



SPECIAL CALL BOARD MEETING

CDA PUBLIC LIBRARY COMMUNITY ROOM

NOVEMBER 30, 2017

MINUTES

1. CALL TO ORDER

Vice-Chairman Metts called the special call board meeting to order at 10:10 a.m.

ignite cda Board members present: Armon, Metts, Garcia, Jordan, Widmyer, English.

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

Community Stakeholder Guests: Gynii Gilliam, Brad Marshall, Hilary Anderson, Nicole Kahler.

2. PRESENTATIONS / DISCUSSIONS

Gynii Gilliam / Brad Marshall / Patty Shea: CdaEDC/Jobs Plus

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

- Complimented **ignite cda** on all of the past successful Agency projects. Prospective clients are toured around the community and the first stops on the tour are past Agency projects including the Kroc Center, McEuen Park, Higher Education Campus, the CDA Public Library and the Riverstone development. Feedback from clients is always very positive as to the community's value creation efforts.
- CdaEDC Focus Areas:
 - Continued focus on heritage industries (Ag, Timber, Mining).
 - Along with manufacturing (including aerospace & aviation, high tech), distribution & warehousing, trade, and professional services and health.
 - Retail, tourism and construction play a significant role in contributing to our economy, which leads to industry-driver development opportunities.

- New Focus: TECHNOLOGY (right now, the full gamut). We've had several leads in the past few months, from data centers to software to cybersecurity firms. Data centers tend to lead an IT sector. We have potential leads with other cybersecurity firms from a company we're currently helping, along with leads with other data centers from a small company that we just helped locate in Post Falls that works on refurbishing cooling systems for data centers and other related data center systems.
- New Focus: HEALTH/LIFE SCIENCES—beyond the services; informatics, R&D, laboratories, health-related manufacturing, etc.
- Ideas for Atlas Mill Site:
 - Cooperative professional office space.
 - Professional back-office (i.e., accounting and legal offices, partnered with large firms in the coastal cities). We have links with several site-selectors that focus on these opportunities.
 - Small/mid-sized data centers (which could add significant value to a URD).
- Potential links between **ignite cda** and CdAEDC/Jobs Plus:
 - Medical Corridor:
 - Establish a URD around the hospital,
 - Helps continue to concentrate medical development in the area,
 - Does not necessarily mean properties become “hospital-owned,” we envision encouragement of private development that is affiliated with the hospital, like the Interlake Building and the other private developments in the area.
 - Atlas Stimson Site:
 - Depending on how development will proceed, as shared earlier, we can be very engaged in helping find the companies that could occupy space.
 - East Sherman Revitalization:
 - Continuation of CdA physical/visual improvements –work, live, play areas-- to continue to help with recruiting companies and families to the area.
 - Technology Growth:
 - Work together to determine focus, especially as companies start to come to the area, i.e., is it engineering, software development, cybersecurity, data centers, etc.
- Commissioner Jordan asked if a performing arts center in CDA would add value to their recruiting efforts?
 - Ms. Gilliam shared that yes, cultural venues / events centers do come into play for employers in their site selection process following the cost of doing business and workforce talent variables.
- Commissioner Metts and Ex. Director Berns asked if a potential “tech park” located on the Atlas mill site would help to draw technical jobs to the area, and if so, how large of an area would be needed?
 - Mr. Marshall and Ms. Gilliam shared that yes, a tech park would work in helping to attract tech employers, and as to size of area needed, not sure at this time. A good strategy might be to delineate an area for tech development with established small lot sizes, giving a potential developer the opportunity to combine lots to a desired footprint.

- Commissioner Armon shared that regarding the potential medical corridor, a big opportunity for urban infill opportunities exists south of the main hospital campus. This area could support higher density residential development potentially targeting health care workers. Areas located east and west of the current hospital campus also provide health care expansion opportunities. He sees a role for urban renewal in a possible medical corridor/ health care district. Traffic is, and will continue to be, an issue in that area for quite a while.

Hilary Anderson / Nicole Kahler: East Sherman Avenue Initiative

Hilary Anderson (City of CDA Planning Director) and Nicole Kahler (CDA 2030 Project Manager), thanked the board for the invitation and the opportunity to share insights re. the East Sherman Avenue initiative. Following are the key elements of their presentation:

- East Sherman is a high priority action item in the CDA2030 Implementation Plan.
- Master planning efforts for East Sherman began in May 2015 and included:
 - 2 open houses attended by 300+ citizens
 - 3 PARK(ing) IT ON SHERMAN events with project booths (last event was attended by 1,200 citizens)
 - A community survey with 270+ responses (100 respondents owned a property, business or home, 141 were interested in ownership)
 - 34 stakeholder interviews
 - An existing conditions analysis
 - An Active Transportation Safety Audit of Sherman Avenue by Vitruvian Planning.
 - Over 170 signed up to receive more information and over 40 to volunteer.
- Citizens were asked to help define the project boundary.
- The most popular selection included E. Sherman Avenue from 11th Street east to Fernan Lake Village, and several blocks north and south of E. Sherman (see graphic below). 8th Street to 11th Street could potentially act as a transition zone.



- 34 stakeholders were interviewed so far in the process ranging from business owners to property owners to neighborhood representatives.
- Biggest challenges identified: financing, negative reputation, and the large amount of transitional housing.
- Easy wins identified: landscaping, community events, pocket parks, welcoming signage and reducing the speed limit.
- Creative financing ideas: Urban renewal (most common), neighborhood and business association, grants, state funding, tax breaks and other incentives.

Stakeholder Interview Responses

Q: WHAT ARE THE BIGGEST CHALLENGES?	A: FINANCIAL LIMITATIONS AND RISKS, OVERCOMING NEGATIVE REPUTATION, DISPERSING EXISTING TRANSITIONAL HOUSING.
Q: SHOULD WE KEEP THE NAME "EAST SHERMAN?"	A: A MAJORITY OF STAKEHOLDERS WERE WILLING TO MAINTAIN "EAST SHERMAN". HOWEVER, ABOUT 30% THOUGHT THAT IT SHOULD CHANGE DUE TO ITS REPUTATION.
Q: WHAT ARE "EASY WINS" FOR EAST SHERMAN?	A: BEAUTIFY WITH LANDSCAPING, HOLD LOCAL EVENTS, DEVELOP POCKET PARKS, ADD WELCOMING SIGNAGE, REDUCE THE SPEED LIMIT.
Q: WHAT ARE CREATIVE FINANCING IDEAS?	A: CREATE AN URBAN RENEWAL DISTRICT, ESTABLISH A NEIGHBORHOOD AND BUSINESS ASSOCIATION, IDENTIFY GRANTS, STATE FUNDING, TAX BREAKS AND OTHER INCENTIVES.

Rated Improvements



- In June of 2017, City Council identified this project as a planning department work plan priority, and the City received a Community Builders Technical Assistance grant for the E. Sherman project. Earlier this fall, City staff and several local citizens went to Kalispell Montana to work with Community Builders (a nonprofit organization that

works with western communities relating to land use, transportation and economic development) and the planning firm of Cascadia Partners on the E. Sherman project. Following are several slides that depict outcomes of that planning session:

TARGETS	REVITALIZATION OF THE CORRIDOR	SAFETY	COMMUNITY AND COUNCIL SUPPORT	IMPLEMENTATION TOOLS
STRATEGIES	<ul style="list-style-type: none"> More community spaces + destinations Attract private investment that achieves community goals Beautification of the corridor Vibrant + active place A place to live, work, play / the local's downtown A place with a range of housing choices 	<ul style="list-style-type: none"> A place that feels safe to be, walk, bike, etc. A place that feels safe for students Improved streetscape 	<ul style="list-style-type: none"> Shared vision for what revitalization looks like Community + council support for revitalization strategies 	<ul style="list-style-type: none"> Consensus on funding mechanism(s) and support for these Consensus on implementation actions Integrate implementation tools + actions into master plan

ACTIONS	<ul style="list-style-type: none"> Identify + focus in on catalyst sites Identify focus area for East Sherman Ave project Ensure that regs. work to achieve community goals Strategies for using props along corridor Wayfinding Programing events + activities Develop strategies for (unknown word) old buildings Integrate Centennial Trail/ bike routes 	<ul style="list-style-type: none"> Develop a streetscape plan that identifies timing, (unknown word) and funding Better lighting Improved street crossings Traffic calming More eyes on the streets Share PD data on incidents 	<ul style="list-style-type: none"> Establish an implementation group and ensure that plan moves forward Educate the community + council on why this effort benefits CDA Develop a new brand for East Sherman Ave. Develop consistent message - this project benefits CDA because... Develop a simple action plan for council 	<ul style="list-style-type: none"> Develop strategies for public/private partnerships Storefront improvement program (funded by U.R.?) Establish engage neighborhood/business associations Include both communities in U.R. district Identify + pursue grants for streetscape Stormwater demonstration (EPA funds?) Identify + pursue grants for ADA improvements Leverage ITD funds for additional funds ITD funding used for corridor? Identify + engage champions for implementation Urban renewal? TIF? Specific plan for what U.R. funds will be used for
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Next Steps



Actions Items

- The goal is to have an Action Plan – not a plan that sits on the shelf
- The consultant team will help identify catalyst sites and viable catalyst projects
- Develop a streetscape plan
- Identify safety improvements
- Help create a new “brand” for East Sherman
- Identify funding opportunities

Next Steps

- Just received a draft MOU from Community Builders – Nicole and Hilary will work through the MOU
- Begin working on the project in early 2018 and Community Builders could complete their effort as soon as May 2018
- Effort will include multi-day Design Workshops
- Education on housing and best practices
- Zoning Code Audit to identify what needs to change to encourage redevelopment of the corridor and begin working on a new overlay zoning district
- Cascadia Partners has expertise with urban design and economic development, including pro formas. They will help to ensure that catalyst projects and master plan are viable.
- City and CDA 2030 will take Community Builders team materials and finish the Master Plan
- After the Master Plan is completed, then ensure that City Council supports the plan before moving forward with engineering the roadway

Funding Needs & Opportunities

- Funding Needs:
 - “Baseline guesstimate” from City Engineer interviews last year identified a cost ranging from \$6-10 million for roadway and beautification
 - Other costs could include undergrounding overhead powerlines along alleys and possibly rerouting sewer infrastructure out of some alleys to allow consolidation of properties for redevelopment opportunities
 - Other funding needs could include assistance with demolition costs, façade improvements, sidewalk repairs and ADA ramps in residential area within East Sherman District, and possible relocation of group homes
- Funding Opportunities:
 - City, CDA 2030 and Community Builders partners will identify funding opportunities
 - Federal Fund Program (US Department of Transportation): Transportation Investment Generating Economic Recovery (TIGER) grant – could be an option, but likely to take multiple years and require a lot of staff time, and is very competitive
 - Idaho Department of Transportation programs: State Transportation Improvement Program (STIP) & Transportation Alternatives Program (TAP) – take multiple years, very competitive, and wouldn’t cover major costs
 - Community Development Block Grants (CDBG) and other grants could also be options
 - Urban Renewal is the best bet to help realize revitalization of the corridor and provide the type of funding for true revitalization. It would be the quickest and most impactful. There is also support from stakeholders for an Urban Renewal District.

3. BOARD DISCUSSION: STRATEGIC (LONG-TERM) GOALS

Ignite cda Executive Director Tony Berns facilitated the board’s discussion re. **ignite cda** long-term strategic goals for both the Lake and River Districts. The board reviewed the existing list of key thematic **ignite cda** goals, reviewed the input received by the invited guests, and developed the following updated list for fiscal year 2018 (FY18):

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

- **Education:**
 - Facilitate the future utilization of the **Higher Education Campus (HEC)** in partnership with the City, UI, NIC, LCSC, Fort Ground Neighborhood, and other community stakeholders.
 - Including possible **ignite cda** partnership efforts focused on the **“Four (4) Corner Area”** (defined as the area of publicly owned property adjoining the Government Way, Northwest Blvd. & Mullan Avenue intersection, north to the Riverstone development).
 - **Support Facilities:** work with NIC, UI, LCSC and other stakeholders to determine the need for possible HEC support facilities both on the HEC and adjacent to the HEC.

- **Collaborative Education Facility:** work with NIC, UI and LCSC to bring the Facility Initiative, located on the HEC, to fruition.
- **Job Creation & Retention**
 - Continue partnership efforts with Jobs Plus, City of CDA, Kootenai Health, HEC partnership institutions and private employers to facilitate job creation and retention in support of emerging industries.
- **Housing:**
 - **Ignite cda** will play a key support role in helping the City achieve its vision for housing in the community, by pursuing housing opportunities in both the Lake and River Districts.
 - Work with The Housing Company and Idaho Housing & Finance Association to evaluate housing opportunities within the Lake and River Districts.
- **Public Space: Create New & Enhance Existing Public Space:**
 - Partner with **HEC** stakeholders to identify and develop public space opportunities within the HEC area.
 - **Four Corner Area** should be explored for public space opportunities.
 - **Ignite cda** will partner with stakeholders to encourage **connectivity** of existing and new public space.
 - **Ignite cda** will continue efforts to secure long-term public access to the lake and river waterfronts (**e.g. Mill River (Johnson) Park**) and continue to leverage public funds to create new public parks (**e.g. Riverstone Park**).
 - ⊖ **Seltice Way Corridor Roadway Improvements**— partner with City and other stakeholders to identify potential development opportunities in the Seltice Way corridor. ~~to improve the Seltice Way Roadway to facilitate continued River District growth opportunities.~~
 - Continuing Commitments:
 - Continue dialogue with pertinent stakeholders regarding railroad right-of-way property development and connectivity opportunities from the Four Corner area to Mill River.
- **Public Parking:**
 - ~~**Ignite cda**, in partnership with the City and the Downtown Association, will help to rationalize and plan for downtown structured parking facilities, possibly including a downtown mixed-use parking facility, and~~ will help in rationalizing overall parking needs for the Central Business District (CBD), HEC and Kootenai County campus areas.
- **Midtown Vitalization:**
 - **Ignite cda** will partner with the City, Midtown property owners, Midtown businesses, Midtown residents, and Midtown stakeholders on opportunities to enhance the vitality of the Midtown area.

- **Downtown Vitalization:**

- **Ignite cda** will partner with the City, Downtown property owners, the Downtown Association, Downtown residents and Downtown stakeholders on continued economic support to enhance the vitality of the Downtown; e.g. establishment of viable downtown pocket parks, LID partnership endeavors where appropriate (e.g. CDA Avenue improvements from 1st Street eastward).

Atlas Mill Site Redevelopment Initiative

- **Ignite cda** will work with the City and other stakeholders on defining the Agency’s role in this redevelopment initiative, via the proposed expansion of the River District and creation of a new urban renewal district.

Medical Corridor Expansion Initiative

- **Ignite cda** will work with the City, Kootenai Health and other stakeholders on defining the Agency’s possible role in this proposed initiative.

East Sherman Avenue Initiative

- **Ignite cda** will work with the City and other stakeholders on defining the Agency’s possible role in this proposed initiative.

4. BOARD DISCUSSION: ESTABLISHMENT OF TACTICAL GOALS

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

Ignite cda Tactical Goals

Theme	Committee Responsible		(District) & Success Measures	Status
Public Space	Acquisition & Ad hoc: TBD	1)	Planning initiated for RR r-o-w acquisitions	Green
		2)	Analyze funding opportunities for public space in both districts	Green
Communication	Communication & Ad hoc: TBD	1)	Community leaders / stakeholders invited regularly to Board meetings	Green
		2)	1 (stretch 2) ULI-Idaho programs held in CDA in FY18	Green
		3)	CDA 2030: partner with other stakeholders to implement action plan	Green
Finance	Finance	1)	Continue frequent review of district economic forecasting models	Green
		2)	(Lake): Conduct land use planning on Agency owned properties	Green
		3)	Analyze Atlas Mill Site, E. Sherman & Medical Corridor opportunities	Green
Parking	Parking	1)	(Lake): Downtown parking facility – complete construction	Green
Housing	Housing	2)	Determine opportunities resulting from City’s housing assessment update	Green
Jobs	Jobs	1)	Continue jobs exploration initiative with partner stakeholders	Green
		2)	(River): job creation opportunities explored along Seltice	Green

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

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

<u>Committee</u>	<u>Membership</u>
Acquisition	Garcia*, Goodlander, Jordan, English
Finance	Armon*, Hoskins, Metts, Garcia
Housing	Goodlander*, Hoskins, Widmyer, Chapkis
Communication	Metts*, Goodlander, Hoskins, English
Parking	Jordan*, Hoskins, Metts, Chapkis
Jobs	Widmyer*, Hoskins, Armon

5. EXECUTIVE DIRECTOR REPORT

No report was given.

6. ADJOURN

Motion by Armon, seconded by Jordan to adjourn. Motion carried.

The **ignite cda** meeting adjourned at 11:37 a.m.
Minutes prepared and submitted by Ex. Director Berns.