1. CALL TO ORDER

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

LCDC Board members present: Hoskins, Armon, Hassell, Patzer, Davis, Goodlander, Jordan, Druffel. LCDC staff present: Berns. LCDC legal counsel present: Quade.

Community Stakeholder Guests: Steve Griffitts, Steve Widmyer, Joe Dunlap, Charles Buck, Rocky Owens, Todd Tondee.

General Public Guests: Frank Orzell, Mike Gridley, Keith Erickson, Teresa Molitor, Nicole Kahler.

2. WELCOME & SESSION OVERVIEW

Chairman Davis welcomed LCDC Board members, invited guests and the general public to the strategic planning session.

3. INVITED GUEST PRESENTATIONS

**Mayor Steve Widmyer, City of Coeur d’Alene (CDA)**

Mayor Widmyer thanked the LCDC Board for the invitation and the opportunity to share his insights as to LCDC’s role in the community. Following are highlights from Mayor Widmyer’s presentation to the Board:

- Job creation / job retention is the number one goal for the City working in partnership with LCDC, Jobs Plus and other community stakeholders. Discussed the benefits of the Twin Falls economic development model.
- Further development of the Higher Education Campus (HEC), in partnership with the LCDC, North Idaho College (NIC), University of Idaho (UI) and Lewis Clark State College (LCSC) is another priority for the City. Construction of the proposed joint use building on the HEC should be a short-term goal for the HEC stakeholders.
The Four Corners master planning initiative is underway. The Mayor sees too much waterfront area currently tied up in surface parking (e.g. Independence Point parking area); this is an issue that needs to be addressed in the planning effort.

Planning for the future growth and development of the East Sherman Avenue / Lake CDA Drive area is a priority for the City. Looking to partner with numerous stakeholders on this initiative, including the City of Fernan.

Finally, continued development of new bike / pedestrian trails for the community is a priority for the City. The Mayor thanked LCDC for its past involvement with trail development, and hopes for future partnership opportunities on this front.

Commissioner Goodlander shared her concerns re. the loss of some handicap parking spaces in downtown due to recent street redesign efforts. She is also concerned about potential loss of the Independence Point parking lot area.

- Mayor Widmyer shared that he would still recommend some limited parking spaces located at Independence Point, primarily for handicap access to that area.
- Commissioner Patzer shared that some level of public parking needs to remain at the Independence Point area to service the commercial activity located on the dock.

Commissioner Patzer asked when might be the best time to consider moving forward with the planned public parking structure on the old federal building block (4th & Lakeside)?

- Mayor Widmyer shared that he feels the downtown parking need issue should be revisited in about a year after the McEuen Park project impact on parking is better understood.

Commissioner Davis commented that one of LCDC priorities is to help with job creation / job retention. To that end, creating places for new job development is important. The old Atlas mill site property might be a great place for the community to set the table for job recruitment, and he would like to have the conversation continue re. the possibility of a potential technology and innovation campus in that area.

- Mayor Widmyer agreed that the area along the Seltice Way corridor should be further evaluated for job creation opportunities.

Commissioner Armon commented that the Twin Falls economic development success story is not a new story. Commissioner Armon and Steve Griffitts visited the Twin Falls team 12 years ago to benchmark on their economic development strategy. The takeaway was that the Twin Falls team had/has a better process in place that aligns all stakeholders to common goals. They also have their elected politicians aligned with their development strategies, which is a key benefit in achieving success. Commissioner Armon shared that all stakeholders in northern Idaho need to become aligned on a cohesive economic development strategy, including elected officials.

Commissioner Jordan commented that he would like to see the cities of Post Falls and CDA work together more closely in the future.
Commissioner Patzer commented that he sees great value with all of the area’s urban renewal agencies working together on the economic development front, sharing best practices to benefit the entire region.

**Todd Tondee, Chairman, Kootenai County Commissioners**

Commissioner Tondee thanked the LCDC Board for the invitation and the opportunity to share his insights as to LCDC’s role in the community. Following are highlights from Mr. Tondee’s presentation to the Board:

- Re. the previous Twin Falls conversation: communities in that area worked together to develop quite a few incentives for the companies they recruited. Will that type of effort work in our community? Commissioner Tondee feels we have a good economic engine in our region, but lack some of the incentives other competing areas possess.
- The County has hired a Boise-based consulting firm to help the County gather public input on their proposed campus master plan, which includes a proposed new six story justice building and new four story parking facility.
- The County’s jail initiative is still being worked; evaluating several options.
- The upcoming County election could be very impactful to the community; could change the entire leadership dynamic.

- Commissioner Goodlander asked how the proposed campus master plan capital improvements would be funded?
  - Commissioner Tondee shared that the County has cash on hand to fund some of the proposed improvements, but may choose to go to a public vote depending upon the scope and scale of the actual capital improvements desired.

- Commissioner Davis asked if the current justice building could be expanded?
  - Commissioner Tondee shared that one more story could be added to the current building, which would be insufficient for the County’s needs.

- Commissioners Davis, Jordan and Patzer shared that they fully support continued development of the County’s downtown campus, stressing that it is critical for the health of the downtown that the County campus remain and prosper.

- Commissioner Armon asked if a jail location has been determined?
  - Commissioner Tondee shared that the jail location will not be on any County-owned property. The jail will be located on private ground somewhere in the county, and the County will lease the facility from a private developer. Estimated cost for the jail initiative is in the $35-$40 million range.

- Commissioner Davis shared that he hopes County leadership supports the urban renewal development model and appreciates the successes across the county to date.
  - Commissioner Tondee shared that he supports the tool and understands its value.
**Rocky Owens, Director, Lewis Clark State College (LCSC) Coeur d’Alene**

Mr. Owens thanked the LCDC Board for the invitation and the opportunity to share his insights as to LCSC’s initiatives and role in the community. Following are highlights from Mr. Owens’ presentation to the Board:

- Times are good for higher education in Idaho. LCSC is growing, enrollment is up 9% for this coming fall, with record enrollment in the CDA area.
- Most of the CDA growth is occurring from online programs, with most of the online students residing in Post Falls.
- LCSC is and will remain closely tied to the downtown area and the HEC. LCSC will continue to grow via online students here locally and across the state. LCSC is constantly evaluating new programming ideas.
- LCSC is still very committed to the proposed joint use building on the HEC, with needs shifting a bit from classroom space to more faculty office space.
- Existing partnerships with NIC and UI are still very important. A key partnership initiative between Idaho’s higher education institutions is The Northern Idaho Consortium for Higher Education (NICHE). NICHE is coming out with a new slogan for northern Idaho: “five schools, one location”. The purpose of this new slogan is to tout the new HEC.
- LCSC and its NICHE partners (NIC, UI, Boise State University, Idaho State University) have a huge and very positive economic impact on the local community.

➢ Commissioner Armon asked what the proposed footprint is for the proposed new joint use building?
   - Mr. Owens indicated that an exact square footage has yet to be determined, based upon the final re-design of the initial building. Initial concepts called for a $24 million building. For budgetary reasons, the original concept for the building has been downsized by 50%. The new proposed $12 million building will be funded as follows: State of Idaho permanent building fund: $4 million; Colleges/Universities: $4 million; other sources (e.g. foundations, private sector): $4 million. LCSC has funds set aside for their share of the proposed college/university $4 million.

**Steve Griffitts, President, Jobs Plus**

Mr. Griffitts thanked the LCDC Board for the invitation and the opportunity to share some of his organizations’ thoughts re. economic development and LCDC’s role on that front. Following are highlights from Mr. Griffitts’ presentation to the Board:

- New technology innovation initiatives need to be included in the discussion re. future growth opportunities. Recently, folks bringing new insights and expertise re. technology innovation have arrived in the community offering the ability to capitalize on their energy and passion for new technology jobs in the area.
- For example, the robotics technology field is a very plausible growth opportunity for the CDA area.
- Attracting technology folks requires a certain type of “space & place” market offering.
This past session, the Idaho Legislature passed significant new economic development legislation entitled the Reimbursement Incentive Act. This new tool will allow the state to reimburse current or new employers certain taxes paid depending upon the type of jobs they create. This is a big deal for Idaho, helping Idaho to be more competitive with other states on the job creation front.

With regards to certain railroad issues pending in the area, Jobs Plus has a good relationship with the Burlington Northern Santa Fe (BNSF) railroad, and is willing to visit with BNSF folks on issues if asked.

Finally, Mr. Griffitts thanked LCDC for all they do in the community to create value, and to keep up the solid strategic thinking that will continue to move the community forward.

Commissioner Jordan asked if Jobs Plus had more money, what more could you do?
- Mr. Griffitts shared that Jobs Plus leadership is looking into asking member organizations to slightly increase their annual contributions to Jobs Plus to allow the Jobs Plus team to increase their efforts on the job recruitment front. No specific contribution total has been determined yet.

Commissioner Jordan asked if Idaho suffers from a competitive disadvantage when compared to eastern Washington state when employers are considering relocation?
- Mr. Griffitts shared that Washington state has a bit of an edge on Idaho re. technology infrastructure, but Idaho is catching up fast on that front. A lot of times the relocation decision comes down to where folks want to live.

Commissioner Patzer asked other than the materials received directly from Jobs Plus, where do companies go to glean information about CDA?
- Mr. Griffitts shared that companies utilize online resources, like local newspapers and state-wide databases, to gather intel on communities they are considering for relocation. Jobs Plus provides as much material as they can to help companies make informed decisions.

Commissioner Druffel asked what LCDC can do for Jobs Plus to be of more help?
- Mr. Griffitts shared that one opportunity will be on the technology infrastructure front, but what type of help that is still needs to be identified via input from the new technology folks relocating to the community.

Dr. Charles Buck, University of Idaho (UI) Associate Vice President/Center Executive Officer for Northern Idaho

Dr. Buck thanked the LCDC Board for the invitation and the opportunity to share his insights on UI initiatives and the CDA 2030 visioning project. Following are highlights from Dr. Buck’s presentation to the Board:

- UI has recently hired a new president, Dr. Chuck Staben. Dr. Staben’s vision for UI is yet to be seen; not sure how the new leadership will affect UI’s mission in northern Idaho (UI-CDA).
Dr. Staben has emphasized his past experiences & expertise in growing enrollment at higher education institutions, including online programming.

UI-CDA anticipates offering more online programming in the near future, exact programming still to be determined.

UI enrollment is currently about 11,500 statewide, with about 500 enrolled at UI-CDA. UI-CDA anticipates holding steady at the 500 student level for the next year, and hopes that online programming will help increase enrollment.

UI-CDA is focused on growth in high tech fields where possible; would like to see growth on the bio-medical front. UI-CDA is working with private sector folks to grow enthusiasm and investment re. the high tech fields.

Research is still very important from UI’s perspective. UI plans to focus efforts on contributing practical research solutions to communities.

UI-CDA is working with LCDC and other local stakeholders on the health care jobs initiative front, and views bio / health informatics jobs (i.e. jobs that mine and utilize health care data to better enhance health care results) as a jobs front to focus upon.

CDA 2030 visioning initiative: UI is very focused on the future, and that is what the CDA 2030 visioning initiative is all about. CDA 2030 has developed a very rich data set that has been derived from in-depth community surveys.

CDA 2030 data is in, and the CDA 2030 team is now working on an implementation plan. It is anticipated that the City of CDA will take a lead role in the implementation effort, and the CDA 2030 team hopes the LCDC will also play a role in the implementation process, possibly contributing funds to help with consulting services, and meeting logistics.

Dr. Buck closed his comments by sharing that CDA needs to differentiate itself from other places to attract talent; e.g. the manner in which Boise created a whitewater river park on the Boise River – a very unique place that is an attractant to the city.

Commissioner Davis asked with regards to building research capacity, what are UI-CDA infrastructure needs?

Dr. Buck shared that high end lab space is always a critical need, and that may be one of the components pursued re. the proposed joint use building.

Commissioner Davis asked as to the current status of the proposed joint use building?

Dr. Buck shared that the new UI leadership may have an impact on capital dollar allocation. The proposed joint use building on the HEC is currently second on UI’s statewide priority list. The redesign of the original $24 million building to a $12 million dollar footprint is still pending.

North Idaho College (NIC) President Dr. Joe Dunlap

Dr. Joe Dunlap, NIC President, thanked the LCDC Board for the invitation and the opportunity to share his insights regarding NIC’s role in the community and NIC initiatives. Following are highlights from his presentation to the Board:

Program partnerships are a key strategy for NIC, including:

- the new Aerospace program partnership located at the CDA airport which helps support the composite industry.
- The entrepreneurship program which works with individuals who have expertise in certain areas to develop sound business plans to help start new businesses.
- The forest products program which works with local forest products companies to develop programs for folks seeking work in that industry.

✓ NIC is also working with the Albertson Foundation to develop online career and technical programs for dual credit students.
✓ NIC’s enrollment is down 10% this year, and NIC is budgeting for another 10% decrease next year. These enrollment decreases typically occur when the economy improves; more folks are working and fewer are going to school.
✓ On the capital projects front, the proposed career and technical facility is now the primary focus for NIC. Planning for the facility is ongoing. Financing for the facility will be accomplished in one of two ways: general obligation bond or a leasing venue which would require judicial confirmation. NIC leadership hopes to have a recommendation to the Trustees by June of this year capturing the size/scope, cost and proposed location for the facility.
✓ NIC is still very supportive of the proposed joint use building, and are enthused that Kootenai Health (KH) is strongly considering being a partner in the endeavor. NIC plans to re-evaluate potential programming for the facility based on KH’s involvement.
✓ The joint use building partnership package, consisting of LCDC, NIC, UI, LCSC and KH, should be a great partnership package to take to the state’s permanent building fund seeking their help in financing the proposed building. Plans at this time call for approaching the legislature and building fund in early 2015 for potential state funding for the building in the state’s fiscal 2016 budget year.

➢ Commissioner Goodlander asked how the original scope and scale of the joint use building got downsized?
  • Dr. Dunlap shared that the original $24 million building design was a three story building focused on classrooms, offices and a common student services area. The new design anticipates a two story building that would include some new lab space, plus a large meeting space (a KH request), plus smaller versions of the aforementioned classroom, office and student services areas.

➢ Commissioner Armon asked if the career technical building footprint could fit on the HEC?
  • Dr. Dunlap shared that yes it could, depending upon the final scope and scale of the facility. The current proposal is shaping up to be about 150,000 sq.ft. that could be contained in a three story structure.

➢ Commissioner Jordan asked if LCDC can play a role in helping to determine the location of the facility, thinking it makes a lot of sense for the facility to be located on the HEC.
  • Dr. Dunlap shared that yes, all stakeholders can make their intentions known to the Trustees.

➢ Commissioner Armon asked if there are any near-term plans for structured parking on the HEC?
Dr. Dunlap shared that NIC is evaluating that issue, but feel they do not have a parking problem at this time, they just have a walking problem. So the need for more parking is not critical at this time. As the HEC builds out, the parking need will continually be evaluated.

Public Comment

Mike Gridley: thanked the LCDC Board for their past, and hopefully continued support of bike/ped trails in the community. LCDC’s support was crucial for the development of the Prairie Trail. Mr. Gridley also thanked the Board for their insight in helping to bring the Kroc Community Center to CDA. Without LCDC’s strategic vision on property acquisition and community use, the Kroc Center would not have happened.

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

LCDC Executive Director Tony Berns facilitated the Board’s discussion re. LCDC long-term strategic goals for both the Lake and River Districts. The Board reviewed the existing list of key thematic LCDC goals, reviewed the input received by the invited guests and general public, and developed the following updated list for fiscal year 2015 (FY15):

(goals are listed in no specific order of importance, updates to goals are highlighted in purple, strikethrough indicates goal achievement/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 LCDC 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).
    - **Student/Faculty Housing:** per ZGF Strategic Plan, “LCDC should work closely with both NIC and UI to evaluate the current housing situation and quantify future needs and types” throughout the Lake District.
    - **Joint Use Building:** work with NIC, UI and LCSC to bring creation of the Joint Use Building, located on the HEC, to fruition.

- **Job Creation & Retention**
  - Continue partnership efforts with Jobs Plus, City of CDA and private employers to facilitate job creation and retention.

- **Workforce Housing:**
  - LCDC will play a key support role in helping the City achieve its vision for workforce housing in the community, by pursuing workforce opportunities in both the Lake and River Districts.
• **Midtown**: *Partner with The Housing Company to develop a mix use workforce housing project.* continue to encourage mixed-use development supported by Midtown stakeholders.

• **Downtown**: per ZGF Strategic Plan, “LCDC should explore formal and informal partnerships with local housing agencies, such as IHFA, to support the development of new affordable housing units”.

• **Public Space: Create New & Enhance Existing Public Space:**
  o Partner with HEC stakeholders to identify and develop public space opportunities within the HEC area.
  o **Four Corner Area** should be explored for public space opportunities.
  o LCDC will partner with stakeholders to encourage connectivity of existing and new public space.
  o LCDC 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).
  o **Sherman Park** - partner with City and Downtown Association on potential acquisition of this space as a permanent pocket park.
  o **Seltice Way Roadway Improvements** – partner with City and other stakeholders to improve the Seltice Way Roadway to facilitate continued River District growth opportunities.
  o Continuing Commitments:
    ▪ Continued support of the CDA Public Library partnership by servicing the $900,000 site acquisition debt obligation.
    ▪ Continue dialogue with pertinent stakeholders regarding possible railroad right-of-way property acquisitions.
      • Evaluate development and connectivity opportunities from the Four Corner area to Mill River.

• **Public Parking:**
  o LCDC, in partnership with the City and the Downtown Association, will help to rationalize and plan for downtown structured parking facilities, possibly including a downtown mixed-use parking facility, and help in rationalizing overall parking needs for the Central Business District (CBD), HEC and Kootenai County campus areas.

• **Midtown Vitalization:**
  o LCDC 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:**
  o LCDC 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).
5. BOARD DISCUSSION: ESTABLISHMENT OF FY15 GOALS

Following the refinement of the LCDC long-term strategic goals, Executive Director Berns reviewed the current FY14 goals with the Board, and facilitated the Board discussion that resulted in the establishment of FY15 goals.

**LCDC Fiscal Year 2014 (FY14) Tactical Goals**

<table>
<thead>
<tr>
<th>FY14 LCDC Board Goals - Both Districts</th>
<th>District / Success Measures</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theme</strong></td>
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<td><strong>District / Success Measures</strong></td>
</tr>
<tr>
<td><strong>Public Space</strong></td>
<td>Ad hoc: BJ, DG, AH</td>
<td>1) Lake: McEuen Park: construction of city approved improvements completed.</td>
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<td></td>
<td>Acq.</td>
<td>2) LCDC: acq. and planning re. abandoned RR r-o-ws from HEC to Huetter Rd.</td>
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<td></td>
<td>Ad hoc: BJ, DP, AH, JD</td>
<td>3) Lake: Four Corners public space opportunities explored</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Communication</td>
<td>1) LCDC: community leaders / stakeholders invited regularly to Board meetings</td>
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<tr>
<td></td>
<td></td>
<td>2) LCDC: communication strategy: continued implementation</td>
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<tr>
<td></td>
<td></td>
<td>3) LCDC: 1 (stretch 2) ULI-Idaho programs held in CDA in FY14</td>
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<tr>
<td></td>
<td></td>
<td>4) LCDC: 2030 Visioning Initiative – partner with other stakeholders to get effort complete in 2014</td>
</tr>
<tr>
<td><strong>HEC</strong></td>
<td>Ad hoc: SH, DD, JD</td>
<td>Lake: Student/faculty housing &amp; Joint Use Building opportunities identified thru collaboration with higher education institutions and experts in the field</td>
</tr>
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<td></td>
<td></td>
<td>2) Lake: Partner with IHFA to identify future Midtown opportunities</td>
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<td><strong>Jobs</strong></td>
<td>Ad hoc: DP, DD, SH</td>
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**April , 2014 Status**
## LCDC Fiscal Year 2015 (FY15) Tactical Goals

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<td></td>
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<td>Acquisition 1) LCDC: acquisition and planning re. abandoned RR r-o-ws from HEC to Huetter Rd.</td>
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<td></td>
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<td></td>
<td></td>
<td>2) Lake: Partner with IHFA/THC to bring identify future Midtown mix-use project to fruition opportunities</td>
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<td><strong>Jobs</strong></td>
<td>Jobs</td>
<td>LCDC: Evaluate local job related statistical data to identify pro-active partnership opportunities</td>
<td>green</td>
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<tr>
<td></td>
<td></td>
<td>1) LCDC: Continue health care jobs exploration initiative with partner stakeholders</td>
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</tr>
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<td></td>
<td>2) River: Atlas mill site area within LCDC scope with job creation opportunities explored</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>3) LCDC: High tech job partnership opportunities explored</td>
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</tbody>
</table>

### April 2014 Status

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):

<table>
<thead>
<tr>
<th>Committee</th>
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<tr>
<td>Acquisition</td>
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</tr>
<tr>
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<td>Patzer*, Goodlander, Davis, Hoskins</td>
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</table>

### 6. EXECUTIVE DIRECTOR REPORT

Ex. Director Berns invited LCDC’s government relations consultant Teresa Molitor to join the meeting. Ms. Molitor shared that she appreciated the comments heard today re. the need for a unified political focus from the elected representatives from northern Idaho. Northern Idaho needs to develop that “team” presence in Boise that the Twin Falls area has cultivated over the
years. Ms. Molitor also commented on how important the May 20\textsuperscript{th} primaries will be statewide: depending upon the outcomes, one could see a very different look next session in Boise.

7. ADJOURN

\textbf{Motion by Armon, seconded by Hoskins to adjourn. Motion carried.}

The LCDC meeting adjourned at 11:35 a.m.
Minutes prepared and submitted by Tony Berns.