family Involvement.** CDA has responsible, literate, positive citizens who are welcoming and inclusive.
- 10. Prepared Leaders.** CDA has students, teachers, and community members who are actively contributing to a more efficient and effective educational system.

## Top Game Changer & Easy Win Projects:

### **Game Changer:**

Create the University of North Idaho to include a STEAM Center, Universal Pre-K (public full day), winter sport science program, and Office of Collaboration/Cooperation

### **Easy Win:**

Implement a teacher appreciation project

# ENVIRONMENT & RECREATION

## Community Trends & Issues:

- Increased pressures/demands on natural resources
- Development pressures on open spaces and natural areas
- More local “green and sustainable” initiatives
- Need for better bicycle and pedestrian trails, paths and sidewalks
- Growing concerns over public access to lakes and rivers
- Increased demand for lake use and/or access
- Increasing use of community recreational facilities
- Calls for more effective comprehensive land use planning

## Potential Vision Ideas:

### *In the year 2030...*

- 1. Open Space Protection.** CDA has preserved significant open spaces, natural areas and habitat in and around the city, incorporating strong protections into its planning and policies.
- 2. 'Urban Forest.'** CDA maintains its "urban forest," protecting and enhancing wooded areas, street trees, and "heritage" trees that beautify neighborhoods and naturalize the city.
- 3. Outdoor Recreational Facilities.** CDA has improved and expanded facilities that provide outdoor recreational opportunities, sporting activities and events for residents and visitors.
- 4. Bicycle Routes & Lanes.** CDA has an integrated system of bicycle routes and lanes, providing its many cyclists safe access to major hubs of the city, including neighborhood centers, parks, schools, and retail areas.
- 5. Citywide 'Urban Trails.'** CDA has completed a citywide "urban trails" system that connects walkers, runners and bicyclists to local parks and recreational facilities, open spaces, and other destinations.
- 6. Sustainability Programs and Activities.** CDA's local governments have expanded their sustainability programs, services and activities, promoting a greener, more sustainable city.
- 7. Green Building.** CDA businesses and government have worked to expand green building in the city, helping conserve resources, decrease use of toxic materials, and promote energy conservation.
- 8. Increased Citywide Recycling.** CDA has increased citywide recycling through education, incentives and statutes, with residential and commercial recycling rates that are among the highest in the nation.
- 9. Alternative Energy Sources.** CDA has encouraged widespread adoption of solar energy and other clean, renewable energy sources for residential, commercial and industrial uses.
- 10. Lake and River Enhancement.** CDA has enhanced and improved lake and river habitat and riparian environments even as the city has grown. Waterways and shorelines remain a signature feature of the community.

## Potential Vision Ideas *Continued*:

### *In the year 2030...*

- 11. Connecting Youth with Nature.** CDA has coordinated and enhanced opportunities for CDA youth to connect with the natural environment.
- 12. Watershed Planning.** Community embraces a watershed planning approach to protect and improve natural resources, including lakes, rivers, aquifer, wildlife corridors, and working landscapes.
- 13. Alternative Landscapes.** CDA has initiated edible landscaping to create a local food production and marketing program, utilizing public spaces, initiated water free xeriscaping and promoted rain barrel watering systems and rain gardens.

## Top Game Changer & Easy Win Projects:

### **Game Changer:**

Create a greenbelt connecting Lake CDA to Canfield Mountain on the east side (under served) of town utilizing ITD property, city owned open space and potential natural areas that includes a Class I bike trail and facilities such as trail heads and hiking trails.

### **Easy Wins:**

Implement a Lake Festival connected to Ironman to emphasize the importance of lake/river to community and to educate the community about responsible stewardship

Create a gifts and memorials foundation dedicated to offset the cost/materials required for a more sustainable community

# GROWTH & DEVELOPMENT

## Community Trends & Issues:

- Impact of growth on community quality of life
- Public concerns over rapid population growth
- Challenges to maintaining CDA's small-town feel
- Increasing traffic levels and traffic congestion
- Lack of comprehensive public transportation options
- Need for more bicycle and pedestrian amenities
- Lack of affordable housing including apartments
- Growing need for community use/events center space
- Changing community demographics (age, income, etc.)
- Increased demand on infrastructure and city services
- Need to inform new residents and retirees about tax base support
- Increasing urban vibrancy of Downtown and Midtown
- Need for greater infill and redevelopment in land-locked CDA

## Potential Vision Ideas:

### *In the year 2030...*

- 1. Vibrant Downtown.** CDA has further enhanced its downtown, with opportunities to develop new businesses, shops, restaurants, and housing.
- 2. Small Neighborhood Centers.** CDA has developed a number of vibrant neighborhood centers, including the Midtown district, where residents can walk or bike to cafes, shops, daily services, and jobs.
- 3. East Sherman Avenue Revitalization.** CDA has fully revitalized East Sherman Avenue as the eastern gateway to the city, focusing on creative class employment including technology, innovation and the arts.
- 4. Affordable Housing.** CDA has increased its supply of affordable housing through available land supplies, innovative planning, good design, and increased density where appropriate.
- 5. Transportation Improvements.** CDA has completed a comprehensive program of transportation and street improvements facilitating traffic flow, connections between neighborhoods, and safe, accessible pedestrian and bicycle traffic.
- 6. ‘Multi-Modal’ Transportation.** CDA has a balanced, “multi-modal” transportation system, accommodating private vehicles, city buses and shuttles, car sharing networks, and pedestrian and bicycle pathways.
- 7. Bus System.** CDA provides convenient, affordable, non-polluting bus service connecting all parts of the region, north to south and east to west (to Spokane), helping alleviate traffic congestion and air pollution. Aesthetically pleasing bus shelters have been placed at all major bus stops to provide a place for riders to keep out of the elements while they wait.
- 8. Citywide ‘Urban Trails’ and Bicycle Routes & Lanes.** A comprehensive, integrated system of “urban trails” and bicycle routes and lanes provide CDA’s pedestrian and bike traffic safe access to major hubs of the city, including neighborhood centers, parks, schools, and retail areas.
- 9. Four Corners Redevelopment.** CDA has redeveloped the old BLM site known as “Four Corners” as a comprehensive public recreational area with trails and other outdoor activities.

## Potential Vision Ideas *Continued*:

### *In the year 2030...*

- 10. City Entrance Signs.** CDA welcomes visitors at every entry point of the city with aesthetically pleasing and locally meaningful signage.
- 11. Historic Preservation.** CDA has protected and preserved its historic buildings as community treasures.
- 12. Vibrant Enterprise Zones.** CDA has created additional business enterprise zones which foster economic diversity within the region.
- 13. CDA Regional Airport.** CDA Regional Airport has enhanced and increased the role and operations to service a diverse sector of growing businesses and industries.
- 14. District Identities.** CDA has identified and developed district identities to provide for cohesiveness in architectural styles.
- 15. Traffic Alleviation.** CDA has worked with businesses and schools to stagger operation hours to alleviate traffic congestion at peak hours of the day.

## Top Game Changer & Easy Win Projects:

### **Game Changer:**

Provide a comprehensive, multi-modal transportation plan and implementation to provide regional transportation access

### **Easy Wins:**

Place bus shelters at all major stops

Implement themed City of Coeur d'Alene entry signage



# HEALTH & SAFETY

## Community Trends & Issues:

- An expanding retiree population including many recent arrivals
- Growing younger population, including families with children
- High population of children living at/below poverty level
- Growing demand for safe, affordable public transportation
- Challenges to sustaining healthy and fit lifestyles
- Increasing incidents of crime and violence
- Increasing student concern over drug use in schools
- Need for ADA compliance in more public places
- Rising health care costs for public
- Increasing cost burdens on health care system
- Continued need for greater social and cultural tolerance

## Potential Vision Ideas:

### *In the year 2030...*

- 1. Community Health & Wellness.** CDA promotes community health and wellness through education, awareness, preventive programming, environmental health and safety measures, recreational activities, and active lifestyles.
- 2. Disabled Access & Universal Design.** CDA's local governments and business work together to integrate disabled access and "universal (disabled and elder friendly) design" into new construction.
- 3. Serving At-Risk Populations.** CDA's government, business and community groups collaborate to provide responsive programs and services for all at-risk populations.
- 4. Comprehensive Medical Services.** CDA has assessable comprehensive medical services that meet the needs of its growing population, including local primary care physicians, medical professionals, emergency medical services, and urgent care.
- 5. Regional Health Care Center.** Area health care providers have worked together to expand their facilities, programs and services, making CDA a regional center and resource for health care.
- 6. Special Needs Housing.** Special needs populations in CDA, including the elderly and disabled, are able to secure safe, affordable, accessible housing that meets their basic needs and income levels.
- 7. Continuing Care Retirement Communities.** CDA has developed retirement communities for its growing elderly population, including independent-living, assisted-living, nursing and memory care.
- 8. State-of-the-Art Police, Fire and Emergency.** CDA has state-of-the-art police, fire and emergency equipment and facilities supporting fast, reliable emergency services.
- 9. Regional Cooperation for Police, Fire and Emergency.** CDA has expanded access to community-based police, fire and emergency medical through enhanced regional cooperation.
- 10. Volunteer Network.** CDA encourages and coordinates support for local volunteers and community agencies with a comprehensive website.

## Potential Vision Ideas *Continued*:

### *In the year 2030...*

- 11. Health & Safety Directory.** Greater CDA has developed a locally driven comprehensive directory linking citizens with available services.
- 12. Mental Health Services.** CDA has developed access for in/outpatient mental health services.
- 13. Wintertime Activities.** CDA has developed affordable and accessible wintertime activities for its citizens.

## Top Game Changer & Easy Win Projects:

### **Game Changers:**

Develop a comprehensive Health, Wellness and Medical Services Mobile Unit

Create a Winter Activities Facility/Area

### **Easy Wins:**

Implement a Health & Wellness Services Campaign - semiannual event promoting services and volunteer activities

Utilize fairgrounds and existing parks to promote/develop more winter activities through Coeur d'Alene Parks & Recreation

# JOB & ECONOMY

## Community Trends & Issues:

- Shortage of living wage jobs
- Relatively undiversified local economy
- Lack of job diversity and professional career opportunities
- Widening gap between poor and affluent residents
- Need for greater workforce development and retraining
- Need to attract more college graduates
- Increasing tourism-related visitation and recreation
- Increasing demand for balance between industry and tourism
- Technology as an acknowledged driving force in economic growth
- Need for improved transportation 'connectivity'

## Potential Vision Ideas:

### *In the year 2030...*

1. **Living Wage Jobs.** CDA’s economy produces sufficient living wage jobs to support its population, offering all residents opportunities to achieve a basic standard of living.
2. **Skilled Labor Pool.** CDA has worked through economic development groups and workforce training programs to expand its skilled labor pool for new and emerging businesses and industry.
3. **Diversified Employment.** CDA has greatly diversified its employment base, providing new professional and career development opportunities for a better-educated workforce.
4. **Targeted Industries.** CDA has targeted a diverse range of industry “clusters” for expansion, including high technology, aviation/aerospace, medical products/services, recreational, and sustainable “green” industries.
5. **Business Recruitment, Retention & Expansion.** CDA has a comprehensive program to recruit, retain and expand new and existing targeted businesses and industry in the community.
6. **Support for Small Business.** CDA promotes and supports existing and potential new small businesses and “microenterprise” with information, lending programs, technical assistance and other resources.
7. **Proactive Business Climate.** CDA has a proactive business climate with supportive regulations, community-minded banks, essential infrastructure, and available land for commercial and industrial development.
8. **Business Friendly Government.** Local government in CDA prioritizes business needs with innovative problem solving and fair and timely processing of licenses, permits and related approvals.
9. **Comprehensive Transportation System.** CDA has achieved a comprehensive transportation system, including improvements that serve local businesses, industry and commerce.

## Top Game Changer & Easy Win Projects:

### **Game Changers:**

Build out the 4 corners project to include a sports complex

Develop an iconic transportation system that links downtown through the Atlas Mill mixed use development

An Aerospace cluster serviced by an iconic transportation system

### **Easy Wins:**

Join existing planning and leadership entities with KMPO to be the implementation engine of the CDA 2030 results

Create sports a commission to attract youth sports/activities tournaments to the Coeur d'Alene area

# APPENDIX A

## Focus Area Worksheet Tabulations

Each participant was given an opportunity to fill out focus area worksheets. In these worksheets, four important questions were asked about the participant's focus area:

1. What are the most important issue facing the future of CDA?
2. What visionary idea would address issues facing the future of CDA?
3. What is one 'game changer' project that would have the most impact on CDA?
4. What is one 'easy win' project that could be achieved right away?

## Worksheet Tabulations:

### *What are the most important issues facing the future of CDA?*

Responses	Freq.
Collaboration between the community	5
Traffic	3
Public access to the waterfront	3
Ethnic diversity	3
Affordability	2
Crime	2
Understanding our heritage	2
Not enough positive community involvement	2
Not enough community help for community members in need	2
Social divide	2
Managing growth	2
Inclusion of outlying areas	1
Consideration of virtues rather than only values	1
Restricting height of buildings	1
Continuing to be a friendly community	1
Need to encourage community activity throughout the whole year	1
Preserving our beauty	1
Maintaining our small town feel	1
Revise/Change LCDC	1
Need for an events center	1
Channel 16.2 doesn't provide educational programing in math and science	1
CDA's identity	1
Developing leadership in our community	1
A strong, unified government	1
Adjustment from timber/mining to tourism/commercial economy	1
Economic divide	1
Political partisanship	1
Cooperative approach to solving new business problems	1
Retaining existing businesses	1
Keeping our sense of community	1
Tolerance	1
"We have nothing to do" citizens	1
Maintaining Young Professionals of Kootenai County	1
Encouraging innovation and creativity	1



## Worksheet Tabulations:

### *What visionary idea would address issues facing the future of CDA?*

Responses	Freq.
Make HWY 95 a raised freeway with on/off ramps	3
More opportunities for community collaboration	3
STEAM plant	2
An umbrella organization that works to resolve community issues	2
Decrease taxes	1
Group meeting in outlying areas	1
Include church as an important source of people being nice to them and providing cultural and growth opportunities	1
Maintain handicap parking and parking near to lake	1
Put limits on building heights	1
Better street lighting	1
Better police presence	1
More sidewalk infrastructure	1
Trail expansion	1
Develop more events/activities in the area	1
Beautify the area between Riverstone and Huetter	1
Plan for open space	1
Improved public transit	1
Purchase and protect public waterfront property	1
Build an events center	1
Defragment false belief system imprinted on DNA	1
Understanding all aspects of the community and their connection	1
International films	1
Cultural Center/Multicultural events	1
Create a strong vision/mission statement	1
Develop a stronger network for leadership development	1
Internships/pathway programs for high school students to young professionals	1
Emphasize working remotely- live here, work anywhere	1
Providing opportunities for youth to grow with the community	1
Higher education	1
Marketing campaign to recruit people and change perception of North Idaho	1
Identify community concerns	1
Community think-tank	1

## Worksheet Tabulations:

*What is one 'game changer' project that would have the most impact on CDA?*

Responses	Freq.
STEAM plant	4
Marketing campaign to change perceptions of North Idaho	3
Regional Heritage Center	3
Community bases food system	1
Multicultural Center	1
Change Highway 95 to alleviate traffic congestion	1
Revitalization of East Sherman Ave	1
Community based collaboration	1

*What is one 'easy win' project that could be achieved right away?*

Responses	Freq.
Beautify Public Areas- Host cleanups, painting projects, and plantings	2
Citizen-Government dialog and cooperation	2
Graphic arts project representing diversity	2
Open forums- townhall forums	1
Beautify Public Areas- public art	1
Community Lunch & Learn	1
Soap Box Group	1
Map of the world showing where residence came from	1
Establish Lake City Center for a monthly community event, ideas, and activities meeting	1
City limit signage	1

## Worksheet Tabulations:

### *What are the most important issues facing the future of CDA?*

Responses	Freq.
Pre-kindergarten and kindergarten opportunities (including full-day)	5
Seamless transition from secondary schools to higher education	4
Poor state funding	3
Large class sizes	3
Low paid teachers	2
Inadequate parental involvement/support	2
Need for excellent education	2
Poor graduation rates	2
Poor quality of food in education institutions	2
Inadequate education system	2
Little public transportation for students	1
No summer supported curriculum	1
Inadequate facilities for higher education	1
No global minded curriculum	1
Need to improve student safety	1
Inadequate teacher appreciation	1
Better money allocation	1
Need for local curriculum development	1
Little staff support	1
Not enough guidance counselors	1
Insufficiently responsive institutions	1
Lack of opportunities past NIC for undergraduate or graduate programs	1
Need for enrichment opportunities addressing drugs & bullying	1
Need for career exploration opportunities	1
Need for international student involvement	1
Educate in a innovative and inspiring students	1
Need to build on public/private partnership success	1
Need to promote vision and opportunities to all Northern Idaho	1
Little opportunities for talented youth to stay in greater CDA	1
Lack of continuing community education	1
Remediation- wasted time and resources	1
Need for sustainable funding	1
Teachers are not paid for previous credits in a field outside of education	1
Better infrastructure for educational opportunities	1
Need to implement STEAM	1
Need for quality educators (need professional and terminal degrees)	1

## Worksheet Tabulations:

### *What visionary idea would address issues facing the future of CDA?*

Responses	Freq.
Expand undergraduate and graduate degree offerings	3
Increase in teacher's salary	2
Create an education consortium focused on outcomes and diverse oppt's	2
Raising community goals and standards	2
Increase school hours required in a year for students	2
Streamline and affordable K-Career education system	2
School gardens (garden curriculum)	2
Create more infrastructure	1
More recognition for student achievement	1
Regular teacher praise	1
Keep busses local	1
Student tutoring students	1
Community fund development project for core programs	1
Innovative tax programs	1
Innovative outreach and mentoring	1
Provide more K-12 teachers/instructional support for the classroom	1
More "hands on" and "brains on" education	1
A "STEAM" Plant Maker Center	1
Create an entity whose purpose is to facilitate integration and promotion of the education offerings and vision	1
Achievable, relevant standards	1
Use a variety of schools, public, charter, private...	1
School reform to support teachers and students (not like the Luna Laws)	1
Higher standards for teachers	1
More teacher collaboration	1
More state funding	1
Continue recruitment of master teachers	1
Provide public pre-kindergarten education	1
Combine NIC, UI-CDA, and LCSC-CDA	1
Recruit quality master teachers	1
Departure for low-level thinking - standardized testing	1
Offer incentives for master teachers	1
Affordable and flexible higher education opportunities for teachers	1
Annual technology updates	1
Pre-k to career teacher/instructor/administrative collaboration	1

## Worksheet Tabulations:

*What is one 'game changer' project that would have the most impact on CDA?*

Responses	Freq.
A "STEAM" Plant Maker Center	2
University of North Idaho	2
Expand summer curriculum opportunities	1
Access to public Pre-K and K for all	1
Public access to full day Pre-K and Kindergarten	1
Winter Sports/Science for youth	1
Create an office of collaboration, integration and promotion.	1

*What is one 'easy win' project that could be achieved right away?*

Responses	Freq.
Teacher Recognition/Appreciation Project	3
A small "STEAM" Plant Maker Center	1
Launch a "next event" or contest to bring awareness and people to CDA	1
Education directory	1

## Worksheet Tabulations:

### *What are the most important issues facing the future of CDA?*

<b>Responses</b>	<b>Freq.</b>
Health of the Lake (water quality)	6
Access (Not being able to expand public access to natural resources fast enough to keep up with population growth)	4
Preservation of open space	3
Safety of recreation areas	3
Unplanned growth (sprawl)	3
Need to work on becoming a greener, cleaner community	3
Health of surrounding forest	1
Wildlife corridors	1
Parks	1
Trail Corridors	1
Conserving the quality of our natural environment	1
Youth engagement in what we believe to be our most valued resource is too low	1
Street trees (the urban forest) by property owner is haphazard, non-existent, or	1
Connecting the community to the natural environment	1
Providing recreation opportunities to underserved areas of the community	1
Using our resources to serve the community	1
Fostering a sense of community	1
Growth and development with respect for recreation opportunities	1
WUI issues	1
Aquifer protection	1
Cost of maintaining facilities	1
Good, living wage jobs	1
Increase walking and biking paths	1
Cost of living increases- due to fossil fuels and utility increases	1

## Worksheet Tabulations:

### *What visionary idea would address issues facing the future of CDA?*

<b>Responses</b>	<b>Freq.</b>
BLM- 4 corners project becomes environmental education corridor	1
BLM- 4 corners project becomes open space	1
Change county land use code to support preservation	1
City care of city trees- \$1 per moth her household to have a comprehensive,	1
Collaboration in management and planning between local, state and federal	1
Community driven conservation efforts (i.e. "Friends of the CDA Forest")	1
Comprehensive efforts at all levels of education system to engage our communities youth with the natural environment	1
Connect our natural open areas with each other and the community	1
Create a sustainability task force- develop collaboration between agencies that	1
Create memorial or foundations whereby funds could be collected for	1
Edible landscaping on public lands/green buildings	1
Emphasize car-free urban design	1
Identify, enhance and expand our inventory of greenways	1
Improve access to youth sports	1
Increase access to community recreation	1
Limiting building heights in downtown core	1
Local food markets	1
More access to natural resources	1
Planning for growth and development should maintain access routes for	1
Require new construction to meet green building standards	1
Users-pay system (fees) for use of natural resources	1
Volunteers	1
Watershed approach to planning	1

## Worksheet Tabulations:

### What is one 'game changer' project that would have the most impact on CDA?

Responses	Freq.
BLM- 4 corners project becomes environmental education corridor	2
BLM- 4 corners project becomes open space	2
Event Center	1
Sports commission	1
Change curriculum to foster a connection between youth and the natural	1
Create a greenbelt connecting Lake CDA to Canfield Mountain on the eastside (underserved) of CDA utilizing ITD property, existing city owned open areas/parks and potentially additions contain a class I bike trail and additional facilities such as trail head and hiking trails to connect Silver Beach, Fernan Lake,	1
BLM land that could revert to the city after a detailed plan is developed for land adjacent to Riverstone development	1
Create a completion among city departments for lowered water and energy	1
Bike paths with parked cars between the road and the bikers for safety	1
Safe and monitored youth hang outs that are accessible	1
Strict building requirements that would limit building heights downtown	1

Environment  
& Recreation

### What is one 'easy win' project that could be achieved right away?

Responses	Freq.
Lake Festival (around Ironman)	4
Re-establish Trail Creek program in 271 School District	1
Create a space for CDA 2030 Vision driven non-profits organization to meet and	1
Open the Fernan Lake Natural Area to the public by expanding the parking area, providing signage and completing the planned hike way/accessible trails and connect the site to Silver Beach/Fernan Village by building a multi-use trail on ITD property	1
Planning and maintain access routes for pedestrian and bike access	1
Mill River to Riverstone bike trail	1
Paint each streetlamp pole uniquely and colorful (like electrical boxes)	1
Create memorial or foundations whereby funds could be collected for	1
CDA City council sponsoring Earth Day event	1
Convert City Link busses to a clean energy alternative	1
Making regulations to build greener buildings	1
Bike share, short term rental, bike racks at all bus stops	1



## Worksheet Tabulations:

### *What are the most important issues facing the future of CDA?*

<b>Responses</b>	<b>Freq.</b>
Urban sprawl (need for organized- smart growth)	5
Connecting transportation	3
Contention between growth/change and no growth/change people	2
Affordable housing	2
Limit and discourage high rise development	2
Improving aging corridors and encouraging revitalization	2
Job growth	2
The "graying" of the community with retirees	1
More undergraduate and graduate degree programs	1
Businesses/industries in correct locations	1
Water quality	1
More apartments being built	1
Connecting better use to trails	1
Creating an "event center" for CDA	1
Honoring a balance between urban centers and small town character	1
Good governance	1
Connecting neighborhoods	1
Challenge of growing infrastructure as community growth occurs	1
Maintaining the natural beauty of the region while growth occurs	1
Locating and developing additional areas for businesses and development	1
Have an overall theme of identity guidelines	1
Too restrictive or regulatory	1
North-South freeway and bike paths	1
Need for diverse workforce opportunities	1
Need for diverse community members	1
Congested roadways	1
Maintaining the small town look and feel	1
Stagger hours business and school operation hours to reduce traffic	1
Enhance small town/destination place	1
Tolerance	1
Positive, influential leadership	1
Exploring our niche as a community and expanding our opportunities	1
Need to provide a diversity of housing options	1
Stop strip center development and encourage mixed use center	1
Engaging youth/young professionals	1
Public transit access	1

## Worksheet Tabulations:

### *What visionary idea would address issues facing the future of CDA?*

Responses	Freq.
Affordable housing	3
Address planning and zoning requirements for height and design of new construction	2
More undergraduate degree opportunities	2
Market our areas as an entrepreneurial zone	2
Adopt district themes or styles	2
Consistent communications and planning	1
"Cluster" real estate development	1
Public-private co-op to bring in more living wage employment	1
Prioritize bike and pedestrian transportation	1
Groom access to all entry points in city	1
Citwide routes for pedestrians	1
Development in downtown	1
Connectivity expanded beyond city, county, state	1
Clean, public transportation between greater CDA and Spokane	1
Target and recruit businesses to relocate	1
Better regional planning for infrastructure	1
Work with Post Falls on a Greensferry rural housing	1
Create Huetter bypass	1
Plan and build for a North-South Freeway	1
Outreach efforts to welcome everyone into the community	1
Improve public transit	1
Allow for rooftop use for restaurants, businesses, etc.	1
Tax incentives for not building high rise	1
Tax incentives for large businesses to stagger hours	1
Spread transitional housing - don't concentrate it	1
Refer to the community's vision in our individual businesses	1
Encourage a variety of housing types (townhomes, cottage, etc.)	1
Engaging and focusing on communication to the public	1

## Worksheet Tabulations:

*What is one 'game changer' project that would have the most impact on CDA?*

Responses	Freq.
Improve transportation - comprehensive transportation plan - multi-modal	6
Attract a major employers to the county	1
Huetter Bypass Project- North/South Highway	1
Plan and build for a North-South Freeway	1
Wastewater capacity	1
Rail transit CDA to Spokane	1
Regional public transit	1
Enhance CDA Airport	1
Limit height and design of new buildings	1

*What is one 'easy win' project that could be achieved right away?*

Responses	Freq.
Crosswalk improvements and additions	3
Public transpiration shelters	3
Neighborhood identities	2
Improve entrances to the city	1
Create identity in neighborhoods and districts to promote pride and planned growth	1
Revitalization of East Sherman and entry into the city from the East	1
Community signage	1

## Worksheet Tabulations:

### *What are the most important issues facing the future of CDA?*

<b>Responses</b>	<b>Freq.</b>
Safe, non-motorized traffic	3
Motorized health care service	2
Duplication and overlapping public safety services (need coordination of services)	2
Providing affordable health care	2
Providing better health education programs (prevention)	2
Continued focus on healthy community activities and events	1
More accessible year-round healthy activities	1
Reduced volunteerism among public safety groups (i.e. fire, EMS, Police, Search & Recuse)	1
Increased litigation against public service personnel	1
Reduced private sector businesses entering public safety	1
Lack of accessible mental health services	1
No interstate public transportation that is accessible to able and disabled	1
Providing quality health care	1
Drugs issues	1
Safety	1
Affordable housing for low income seniors	1
Increased vehicular traffic - concerns for both vehicular and pedestrian traffic	1
Lack of living wage jobs	1
Improved education	1
Access to mental health services	1
Coordination of public safety services	1
Coordination of public health services	1
Justice Center	1

## Worksheet Tabulations:

### *What visionary idea would address issues facing the future of CDA?*

<b>Responses</b>	<b>Freq.</b>
Consolidate/unify agencies to better utilize limited resources	2
Year-round activity facilities	1
Winter activities focus	1
Encourage volunteering across the community	1
Encourage private sector investment through reducing regulation and fostering opportunities for private sector investment	1
Develop community based services - in and out patient - for the mentally ill	1
Partnership between Kootenai County/CDA and Spokane Transit Authority with a joint facility at the State line	1
2-1-1 hotline	1
Encourage law makers, banks and local agencies to create a program that would release bank help housing (Fore closures, REO's) to be managed by local agencies to provide housing for low income seniors	1
Addressing traffic in residential areas and schools by limiting speed limits	1
Building more pedestrian pathways	1
Coordinate health services available	1
Integrated transportation plan	1
Visionary and committed leadership	1
Multi-modal transportation plan	1

## Worksheet Tabulations:

*What is one 'game changer' project that would have the most impact on CDA?*

Responses	Freq.
Develop comprehensive community health, wellness, physical and mental health services that are accessible to all	3
Partnership between Kootenai County/CDA and Spokane Transit Authority with a joint facility at the State line	1
Outdoor activity	1
Health & Wellness Services Campaign	1
Mobile Health Services	1

*What is one 'easy win' project that could be achieved right away?*

Responses	Freq.
Winter activities programs	2
Health & Wellness Services Campaign	2
Mobile physical and mental health services	1
Local 2-1-1 division for access to service (hotline is currently in Boise)	1
An interstate bus	1
Volunteer fair	1

## Worksheet Tabulations:

### *What are the most important issues facing the future of CDA?*

<b>Responses</b>	<b>Freq.</b>
Need for diversified economy	5
Need for living wage jobs	5
Need to balance growth with preservation of our community feel, quality of life, and environment	2
Need for a diversity of available jobs	2
Unemployment	1
Need to attract and retain high quality intellectual capital jobs	1
Need for a friendlier environment for all types of growth	1
Need to recruit big companies	1
Need to make receiving unemployment checks a more rigorous process	1
Education	1
Development of infrastructure- smart as opposed to controlled, managed etc.	1
Optimistic approach to problems	1
National dept.	1
Physically connecting elements of the city	1

## Worksheet Tabulations:

### *What visionary idea would address issues facing the future of CDA?*

<b>Responses</b>	<b>Freq.</b>
Create a diversity of jobs available	3
Attract divisions of big companies (Recruit)	2
Create a diverse economy	2
Create a think-tank school for training industry leaders that perpetually monitor job trends then... works with local agencies to attract or create those jobs - regional cooperative	1
Green industry	1
Expand undergraduate degree programs available in the education corridor	1
Coordinate regular planning visions shared by cities and the county	1
Development of robust equity capital resource for the purpose of developing new innovative businesses	1
Better comprehensive plan	1
Enhance curriculum at all education levels	1
A supportive city planning permits department	1
Enterprise zone for startups	1
University of Idaho corporate partnerships	1
Offer a variety of affordable housing	1
Offer mass public transit	1
CDA 2030	1
Connecting elements of the city (parks, community centers, and schools)	1
Embrace future technology initiatives	1



## Worksheet Tabulations:

*What is one 'game changer' project that would have the most impact on CDA?*

Responses	Freq.
Regional monorail or light rail	1
Transit from downtown to education corridor to events center	1
Recruit a major company	1
Increase infrastructure to attract businesses	1

*What is one 'easy win' project that could be achieved right away?*

Responses	Freq.
Join existing planning and leadership entities with KMPO to be the implementation engine of CDA 2030 results	1
Implementation entity for CDA 2030	1