

Vision, Policy Document, and Actions (combined): Implementation Plan Strategy

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
<p>VISION: COEUR D’ALENE – A CITY OF EXCELLENCE</p> <p>Coeur d’Alene is the vibrant heart of North Idaho. Together, we foster a community of excellence that cultivates activity, partnerships and innovation. As the region’s cultural and economic center, our growth is balanced by an attainable cost of living, regional healthcare, diverse employment and advancement opportunities, and quality education options. We strive to protect our spectacular lake and water resources, connected green spaces, rich history, and healthy lifestyles that set Coeur d’Alene apart. Our residents are committed to our future and the legacy we celebrate.</p> <p>The City of Coeur d’Alene and its residents’ value the diversity of our community and the inclusion of all voices. It is important for us all to have the courage to stand together, unite and understand that our differences make us stronger.</p>					
<p>COMMUNITY AND IDENTITY</p> <p>Coeur d’Alene is a community rooted in its respect for inclusiveness and cultural awareness. Our city’s foundation is its thriving residential, business, and employment districts. We recognize and celebrate our historical and cultural roots, relationship with the Coeur d’Alene Tribe, both past and present, and our connections with the natural environment. Coeur d’Alene’s identity as the cultural center of North Idaho creates opportunities for social connections through a wide variety of events, activities, and public places for community members to gather year-round.</p>					
<p>Goal CI 1 Coeur d’Alene citizens are well informed, responsive, and involved in community discussions.</p>					
<p><i>Objective CI 1.1 Foster broad-based and inclusive community involvement for actions affecting businesses and residents to promote community unity and involvement.</i></p>					
<p>Action CI 1.1.1 Create a Communications Coordinator position or assign the responsibilities to an existing staff member at the City of Coeur d’Alene, to provide uniform information to the public regarding general city business, projects, and services.</p>				City of Coeur d’Alene Administration Department	
<p>Action CI 1.1.2 Perform an outside communications audit, with citizen input, to increase effective use of social media, website and other emerging digital media to encourage citizen understanding and engagement. Implement the findings to improve communications, messaging, and citizen engagement.</p>				City of Coeur d’Alene Administration Department	Coeur d’Alene Public Schools, Civic Engagement Alliance
<p>Action CI 1.1.3 Create public communications and engagement guidelines that outline how city staff will plan, implement, and evaluate public engagement activities within the context of projects and functions.</p>				City of Coeur d’Alene Administration Department	CDA 2030, Civic Engagement Alliance, Association of Idaho Cities
<p>Action CI 1.1.4 Provide training and orientation programs for all incoming public officials and committee/commission members to improve their knowledge of their role, city policies and procedures, as well as how to communicate and be effective as public servants.</p>				City of Coeur d’Alene Administration/Legal Department	Association of Idaho Cities, Idaho Smart

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					Growth
Action CI 1.1.5 Conduct a review of roles, responsibilities, authority, and accountability of all City of Coeur d'Alene committees and commissions on an annual basis.				City of Coeur d'Alene Administration Department	
Action CI 1.1.6 Develop a portal that includes a mobile platform featuring information on events, activities, and attractions in Coeur d'Alene and the surrounding area.				Coeur d'Alene Convention and Visitors Bureau	
Action CI 1.1.7 Expand the role of the CDA TV Committee to advise the city staff and commissions/committees on public information, engagement, and conflict resolution best practices and training.				City of Coeur d'Alene Municipal Services Department	
Action CI 1.1.8 Create a guide and training opportunities to educate the public on their options for citizen communication and engagement in aspects of city decision making.				City of Coeur d'Alene Administration Department	Association of Idaho Cities, Civic Engagement Alliance
Action CI 1.1.9 Create a database of civic leadership opportunities (i.e., committees, commissions, and elected offices) to share with community members and youth who have an interest in engaging in local government and other groups.				Civic Engagement Alliance	United Way of North Idaho, Coeur d'Alene Regional Chamber of Commerce, Post Falls Chamber of Commerce, Coeur d'Alene Public Schools, Post Falls School District, Kootenai County Young Professionals, The Coeur Group, Lady d'Alenes

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Action CI 1.1.10 Develop a framework that can be utilized, and customized, by non-profit boards and government committees/commissions to encourage broad community representation with key factors such as industry, expertise, educational attainment, skills/attributes and demographic information when considering new board members.				Civic Engagement Alliance	City of Coeur d'Alene, The Wassmuth Center, Gonzaga University Institute of Hate Studies, Spokane NAACP
Goal CI 2 Maintain a high quality of life for residents and businesses that make Coeur d'Alene a great place to live.					
Objective CI 2.1 Maintain the community's friendly, welcoming atmosphere and its small-town feel.					
Action CI 2.1.1 Contract with a qualified firm to work with the city and partnering agencies to design and implement a standard of welcoming and wayfinding signage for Coeur d'Alene neighborhoods and key entry points into the community. Evaluate existing signage for effective messaging and brand consistency.				City of Coeur d'Alene Planning Department Streets and Engineering Department Parks & Recreation Department	Idaho Transportation Department, City of Coeur d'Alene Arts Commission, Coeur d'Alene Downtown Association, North Idaho Centennial Trail Foundation, Coeur d'Alene Tribe
Action CI 2.1.2 Foster a collaborative relationship with surrounding communities to manage development transitions at the city and county limits, and establish unique identities while maintaining connectivity.				Regional Housing and Growth Issues Partnership Working Group	Regional Housing and Growth Issues Partnership Advisory Group
Action CI 2.1.3 Adopt "living streets" and "pop-up parks" policies that facilitate development of temporary, short-term public spaces to accommodate street fairs, events, and other community activities while maintaining emergency services access.				City of Coeur d'Alene Planning Department	Coeur d'Alene Downtown Association
Action CI 2.1.4 Review Zoning Code to include a seasonal sidewalk extension policy and standards for ground floor businesses in commercial business districts to allow parklets, streeteries, and raised pedestrian detours in the City right-of-way.				City of Coeur d'Alene Planning Department	Coeur d'Alene Downtown Association

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Action CI 2.1.5 Develop a comprehensive toolkit and streamlined process to help event organizers better understand city requirements, including timeline, fees, permits and safety plan.				City of Coeur d'Alene Municipal Services	Coeur d'Alene Regional Chamber of Commerce, Coeur d'Alene Downtown Association, Coeur d'Alene Public Schools
Action CI 2.1.6 Develop an online special event permit portal that coordinates the involved city departments, allows online event calendaring and gathers information for the required special event meeting.				City of Coeur d'Alene Municipal Services	
Action CI 2.1.7 Conduct a views and vista analysis to evaluate the impacts of future development and signage on community assets and natural areas.				City of Coeur d'Alene Planning Department	Coeur d'Alene Downtown Association
Objective CI 2.2 Support programs that preserve historical collections, key community features, cultural heritage, and traditions.					
Action CI 2.2.1 Create historic markers and tours that highlight historically and architecturally significant buildings, open spaces, natural resources, historic sites, and other key community features. Tours may be virtual and/or electronic for use on mobile devices (e.g, Historik app).				Museum of North Idaho, Historik	City of Coeur d'Alene, Coeur d'Alene Historic Preservation Commission, Coeur d'Alene Tribe, Coeur d'Alene Convention and Visitors Bureau, Coeur d'Alene Downtown Association and Coeur d'Alene Arts & Culture Alliance, North Idaho Centennial Trail Foundation North Idaho

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					College, North Idaho Higher Education, Tour CDA
Action CI 2.2.2 Develop and program the new Museum of North Idaho in the JC White House to provide an expanded, state-of-the-art facility with interactive and culturally significant exhibits .				Museum of North Idaho	Coeur d'Alene Carousel Foundation, ignite cda, City of Coeur d'Alene, Coeur d'Alene Tribe, Coeur d'Alene Historic Preservation Commission
Action CI 2.2.3 Create an annual "Coeur d'Alene Heritage Day" with events, activities, music, and food that celebrates Coeur d'Alene's history, traditions, and local culture. Showcase the diverse individuals, groups, and events that have contributed to Coeur d'Alene's history.				Coeur d'Alene Arts & Culture Alliance	Museum of North Idaho, Coeur d'Alene Regional Chamber of Commerce, North Idaho College, Coeur d'Alene Tribe, Human Rights Education Institute, Coeur d'Alene Public Library, business and nonprofit organizations
Action CI 2.2.4 Develop and advertise activities to strengthen partnerships between State and regional Tribes and other communities emphasizing celebrated cooperation and mutual heritage of the land.				Coeur d'Alene Tribe	Human Rights Education Institute, Museum of North Idaho

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Goal CI 3 Coeur d’Alene will strive to be livable for median and below income levels, including young families, working class, low income, and fixed income households.					
Objective CI 3.1 Support efforts to preserve existing housing stock and provide opportunities for new affordable and workforce housing.					
Action CI 3.1.1 Convene working groups to identify viable housing solutions, including amendment to the City Code, deed restrictions, development incentives, land banking or trusts, and other solutions as necessary to allow for compatible development that supports a variety of attainable housing choices.				City of Coeur d’Alene Planning Department	Idaho Department of Labor, North Idaho Building Contractors Association, Idaho Housing and Finance, Habitat for Humanity of North Idaho, North Idaho Housing Coalition, City of Coeur d’Alene, St. Vincent de Paul, Trinity Homes, Regional Housing & Growth Issues Partnership, Coeur d’Alene Association of REALTORS, Region 1 Homeless Coalition
Action CI 3.1.2 Develop a multi-pronged housing strategy and guide to address affordable and workforce housing.				City of Coeur d’Alene Planning Department	Idaho Department of Labor, North Idaho Building Contractors Association,

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					Idaho Housing and Finance, Habitat for Humanity of North Idaho, North Idaho Housing Coalition, City of Coeur d'Alene, St. Vincent de Paul, Trinity Homes, Regional Housing & Growth Issues Partnership, Coeur d'Alene Association of REALTORS, Region 1 Homeless Coalition
Action CI 3.1.3 Educate the community on current housing needs and viable affordable/attainable housing solutions available to the city.				United Way of North Idaho	Regional Housing & Growth Issues Partnership, Coeur d'Alene Association of REALTORS, Idaho Department of Labor, North Idaho Building Contractors Association, Idaho Housing and Finance, Habitat for Humanity of

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					North Idaho, North Idaho Housing Coalition, City of Coeur d'Alene, St. Vincent de Paul, Trinity Homes
Objective CI 3.2 Provide excellent childcare for Coeur d'Alene citizens and workforce.					
Action CI 3.2.1 Create a public-private task force to research and initiate local solutions to provide access to quality and affordable childcare in greater Coeur d'Alene.				United Way of North Idaho Early Care and Education Task Force	United Way of North Idaho, Panhandle Health District Childcare Resource Center, Head Start, Early Head Start, School Plus, North Idaho College Children's Center, Coeur d'Alene Public Schools
Action CI 3.2.2 Develop and implement a strategic plan based on the community assessments to provide childcare that is accessible and serves our population.				United Way of North Idaho Early Care and Education Task Force	
Goal CI 4 Coeur d'Alene is a community that works to support cultural awareness, diversity and inclusiveness.					
Objective CI 4.1 Recognize cultural and economic connections to the Coeur d'Alene Tribe, acknowledging that this area is their ancestral homeland.					
Action CI 4.1.1 Continue to strengthen relationships and partnerships with the Coeur d'Alene Tribe, other governments, and community partners, while recognizing the Tribe's deep connection to Coeur d'Alene Lake and continued dedication to protecting this valuable natural and economic resource.				Our Gem Coeur d'Alene Lake Collaborative, Coeur d'Alene Tribe Cultural Resources Department	Human Rights Education Institute, Idaho Department of

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					Environmental Quality, University of Idaho - Coeur d'Alene, Coeur d'Alene Regional Chamber Commerce, Kootenai County
Action CI 4.1.2 Encourage increased participation by the Coeur d'Alene Tribe in cultural events, historic preservation efforts, artwork, education, and other programs.				Museum of North Idaho, Coeur d'Alene Tribe	Human Rights Education Institute, Coeur d'Alene Arts and Culture Alliance, Coeur d'Alene Downtown Association, Coeur d'Alene Convention and Visitors Bureau, City of Coeur d'Alene, Coeur d'Alene Casino
Objective CI 4.2 Create an environment that supports and embraces diversity in arts, culture, food, and self-expression.					
Action CI 4.2.1 Review the recommendations of the Arts Master Plan and provide resources for expanded arts programming.				City of Coeur d'Alene Administration Department	Coeur d'Alene Arts & Culture Alliance, ignite cda, University of Idaho - Coeur d'Alene, Coeur d'Alene Tribe, Coeur d'Alene Casino, Emerge
Action CI 4.2.2 Identify partnerships that can grow the arts culture within Coeur d'Alene to boost local artist visibility as part of an economic development strategy.				Coeur d'Alene Arts & Culture Alliance, Emerge CDA	Idaho Commission on the Arts, Coeur

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					d'Alene Tribe
Action CI 4.2.3 Reevaluate the viability of a Performing Arts Center in Coeur d'Alene based on the findings and recommendations in the 2018 Feasibility Study and the Blue-Ribbon Panel review to hire a consultant team to analyze the space needs, design the facility, conduct a cost estimate, and evaluate financing options.				City of Coeur d'Alene Administration Department	ignite cda
Objective CI 4.3 Promote human rights, civil rights, respect, and dignity for all in Coeur d'Alene.					
Action CI 4.3.1 Encourage cultural awareness and training opportunities for community members and industries to bring more awareness and understanding of the diversity of our community.				Human Rights Consortium	North Idaho College, University of Idaho - Coeur d'Alene, Gonzaga University Institute for Hate Studies, Coeur d'Alene Tribe, The Wassmuth Center
Action CI 4.3.2 Continue to support campaigns and messaging against hate and discrimination of all kinds.				City of Coeur d'Alene Administration Department	Love Lives Here, Human Rights Task Force, Human Rights Education Institute, The Wassmuth Center
Action CI 4.3.3 Generate a community survey and report identifying barriers and solutions for diversity and broader community participation in leadership positions throughout the Coeur d'Alene region.				Civic Engagement Alliance Human Rights Consortium	The Wassmuth Center, Coeur d'Alene Regional Chamber of Commerce, Gonzaga University

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					Institute for Hate Studies, Spokane NAACP, Post Falls Chamber of Commerce
Action CI 4.3.4 Create a civic leadership program that provides support, training, and civic education in the functions of local government with the intent to develop future leaders and engage a broader and more representative cross-section of community members.				Civic Engagement Alliance	Association of Idaho Cities, Idaho Smart Growth, The Wassmuth Center, Human Rights Education Center, Human Rights Consortium, Gonzaga University Institute for Hate Studies, Spokane NAACP, The Coeur d'Alene Tribe, The Wassmuth Center, Panhandle Area Council, Chamber of Commerce Leadership CDA, League of Women Voters, Kootenai Perspectives, Coeur d'Alene Public Schools, Coeur d'Alene

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					Regional Chamber of Commerce, North Idaho Higher Education

EDUCATION & LEARNING

Education and lifelong learning opportunities are the foundation of Coeur d’Alene’s future. Our focus on education, from pre-K through post-secondary education, prepares students for life; creating culturally and globally aware graduates and a highly trained local workforce. We recognize that stable educational funding is necessary to support innovation in curriculum, instruction, and focused professional development. Collaboration with businesses and agencies provide real-world learning opportunities that prepare students for skilled labor, professional, and leadership positions. Our schools are accessible to all, providing educational options that inspire curiosity, entrepreneurialism, and offer lifelong learning opportunities for gaining new skills and fostering personal growth.

Goal EL 1 Encourage development of quality early care and education opportunities that supports students to reach age-appropriate learning benchmarks and provides childcare for the workforce.

Objective EL 1.1 Invest in early care and education infrastructure.

Action EL 1.1.1 Invest in and advance a diverse, and well-compensated early childhood education profession across north Idaho’s region 1.				United Way of North Idaho Early Care and Education Task Force	Idaho STARS, Idaho Association for the Education of Young Children, University of Idaho - Coeur d’Alene, North Idaho College, Lewis-Clark State College
Action EL 1.1.2 Collaborate with statewide organizations to develop and enhance high quality early education.				United Way of North Idaho Early Care and Education Task Force	Idaho Association for the Education of Young Children
Action EL 1.1.3 Build mechanisms for business and community stakeholders to support /invest in early care and education, and build knowledge of and investment in high quality early care and education.				United Way of North Idaho Early Care and Education Task Force	Coeur d’Alene Area Economic Development Corporation,

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					Coeur d'Alene Regional Chamber of Commerce
Action EL 1.1.4 Evaluate existing community out-of-school programming through student and parent input to find service gaps and focus support on the most effective and desired programs.				Coeur d'Alene Public Schools	Coeur d'Alene The Salvation Army Kroc Center, City of Coeur d'Alene, Boys and Girls Club of Kootenai County , Boy Scouts and Girl Scouts, 4-H Clubs, Club Sports, Emerge, Gizmo, Coeur d'Alene Public Library, Community Library Network, North Idaho CASA
Objective EL 1.2 Increase access to quality childcare providers.					
Action EL 1.2.1 Build and increase financial assistance to families for quality childcare.				United Way of North Idaho Early Care and Education Task Force	
Action EL 1.2.2 Increase access to information about quality childcare programs available.				United Way of North Idaho Early Care and Education Task Force	
Action EL 1.2.3 Provide take-home information, resources, and tools to parents and caregivers to succeed as their child's first and most influential teacher.				United Way of North Idaho Early Care and Education Task Force	

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Objective EL 1.3 Provide early childhood education opportunities to achieve grade level reading proficiency by 3rd grade.					
Action EL 1.3.1 Research affordable early childhood education options such as public preschool or preschool co-ops.				United Way of North Idaho Early Care and Education Task Force	Coeur d'Alene Public Schools
Action EL 1.3.2 Continue creative efforts, such as United Way's kindergarten boot camp and Ready! For Kindergarten, to promote early learning.				United Way of North Idaho Early Care and Education Task Force	
Action EL 1.3.3 Transfer successful Opening Books, Opening Doors programs to new lead partners for program sustainability.				Innovia Foundation	Coeur d'Alene Public Schools, University of Idaho - Coeur d'Alene, Coeur d'Alene Public Library, Community Library Network, United Way of North Idaho
Action EL 1.3.4 Support innovative professional development for early care teachers and directors to maintain and attract qualified staff.				United Way of North Idaho Early Care and Education Task Force	Idaho STARS
Goal EL 2 Promote an educational environment that equips students to reach their full potential.					
Objective EL 2.1 Engage with the school district to shape the type of curricula received by students.					
Action EL 2.1.1 Complete the development of Coeur d'Alene "portrait of a graduate" that will guide the five-year strategic plan for Coeur d'Alene Public Schools.				Coeur d'Alene Public Schools	
Action EL 2.1.2 Develop and conduct a labor skills gap analysis, addressing industry needs, educational requirements, and availability of skilled workers in greater Coeur d'Alene, to help determine effective strategies for improving local workforce education and training programs.				Idaho Department of Labor	North Idaho College, Panhandle Area Council, University of Idaho – Coeur d'Alene, Coeur d'Alene Area

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<h1>DRAFT</h1>					Economic Development Corporation, Lewis Clark State College, North Idaho College Workforce Training, Kootenai Technical Education Center, Workforce Training, Coeur d'Alene Regional Chamber of Commerce, North Idaho Building Contractors Association, North Idaho College Parker Technical Education Center,
Action EL 2.1.3 Encourage youth leadership and professional development, such as a leadership academy, by creating programs to prepare people for leadership positions in the community.				Civic Engagement Alliance	Boys and Girls Club of Kootenai County, Coeur d'Alene Public Schools, Tesh Inc., Kootenai Technical Education Center, North Idaho College Workforce

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<h1>DRAFT</h1>					Training, Coeur d'Alene Regional Chamber of Commerce, Coeur d'Alene Area Economic Development Corporation, North Idaho Building Contractors Association, North Idaho College Parker Technical Education Center, The Coeur Group, Lady d'Alenes, Kootenai County Young Professionals, Kiwanis, National Honors Society
Action EL 2.1.4 Explore opportunities to develop an experiential learning, including environmental education and service-learning curriculum for PreK -12 students.				Coeur d'Alene Public Schools	The Confluence Project, Northwest Expedition Academy, Kootenai Environmental Alliance, The Coeur d'Alene Tribe, Idaho Department of Environmental

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					Quality, School District Gizmo-CDA, University of Idaho Extension, University of Idaho – Coeur d’Alene, Coeur d’Alene Regional Chamber of Commerce, Coeur d’Alene Education Partnership, Hayden Canyon Charter School of Expeditionary Learning, businesses
Action EL 2.1.5 Develop and promote service-learning programs to link school curriculum and classes to real-world life experiences.				Generation Alive, Coeur d’Alene Public Schools	Key Club, Human Rights Education Institute, United Way of Kootenai County, Protelligent Inc., North Idaho IT Professionals Association, nonprofit organizations
Action EL 2.1.6 Teach and foster soft skills such as problem solving, public speaking, collaboration, timeliness, etiquette, professionalism, etc., for K-12 students and for those in the workforce.				Coeur d’Alene Public Schools Idaho Department of Labor	Coeur d’Alene Education Partnership, Gizmo- CDA,

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DRAFT					counselors and advisors, businesses Coeur d'Alene Public Schools, North Idaho College Workforce Training, Coeur d'Alene Chamber Leadership Class, businesses, Goodwill Industries, Community Action Partners, nonprofits organizations Human Rights Education Institute (HERO Program), Girls and Boys Scouting Programs, 4H, banks/credit unions, Gizmo
Action EL 2.1.7 Expand and promote programs to aid students with special needs.				Coeur d'Alene Public Schools	Special Needs Recreation, Panhandle Autism Society, Disability Action

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					Center, Idaho Parents Unlimited, Project SEARCH, DS Connections Northwest, Tesh
Action EL 2.1.8 Increase STEAM (science, technology, engineering, arts, math) education programming in elementary, middle, high school.				University of Idaho - Coeur d'Alene, Gizmo,	Innovation Collective, American Society of Civil Engineers, Idaho Society of Professional Engineers, North Idaho College
Goal EL 3 Provide an educational environment that provides open access to resources for all people.					
Objective EL 3.1 Increase opportunities for volunteers to work in schools.					
Action EL 3.1.1 Develop a volunteer bootcamp to provide training and placement in schools.				Coeur d'Alene Public Schools	
Action EL 3.1.2 Involve retirees in mentorship opportunities.				Coeur d'Alene Public Schools	Coeur d'Alene Senior Center, service organizations
Objective EL 3.2 Provide abundant opportunities for and access to lifelong learning, fostering mastery of new skills, academic enrichment, mentoring programs, and personal growth.					
Action EL 3.2.1 Support additional library outreach in schools and community centers to reach larger numbers of people.				City of Coeur d'Alene Coeur d'Alene Public Schools, Cooperative Information Network (Libraries)	
Action EL 3.2.2 Seek partnerships and funding opportunities to provide lifelong educational opportunities that will enhance diverse skill and workforce training options for residents.				North Idaho College Educational Information Center	Coeur d'Alene Public Library, Community Library Network,

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					Gizmo, Emerge, Museum of North Idaho, Pilgrim's Natural Food Market, The Salvation Army Kroc Center, City of Coeur d'Alene
Action EL 3.2.3 Explore additional training and resources for online and remote education.				Coeur d'Alene Public Schools	Idaho Business for Technology
Objective EL 3.3 Support educators in developing and maintaining high standards to attract, recruit, and retain enthusiastic, talented, and caring teachers and staff.					
Action EL 3.3.1 Support innovative professional development for K-12 teachers, such as continuing education in project based learning and other emerging learning approaches.				Coeur d'Alene Public Schools	Gizmo, STEM Action Center, University of Idaho - Coeur d'Alene, North Idaho College, Lewis-Clark State College, Boise State University
Action EL 3.3.2 Achieve a stable source of funding for PreK-12 education that focuses on small class sizes, technology, facilities, resources, curricula, and programs for students.					Excel Foundation
Action EL 3.3.3 Continue to champion fair and competitive teacher salaries in order to ensure that Coeur d'Alene has a strong education system.				Coeur d'Alene Teachers Union	Idaho Education Association, School District, SPARK, Innovia Foundation, Coeur d'Alene Public Schools School Board
Action EL 3.3.4 Consider a program for providing student teacher housing to attract student teachers and create a pipeline of qualified teachers.				Coeur d'Alene Public Schools	Coeur d'Alene Teachers Union, Coeur d'Alene

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					Regional Chamber of Commerce, North Idaho Building Contractors Association, North Idaho College, City of Coeur d'Alene
Objective EL 3.4 Support the well-being of students, faculty, and staff.					
Action EL 3.4.1 Expand mental health services in schools to help students, faculty, and staff.				Panhandle Health District, Heritage Health	Coeur d'Alene Public Schools
Goal EL 4 Support partnerships and collaborations focused on quality education and enhanced funding opportunities for school facilities and operations.					
Objective EL 4.1 Collaborate with the school district (SD 271) to help identify future locations for new or expanded school facilities and funding mechanisms as development occurs to meet Coeur d'Alene's growing population.					
Action EL 4.1.1 Conduct quarterly meetings to discuss proposed development and annexation requests to evaluate possible locations for future school sites based on Coeur d'Alene Public Schools' master plan.				City of Coeur d'Alene Coeur d'Alene Public Schools	North Idaho Building Contractors Association, Kootenai County
Action EL 4.1.2 Explore possible school funding opportunities, such as impact fees and/or real estate transaction fees, and necessary legislative action and possible partners to assist with the impacts of growth on school facilities and operations.				Regional Housing & Growth Issues Partnership, School Subcommittee	Coeur d'Alene Schools, Post Falls School District, Lakeland School District, City of Coeur d'Alene, other cities, NIBCA, chambers of commerce, Governor's office, local legislators

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Objective EL 4.2 Enhance partnerships among local higher education institutions and vocational schools, offering an expanded number of degrees and increased diversity in graduate level education options with combined campus, classroom, research, and scholarship resources that meet the changing needs of the region.					
Action EL 4.2.1 Identify post-secondary education collaborations with regional partners and institutions.				University of Idaho - Coeur d'Alene, North Idaho College, Lewis Clark State College, Coeur d'Alene Regional Chamber of Commerce,	
Action EL 4.2.2 Based on the skills gap analysis (EL 2.1.2), support and expand state-of-the-art programs and facilities for workforce training to produce well-trained, highly skilled workers for the region's economy.				Idaho Department of Labor, North Idaho College Parker Technical Education Center, Kootenai Technical Education Center, North Idaho College Workforce Training Center, University of Idaho - Coeur d'Alene, North Idaho College Venture Center,	
Action EL 4.2.3 Encourage and support schools in offering an expanded number and degrees and increased diversity in graduate level options that meet the changing needs of the region.				North Idaho Higher Education	
Action EL 4.2.4 Support on- and off-campus student and faculty housing to increase the demand for local services and businesses that cater to students and faculty.				North Idaho College, North Idaho Higher Education	
Action EL 4.2.5 Encourage local colleges, vocational schools, and technical training institutes to maintain and improve continuing education courses and certificate programs, including opportunities for on-line learning.				North Idaho Higher Education, North Idaho College Workforce Training Center, North Idaho Workforce Development Council	

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ENVIRONMENT & RECREATION					
Coeur d’Alene is defined by its lake, river, and mountains. Our community’s distinctive natural beauty is enhanced by easy access to parks, open spaces, natural areas, and an urban forest that connects our community members with nature. We continue to focus on access to nature, parks and pedestrian and bicycle trails from our neighborhoods and business districts. We also strive to maintain an award-winning recreation program and work with our neighboring jurisdictions to support emerging recreational activities. These priorities support a healthy lifestyle and provide our community with a variety of recreational opportunities.					
Goal ER 1 Preserve and enhance the beauty and health of Coeur d’Alene’s natural environment.					
Objective ER 1.1 Manage shoreline development to address stormwater management and improve water quality.					
Action ER 1.1.1 Review existing City shoreline development standards to incorporate current best practices for shoreline management and water quality, and evaluate the appropriateness variances and modifications to shoreline provisions as part of a Planned Unit Development project.				City of Coeur d’Alene Planning Department	
Action ER 1.1.2 Improve public coordination with the city by providing a single city contact, particularly for land use and stormwater issues.				City of Coeur d’Alene Planning and Streets & Engineering	
Action ER 1.1.3 Continue to remove stormwater outfall locations and replace them with stormwater treatment basins.				City of Coeur d’Alene Streets & Engineering Department	Stormwater & Erosion Education Program
Action ER 1.1.4 Review existing stormwater treatment requirements and design standards to evaluate their effectiveness and modify to include the latest technologies.				Idaho Department of Environmental Quality	Pacific Northwest Clean Water Association
Action ER 1.1.5 Identify opportunities to create district-wide stormwater treatment facilities to improve the quality of water discharged into the lake.				City of Coeur d’Alene Streets & Engineering coordinate with Planning and Parks & Rec	Stormwater & Erosion Education Program, North Idaho Building Contractors Association, Our Gem Coeur d’Alene Lake Collaborative, Panhandle

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Health District, Coeur d'Alene Tribe, Coeur d'Alene Regional Chamber of Commerce, Innovation Collective, Idaho Society of Professional Engineers, American Society of Civil Engineers
Action ER 1.1.6 Work with new and existing developments to implement creative stormwater treatment solutions using silva cells (or similar), permeable pavers, rain gardens, and other viable methods to reduce untreated stormwater entering the city's storm drains, and still allow for active/dual use of the space (e.g., plazas, amenity zone of sidewalks, parking lot screening, etc.).				City of Coeur d'Alene Streets & Engineering coordinate with Planning and Parks & Rec	Stormwater & Erosion Education Program, North Idaho Building Contractors Association, Our Gem Coeur d'Alene Lake Collaborative, Panhandle Health District, Coeur d'Alene Tribe, Coeur d'Alene Regional Chamber of Commerce, Innovation Collective, Idaho Society of Professional Engineers,

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					American Society of Civil Engineers, Pacific Northwest Clean Water Association
Action ER 1.1.7 Amend the Zoning Code and development criteria to encourage desired low impact development and green street standards for specific zoning districts or planned unit developments to reduce stormwater runoff into water bodies.				City of Coeur d'Alene Parks & Recreation Department Street and Engineering Department	Stormwater & Erosion Education Program, North Idaho Building Contractors Association, Our Gem Coeur d'Alene Lake Collaborative, Panhandle Health District, Coeur d'Alene Tribe, Coeur d'Alene Regional Chamber of Commerce, Innovation Collective, Idaho Society of Professional Engineers, American Society of Civil Engineers
Action ER 1.1.8 Provide incentives for new construction and redevelopment to incorporate sustainable building design, such as greywater systems, rainwater harvesting, solar, and other building techniques that reduce impact on systems and the environment.				City of Coeur d'Alene Planning Street and Engineering Department	Stormwater & Erosion Education Program, North Idaho Building

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Contractors Association, Our Gem Coeur d'Alene Lake Collaborative, Panhandle Health District, Coeur d'Alene Tribe, Coeur d'Alene Regional Chamber of Commerce, Innovation Collective, Idaho Society of Professional Engineers, American Society of Civil Engineers
Objective ER 1.2 <i>Improve the water quality of Coeur d'Alene Lake and Spokane River by reducing the use of fertilizers, pesticides, herbicides, and managing aquatic invasive plant and fish species.</i>					
Action ER 1.2.1 Coordinate with agencies and governments including the Environmental Protection Agency, State of Idaho, and Coeur d'Alene Tribe to manage/reduce nutrient loading and runoff to lakes and streams, such as promoting the proper use of fertilizers near water bodies and residential yards where stormwater can carry chemicals into storm drains that drain into Coeur d'Alene Lake and the Spokane River.				Our Gem Coeur d'Alene Lake Collaborative	Coeur d'Alene Lakeshore Property Owners Association,

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Action ER 1.2.2 Educate the community about reducing noxious weeds and invasive species in the watersheds.				Idaho State Department of Agriculture, Kootenai County Noxious Weeds Department	Idaho Department of Environmental Quality, Fish and Game, Idaho Noxious Weed Association, Our Gem Coeur d'Alene Lake Collaborative, Coeur d'Alene Tribe, Avista Corporation, Ducks Unlimited
Action ER 1.2.3 Partner with agencies to address mining contamination and minimize further pollution of the lake.				Coeur d'Alene Tribe, Idaho Department of Environmental Quality, Environmental Protection Agency, Restoration Partnership	
Objective ER 1.3 Enhance and improve lake and river habitat and riparian zones, while maintaining waterways and shorelines that are distinctive features of the community.					
Action ER 1.3.1 Increase public awareness of water issues by growing the education program to preserve lake health and protect water quality by promoting community awareness of local water resources through education, outreach and stewardship.				Our Gem Coeur d'Alene Lake Collaborative	
Action ER 1.3.2 Increase coordination with the Coeur d'Alene Tribe as it relates to natural resource management and protection.				Our Gem Coeur d'Alene Lake Collaborative	Idaho Department of Environmental Quality, Kootenai Environmental Alliance, Chamber Natural Resources Committee

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Action ER 1.3.3 Evaluate the Zoning Code to ensure that compatible development occurs near shorelines.				Kootenai County	Idaho Department of Environmental Quality
Objective ER 1.4 Reduce water consumption for landscaping throughout the city.					
Action ER 1.4.1 Evaluate the City Code, particularly the Planned Unit Development (PUD) code to require that a certain percentage of the open space be planted with native or drought tolerant plants to reduce the need for water usage.				City of Coeur d'Alene Planning Department	Cedar Mountain Perennials, Kinnikinnick Native Plant Society, Plants of the Wild
Action ER 1.4.2 Develop educational materials for the community on best practices for xeriscaping, drought tolerant and native plants and watering lawns for water conservation, such as incorporating water sensors and changing watering schedules and frequencies to reduce water usage.				Idaho Washington Aquifer Collaborative	City of Coeur d'Alene, Our Gem Coeur d'Alene Lake Collaborative, KC Master Gardeners, Aquifer Protection District, Cedar Mountain Perennials, Kinnikinnick Native Plant Society, Plants of the Wild
Action ER 1.4.3 Evaluate public space irrigation needs using Idaho Washington Aquifer Collaborative standards for water usage to appropriately balance water conservation with aesthetics.				City of Coeur d'Alene Parks & Recreation Water Department	
Action ER 1.4.4 Identify opportunities to incorporate drought tolerant and native plants that do not require extensive water or maintenance into medians and other public spaces.				City of Coeur d'Alene Parks & Recreation Department	Cedar Mountain Perennials, Kinnikinnick Native Plant

	TIMING			TIMING	SUPPORT
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	
					Society, Plants of the Wild
Goal ER 2 Provide diverse recreation options.					
<i>Objective ER 2.1 Support the development, acquisition, and maintenance of property and facilities for current and future use, including the Parks Master Plan.</i>					
Action ER 2.1.1 Review new and existing developments to evaluate compliance with the goal of a 10-minute walk to public parks or open space amenities.				City of Coeur d'Alene Parks and Recreation Department	City of Coeur d'Alene Natural Open Space Committee, ignite cda, developers
<i>Objective ER 2.2 Encourage publicly-owned and/or private recreation facilities for citizens of all ages. This includes sports fields and facilities (both outdoor and indoor), hiking and biking pathways, open space, passive recreation, and water access for people and motorized and non-motorized watercraft.</i>					
Action ER 2.2.1 Amend the Zoning Code to discourage obstruction of open view corridors of both public and private parks, green spaces and natural areas.				City of Coeur d'Alene Planning Department	City of Coeur d'Alene Natural Open Space Committee, ignite cda developers
Action ER 2.2.2 Develop a bike park that will include a BMX freestyle track, jumps and cyclocross.				City of Coeur d'Alene Parks & Recreation Department	City of Coeur d'Alene Ped/Bike Committee, BMX Group, US Forest Service, Lake City Trail Alliance, Property Owners
Action ER 2.2.3 Evaluate feasibility at Cherry Hill Park with connectivity to the U.S. Forest Service mountain bike trails.				City of Coeur d'Alene Parks & Recreation Department	City of Coeur d'Alene Ped/Bike Committee, BMX Group, US Forest Service, Lake City Trail

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Alliance, Property Owners, Cancourse
Action ER 2.2.4 Create a public partnership to acquire ownership and/or preserve shoreline access to Lake Coeur d'Alene from Silver Beach to Higgens Point.				Idaho Parks & Waterways	Kootenai County, Idaho Department of Lands, Idaho Transportation Department, North Idaho Centennial Trail Foundation, Eastside Highway District, property owners
Action ER 2.2.5 Develop a public Boaters Park in the Silver Beach area with parking, restrooms, overnight moorage, vessel pump-out, day use and picnic area, beach with swim area, and concession area.				City of Coeur d'Alene Parks & Recreation Department Hagadone Corporation	Kootenai County, Idaho Parks & Waterways, Idaho Fish and Game, Idaho Department of Lands, Army Corps of Engineers
Action ER 2.2.6 Expand and develop a variety of outdoor winter activities and facilities engaging broad community and visitor involvement, i.e. cross-country ski trails, snowshoeing, snow biking, ice skating.				City of Coeur d'Alene Parks & Recreation Department	Chamber of Commerce, Cancourse, Coeur d'Alene Visitors Bureau, Panhandle Nortic Ski Club, Downtown

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Association
Action ER 2.2.7 Promote public-private partnerships at public recreation sites to enable private provision of unique recreational and vendor services not provided by the government.				City of Coeur d'Alene Administration Department Parks & Recreation Department	Idaho Parks and Waterways, North Idaho College
Objective ER 2.3 Encourage and maintain public access to mountains, natural areas, parks, and trails that are easily accessible by walking and biking.					
Action ER 2.3.1 Work with new and existing property owners that abut public lands to provide public passage via easements or other access agreements to access publicly owned areas.				City of Coeur d'Alene Parks & Recreation Department Legal Department Planning Department, Kootenai County	Cancourse
Action ER 2.3.2 Identify areas where snow removal is needed for multi-modal winter transportation and improved access to public transit stops.				City of Coeur d'Alene Parks & Recreation Department Streets & Engineering Department	Citylink, Ped/Bike Committee, North Idaho Centennial Trails Foundation, Joint Powers Board, Lake City Bicycle Collective
Action ER 2.3.3 Require access easements within new development projects, such as annexations or planned unit developments, to preserve public access to trails. Within developed areas, maintain existing access and, as possible, increase public access to trails through new access easements.				City of Coeur d'Alene, Parks & Recreation Department, Kootenai County	Kootenai Environmental Alliance, Kootenai County, developers, user groups, North Idaho Building Contractors Association,

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Open Space Committee, Friends of the Spokane River group
Action ER 2.3.4 Secure funding to extend a multi-use trail from Lake Coeur d’Alene to Canfield Mountain on the east side of town.				City of Coeur d’Alene, Parks & Recreation Department, Kootenai County, Lake City Trail Alliance	Forest Service, North Idaho Centennial Trail Foundation, Canceurse
Action ER 2.3.5 Implement a bike and pedestrian “wayfinding” signage and routing program including physical signs with directional arrows and Quick Response (QR) codes. Include wayfinding features for trails in Coeur d’Alene App(s) or mobile friendly websites.				City of Coeur d’Alene Planning Department	North Idaho Centennial Trail Foundation, Innovation Collective, Coeur d’Alene Downtown Association, Lake City Bicycle Collective
Goal ER 3 Protect and improve the urban forest while maintaining defensible spaces that reduces the potential for forest fire.					
Objective ER 3.1 Preserve and expand the number of street trees within city rights-of-way.					
Action ER 3.1.1 In new and existing developments, minimize tree removal, substantial tree replacement, and suppress topping trees through education, incentives, and enforcement for noncompliance.				City of Coeur d’Alene Parks & Recreation Department	Chamber Natural Resources Committee, University of Idaho Extension
Action ER 3.1.2 Review and update the City’s approved street tree list to ensure specific characteristics meet the needs of diverse planting sites (i.e. swales, powerlines, sidewalks, etc.).				City of Coeur d’Alene Parks & Recreation Department	

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Objective ER 3.2 <i>Protect and enhance the urban forest, including wooded areas, street trees, and “heritage” trees that beautify neighborhoods and integrate nature with the city.</i>					
Action ER 3.2.1 Adopt a City urban forest management policy that recognizes the value of the urban forest as a public infrastructure asset. Modify City ordinances to give the City (not abutting property owners) authority and funding to provide proper tree maintenance, removal, and planting for trees within City right-of-way.				City of Coeur d’Alene Parks & Recreation Department	City of Coeur d’Alene Urban Forestry Committee
Objective ER 3.3 <i>Minimize the risk of fire in wooded areas that also include, or may include residential uses.</i>					
Action ER 3.3.1 Work with local, state, and federal groups, including seeking grants for funding for implementation, to minimize fuels in wooded areas in town using the Firewise principles.				City of Coeur d’Alene Fire Department	US Forest Service, Idaho Parks Foundation, Idaho Department of Lands, University of Idaho Extension
Action ER 3.3.2 Develop educational materials for the community on Firewise prevention and provide a Firewise Risk Assessment for houses within the Wildland Urban Interface to evaluate a home’s risk.				Kootenai County	US Forest Service, Idaho Parks Foundation, Idaho Department of Lands, University of Idaho Extension
Action ER 3.3.2 Create new Firewise Communities in the City’s Wildland Urban Interface (WUI) Areas.				City of Coeur d’Alene Fire Department	US Forest Service, Idaho Parks Foundation, Idaho Department of Lands, University of Idaho Extension
Action ER 3.3.3 Support forest management practices that thin out undergrowth, remove dead or diseased trees, and other measures that reduce fire risk.				US Forest Service	Idaho Parks Foundation, Idaho

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Department of Lands, University of Idaho Extension, Kootenai County
Action ER 3.3.4 Emphasize and create incentives for fire resistant plantings based on an approved planting list in urban and suburban regions.				City of Coeur d'Alene Parks & Recreation Department Fire Department	US Forest Service, Idaho Parks Foundation, Idaho Department of Lands, University of Idaho Extension, Kootenai County
Action ER 3.3.5 Identify high risk fire areas and create standards to reduce risk to people and property.				City of Coeur d'Alene Fire Department, Kootenai County	US Forest Service, Idaho Parks Foundation, Idaho Department of Lands, University of Idaho Extension, Kootenai County
Objective ER 3.4 <i>Protect the natural and topographic character, identity, and aesthetic quality of hillsides.</i>					
Action ER 3.4.1 Review and continue to implement the Hillside Ordinance, where it applies, in new developing areas of the city.				City of Coeur d'Alene Planning Department	
Goal ER 4 Reduce the environmental impact of Coeur d'Alene.					
Objective ER 4.1 <i>Minimize potential pollution problems such as air, land, water, or hazardous materials.</i>					
Action ER 4.1.1 Develop and implement a holistic approach to watershed planning and removal of stormwater outfalls that integrates stormwater treatment, urban forestry, and natural systems to reduce and treat stormwater runoff while also enhancing Coeur d'Alene's natural beauty.				City of Coeur d'Alene Streets & Engineering Department	Community Water Resource Center, University of

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
DRAFT					<p>Idaho - Coeur d'Alene, University of Idaho Extension, Department of Environmental Quality, Stormwater & Erosion Education Program, Kootenai Environmental Alliance, City of Fernan Village, Coeur d'Alene Tribe</p> <p>Stormwater & Erosion Education Program, APD, IWAC,</p>
<p>Action ER 4.1.2 Continue to integrate innovative Stormwater Best Management Practice (BMP) Demonstration Projects into Public Works Projects, including “green” urban infrastructure. Include appropriate outreach with web sites, virtual tours, interpretive signage, presentations, etc.</p>				<p>City of Coeur d'Alene Streets & Engineering Department</p>	<p>Community Water Resource Center, University of Idaho - Coeur d'Alene, University of Idaho Extension, Department of Environmental Quality, Stormwater & Erosion Education Program,</p>

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Kootenai Environmental Alliance, City of Fernan Village, Coeur d'Alene Tribe APD, IWAC
Action ER 4.1.3 Develop incentives and grants for individuals and businesses that elect to voluntarily capture and utilize renewable energy sources.				Avista Corporation/Kootenai Electric/Idaho Conservation League	City of Coeur d'Alene, Innovation Collective, Coeur Holdings, Kootenai Environmental Alliance
Action ER 4.1.4 Create a memorial foundation dedicated to providing grant funding for projects and material required for a more sustainability community.				Kootenai Environmental Alliance	Idaho Conservation League, City of Coeur d'Alene
Action ER 4.1.5 Partner with other organizations to determine the regional impact of growth on natural resources and the environment, and work collaboratively to plan for, identify potential funding strategies and management structures to preserve open space on the Rathdrum Prairie to be used for recreation, conservation, working lands, and municipal land application sites for public benefit.				Regional Housing & Growth Issues Partnership	Idaho Conservation League, Idaho Department of Environmental Quality
Action ER 4.1.6 Develop resources and encourage property owners to take proactive steps to restore native plant materials on rivers and lakes.				Kootenai Environmental Alliance	Our Gem Coeur d'Alene Lake Collaborative, Coeur d'Alene Tribe, Idaho Department of Environmental Quality, Kinnikinnick

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Plant Society, University of Idaho Extension
Objective ER 4.2 Improve the existing compost and recycling program.					
Action ER 4.2.1 Create and promote educational programs, including online, media, and in-person sessions to educate the public on best practices for recycling.				Chamber Natural Resource Committee	Coeur d'Alene Media, City of Coeur d'Alene, The Coeur d'Alene Press, Spokesman Review, Idaho Washington Aquifer Collaborative, University of Idaho Master Gardeners
Action ER 4.2.2 Work with the county and regional partners to improve residential recycling including composting and facilities to include best practice options for a range of recyclable materials such as glass, yard waste, food waste, and electronics.				City of Coeur d'Alene, Administration Department, Chamber Natural Resource Committee	Coeur d'Alene Glass Recyclers, Waste Management, Kootenai Environmental Alliance Kootenai County, surrounding cities, Coeur d'Alene Garbage
Action ER 4.2.3 Develop an expanded city recycling program for businesses and public buildings with additional bins and collection services.				City of Coeur d'Alene Administration Department	Waste Management, Kootenai Environmental Alliance, Coeur d'Alene Public

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Schools, businesses, Kootenai County, surrounding cities, Coeur d'Alene Garbage, Chamber Natural Resource Committee
GROWTH & DEVELOPMENT					
Coeur d'Alene is a desirable place to live and work. Future growth is focused on improving our city's livability by planning for a mix of land uses that are walkable, access to attainable housing options, employment opportunities, healthcare, quality schools and recreation. Neighborhoods include a variety of housing options and services where residents can walk or bike to cafes, shops, services, jobs, and open spaces. Existing and future development is connected by an extensive multimodal transportation system that incorporates public transit, automobiles, and safe and convenient pedestrian and bicycle routes.					
Goal GD 1 Develop a mix of land uses throughout the city that balance housing and employment while preserving the qualities that make Coeur d'Alene a great place to live.					
Objective GD 1.1 Achieve a balance of housing product types and price points, including affordable housing, to meet city needs.					
Action GD 1.1.1 Work with community partners to create a regional housing assessment that evaluates housing conditions, challenges, projected development and housing needs, and also the recommended strategies to achieve housing goals.				Regional Housing & Growth Issues Partnership	Panhandle Affordable Housing Alliance, Coeur d'Alene Area Economic Development Corporation, City of Coeur d'Alene, Whitewater Creek Inc., North Idaho Building Contractors Association,

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Kootenai County, REALTORS Association, Idaho Department of Labor, Idaho Housing and Finance Association, Habitat for Humanity
Action GD 1.1.2 Evaluate tools to encourage affordable and attainable housing stock through such means as land trusts, membership housing models, deed restrictions, bonus densities, and other zoning incentives.				City of Coeur d'Alene Planning Department	Regional Housing & Growth Issues Partnership, Urban Land Institute, developers, Ignite, Coeur d'Alene Association of REALTORS, Kootenai Metropolitan Planning Organization, Idaho Housing and Finance, North Idaho Building Contractors Association, Habitat for Humanity

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
<p>Action GD 1.1.3 Amend the Zoning Code and create standards to allow for additional types of housing in appropriate areas of the community, such as infill, live-work units, duplex, triplex, rowhouse, and cottage cluster development and “Missing Middle” housing options, especially near services, transit, and employment centers.</p>				<p>City of Coeur d’Alene Planning Department</p>	<p>Urban Land Institute, developers, city P&Z, City of Coeur d’Alene Coeur Housing committee, Ignite cda, Regional Housing & Growth Issues Partnership, Idaho Department of Labor, Kootenai Metropolitan Planning Organization, North Idaho Building Contractors Association, Coeur d’Alene Association of REALTORS, Coeur d’Alene Economic Development Corporation, Panhandle Affordable Housing Alliance</p>
<p>Action GD 1.1.4 Evaluate the existing infill overlay zoning district standards to ensure that they are meeting city and neighborhood goals related to compatibility and parking.</p>				<p>City of Coeur d’Alene Planning Department</p>	<p>Urban Land Institute, developers, city P&Z, Ignite, Coeur d’Alene Association of</p>

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					REALTORS, Kootenai County, North Idaho Building Contractors Association, Idaho Department of Labor
Action GD 1.1.5 Develop financial and other incentives for developers to encourage the construction of affordable housing.				Idaho Housing and Finance Association/ignite cda	Panhandle Area Council, U.S. Department of Housing and Urban Development, Community Action Partnership, Idaho Housing and Finance Association nonprofits organizations, developers CDA EDC, State, North Idaho Building Contractors Association
Action GD 1.1.6 Expand a “self-starter” program to help enable low-moderate income individuals in securing safe, affordable housing by providing labor and/or community service.				Habitat for Humanity of North Idaho/Idaho Housing and Finance Association	Panhandle Area Council, U.S. Department of Housing and Urban Development, Community

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Action Partnership, Idaho Housing and Finance Association, Panhandle Affordable Housing Alliance, nonprofit organizations, developers
Objective GD 1.2 <i>Expand secure, safe, affordable, and accessible housing that meet the basic needs and income levels of special needs populations with developmental or physical disabilities.</i>					
Action GD 1.2.1 Support increased housing and shelter options for the homeless tied to treatment, employment, and transition into permanent housing.				St. Vincent de Paul, North Idaho Homeless Coalition	North Idaho InterAgency, Union Gospel Mission, Idaho Housing and Finance Association, regional partners, law enforcement agencies, churches
Objective GD 1.3 <i>Promote mixed use development and small-scale commercial uses to ensure that neighborhoods have services within walking and biking distance.</i>					
Action GD 1.3.1 Identify locations through zoning that allows small neighborhood centers within existing and new development that encourages residents to walk or bike to cafes, shops, daily services, and jobs.				City of Coeur d'Alene Planning Department	

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
<p>Action GD 1.3.2 Develop and promote a business incentive program to encourage appropriate local businesses to locate in or move to specific neighborhoods, supporting local commerce and needed community services. Considerations are prorated fees for businesses in designated revitalization areas, scholarships to participate in the North Idaho College’s Venture Program for entrepreneurs, etc.</p>				City of Coeur d’Alene Administration Department Planning Department	Coeur d’Alene Area Economic Development Corporation, Coeur d’Alene Regional Chamber of Commerce, Panhandle Area Council, North Idaho College Venture Program, credit unions, and business districts. Inland Northwest Partners, Coeur d’Alene Regional Chamber, Coeur d’Alene Area Economic Development Corporation, Panhandle Area Council, developers, other economic development organizations
<p>Objective GD 1.4 Increase pedestrian walkability and access within commercial development.</p>					
<p>Action GD 1.4.1 Review Zoning Code and commercial design standards related to new large format retail (“big box”) development to ensure that it is designed to be pedestrian and bicycle-friendly, including access to adjacent residential areas, and located in areas and/or designed to minimize impacts to adjacent neighborhoods and residential areas.</p>				City of Coeur d’Alene Planning Department	

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Action GD 1.4.2 Review commercial design standards to ensure existing standards are practical and functioning as intended. Design elements under consideration should include glazing, lighting treatments, landscaping, living walls, mix of materials, rooftop equipment, parking, trash collection, etc.				City of Coeur d'Alene Planning Department	
Action GD 1.4.3 Support redevelopment of existing strip malls and large format commercial centers to allow adaptive reuse of vacant buildings and conversion of unused parking areas (exceeding city requirements) into viable commercial, residential or mixed-use projects. .				City of Coeur d'Alene Planning Department	Panhandle Area Council, ignite cda, Coeur d'Alene Downtown Association
Action GD 1.4.4 Work with public and private development and management groups to promote and implement Crime Prevention Through Environmental Design (CPTED) strategies.				City of Coeur d'Alene Police Department	
Action GD 1.4.5 Implement the 5-year sidewalk program to provide sidewalks and crosswalks where needed in the city, particularly in low-moderate income neighborhoods, business districts, near public transit stops, and schools to improve the Safe Routes to School networks.				City of Coeur d'Alene Streets & Engineering Department (in partnership with Planning Department /CDBG)	Coeur d'Alene Public Schools, Citylink, Downtown Association, business districts
Objective GD 1.5 Recognize neighborhood and district identities.					
Action GD 1.5.1 Foster the creation of local neighborhood districts with distinct identities allowing for mixed use and neighborhood nodes where appropriate (e.g., Midtown, Downtown Corridor, Atlas Waterfront, Riverstone, E. Sherman, and Government Way). Promote established districts through mapping, signage or other means.				City of Coeur d'Alene Planning Department	Coeur d'Alene Downtown Association, Coeur d'Alene Regional Chamber of Commerce
Action GD 1.5.2 Allow opportunities for commercial nodes and small-scale neighborhood commercial uses throughout the city consistent with potential locations identified on the Future Land Use Map and the Neighborhood Commercial and Community Commercial zoning districts.				City of Coeur d'Alene Planning Department	
Action GD 1.5.3 Support the formation of neighborhood associations to encourage neighbor connections, sense of place, and a unified, meaningful voice in the planning and public engagement process.				City of Coeur d'Alene Planning Department	Local HOA's, PTA's, Coeur d'Alene Downtown

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Association
Action GD 1.5.4 Develop and implement a grant program for local neighborhoods to promote local activities, amenities, and identity.				Idaho Community Foundation	Coeur d'Alene Association of REALTORS, City of Coeur d'Alene, Neighborhood Groups, homeowners associations, Neighborhood Watch, City of Coeur d'Alene Panhandle Area Council, credit unions, business districts, and local businesses
Objective GD 1.6 Revitalize existing and create new business districts to promote opportunities for jobs, services, and housing, and ensure maximum economic development potential throughout the community.					
Action GD 1.6.1 Implement the revitalization strategies and vision for East Sherman based on the East Sherman District Revitalization Plan.				City of Coeur d'Alene Planning Department	City of Fernan Village, CDA 2030, Coeur d'Alene Association of REALTORS, District business owners
Action GD 1.6.2 Work with ignite cda and the development community to implement the Atlas Waterfront master plan.				City of Coeur d'Alene Planning Department	
Action GD 1.6.3 Work with stakeholders and lead partners, including Kootenai Health, landowners, and ignite cda to implement the Health Corridor Master Plan.				City of Coeur d'Alene Planning Department	

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Action GD 1.6.4 Reevaluate downtown design standards to enhance infrastructure and usability, while preserving the character of the corridor. .				City of Coeur d'Alene Planning Department	Coeur d'Alene Downtown Association
Action GD 1.6.5 Evaluate existing large format commercial blocks around and including Silver Lake Mall and Silver Lake Plaza as a potential mixed-use district.				City of Coeur d'Alene Planning Department	
<i>Objective GD 1.7 Increase physical and visual access to the lakes and rivers.</i>					
Action GD 1.7.1 Establish a visual resources inventory in the community and determine if there are specific guidelines that should be defined and established in the City Code for public view corridors in development projects.				City of Coeur d'Alene Planning Department	
Action GD 1.7.2 Evaluate if building heights in zoning districts adjacent to shorelines should be modified to protect view corridors and limit shadows.				City of Coeur d'Alene Planning Department	
Action GD 1.7.3 Modify the Zoning Code to encourage meaningful public access to shorelines and preservation of public view corridors through density bonuses, height incentives, or other means.				City of Coeur d'Alene Planning Department	Kootenai Environmental Alliance, Kootenai County, developers, Open Space Committee, Friends of the Spokane River group, user groups
Action GD 1.7.4 Require access easements within new development to preserve public access to rivers and lakes for developments adjacent to water bodies.				City of Coeur d'Alene Planning Department	
Action GD 1.7.5 Maintain existing access within developed areas, and as possible, increase public access to rivers and lakes through new negotiated or purchased access easements.				City of Coeur d'Alene Planning Department	
<i>Objective GD 1.8 Support and expand community urban farming opportunities.</i>					
Action GD 1.8.1 Amend the Zoning Code to provide opportunities and expand partnerships for new community, market, and accessory gardens to enable local production of fresh, healthy, affordable food for community members.				City of Coeur d'Alene Planning Department	Panhandle Health District, University of

	TIMING			TIMING	SUPPORT
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	
					Idaho Extension Master Gardeners, Kootenai Environmental Alliance, Kootenai County Farmers Market, CDA 2030, Pilgrim's Market, existing community gardens
Action GD 1.8.2 Identify land for purchase or lease to create an urban farm incubator program and establish marketing outlets.				University of Idaho Extension	Shared Harvest, City of Coeur d'Alene, Kootenai County, City of Post Falls, City of Hayden, City of Rathdrum, Master Gardeners Program, Cultivating Success, Rural Roots, Farm Bureau, neighborhood groups Kootenai County Farmers Market, Chamber of Commerce Natural Resource

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Committee, Pilgrim's Natural Food Market, Inland Northwest Land Conservancy
Action GD 1.8.3 Support educational programs in gardening, pollinators, food sources, urban farming practices, etc.				University of Idaho Extensions	4H, Master Gardeners, Eat Smart Idaho, Pilgrim's Market, Kootenai County Farmers Market (POP Club)
Goal GD 2 Ensure appropriate, high quality infrastructure to accommodate community needs and future growth.					
Objective GD 2.1 Ensure adequate funding for infrastructure projects.					
Action GD 2.1.1 Review and update impact fees and system development charges as appropriate to address growth and redevelopment.				City of Coeur d'Alene Planning Department Streets & Engineering Department Administration Department	North Idaho Building Contractors Association, CAR, ABC (?), Kootenai Metropolitan Planning Organization
Objective GD 2.2 Ensure that City and technology services meet the needs of the community.					
Action GD 2.2.1 Develop a facilities master plan for expansion of municipal structures and services to meet the needs of local citizens and government.				City of Coeur d'Alene Administration Department	Idaho Department of Labor, Kootenai County
Action GD 2.2.2 Continue to assess infrastructure master plans to ensure critical infrastructure (fiber optics, water, wastewater, storm water, electrical, and natural gas) meet the current and projected needs. Review requirements as part of any new development.				City of Coeur d'Alene Streets & Engineering Department	Kootenai Metropolitan Planning Organization,

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Avista, Kootenai Electric, Urban Land Institute, Idaho Society of Professional Engineers
Action GD 2.2.3 Require that new road connections and significant reconstruction of existing roads incorporate fiber optic connections, as necessary, to extend the system through the city.				City of Coeur d'Alene Streets & Engineering Department Municipal Services: IT Division Kootenai County	North Idaho Building Contractors Association, Idaho Transportation Department, Intermax, TDS, Spectrum, FatBeam
Action GD 2.2.4 Amend the City Code to require utilities to be located underground, as viable, as streets and alleys are built or reconstructed to ensure continued quality service and reduce visual impacts to adjacent development and natural areas.				City of Coeur d'Alene Streets & Engineering Department	Avista, Kootenai Electric, Idaho Department of Transportation, Kootenai County
Goal GD 3 Support the development of a multimodal transportation system for all users.					
Objective GD 3.1 Provide accessible, safe, and efficient traffic circulation for motorized, bicycle and pedestrian modes of transportation.					
Action GD 3.1.1 Develop a transportation master plan for Coeur d'Alene that addresses all modes of travel. Evaluate policy changes and specific recommendations of the traffic study, prioritize, and implement the findings.				City of Coeur d'Alene Streets & Engineering Department	Kootenai Metropolitan Planning Organization, Idaho Transportation Department, Lake City Development Corporation, Panhandle Area Council, Kootenai County

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					(City Link)
Action GD 3.1.2 Amend the City Code to require key linkages between neighborhoods, schools, and parks with bike trails and bus systems.				City of Coeur d'Alene Planning Department Parks & Recreation Department	Kootenai County (City Link), North Idaho Centennial Trail Foundation, Coeur d'Alene Schools City of Coeur d'Alene Ped/Bike Committee, Coeur d'Alene Tribe, Kootenai Metropolitan Planning Organization, Idaho Department of Transportation
Action GD 3.1.3 Update and support the Kootenai Metropolitan Planning Organization's (KMPO's) countywide trails master plan, identifying connectivity for the participating entities, potential trail sites, and funding resources.				Centennial Trail Joint Powers Board, Kootenai Metropolitan Planning Organization	Kootenai County, City of Coeur d'Alene Ped/Bike Committee, Joint Powers Board, North Idaho Centennial Trail Foundation, Regi onal cities and urban renewal agencies
Action GD 3.1.4 Expand responsibilities of the North Idaho Joint Powers Board to include oversight of countywide pedestrian/bike connectivity for Coeur d'Alene, Post Falls, Hayden, and Rathdrum with appropriate representation.				Centennial Trail Joint Powers Board, North Idaho Joint Powers Board	Kootenai Metropolitan Planning

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Organization, City of Coeur d'Alene and adjacent cities, Kootenai County, North Idaho Centennial Trail Foundation
Action GD 3.1.5 Create a countywide trails coordinator to oversee the master plan and provide regular reports to the Joint Powers Board.				Centennial Trail Joint Powers Board, North Idaho Joint Powers Board	Kootenai Metropolitan Planning Organization, City of Coeur d'Alene and adjacent cities, Kootenai County, North Idaho Centennial Trail Foundation
Action GD 3.1.6 Identify and map areas within/outside of the greater Coeur d'Alene area that may be potential strategic easement sites for future trail routes.				Centennial Trail Joint Powers Board, North Idaho Joint Powers Board	Kootenai Metropolitan Planning Organization, Cancourse, BNSF, Kootenai County, City of Coeur d'Alene Ped/Bike Committee, City of Hayden Ped/Bike Committee, Friends of Coeur d'Alene Trail

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Action GD 3.1.7 Pursue an ongoing funding mechanism to formally implement a Safe Routes to School program in Coeur d’Alene.				Coeur d’Alene Public Schools	City of Coeur d’Alene, Idaho Smart Growth, City of Coeur d’Alene Ped/Bike Committee, North Idaho Centennial Trail Foundation
Action GD 3.1.8 Amend the City Code to require new development to be designed with street grids, where feasible.				City of Coeur d’Alene Streets & Engineering Department	
Action GD 3.1.9 Develop and implement a comprehensive educational strategy on transportation, traffic, and street maintenance programs for the public, including the city website and social media.				City of Coeur d’Alene Streets & Engineering Department	Idaho Transportation Department, Highway Districts
Objective GD 3.2 <i>Provide a convenient, affordable, environmentally friendly public transportation system, including covered transit stops, connecting all parts of the region.</i>					
Action GD 3.2.1 Coordinate with the Kootenai Metropolitan Planning Organization and regional partners to enhance public transportation through promotion and use of technology that connects public ride options with private ride options and allows riders to plan and make payments for their route.				Citylink	Kootenai Metropolitan Planning Organization, area cities, Kootenai County
Action GD 3.2.2 Use the Kootenai County Public Transportation Strategic Service Plan to coordinate with local cities and other regional partners and evaluate existing Citylink routes and identify future needs and funding sources.				Citylink	Kootenai Metropolitan Planning Organization, Coeur d’Alene Tribe, City of Coeur d’Alene, City of Rathdrum, City of Hayden, City

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					of Post Falls, City of Liberty Lake, Spokane International Airport Officials, Spokane Transit Authority
Action GD 3.2.3 Research ridership demand for bus service to/from Spokane airport and or downtown Spokane with stops at Spokane Valley Mall and conduct a feasibility study for express transit service linking Coeur d'Alene to Spokane Airport.				Citylink/Spokane Transit Authority	Kootenai Metropolitan Planning Organization, City of Liberty Lake, City of Spokane Valley, City of Post Falls, City of Spokane, Spokane International Airport Officials, Coeur d'Alene Tribe, County planners in Idaho and Washington, Panhandle Area Council, Idaho Transportation Department Coeur d'Alene Tribe, Spokane Airport, North Idaho InterAgency, Coeur d'Alene Arts Commission, Lake City

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Development Corporation, service clubs, Kootenai Metropolitan Planning Organization
Goal GD 4 Protect the visual and historic qualities of Coeur d'Alene					
<i>Objective GD 4.1 Encourage the protection of historic buildings and sites.</i>					
Action GD 4.1.1 Create a citywide historic preservation plan that analyzes the city's historic preservation program, identifies historical sites, buildings, and resources throughout the community, and includes a vision, goals and an action plan for historic preservation efforts.				City of Coeur d'Alene Planning Department	Museum of North Idaho, Coeur d'Alene Regional Chamber of Commerce, North Idaho College, Coeur d'Alene Tribe, University of Idaho – Coeur d'Alene, Idaho State Historical Society, business, nonprofit organizations
Action GD 4.1.2 Evaluate the benefit of creating historic overlay districts or different standards and protections for historic districts or neighborhoods with the Historic Preservation Commission and Planning Commission.				City of Coeur d'Alene Planning Department	Museum of North Idaho, Coeur d'Alene Regional Chamber of Commerce, North Idaho College, Coeur d'Alene Tribe, University of

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Idaho – Coeur d’Alene, Idaho State Historical Society, business, nonprofit organizations
Action GD 4.1.3 Work with the city’s Historic Preservation Commission, stakeholders and community partners to identify priority action items included in the historic preservation plan to move preservation efforts forward.				City of Coeur d’Alene Planning Department	Historic Preservation Commissions (city and county), Idaho State Historic Preservation Office, Museum of North Idaho, Coeur d’Alene Tribe, Historic Society, American Institute of Architects Idaho Chapter
Goal GD 5 Implement principles of environmental design in planning projects.					
Objective GD 5.1 Minimize glare, light trespass, and skyglow from outdoor lighting.					
Action GD 5.1.1 Revise the Zoning Code to include lighting standards for parking lots and new commercial, mixed-use, multifamily residential, and industrial development so as to avoid light pollution and nuisance complaints.				City of Coeur d’Alene Planning Department	North Idaho Building Contractors Association, Design Review Commission, Avista Corporation, Kootenai Electric

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Action GD 5.1.2 Amend the City Code and work with the light utility providers to ensure that when streetlights are replaced and new lights installed in residential areas that they are 3,000K or less and that arterials and major collectors are 4,000K or less.				City of Coeur d'Alene Planning Department	Avista Corporation, Kootenai Electric, Idaho Transportation Department, North Idaho Building Contractors Association, Idaho Conservation, Dark Sky Group
Action GD 5.1.3 Develop lighting standards for the I-90 and US95 corridors.				City of Coeur d'Alene, Idaho Transportation Department	North Idaho Building Contractors Association, Kootenai Metropolitan Planning Organization, Idaho Transportation Department, Dark Sky Group
HEALTH & SAFETY					
Coeur d'Alene will strive to be one of the safest and healthiest cities in the nation. Our focus is on continually improving mental and physical health, as well as providing exceptional healthcare and emergency services. Convenient access to trails, parks, open spaces, community gardens and other public spaces provides residents with the opportunity to lead active lifestyles and participate in safe, healthy social activities. Police, fire, and emergency services in Coeur d'Alene are fast, reliable, and trusted by the community. They are highly trained, with excellent equipment and facilities. Our government, businesses, and community groups collaborate to provide programs and services for our at-risk and vulnerable populations.					
Goal HS 1 Support social, mental, and physical health in Coeur d'Alene and the greater region.					

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Objective HS 1.1 <i>Provide safe programs and facilities for the community's youth to gather, connect, and take part in healthy social activities and youth-centered endeavors.</i>					
Action HS 1.1.1 Create a gap analysis for programming and collaborations focused on health and active youth including seasonal analysis to understand if programming is available. Identify needs and expand as needed.				Idaho Afterschool Network City of Coeur d'Alene/ Parks & Recreation Dept. Coeur d'Alene Public Schools North Idaho Connections	United Way of Idaho, Boys and Girls Club, Human Rights Education Initiative, club sports, 4H, Panhandle Health District Boys & Girls Club, The Salvation Army The Salvation Army Kroc Center, Kootenai Alliance for Children & Families, St. Vincent de Paul Art on the Edge, Dogsmile Adventures, area school districts, churches
Action HS 1.1.2 Promote opportunities for programming and collaborations focused on healthy and active youth.				Idaho Afterschool Network City of Coeur d'Alene/ Parks & Recreation Dept. Coeur d'Alene Public Schools North Idaho Connections	United Way of Idaho, Boys and Girls Club, Human Rights Education Initiative, club sports, 4H, Panhandle Health District

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Boys & Girls Club, The Salvation Army The Salvation Army Kroc Center, Kootenai Alliance for Children & Families, St. Vincent de Paul Art on the Edge, Dogsmile Adventures, area school districts, churches
Action HS 1.1.3 Promote local mental health services available directly to the youth population through advertising campaigns.				Suicide Prevention Action Network (SPAN)	Child Advocacy Center, North Idaho Behavioral Health, Idaho Youth Ranch
Action HS 1.1.4 Fully implement the PAL Program (Police Athletic League) in the summer months with elementary and middle school-aged children.				City of Coeur d'Alene Police Department	Coeur d'Alene Public Schools
Action HS 1.1.5 Expand the Police Department's Explorer Program with youth ages 15-21.				City of Coeur d'Alene Police Department	Coeur d'Alene Public Schools
Action HS 1.1.6 Expand the juvenile firesetters program with increased collaboration and coordination via more trained individuals and a regional task force.				City of Coeur d'Alene Fire Department	Coeur d'Alene Public Schools

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Objective HS 1.2 <i>Expand services for the city's aging population and other at-risk groups that provide access to education, promote healthy lifestyles, and offer programs that improve quality of life.</i>					
Action HS 1.2.1 Create a gap analysis for programming and collaborations focused on health and active senior citizens including seasonal analysis to understand if programming is available. Identify needs and expand as needed.				North Idaho College Area Agency on the Aging	
Action HS 1.2.2 Increase awareness of educational services and other programs for the aging population.				North Idaho College Area Agency on the Aging	Senior Center, Area Agency on the Aging, Panhandle Health, AARP, Heritage Health, North Idaho College Workforce Training Center
Action HS 1.2.3 Expand crime prevention services for vulnerable adults.				City of Coeur d'Alene Police Department	
Action HS 1.2.4 Partner with local health providers and medical organizations to increase preventative health and support group educational opportunities for elderly and at-risk populations.				Kootenai Health	Senior Center, Area Agency on the Aging, Panhandle Health, AARP, Heritage Health, North Idaho College Workforce Training
Objective HS 1.3 <i>Increase access and awareness to education and prevention programs, and recreational activities.</i>					
Action HS 1.3.1 Maintain and promote a list of existing websites and clearinghouses that consolidate area services and encourage providers to add a link to these from their websites.				North Idaho Connections	

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Action HS 1.3.2 Expand educational programs around local health concerns such as heart health, nurse-family partnerships, Power of Produce Club, etc.				Panhandle Health District	
Goal HS 2 Increase access to and capacity of health services.					
Objective HS 2.1 Pursue expansion of comprehensive medical, dental, and mental health services to further meet the needs of the existing and growing population.					
Action HS 2.1.1 Partner with local health providers and medical organizations to increase education opportunities for medical and dental fields.				North Idaho College	Kootenai Health, Heritage Health, Lewis-Clark State College
Action HS 2.1.2 Incentivize and encourage development of medical personnel residency opportunities or other internship programs.				Kootenai Health	North Idaho College, Heritage Health, Panhandle Health District
Action HS 2.1.3 Explore incentives, such as loan forgiveness or mortgage programs, as well as other opportunities that could help expand the regional healthcare workforce.				Kootenai Health, Panhandle Health District	
Action HS 2.1.4 Establish support for satellite health services, clinics, and education fairs in high-need neighborhoods and schools.				Heritage Health Coeur d'Alene Public Schools Health GPS	Panhandle Health, Kootenai Health, Hope on the Homefront, Police Department
Objective HS 2.2 Increase public access to crisis services and develop specific programs that address and prevent drug and alcohol abuse and suicide.					
Action HS 2.2.1 Support and invest in mental health programs and facilities providing mental health services.				Kootenai Health, Crisis Intervention Team, Region 1 Behavioral Health, SPAN	North Idaho InterAgency, Panhandle Health, Kootenai Health, Heritage Health, St. Vincent, Women's Shelter, Union

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Gospel Mission, regional partners
Action HS 2.2.2 Support and invest in drug addiction programs and facilities providing drug addiction services.				Panhandle Health District	
Objective HS 2.3 Reduce the risk of homelessness by encouraging robust social services.					
Action HS 2.3.1 Engage broad community networks to promote the Homelessness Point in Time (PIT) count, secure volunteers to administer surveys, and publicize PIT count results annually.				St. Vincent de Paul	Family Promise, Idaho Housing and Finance, Coeur d'Alene Public Schools
Action HS 2.3.2 Promote the St. Vincent's Coordinated Entry Program to homeless individuals in need of assistance.				St. Vincent de Paul Region 1 Homeless Coalition	Heritage Health
Action HS 2.3.3 Support increased housing and shelter options for the homeless tied to treatment, employment, and transition into permanent housing.				St. Vincent de Paul	North Idaho InterAgency, Union Gospel Mission, Idaho Housing and Finance Association, regional partners, law enforcement agencies, churches
Goal HS 3 Continue to provide exceptional police, fire, and emergency services.					
Objective HS 3.1 Collaborate with partners to increase one on one services.					
Action HS 3.1.1 Expand education programs on dating education and dating violence prevention.				CASA Safe Passage	City of Coeur d'Alene
Objective HS 3.2 Enhance regional cooperation to provide fast, reliable emergency services.					
Action HS 3.2.1 Perform a Community Risk Assessment to determine the community's risk for natural, health or human disasters in order to identify relevant needs for preparedness and recovery.				Kootenai County	

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Action HS 3.2.2 Update the All-Hazard Mitigation Plan to address things like pandemic, natural disasters, emergency response, etc. Local Emergency Planning Commission. Gap Analysis to look at all the groups, services, overlap, missing services, how we can communicate better, where to go in an emergency, etc.				City of Coeur d'Alene Fire Department Police Department	Kootenai County
Action HS 3.2.3 Develop programs, in partnership with allied agency responders, which focus on preventative emergency medical services risk reduction. Start a community risk reduction program within the Coeur d'Alene Fire Department to expand safety messages to specific areas for the community and provide a customized service to the community.				City of Coeur d'Alene Fire Department	North Idaho College, Panhandle Health District, area emergency responders
Action HS 3.2.4 Provide cultural sensitivity training to first responders to reduce the stigma and improve interactions.				City of Coeur d'Alene Fire Department Police Department	
Action HS 3.2.5 Ensure as the community grows, so will the expansion of police and fire facilities and equipment that will provide superior coverage and response times for public safety.				City of Coeur d'Alene Police Department Fire Department	
Action HS 3.2.6 Perform needs analysis for future station location and disbursement of equipment and personnel to become an Insurance Service Office (ISO) Class 2 rated city.				City of Coeur d'Alene Fire Department	
Action HS 3.2.7 Develop and host a public event for public, private and learning institution partnerships in First Aid, Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillation (AED) training for community members.				City of Coeur d'Alene Fire Department	North Idaho College, Panhandle Health District, area emergency responders
Action HS 3.2.8 Encourage and offer training for all public employees to be trained and certified annually in First Aid, CPR and AED.				City of Coeur d'Alene Fire Department	
Action HS 3.2.9 Expand access for First Aid, CPR and AED training for nonprofit organizations.				City of Coeur d'Alene Fire Department	

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Action HS 3.2.10 Encourage use of a mass messaging system, such as Kootenai Alert, (voicemail, email, texting, etc.) for community members to receive health and safety alerts. Support an ongoing marketing campaign to sign up residents for messaging service.				Kootenai County	City of Coeur d'Alene, North Idaho College, area emergency responders
Objective HS 3.3 <i>Coordinate with emergency service providers on proposed annexation and development requests, and the reporting of impacts on services through comprehensive analysis and adopted standards.</i>					
Action HS 3.3.1 Ensure new development meets City level-of-service standards for emergency services by conducting annual evaluations of response times to evaluate if the city level-of-services meet local standards identified in the fire and police master plans.				City of Coeur d'Alene Fire Department Police Department	Kootenai County, Panhandle Health District, area emergency responders
JOBS & ECONOMY					
Coeur d'Alene is known for its innovative and pro-business economic climate that attracts new industries and that supports the area's well-educated workforce and skilled labor pool. Partnerships between businesses and educational institutions increase the number of higher education and technical degree options for residents. These opportunities provide all residents the opportunity to achieve a high quality of life, and helps retain our local talent and youth.					
Goal JE 1 Retain, grow, and attract businesses					
Objective JE 1.1 <i>Actively engage with community partners in economic development efforts.</i>					
Action JE 1.1.1 Strengthen the city's role in economic development by identifying a key city staff person to work with community partners to identify needs and establish a work plan.				City of Coeur d'Alene Administration Department	Coeur d'Alene Area Economic Development Corporation, Coeur d'Alene Regional Chamber of Commerce, North Idaho College Venture Center
Action JE 1.1.2 List all businesses within each industry cluster and supporting regional assets to identify cluster strengths and supply chain needs.				Coeur d'Alene Area Economic Development Corporation	Coeur d'Alene Area Economic Development Corporation,

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					North Idaho Higher Education, City of Coeur d'Alene, Idaho Department of Labor, Avista Corporation, industry groups Coeur d'Alene Regional Chamber of Commerce
Action JE 1.1.3 Convene a meeting at least once a year with businesses of targeted industry clusters to understand workforce needs related to education and training. Include industry associations, universities, colleges, and K-12 institutions at the meetings.				Coeur d'Alene Area Economic Development Corporation	City of Coeur d'Alene, Coeur d'Alene Economic Development Corporation, North Idaho College, University of Idaho - Coeur d'Alene, Lewis-Clark State College, Coeur d'Alene Regional Chamber of Commerce
Action JE 1.1.4 Promote workforce programs or internships that fill workforce gaps.				North Idaho College Workforce Training Center	Idaho Department of Labor, North Idaho College Parker Technical Education Center,

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Kootenai Technical Education Center
Action JE 1.1.5 Develop economic strategies for each targeted industry cluster based on needs and innovations identified at annual meetings.				Coeur d'Alene Area Economic Development Corporation	City of Coeur d'Alene, Coeur d'Alene Regional Chamber of Commerce
Action JE 1.1.6 Identify communities with similar clusters and what they do well. Research top performing communities to assess best practices.				Coeur d'Alene Area Economic Development Corporation	City of Coeur d'Alene, Coeur d'Alene Regional Chamber of Commerce
Action JE 1.1.7 Promote local businesses products and services with a "Shop Local" campaign.				Coeur d'Alene Downtown Association, Coeur d'Alene Regional Chamber of Commerce	City of Coeur d'Alene, Farmers Markets, Non-profits
Action JE 1.1.8 Connect industry supply chains by identifying lower tier suppliers that can provide parts/materials/services to end-product manufacturers.				Coeur d'Alene Area Economic Development Corporation	City of Coeur d'Alene, Innovation Collective, Aerospace Consortium,
Action JE 1.1.9 Identify key companies, and visit on an annual basis, to understand physical barriers and opportunities for growth.				Coeur d'Alene Area Economic Development Corporation	Innovation Collective, Coeur d'Alene Regional Chamber of Commerce, Panhandle Area Council

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Action JE 1.1.10 Develop a systematic business visitation program and report out key findings to area economic development stakeholders.				Coeur d'Alene Area Economic Development Corporation	Innovation Collective, Coeur d'Alene Regional Chamber of Commerce, Panhandle Area Council
Action JE 1.1.11 Continue to partner with local organizations to assist in recruiting businesses.				Coeur d'Alene Area Economic Development Corporation	Innovation Collective, Coeur d'Alene Regional Chamber of Commerce,
Action JE 1.1.12 Actively recruit companies and corporate offices from other states into the city.				Coeur d'Alene Area Economic Development Corporation	City of Coeur d'Alene
Action JE 1.1.13 Explore a program that could help people understand the process and assist them in starting and building a business.				North Idaho College Venture Center	Idaho Small Business Development Center, Coeur d'Alene Area Economic Development Corporation, Panhandle Area Council
Objective JE 1.2 Foster a pro-business culture that supports economic growth.					
Action JE 1.2.1 Educate and inform local leaders of wage trends to ensure opportunities for a living wage throughout industries in the community.				Coeur d'Alene Area Economic Development Corporation	Kootenai Health, ignite cda/City of Coeur d'Alene, Department of Labor, City of Coeur d'Alene,

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Lake City Development Corporation, economic development partners, District businesses
Action JE 1.2.2 — Develop an economic development strategy for Coeur d’Alene that identifies possible incentives to attract new businesses or encourage business startup and create living wage jobs.				City of Coeur d’Alene Administration Department Planning Department	Coeur d’Alene Area Economic Development Corporation, Coeur d’Alene Regional Chamber of Commerce, North Idaho College Venture Center, Idaho Small Business Development Center, Inland Northwest Partners, Coeur d’Alene Area Economic Development Corporation, PAC, developers,
Action JE 1.2.3 — Coordinate with the US Economic Development Agency to determine if a public works grant for infrastructure construction is an opportunity that can be pursued if traded-sector companies contemplate locating in the Atlas Waterfront project.				City of Coeur d’Alene Administration	

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Objective JE 1.3 Support local businesses by providing technical education and permit assistance to expand opportunities for affordable entry into the market.					
Action JE 1.3.1 Evaluate the viability of a System Development Charge (SDC) Assistance Program that lets tenants lease sewer capacity and development impact fees on a monthly basis rather than purchase it up front. Lease payments are attached to a monthly utility bill and are calculated as a percentage of the total SDC assessment.				City of Coeur d'Alene Wastewater Department Administration Department	
Action JE 1.3.2 Host a Small Business annual series with targeted meetings that focus on training/education on relevant topics determined by the attendees through polling. (Examples include storefront merchandising, identifying grant/loan opportunities, tax assistance, etc.)				Idaho Small Business Development Center	Coeur d'Alene Regional Chamber of Commerce, Coeur d'Alene Downtown Association, Innovation Collective, area banks and credit unions
Goal JE 2 Grow and attract talent					
Objective JE 2.1 Prepare youth for economic opportunity through coordinated STEAM and Career Technical Education (CTE) programs and internship/ apprenticeship opportunities.					
Action JE 2.1.1 Recruit regional businesses to provide STEAM (science, technology, engineering, arts, math) internships and job shadowing opportunities.				Coeur d'Alene Area Economic Development Corporation	Parker Technical Education Center, Kootenai Technical Education Center, Gizmo - cda, Emerge, Avista, Coeur d'Alene Public Schools, University of Idaho - Coeur d'Alene, North

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Idaho College
Action JE 2.1.2 Work with K-12 and hospitals to establish a career pathway program into health care.				North Idaho College/Kootenai Technical Education Center/North Idaho College Parker Technical Education Center	Kootenai Health, Heritage Health, Marimn Health & Wellness Center
Action JE 2.1.3 Explore the feasibility of hosting a STEAM fair focused on showcasing Career Technical Education machining and construction projects, or robotics competition.				North Idaho College Workforce Training Center/North Idaho College Parker Technical Education Center	Kootenai Technical Education Center, Gizmo - cda
Action JE 2.1.4 Publicize the availability of vocational/non-credit courses that are designed to respond to business needs.				North Idaho College Workforce Training Center/North Idaho College Parker Technical Education Center	Kootenai Technical Education Center, Gizmo – cda
Action JE 2.1.5 Engage retirees in mentorship programs at the high school and college levels to leverage learned experience.				Coeur d’Alene Public Schools/North Idaho College	Service groups, Idaho Department of Labor
Objective JE 2.2 Invest in higher education certification and degree programs that align with the city's export sectors and workforce needs.					
Action JE 2.2.1 Identify the gaps in program delivery for business needs at University of Idaho Extension, North Idaho College, North Idaho College Workforce Training Center.				Coeur d’Alene Area Economic Development Corporation	Idaho Department of Labor
Action JE 2.2.2 Meet regularly with industry clusters to determine necessary skills training and include higher education providers to develop workforce training curriculum, as necessary.				North Idaho College Workforce Training	Coeur d’Alene Area Economic Development Corporation, Coeur d’Alene School District, Higher Education
Action JE 2.2.3 Encourage business owners to help craft and instruct technical skills programs.				Kootenai Technical	Coeur d’Alene

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
				Education Center/North Idaho College Parker Technical Education Center	Regional Chamber of Commerce
Action JE 2.2.4 Support initiatives for entry level workers to maintain their employment status through good workforce behavior and interpersonal skill training. Provide complementary program components for participating employers with tools to reduce turnover costs for their entry level workforce.				North Idaho College Workforce Training Center, Community Action Partnership	HR Network, United Way of North Idaho, Express Employment
Action JE 2.2.5 Develop plans and seek funding to address workforce issues when living wage skill gaps in targeted industry sectors are identified.				North Idaho College Workforce Training Center	Panhandle Area Council, Coeur d'Alene Area Economic Development Corporation, Idaho Department of Labor, Idaho Department of Commerce, Coeur d'Alene Public Schools, United Way, Workforce Development Task Force
Action JE 2.2.6 Support programs that teach popular and in-demand technology skills.				Innovation Collective University of Idaho - Coeur d'Alene	Gizmo - cda, North Idaho College
Action JE 2.2.7 Promote workforce training programs for students and workers to cover gaps in employment skills					
Objective JE 2.3 <i>Retain and attract talent to the community.</i>					
Action JE 2.3.1 Create a Task Force of diverse past and present residents that are the recruitment target audience to develop strategies to bring talent back to the community.				Coeur d'Alene Area Economic Development Corporation	North Idaho Higher Education

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Action JE 2.3.2 Attract and retain educated and trained youth. Create a market for youth to want to be here by identifying job opportunities through high school counselors.				Coeur d'Alene Public Schools	Idaho Department of Labor
Action JE 2.3.3 Educate school administration, teachers, and parents about the career pathways available in greater Coeur d'Alene, including advanced manufacturing, IT, and healthcare.				Coeur d'Alene Public Schools/North Idaho College/ University of Idaho - Coeur d'Alene/Lewis Clark State College	
Action JE 2.3.4 Develop specific recruitment strategies for targeted industries and employers that provide benefited living wage jobs.				Coeur d'Alene Area Economic Development Corporation	Panhandle Area Council, Idaho Department of Commerce, Coeur d'Alene Regional Chamber of Commerce, Hayden Chamber of Commerce, Post Falls Chamber of Commerce, Protelligent Inc., North Idaho IT Professionals Association Dept of Labor, Innovation Collective, North Idaho College, Lewis Clark State, & University of Idaho - Coeur d'Alene
Goal JE 3 Enhance the Startup Ecosystem					

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
Objective JE 3.1 Convene a startup working group of business leaders, workforce providers, and economic development professionals and to define needs.					
Action JE 3.1.1 Map the Coeur d’Alene startup ecosystem, identifying relationships and connections between educators, investors, founders, talent, and “anchor” organizations. (e.g. Endeavor’s NYC Tech Map)				Coeur d’Alene Regional Chamber of Commerce	
Action JE 3.1.2 Engage with the Coeur d’Alene Tribe or other cities to bring diverse ideas and opportunities into the startup ecosystem.				Innovation Collective	City of Coeur d’Alene, Coeur d’Alene Area Economic Development Corporation, Coeur d’Alene Regional Chamber of Commerce
Objective JE 3.2 Develop public-private partnerships to develop the types of office space and amenities desired by startups.					
Action JE 3.2.1 Develop an Adaptive Reuse Program to incentivize redevelopment of long-vacant structures, including historic buildings and buildings located on brownfield sites, that are out of compliance with existing code.				City of Coeur d’Alene Planning Department	State of Idaho
Action JE 3.2.2 Consider applying for an Environmental Protection Agency (EPA) brownfield grant to assist with evaluation of potential brownfield sites to remove uncertainty and incentivize redevelopment.				City of Coeur d’Alene Planning Department	
Action JE 3.2.3 Support and encourage private development of co-working spaces, incubators, “makerspaces” and similar activities to encourage entrepreneurialism, innovation, and business startups as part of larger industry sector/cluster strategies.				Coeur d’Alene Area Economic Development Corporation	University of Idaho Research Park, North Idaho Higher Education, Innovation Collective, Gizmo-CDA, City of Coeur d’Alene, Coeur d’Alene Area Economic Development Corporation,

	TIMING			TIMING	
	1-2 YEARS	3-4 YEARS	5+ YEARS	LEAD	SUPPORT
					Idaho Department of Commerce, U.S. Department of Agriculture, Kootenai County Young Professionals, North Idaho IT Professionals Association, Protelligent Inc.
Objective JE 3.3 <i>Promote access to the outdoors for workers and workers who telecommute.</i>					
Action JE 3.3.1 Market a competitive identity for Coeur d’Alene that resonates with prospective talent centered on the community’s outdoor ethos and quality of place.				Coeur d’Alene Area Economic Development Corporation/Coeur d’Alene Regional Chamber of Commerce	Coeur d’Alene Downtown Association
Action JE 3.3.2 Encourage businesses to support K-12 sporting clubs (e.g. hiking, biking, skiing) to build connection between outdoor recreation and career opportunities to retain future employees.					Service organizations
Objective JE 3.4 <i>Expand partnerships with North Idaho College, such as opportunities to use the community maker space and rapid prototyping (North Idaho College Venture Center and Gizmo) facilities.</i>					
Action JE 3.4.1 Promote and expand workspace, pathways, and connections for innovators, entrepreneurs, and thought leaders to bring ideas to fruition and new products to market.				North Idaho College Venture Center, North Idaho College Workforce Training Center North Idaho College	Innovation Collective Gizmo The Hive