

COMMUNITY BUILDERS LEADERSHIP INSTITUTE SUMMARY

(October 25-27, 2017)



OVERVIEW

The Community Builders Leadership Institute (CBLI) was an intensive three-day workshop that brought together elected officials, city staff, and local stakeholders to build leadership and to learn about, discuss and identify ways for better aligning community planning and economic development in today's economy. The workshop was held October 25-27, 2017 in Kalispell, Montana.

The team from Coeur d'Alene (CDA) comprised:

Name	Role
Steve Widmyer	Mayor, City of Coeur d'Alene
Heidi Acuff	Mayor, Fernan Lake Village
Sam Taylor	Deputy City Administrator, City of Coeur d'Alene
Hilary Anderson	Community Planning Director, City of Coeur d'Alene
Chris Bosley	City Engineer, City of Coeur d'Alene
Nicole Kahler	Project Manager, CDA 2030
Craig Hunter	Associate Broker, Coldwell Banker Realty
Jef Lemmon	Architect/Builder, JL Design Build

The CDA team's discussion at the workshop centered around local efforts to revitalize East Sherman Avenue. This included identification of challenges and opportunities, sharing ideas for strategies to revitalize the area and identification of specific actions to be pursued to work towards the community's desired outcomes for East Sherman.

This document highlights key outcomes from the CDA team's discussions and work at the CBLI.

CHALLENGES AND OPPORTUNITIES

The first exercise the CDA team participated in was one that helped them to identify challenges and opportunities, specific to East Sherman Avenue. The challenges and opportunities identified by the team included:

Challenges

- How do we distill ideas down for City Council?
- Churches and the ability to sell/serve alcohol
- Safety - both the real and perceived safety of East Sherman Avenue
- Limited range of neighborhood housing choices
- Activating East Sherman Avenue
- Attracting private investment
- Funding mechanisms to help attract private investment - What are the right funding mechanisms?
- How to get private investment to work towards community goals?
- Regulations (ex. Zoning)
- Best ways to make East Sherman a place to live, work, play?
- How to address transitional housing? Strategies for dispersing transitional housing?
- Infrastructure to support new development (Specifically sewer is a challenge)
- Auto-centric character of the corridor
- Land costs in the neighborhood

Opportunities

- Engage Council and educate on solutions
- Community awareness of East Sherman’s challenges and support to do something about them
- Cheaper liquor licenses in Fernan Lake Village
- Ways to integrate a public amenity? (ex. Performing arts center)
- Urban Renewal funds - could be used for high impact public improvements (ex. Streetscape and stormwater system upgrades)
- East Sherman serves as an opportunity to showcase a grassroots neighborhood revitalization effort
- Revitalize a struggling corridor
- Incentives for projects that help achieve community goals
- Designated truck route moving away from East Sherman Avenue
- New transit stops - shuttle between East Sherman and the downtown
- Underutilized properties along the corridor - opportunity for redevelopment and to attract private investment
- Integrate more housing to create around the clock activity
- Re-branding of East Sherman Avenue
- Creating messaging around the East Sherman Avenue revitalization efforts - how does this benefit the community? (ex. Community safety)

THEMES, DESIRED OUTCOMES AND STRATEGIES

From the challenges and opportunities exercise, four key themes emerged: (1) Revitalization of the Corridor; (2) Safety; (3) Community and Council Support; and, (4) Implementation Tools. The themes were used to organize the desired outcomes and strategies identified through the CDA team’s discussions about East Sherman Avenue. The desired outcomes and strategies identified can be found below:

THEMES	REVITALIZATION OF THE CORRIDOR	SAFETY	COMMUNITY AND COUNCIL SUPPORT	IMPLEMENTATION TOOLS
DESIRED OUTCOMES	<ul style="list-style-type: none"> • More community spaces and destinations • Attract private investment that achieves community goals • Beautification of the corridor • A vibrant and active place • A place to live, work and play - a “local’s downtown” • A place with a range of housing choices 	<ul style="list-style-type: none"> • A place that feels safe to be and to walk, bike, etc. • A place that feels safe for students to be • An improved streetscape 	<ul style="list-style-type: none"> • A shared vision for what revitalization looks like • Community and Council support for revitalization strategies and actions 	<ul style="list-style-type: none"> • Consensus on funding mechanisms and support for these • Consensus on implementation actions • Integration of implementation tools and actions into a master plan for East Sherman Avenue

THEMES	REVITALIZATION OF THE CORRIDOR	SAFETY	COMMUNITY AND COUNCIL SUPPORT	IMPLEMENTATION TOOLS
STRATEGIES	<ul style="list-style-type: none"> Identify focus area for the East Sherman Avenue project Identify strategies for using properties along the corridor Identify and focus in on potential catalyst sites Develop strategies for redeveloping old buildings Ensure that local regulations work to achieve the community's goals Integrate wayfinding Integrate Centennial Trail / bike routes Programming of events and activities in the neighborhood 	<ul style="list-style-type: none"> Develop a streetscape plan that identifies timing, partners and funding Improve lighting along the corridor Improve street crossings Integrate traffic calming features Pursue strategies that help to get more "eyes on the street" (ex. more activity along East Sherman Avenue) Share data from the Police Department on incidents 	<ul style="list-style-type: none"> Establish an implementation group and ensure that the East Sherman master plan moves forward Educate the community and Council on why this effort benefits CDA Develop a new brand for East Sherman Avenue Develop consistent message - "This project benefits CDA because..." Develop a simple and straight forward action plan for Council 	<ul style="list-style-type: none"> Develop strategies for public/private partnerships Establish a storefront improvement program (funded by Urban Renewal?) Establish and engage neighborhood/business associations Identify and pursue grants for streetscape improvements Leverage Idaho Transportation Department (ITD) funds for additional funds Use ITD funding for corridor improvements? Identify and engage champions for implementation Establish an Urban Renewal area to create opportunity to utilize Tax Increment Financing? Develop a specific plan that identifies what the potential Urban Renewal funds will be used for Explore options to include both CDA and Fernan Lake Village in the Urban Renewal Area

ACTION PLAN

On the final day of the CBLI, the CDA team built upon their previous work by developing an action plan for the East Sherman revitalization efforts. The action plan was intended to provide the team with a game-plan for taking action and sustaining momentum upon their return to Coeur d’Alene.

The CDA team developed two goals to action plan around: (1) Ensure that there is community and council support for plan and implementation; and, (2) Create a master plan for East Sherman. These goals were crafted from the themes that had previously emerged. For each goal, the team identified specific actions to do to work towards achieving the goal, as well as identifying who was responsible for each action.

The team’s action plan is as follows:

GOAL 1:

ENSURE THAT THERE IS COMMUNITY AND COUNCIL SUPPORT FOR PLAN AND IMPLEMENTATION

ACTION	WHO’S RESPONSIBLE FOR THIS?
1. Develop a Communication Strategy	• Sam Taylor, Nicole Kahler, Hilary Anderson and Community Builders
2. Form Leadership Team	• Craig Hunter, Pat Acuff, Mike Gaertner, John Swallow, John Grollmus, Erin McClatchey, Dennis Brueggeman, School District, Chris Bosley and County representatives • Hilary Anderson to facilitate the creation of the Leadership Team
3. Re-visit/vet community input already collected	• Hilary Anderson, with support from Sam Taylor, Nicole Kahler, and Community Builders
4. Education on safety of East Sherman Avenue	• Police Department - Dave Hagar
5. Education and outreach on solutions for transitional housing	• Mayor Steve Widmyer and Mayor Heidi Acuff
6. Education on development and feasibility	• Alex Joyce (Cascadia Partners) and Community Builders
7. Education on policies and regulations	• Alex Joyce (Cascadia Partners) and Community Builders
8. Education on funding mechanisms	• Alex Joyce (Cascadia Partners) and Community Builders, with support from Hilary Anderson

GOAL 2:

CREATE A MASTER PLAN FOR EAST SHERMAN AVENUE

ACTION	LEAD
1. Identify a focus area for the East Sherman Avenue master plan	• Identify through the Community Builders Technical Assistance process
2. Identify market feasible development	• Alex Joyce (Cascadia Partners) and Community Builders, with support from Craig Hunter
3. Identify catalyst sites and walk through ideas/opportunities with property owners	• Identify and engage property owners through the Community Builders Technical Assistance process
4. Develop East Sherman streetscape design that works with desired development	• Community Builders and Alex Joyce (Cascadia Partners), with support from the local team, City Engineering Department and Jef Lemmon

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| 5. Analysis of regulations and recommendations on modifications that work to achieve community goals | • Alex Joyce (Cascadia Partners) and Community Builders |
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| 6. Explore feasibility of re-routing utilities | • Chris Bosley |
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| 7. Create a funding road map | • Alex Joyce (Cascadia Partners) and Community Builders, with support from the City |
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| 8. Create a simple and clear master plan for East Sherman that includes: | • Everyone |
| <ul style="list-style-type: none">• Drawings• Actions• Time-frames• Leads• Funding sources• Priority projects• Demonstration projects• Low hanging fruit, easy action items | |
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