Implementation Plan
CDA 2030

A BRIGHT FUTURE.
TOGETHER.
December 2017
The Implementation Plan details specific actions to guide our community partners in achieving our Vision through a broad range of programs and projects.

CDA 2030 reflects a conversation shaped by the diverse ideas, perspectives, and points of view of our community. It is designed to build community awareness and collaboration based on sound information and open, constructive dialogue.

CDA 2030 used public forums and workshops, surveys, opinion polls, interviews, a website and social media to collect and compile data about our Vision for the future. Greater Coeur d’Alene residents joined committees and workgroups to successfully craft a long-range Vision and Implementation Plan for the Coeur d’Alene area.

Our Vision and Implementation Plan focuses on six key themes:

- Community & Identity
- Growth & Development
- Education & Learning
- Health & Safety
- Environment & Recreation
- Jobs & Economy

In the Vision Implementation Plan, specific strategies and actions are included in each focus area to move us in the direction of our Vision — a total of 36 strategies and 180 actions in all. Greater Coeur d’Alene volunteer groups, nonprofit organizations, businesses, and local government will share responsibility in bringing the Vision to fruition by leading or supporting implementation of specific actions.

CDA 2030 is an ongoing effort supported by government, businesses, civic and community leaders. On June 17, 2014, the Coeur d’Alene City Council passed a resolution adopting the Coeur d’Alene 2030 Community Vision Statement, Strategies, and Implementation Plan. More than 45 other partner organizations have signed on to help achieve our Vision Implementation Plan. In Fall of 2014, CDA 2030 became a 501(c)3 nonprofit.

The CDA 2030 Vision and Implementation Plan exists to inform, guide, and motivate community citizens in taking action that brings our Vision closer to reality. Focused on key points of agreement from across the community, the Vision and Implementation Plan are an affirmation of our shared values and goals. It is our road map to a bright future.

We invite you to join us on this journey!
The CDA 2030 Implementation Plan outlines strategies and actions to bring the Vision to life. Developed through extensive community involvement, it will be periodically updated to stay current with changing community resources, opportunities, and long-term needs. Proposed changes or revisions will be evaluated for consistency with the Vision Statement.

The Implementation Plan is presented in a matrix format listing 36 strategies and 180 actions. This ‘living’ document is expected to include revisions and additions over time, and the plan will be periodically reviewed and updated to incorporate such changes, as well as to reflect the community’s progress in implementing its vision. The current version of the Implementation Plan will always be available online on the CDA 2030 website at www.CDA2030.org.

The Implementation Plan matrix on the following pages is divided into six Vision focus areas, organized by color and icon. A key to understanding and using the plan matrix is presented below.

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1. **Strategy**
   - Statement which sets a direction and general guidance for implementing one or more elements of the Vision Statement. Each strategy has at least one action supporting it.

2. **Action & Description**
   - Projects, programs, or activities which support implementation of a strategy with text describing the project or program.

3. **Implementation Timeline**
   - A suggested timeframe for implementation of each action. Each action is assigned a 5-year time period to initiate project/program planning or implementation.

4. **Lead Partners**
   - A community organization, local government agency, or business that has accepted responsibility for facilitating the implementation of the action. Lead Partners are not required to fund their actions, only to champion the implementation effort.

5. **Support Partners**
   - Organizations and general interests supporting action implementation or suggested by the Implementation Planning Committee or a Lead Partner for involvement.

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**Transportation Improvements**

- Coeur d’Alene will complete a comprehensive ‘multi-modal’ program of transportation and street improvements, facilitating traffic flow, connections between neighborhoods, and safe, accessible pedestrian and bicycle routes and lanes.

1. Comprehensive Transportation Plan
   - Retain a transportation planning consultant to conduct a major study of the current state of transportation infrastructure in Coeur d’Alene and develop a comprehensive transportation plan for implementation by the city.

   - **2014**
   - **2015-16**
   - **2017-19**
   - **2020+**

   - **Lead Partner:** City of Coeur d’Alene
   - **Support:** Kootenai Metropolitan Planning Organization, Expanded Joint Powers Board, Idaho Transportation Department, ignite cda, Panhandle Area Council

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This information is crucial for understanding how the transportation improvements strategy will be implemented in Coeur d’Alene over the next few years, including the planning and execution timelines and the key partners involved in the process.
In 2030, greater Coeur d’Alene is the vibrant heart of North Idaho...

Our community enjoys a spectacular lakeside setting and has unparalleled access to nature and recreation. We have preserved our small town character and heritage, strengthening our neighborhoods while improving our downtown and commercial districts. Our area remains affordable and has expanded economic opportunities. We are providing competitive wage jobs for our diverse workforce, professionals, and innovators composed of individuals produced by our excellent, comprehensive educational system. Our interconnected community is well planned, and continues to manage its growth, development and transportation, while protecting our open spaces, environment and natural resources. Our community’s aspirations are realized by its engaged citizens in collaboration with the public and private sectors. We are proud of our values and are committed to our future and the legacy we celebrate.
In 2030, greater Coeur d’Alene is a thriving, affordable community with a distinct small-town feel and welcoming, friendly atmosphere...

We celebrate and preserve our city’s unique features, heritage, and traditions. Coeur d’Alene has a wide variety of cultural events and activities, as well as public places where community members gather and interact. Community and volunteer organizations work together to maximize our resources. We honor and value all people by promoting tolerance and respect. Citizens are well informed and involved in community affairs, and our public officials maintain an ongoing dialogue to guide their decisions and actions.
## Public Places - Coeur d’Alene will encourage the development of public spaces throughout the greater Coeur d’Alene area, where community members gather and interact.

| C&I 1.1 | Activities & Event Center | Lead Partner: To be determined  
Support: Kootenai County, City of Coeur d’Alene, Coeur d’Alene Area Economic Development Corporation, ignite cda |
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| C&I 1.2 | Pop-up Parks | Lead Partner: City of Coeur d’Alene  
Support: Kootenai County, CDA 2030, Coeur d’Alene Downtown Business Association |
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## Informed Citizens & Government - Coeur d’Alene citizens will strive to be well informed, responsive, and involved in community affairs; public officials use citizens input to provide direction and inform their decisions and actions.

| C&I 2.1 | City Communications Coordinator | Lead Partner: City of Coeur d’Alene  
Support: To be determined |
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**TIMELINE KEY:**
- **PLANNING**
- **INITIATED**
- **COMPLETED**
- **IMPLEMENTED & ONGOING**
- **COMPLETED ACTION**
## Informed Citizens & Government - Continued

### City Social Media
- Promote increasing use of social media and other emerging digital/mobile media to disseminate important community information and encourage citizen engagement.

- **Lead Partner:** City of Coeur d’Alene
- **Support:** Nonprofit organizations, community groups

| Timeline | 
|----------|------------------|
| 2014-16 | 2017-19 | 2020+ |

### Hot Topics List
- Develop and maintain a “Hot Topics” list of the most current, relevant and important topics of interest for dissemination in the wider community. When governments or organizations plan to discuss these topics, they will notify the communications coordinator and meetings will be posted. Citizens can sign up to be notified by email or text message.

- **Lead Partner:** City of Coeur d’Alene
- **Support:** Nonprofit organizations

| Timeline | 
|----------|------------------|
| 2014-16 | 2017-19 | 2020+ |

### Regional Adoption of 2030 Vision
- Promote region-wide adoption of the CDA 2030 Vision by local governments and other organizations as the community’s long-range vision, including their participation in an annual CDA 2030 celebration.

- **Lead Partner:** CDA 2030
- **Support:** Coeur d’Alene Chamber of Commerce, City of Coeur d’Alene, nonprofits and other organizations, businesses

| Timeline | 
|----------|------------------|
| 2014-16 | 2017-19 | 2020+ |
### Community & Identity Vision

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<th>STRATEGIES &amp; ACTIONS</th>
<th>PARTNERS &amp; SUPPORT</th>
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| **C&I 2.5** Training for Public Officials - Provide training and orientation programs for all incoming public officials and community board members to improve their knowledge, communication and effectiveness as public servants. | **Lead Partner:** To be determined  
**Support:** To be determined |
| **C&I 2.6** City Committee Roles & Responsibilities - Conduct review of roles, responsibilities, authority, and accountability of all City committees on an annual basis. | **Lead Partner:** City of Coeur d’Alene  
**Support:** To be determined |
| **C&I 3.1** Affordable Community - Greater Coeur d’Alene will aim to be affordable for all income levels, including low income, fixed income, young families, and individuals with disabilities. | **Lead Partner:** City of Coeur d’Alene  
**Support:** North Idaho Building Contractors Association, Coeur d’Alene Association of REALTORS® |
| **C&I 3.2** Mix of Housing Types - Ensure that planning for new residential developments within the City of Coeur d’Alene provides a mix of different types of housing, including affordable and low-moderate income housing. | **Lead Partner:** City of Coeur d’Alene  
**Support:** North Idaho Building Contractors Association, Coeur d’Alene Association of REALTORS® |
| **C&I 3.3** Low-Moderate Income Housing - Adopt planning guidelines that encourage development of a percentage of low-moderate income housing within the City of Coeur d’Alene. | **Lead Partner:** City of Coeur d’Alene  
**Support:** Idaho Housing and Finance Association, Habitat for Humanity of North Idaho, North Idaho Building Contractors Association, Coeur d’Alene Association of REALTORS®, Region 1 Homeless Coalition |
| **C&I 3.4** Affordable Child Care - Create public-private partnerships to provide more affordable child care in greater Coeur d’Alene. | **Lead Partner:** ALICE Childcare Committee  
**Support:** United Way of North Idaho, Panhandle District Childcare Resource Center, Head Start, Early Head Start, School Plus, North Idaho College Children’s Center, area school districts, parent cooperatives, businesses |
| **C&I 3.5** Urban Farming - Provide opportunities and expand partnerships for new community, market, and accessory gardens to enable local production of fresh, healthy, affordable food for community members. | **Lead Partner:** City of Coeur d’Alene  
**Support:** Inland Northwest Food Network, Panhandle Health District, University of Idaho Extension Master Gardeners, Kootenai Environmental Alliance, Kootenai County Farmers Market, existing community gardens |

**Community-Based Collaboration** - Coeur d’Alene’s government, nonprofits, and volunteer and community organizations will work to achieve tight coordination and collaborate effectively to maximize resources for the betterment of the community.

**Community-Wide Events Calendar** - Develop and disseminate a centralized community-wide events calendar to better coordinate the planning, scheduling and promotion of major community events.

**Lead Partner:** INWEEvents.net  
**Support:** City of Coeur d’Alene, area chambers of commerce, community organizations

**TIMELINE KEY:**  
- **PLANNING**  
- **INITIATED**  
- **COMPLETED**  
- **IMPLEMENTED & ONGOING**  
- **COMPLETED ACTION**
C&I 6.5: Restore the Carousel

The 20-horse, wood-carved carousel entertained children and families at the Independence Point Playland Pier from the 1940s to the 1970s. A focus to preserve community identity brought the restoration of the Playland Pier Carousel to the community in 2011, when it was donated to the Coeur d’Alene Carousel Foundation Inc, a 501(c)3 nonprofit. In 2015, the Coeur d’Alene City Council approved a long-term lease for the carousel to be reestablished in the Memorial Field Plaza, next to City Park as a part of an existing master plan for this location. Approximately 70 major donors contributed to the project over the six-year process to reestablish the historic children’s merry-go-round. All expenses, including the cost of the building, operation and insurance, are paid by the Foundation. The Foundation is supported entirely through ride token sales, sponsorships and donations. The Playland Pier Carousel’s first season back in operation brought over 17,000 riders of all ages.
**A BRIEF HISTORY OF THE COEUR D’ALENE CAROUSEL**

**Playland Pier operates at the present-day Independence Point. The park is dismantled around 1974, and then the remaining buildings burn December 18, 1975.**

**Duane and Carol Perron purchase the carousel at a Puyallup, Washington auction. It is restored and traveled to places for hire, like Vancouver B.C., Pennsylvania and Virginia.**

**Theresa Mather repaints panels of the carousel inspired by photos of C’d’A provided by Carol Perron.**

**New residents, John and Pat Foote, read a C’d’A Press article about the carousel and contact local advocates.**

**John and Pat Foote purchase the carousel for $250,000 then generously gift it to the new carousel foundation. The search begins for a permanent location.**

**1942-1975**

**City Council approves a lease for the location between Memorial Field and City Park and the Foundation begins fundraising for the facility.**

**1987**

**On May 24, groundbreaking begins for the new facility.**

**1996**

**439 W Fort Grounds Drive | at Northwest Boulevard & Government Way**

**2015**

**2016**

**2017**

**On June 9, the grand opening takes place as a part of the first annual Family Day in the Park.**

**Small-Town Feel - The Coeur d’Alene community will enhance the community’s friendly, welcoming atmosphere and its small-town feel.**

**Community Brand Development - Develop a unified community brand for marketing and outreach purposes, including use by government, business and community organizations. Develop new standards for promotion, signage, and neighborhood identity that are based on the community brand.**

**Lead Partner: CDA 2030**

**Support: Area municipalities, Coeur d’Alene Area Economic Development Corporation, Coeur d’Alene Convention and Visitors Bureau, area chambers of commerce, community partners**

**2014-16 ▼ 2017-19 ▼ 2020+ ▼**

**Signage at Entry Points - Implement standard welcoming signage at key entry points to Coeur d’Alene (Government Way, Sherman Avenue, 15th Street, I-90, US-95 and Seltice Way).**

**Lead Partner: City of Coeur d’Alene**

**Support: City of Coeur d’Alene Arts Commission, neighborhood groups**

**2014-16 ▼ 2017-19 ▼ 2020+ ▼**

**Community Coupon Program - Implement a coupon program to help new residents become more familiar with the community. Booklets could be delivered by volunteer welcomers, or distributed at local businesses; would include maps, city brochures, etc.**

**Lead Partner: Bright Beginnings**

**Support: Area chambers of commerce, real estate offices, school districts, local businesses**

**2014-16 ▼ 2017-19 ▼ 2020+ ▼**

**TIMELINE KEY: ▼ PLANNING ▼ INITIATED ▼ COMPLETED ▼ IMPLEMENTED & ONGOING ▼ COMPLETED ACTION**

**COMMUNITY & IDENTITY VISION**
### Small-Town Feel - Continued

**Small Event Friendly Venues** - Ensure that large events and venues can be reconfigured for more frequent smaller events, concerts, etc.

- **2014-16**: Initiating
- **2017-19**: Completed
- **2020+**: Ongoing

**Lead Partner:** City of Coeur d’Alene  
**Support:** Area municipalities

**Community and Neighborhood Events** - Increase the number of community and neighborhood events, festivals, parades, farmers markets, community and neighborhood events showcasing different areas of the city, its natural resources, diversity, local foods and other aspects of the community.

- **2014-16**: Planning
- **2017-19**: Completed
- **2020+**: Ongoing

**Lead Partner:** City of Coeur d’Alene  
**Support:** Kootenai County, area chambers of commerce, area municipalities, homeowners and neighborhoods groups, community organizations

**Local Neighborhoods** - Foster development of voluntary local neighborhoods citywide, through supportive zoning where appropriate, to create “live-work-play” districts with distinct identities (e.g., Midtown, Downtown Corridor, Atlas Mill, Riverstone, E. Sherman, Appleway, Government Way, and Silver Lake Mall area).

- **2014-16**: Planning
- **2017-19**: Completed
- **2020+**: Ongoing

**Lead Partner:** City of Coeur d’Alene  
**Support:** Neighborhood groups, homeowners associations, businesses, developers, nonprofit organizations

**Neighborhood Grants** - Develop and implement a city grant program for local neighborhoods to promote local activities, amenities and identity.

- **2014-16**: Planning
- **2017-19**: Initiated
- **2020+**: Ongoing

**Lead Partner:** To be determined  
**Support:** Neighborhood groups, homeowners associations, block watch groups

### Community History & Heritage

- **CDA Heritage Day** - Create an annual “Coeur d’Alene Heritage Day” with events, activities, music and food, that celebrates greater Coeur d’Alene history, traditions and local culture. Showcase diversity and events that have contributed to Coeur d’Alene’s history.

- **2014-16**: Planning
- **2017-19**: Completed
- **2020+**: Ongoing

**Lead Partner:** Coeur d’Alene Arts & Culture Alliance  
**Support:** Human Rights Education Institute, Museum of North Idaho, Coeur d’Alene Chamber of Commerce, North Idaho College, Coeur d’Alene Tribe, businesses, nonprofit organizations

**Historic Markers** - Create historic markers and tours that highlight historically and architecturally significant buildings, open spaces, natural resources, and other key community features. Tours may be virtual and/or electronic for use on mobile devices.

- **2014-16**: Planning
- **2017-19**: Completed
- **2020+**: Ongoing

**Lead Partner:** Museum of North Idaho  
**Support:** Coeur d’Alene Convention and Visitors Bureau, City of Coeur d’Alene

**City Heritage and Historical Buildings Commission** - Establish a volunteer City Heritage and Historical Buildings Commission to provide a resource for information and conservation.

- **2014-16**: Planning
- **2017-19**: Completed
- **2020+**: Ongoing

**Lead Partner:** City of Coeur d’Alene  
**Support:** Idaho State Historical Society, Museum of North Idaho
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| **Lead Partner:** Museum of North Idaho  
**Support:** ignite cda, City of Coeur d’Alene |
| Restore the Carousel - Permanently reestablish to the Coeur d’Alene community the original 1922 hand carved Spillman Junior carousel featured at Playland Pier from 1941 until the early seventies. |
| **2014-16** | **2017-19** | **2020+** |
| **Lead Partner:** Coeur d’Alene Carousel Foundation  
**Support:** City of Coeur d’Alene, Bud and June Ford, Ginno Construction, Architects West |
| Interactive World Map Display - Develop an interactive world map display showcasing where residents of greater Coeur d’Alene have come from. |
| **2014-16** | **2017-19** | **2020+** |
| **Lead Partner:** Human Rights Education Institute  
**Support:** North Idaho Return Peace Corps Volunteers |
In 2030, greater Coeur d’Alene’s schools are nationally recognized for innovation, well-trained teachers, demanding curricula...

...exceptional literacy, and culturally as well as globally aware graduates. PreK-12 education has achieved stable sources of funding, ensuring excellent facilities, small class sizes, and the best technology. Our schools prepare students for professional and leadership positions in the community, as well as for skilled jobs in the regional economy. Our colleges and universities partner to offer greater educational options through combined campus, classroom, research and scholarship resources, and are actively involved in community affairs. Opportunities for lifelong learning abound, fostering mastery of new skills, academic enrichment, mentoring, and personal growth.
### STRATEGIES & ACTIONS

#### New Grant Writer Position
Explore opportunities for a new grant writer position focused on bringing grants and other sources of funding that specifically address the needs of individual schools.

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**Lead Partner:** Coeur d’Alene School District #271  
**Support:** Nonprofit organizations

#### Educational Volunteers
Develop community partnerships to facilitate provision of volunteers to assist in the education of students.

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**Lead Partner:** Coeur d’Alene School District #271  
**Support:** Coeur d’Alene Education Partnership, United Way of North Idaho, Idaho Education Partnership, businesses, retirees

#### Voter Education on Schools
Educate voters about needs, expenses and resources for public schools, and the level and types of government support for schools.

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**Lead Partner:** Coeur d’Alene Education Partnership  
**Support:** Parent-Teacher Associations/Organizations, Coeur d’Alene School District #271, nonprofit organizations

#### Grassroots Support for Education
Promote grassroots, community-wide support for educational funding to enable consistent increases in student success.

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**Lead Partner:** Coeur d’Alene Education Partnership  
**Support:** To be determined

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#### Stable PreK-12 Funding
Coeur d’Alene area schools will cooperate and educate to achieve a stable source of funding for PreK-12 education, with well qualified teachers, small class sizes, technology, facilities, resources, curricula and programs for its students.

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### TIMELINE KEY
- **○** Planning
- **〇** Initiated
- **●** Completed
- **☑** Implemented & Ongoing
- **☑** Completed Action

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**WEB:** www.cda2030.org
### Workforce Training

Coeur d’Alene will offer state-of-the-art programs and facilities for workforce training, producing well-trained, highly skilled workers for the region’s economy.

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<th>Lead Partner</th>
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<tr>
<td>Coeur d’Alene School District #271</td>
<td>Coeur d’Alene Education Partnership, Gizmo-CDA, businesses</td>
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<tr>
<th>Career Education</th>
<th>Description</th>
<th>Timeline</th>
<th>Lead Partner</th>
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<tr>
<td><strong>E&amp;L 2.1</strong></td>
<td>Promote career education, including goal setting, entrepreneurial skills, and career pathways starting from the elementary level on.</td>
<td>2014-16, 2017-19, 2020+</td>
<td>Coeur d’Alene School District #271</td>
<td>Coeur d’Alene Education Partnership, Gizmo-CDA, businesses</td>
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<th>Description</th>
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<td><strong>E&amp;L 2.2</strong></td>
<td>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.</td>
<td>2014-16, 2017-19, 2020+</td>
<td>Idaho Department of Labor</td>
<td>Coeur d’Alene School District #271, NIC Workforce Training, Community Action Partnership, businesses, nonprofit organizations</td>
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| **E&L 2.3** Labor Skills Gap Analysis - 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. | **Lead Partner:** Idaho Department of Labor  
**Support:** North Idaho College, Panhandle Area Council, University of Idaho – Coeur d’Alene, Coeur d’Alene Economic Development Corporation, Lewis Clark State College, NIC Workforce Training |
| **E&L 2.4** K-16 Career Technical Education - Create programs, projects and curriculum that support career technical education in K-16 education. | **Lead Partner:** Coeur d’Alene School District #271  
**Support:** North Idaho College, Panhandle Area Council, University of Idaho – Coeur d’Alene, Coeur d’Alene Economic Development Corporation, Lewis Clark State College, NIC Workforce Training, Kootenai Technical Education Campus, Idaho Division of CTE, local industry leaders |
| **E&L 3.1** Chamber Leadership Class for Students - Develop a Coeur d’Alene Chamber Leadership Class for high school students that is dedicated to leading, learning, and serving the community. | **Lead Partner:** Coeur d’Alene Chamber of Commerce  
**Support:** Coeur d’Alene School District #271 |
| **E&L 3.2** School Citizenship and Service Opportunities - Encourage youth citizenship and service opportunities starting in elementary school. | **Lead Partner:** To be determined  
**Support:** The Coeur Group, Coeur d’Alene Education Partnership, EXCEL Foundation |
| **E&L 3.3** Small Group Leadership Class - Support and promote a dual enrollment, small group leadership class. | **Lead Partner:** University of Idaho – Coeur d’Alene  
**Support:** North Idaho Higher Education, area school districts |
| **E&L 3.4** Youth Advisory Positions on Community Boards - Develop youth advisory positions for diverse city and community boards, commissions and committees. | **Lead Partner:** Coeur d’Alene School District #271  
**Support:** Boards and committees |
| **E&L 3.5** Center for Civic Leadership - Create a “Center for Civic Leadership” featuring youth mentoring programs with retired civic leaders/seniors to foster youth entrepreneurship, technical skills, leadership, professionalism, etc. | **Lead Partner:** To be determined  
**Support:** Kootenai Perspectives, Coeur d’Alene School District #271, Coeur d’Alene Chamber of Commerce, North Idaho Higher Education, Boys & Girls Club, Coeur d’Alene Education Partnership, Lake City Center, Hayden Senior Center |
| **E&L 3.6** TEDx for Local Students - Develop and present an independently organized Technology, Entertainment and Design (TEDx) event. | **Lead Partner:** TedxCoeur’d’Alene  
**Support:** Intellitext, The Salvation Army Kroc Center, Doma Coffee |
### Educational Excellence
The Coeur d’Alene area school system will be recognized as among the best in the nation: known for its innovation, well trained teachers, demanding curricula, exceptional literacy, and culturally and globally aware graduates.

#### Kindergarten Readiness Program
Promote United Way of North Idaho PreK education kits that help parents and caregivers prepare 0-5 years old for educational success.

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</table>

**Lead Partner:** United Way of North Idaho  
**Support:** Heritage Health, St. Vincent de Paul, pediatric offices, area school districts

#### PreK Programs
Promote the awareness of the importance of PreK programs.

<table>
<thead>
<tr>
<th>Year</th>
<th>Planning</th>
<th>Initiated</th>
<th>Completed &amp; Ongoing</th>
<th>Completed Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-16</td>
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<td>2020+</td>
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</tbody>
</table>

**Lead Partner:** Coeur d’Alene Chamber Education Committee  
**Support:** United Way of North Idaho, Coeur d’Alene Education Partnership

#### Experiential Learning Program
Explore opportunities to develop an experiential learning curriculum for PreK-12 students.

<table>
<thead>
<tr>
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<td>2020+</td>
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</tbody>
</table>

**Lead Partner:** Coeur d’Alene School District #271  
**Support:** Gizmo-CDA, Inland Northwest Food Network, University of Idaho Extension, University of Idaho – Coeur d’Alene, Coeur d’Alene Chamber of Commerce, Kootenai Environmental Alliance, Coeur d’Alene Education Partnership, Hayden Canyon Charter School of Expeditionary Learning, businesses

#### Service Learning Program
Develop and promote a service learning program to link school curriculum and classes to real world life experiences.

<table>
<thead>
<tr>
<th>Year</th>
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<tr>
<td>2020+</td>
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</tbody>
</table>

**Lead Partner:** To be determined  
**Support:** United Way of North Idaho, nonprofit organizations
<table>
<thead>
<tr>
<th>STRATEGIES &amp; ACTIONS</th>
<th>PARTNERS &amp; SUPPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E&amp;L 4.1: Kindergarten Readiness Program</strong>&lt;br&gt;<strong>E&amp;L 4.2: Pre-K Programs</strong>&lt;br&gt;<strong>E&amp;L 4.6: Summer Kids Programs</strong>&lt;br&gt;<strong>E&amp;L 4.7: Summer Reading Programs</strong>&lt;br&gt;<strong>E&amp;L 4.13: Teaching the “Idaho Core”</strong>&lt;br&gt;<strong>E&amp;L 4.14: Parent Involvement</strong></td>
<td><strong>Lead Partner:</strong> Coeur d’Alene School District #271&lt;br&gt;<strong>Support:</strong> To be determined</td>
</tr>
<tr>
<td><strong>Special Needs Programming</strong> - Expand and promote programs to aid students with special needs. 2014-16 ✓ 2017-19 ✓ 2020+ ✒</td>
<td><strong>Lead Partner:</strong> Coeur d’Alene School District #271&lt;br&gt;<strong>Support:</strong> Community Library Network, Coeur d’Alene Public Library, United Way of North Idaho, Coeur d’Alene Backpack Program, Women’s Gift Alliance</td>
</tr>
<tr>
<td><strong>Summer Kids Programs</strong> - Implement summer programs for intensive development of numeracy and literacy skills offered to students who do not meet grade level requirements. 2014-16 ✓ 2017-19 ✓ 2020+ ✒</td>
<td><strong>Lead Partner:</strong> Coeur d’Alene Public Library, Community Library Network&lt;br&gt;<strong>Support:</strong> Coeur d’Alene Chamber of Commerce Education Committee, area school districts</td>
</tr>
<tr>
<td><strong>Summer Reading Programs</strong> - Expand and promote the libraries’ Summer Reading Program to help to maintain and increase youth literacy skills. 2014-16 ✓ 2017-19 ✓ 2020+ ✒</td>
<td><strong>Lead Partner:</strong> University of Idaho – Coeur d’Alene&lt;br&gt;<strong>Support:</strong> North Idaho Software Initiative, Gizmo-CDA, Protelligent Inc., North Idaho IT Professionals Association</td>
</tr>
<tr>
<td><strong>High Tech Industry Awareness, Education and Training</strong> - Support community wide programs in schools to increase awareness, education and training opportunities for the development of high tech industries in the Coeur d’Alene region. 2014-16 ✓ 2017-19 ✓ 2020+ ✒</td>
<td><strong>Lead Partner:</strong> Innovation Collective&lt;br&gt;<strong>Support:</strong> Gizmo – Coeur d’Alene, Coeur d’Alene School District #271, Coeur d’Alene Area Economic Development Corporation, University of Idaho – Coeur d’Alene, North Idaho College, Coeur d’Alene Makers Club, North Idaho IT Professionals Association, Empire Air, Rathdrum STEM Charter, youth organizations</td>
</tr>
<tr>
<td><strong>Promote Robotics &amp; Engineering</strong> - Promote Coeur d’Alene as a center for robotics excellence, encourage efforts to include robotics in curricula, develop expertise in this area, support robotics technology in local businesses and promote community awareness of robotics and software engineering. 2014-16 ✓ 2017-19 ✓ 2020+ ✒</td>
<td><strong>Lead Partner:</strong> Coeur d’Alene School District #271&lt;br&gt;<strong>Support:</strong> Gizmo – Coeur d’Alene, Coeur d’Alene School District #271, Coeur d’Alene Area Economic Development Corporation, University of Idaho – Coeur d’Alene, North Idaho College, Coeur d’Alene Makers Club, North Idaho IT Professionals Association, Empire Air, Rathdrum STEM Charter, youth organizations</td>
</tr>
</tbody>
</table>
Educational Excellence - Continued

**Diversified Schools** - Support the continuing development and choice of diverse educational opportunities.

- **2014-16**  
- **2017-19**  
- **2020+**

**Lead Partner:** Coeur d’Alene Chamber Education Committee  
**Support:** Coeur d’Alene Education Partnership, Gizmo - Coeur d’Alene, Rathdrum STEM

**Teacher Appreciation Programs** - Develop and promote a comprehensive teacher appreciation program to encourage educational excellence.

- **2014-16**  
- **2017-19**  
- **2020+**

**Lead Partner:** Coeur d’Alene Education Partnership  
**Support:** Coeur d’Alene School District #271

**Reward Excellent Teaching** - Promote more competitive pay for teachers by providing rewards for excellent overall performance.

- **2014-16**  
- **2017-19**  
- **2020+**

**Lead Partner:** To be determined  
**Support:** To be determined

**Teaching the 'Idaho Core'** - Expand and support education courses based on teaching the Idaho Core curriculum.

- **2014-16**  
- **2017-19**  
- **2020+**

**Lead Partner:** University of Idaho – Coeur d’Alene  
**Support:** To be determined

**Parent Involvement** - Encourage and support greater parental involvement in local schools.

- **2014-16**  
- **2017-19**  
- **2020+**

**Lead Partner:** Coeur d’Alene School District #271  
**Support:** To be determined

Enhanced Higher Education Partnerships - Coeur d’Alene will enhance partnerships among local higher education institutions, 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 growing needs of the region.

**Unified Higher Education** - Promote a unified higher education enterprise, to include development and expansion of programs to create enhanced and more diverse local higher education opportunities.

- **2014-16**  
- **2017-19**  
- **2020+**

**Lead Partner:** North Idaho Higher Education  
**Support:** To be determined

**Economic Development Degree Options** - Encourage the expansion of undergraduate and graduate degree options linked to regional economic development strategies and workforce needs.

- **2014-16**  
- **2017-19**  
- **2020+**

**Lead Partner:** North Idaho Higher Education  
**Support:** Coeur d’Alene Chamber of Commerce Education Committee, Kootenai Health, Panhandle Area Council, Coeur d’Alene Area Economic Development Corporation

**ROTC Program** - Create a Reserve Officer Training Corps (ROTC) or ROTC-like program to provide additional opportunities and financial support for higher education students in greater Coeur d’Alene.

- **2014-16**  
- **2017-19**  
- **2020+**

**Lead Partner:** North Idaho College  
**Support:** To be determined
**STRATEGIES & ACTIONS**

### Lifelong Learning Opportunities
- Abundant opportunities will be available in Coeur d'Alene for lifelong learning, fostering mastery of new skills, academic enrichment, mentoring programs and personal growth.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>DESCRIPTION</th>
<th>LEAD PARTNER</th>
<th>SUPPORT</th>
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</thead>
</table>
| **E&L 6.1** | **CDA ‘Makerspace’** - Create a makerspace in Coeur d’Alene — a physical community gathering place that encourages and supports design, active tool use, mentoring, and innovation. | **Lead Partner:** Gizmo – Coeur d’Alene  
**Support:** University of Idaho – Coeur d’Alene, Innovation Collective, City of Coeur d’Alene, North Idaho College | |
| **E&L 6.2** | **Non-Traditional Student Courses** - Promote and expand courses for non-traditional students (e.g. those who are not 18-24 years of age). | **Lead Partner:** North Idaho Higher Education  
**Support:** North Idaho Family Group | |
| **E&L 6.3** | **Lifelong Learning Website** - Promote the development of a website with all lifelong learning opportunities career, vocational, technical available. | **Lead Partner:** North Idaho Family Group  
**Support:** North Idaho Higher Education, Idaho Department of Labor, area school districts | |

**TIMELINE KEY:**
- **PLANNING**
- **INITIATED**
- **COMPLETED**
- **IMPLEMENTED & ONGOING**
- **COMPLETED ACTION**
In 2030, greater Coeur d’Alene has protected its lakes and rivers, even as our city has grown...

Waterways and shorelines remain our community’s distinctive feature. We have preserved open spaces and natural areas, and enhanced the urban forest that beautifies and blends our city with nature. An integrated trail system connects walkers, runners and bicyclists to parks, recreational facilities and open spaces. We have expanded recreational facilities and increased opportunities for our youth to connect with nature. Coeur d’Alene’s sustainability programs and watershed planning protect its natural resources. Our residential and commercial recycling rates are among the highest in the nation.
<table>
<thead>
<tr>
<th>STRATEGIES &amp; ACTIONS</th>
<th>PARTNERS &amp; SUPPORT</th>
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<tbody>
<tr>
<td><strong>Lake and River Enhancement</strong> - Coeur d’Alene will collaborate to enhance and improve lake and river habitat and riparian environments and maintained waterways and shorelines that are distinctive features of the community.</td>
<td></td>
</tr>
<tr>
<td><strong>E&amp;R 1.1 Consolidated Countywide Master Plan</strong> - Create a countywide master plan for lake and river enhancement that consolidates related information from existing plans and addresses public access, use, health and improvements to the lake, river and aquifer.</td>
<td><strong>Lead Partner:</strong> Community Water Resource Center  <strong>Support:</strong> Kootenai County, Kootenai Environmental Alliance, Lakeshore Property Owners, Riverside Property Owners, City of Coeur d’Alene, Kootenai Metropolitan Planning Organization, Department of Environmental Quality, Rathdrum Prairie Comprehensive Aquifer Management Plan, Coeur d’Alene Tribe, Environmental Protection Agency, Lake Management Plan</td>
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<td><strong>2014-16</strong> ✔ <strong>2017-19</strong> ✔ <strong>2020+</strong></td>
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<tr>
<td><strong>E&amp;R 1.2 Lake CDA Shoreline Public Access</strong> - Create a public partnership to acquire ownership and/or preserve shoreline access to Lake Coeur d’Alene from Silver Beach to Higgens Point.</td>
<td><strong>Lead Partner:</strong> Idaho Transportation Department  <strong>Support:</strong> Kootenai County, Idaho Department of Lands, Idaho Parks &amp; Waterways, North Idaho Centennial Trail Foundation, City of Coeur d’Alene, Eastside Highway District, property owners</td>
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<td><strong>2014-16</strong> ✔ <strong>2017-19</strong> ✔ <strong>2020+</strong></td>
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<tr>
<td><strong>E&amp;R 1.3 Lake Festival and Education Program</strong> - Implement a Lake Festival and education program to emphasize the importance of the lake and river to the community and to educate the public about responsible stewardship.</td>
<td><strong>Lead Partner:</strong> Coeur d’Alene Tribe, Idaho Department of Environmental Quality  <strong>Support:</strong> Kootenai Environmental Alliance, Community Water Resource Center, Kootenai County, Lakeshore Property Owners</td>
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<tr>
<td><strong>E&amp;R 1.4 Four Corners Steering Committee</strong> - Form a Four Corners Steering Committee to identify strategies and partnerships to acquire ownership and/or preserve public access to the Burlington Northern Santa Fe (BNSF) Corridor.</td>
<td><strong>Lead Partner:</strong> City of Coeur d’Alene  <strong>Support:</strong> ignite cda, Mill River Homeowners Association</td>
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<td><strong>2014-16</strong> ✔ <strong>2017-19</strong> ✔ <strong>2020+</strong></td>
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### Open Space Protection
Coeur d’Alene will endeavor to preserve open spaces, natural areas and habitat in and around the city, incorporating stronger protections into its planning and policies.

| Open Space Preservation Program | Continue to implement the Coeur d’Alene Parks Master Plan for the purpose of acquiring and preserving public open space for beneficial use of the citizens that includes parkland, trails, passive and active recreation, scenic views, wildlife habitat, and conservation easements. | Lead Partner: City of Coeur d’Alene  
Support: City of Coeur d’Alene Natural Open Space Committee, U.S. Forest Service, Bureau of Land Management, Kootenai Environmental Alliance, Idaho Department of Lands, Kootenai County, Hayden Canyon Development, American Land Fund, LLC |
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<td>2020+</td>
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</table>

| Recreational Lands Acquisition Program | Identify, develop, coordinate, prioritize, and identify a funding mechanism to purchase diverse city land acquisitions to expand recreation offerings and achieve conservation. | Lead Partner: City of Coeur d’Alene  
Support: Idaho Department of Lands, Bureau of Land Management, Kootenai County |
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<td>2020+</td>
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| RR Rights-of-Way Acquisition | Acquire railroad rights of way for major trail expansions and connections. | Lead Partner: City of Coeur d’Alene  
Support: Burlington Northern Santa Fe Corporation, Union Pacific Railroad |
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<tr>
<td><strong>E&amp;R 2.4</strong> Eastside Trail Project Funding</td>
<td>Secure funding to extend a multi-use trail from Lake Coeur d’Alene to Canfield Mountain on the east side of town.</td>
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<td>2020+</td>
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<tr>
<td><strong>Lead Partner:</strong> City of Coeur d’Alene</td>
<td><strong>Support:</strong> North Idaho Centennial Trail Foundation</td>
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<tr>
<td><strong>E&amp;R 2.5</strong> Farm Incubator</td>
<td>Identify land for purchase or lease to create a farm incubator program and establish marketing outlets.</td>
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<td>2020+</td>
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<tr>
<td><strong>Lead Partner:</strong> Inland Northwest Food Network</td>
<td><strong>Support:</strong> Shared Harvest, City of Coeur d’Alene, Kootenai County, City of Post Falls, City of Hayden, City of Rathdrum, University of Idaho Extension, Master Gardeners Program, Cultivating Success, Rural Roots, Farm Bureau, Kootenai-Shoshone Soil and Water Conservation District, neighborhood groups</td>
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**Urban Forest Enhancement** | Coeur d’Alene will protect and enhance its urban forest, including wooded areas, street trees, and “heritage” trees that beautify neighborhoods and integrate nature with the city. |
| **E&R 3.1** City Urban Forest Master Plan | Update and adopt an Urban Forest Master Plan that establishes goals and methods to enhance and preserve the urban forest. |
| 2014-16 | 2017-19 | 2020+ |
| **Lead Partner:** City of Coeur d’Alene | **Support:** City of Coeur d’Alene Urban Forestry Committee |
| **E&R 3.2** City Urban Forest Management Policy | 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. |
| 2014-16 | 2017-19 | 2020+ |
| **Lead Partner:** City of Coeur d’Alene | **Support:** City of Coeur d’Alene Urban Forestry Committee |

**Watershed Planning** | Coeur d’Alene will engage an active and comprehensive watershed plan to protect and improve natural resources. |
| **E&R 4.1** Holistic Watershed Planning | Develop and implement a holistic approach to watershed planning that integrates stormwater treatment, urban forestry and natural systems to reduce and treat stormwater runoff while also enhancing the region’s natural beauty. |
| 2014-16 | 2017-19 | 2020+ |
| **Lead Partner:** City of Coeur d’Alene | **Support:** Community Water Resource Center, University of Idaho - Coeur d’Alene, University of Idaho Extension, Idaho Department of Environmental Quality, Kootenai Environmental Alliance, Coeur d’Alene Tribe |
| **E&R 4.2** Urban Stormwater Best Management Practice | 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. |
| 2014-16 | 2017-19 | 2020+ |
| **Lead Partner:** City of Coeur d’Alene | **Support:** Community Water Resource Center, University of Idaho - Coeur d’Alene, University of Idaho Extension, Idaho Department of Environmental Quality, Kootenai Environmental Alliance, Coeur d’Alene Tribe |
### Integrated Trail System

**E&R 5.1**

**Countywide Trails Master Plan** - Update and support the Kootenai Metropolitan Planning Organization (KMPD) countywide trails master plan, identifying connectivity for the participating entities, potential trail sites, and funding resources.

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<th>Support</th>
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<tbody>
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<td>Joint Powers Board</td>
<td>Kootenai County, City of Coeur d’Alene Ped/Bike Committee, North Idaho Centennial Trail Foundation, Kootenai Metropolitan Planning Organization</td>
</tr>
<tr>
<td>2017-19</td>
<td>Joint Powers Board</td>
<td>Kootenai County, City of Coeur d’Alene Ped/Bike Committee, North Idaho Centennial Trail Foundation, Kootenai Metropolitan Planning Organization</td>
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### Joint Powers Board Authority

**E&R 5.2**

**Countywide Trails Coordinator** - Create a countywide trails coordinator to oversee the master plan and provide regular reports to the Joint Powers Board.

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<td>Kootenai County, area municipalities, North Idaho Centennial Trail Foundation</td>
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<td>2017-19</td>
<td>Joint Powers Board</td>
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<tr>
<td>2020+</td>
<td>Joint Powers Board</td>
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</tr>
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### Countywide Trails Mapping

**E&R 5.3**

**Countywide Trails Mapping** - Identify and map areas within/outside of the greater Coeur d’Alene area that may be potential strategic easement sites for future trail routes.

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<tr>
<td>2020+</td>
<td>Joint Powers Board</td>
<td>Kootenai County, City of Coeur d’Alene, City of Rathdrum, City of Post Falls, City of Hayden</td>
</tr>
</tbody>
</table>
**WHAT YOU CAN DO TO HELP MAINTAIN THE LAKE**

1. Maintain and restore riparian buffers with native vegetation.
2. Observe no wake zones.
3. Pick up animal waste.
5. Avoid using fertilizers and detergents containing phosphorus.

**STRATEGIES & ACTIONS**

**Wayfinding, Signage and Routing** - Implement a “wayfinding” signage and routing program with emphasis on the trail systems including physical signs with directional arrows and educational information while integrating new technologies.

**Recreational Facilities** - Coeur d’Alene will improve and expand facilities that provide recreational opportunities, sporting activities, and events for residents and visitors.

**Park Land Expansion and Maintenance** - Encourage acquisition and development of park land. Support the annual evaluation of the preventative maintenance program for all parks, facilities, equipment and vehicles.

**Public Beaches** - Evaluate and recommend ways to increase access to public beaches according to the ADA (Americans with Disabilities Act). Consider an off-leash water access area for dogs.

**Tubbs Hill Preservation** - Promote preservation of Tubbs Hill and include current forestry and fuel management practices for the assured long-term public use and access to the hill. Promote trail maintenance and enhancements for a safer walking environment.

**PARTNERS & SUPPORT**

- **Lead Partner:** City of Coeur d’Alene
- **Support:** North Idaho Centennial Trail Foundation, Coeur d’Alene Tribe, Community Water Resource Center

**TIMELINE KEY:**

- **PLANNING**
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- **COMPLETED**
- **IMPLEMENTED & ONGOING**
- **COMPLETED ACTION**

**LEARN MORE ONLINE AT** [WWW.OURGEM.ORG](http://WWW.OURGEM.ORG)
## Recreational Facilities - Continued

<table>
<thead>
<tr>
<th>Recreational Facilities</th>
<th>Partners &amp; Support</th>
</tr>
</thead>
</table>
| **E&R 6.4** Bike Park Facilities - Develop bike parks that will include a BMX Pump Track and cyclocross amenities. | Lead Partner: City of Coeur d’Alene  
Support: City of Coeur d’Alene Ped/Bike Committee, U.S. Forest Service, local BMX group |
| 2014-16 ● 2017-19 ● 2020+ | |
| **E&R 6.5** Renovate & Expand Skate Park - Renovate and expand the downtown skate park to accommodate modern users and competitions. | Lead Partner: City of Coeur d’Alene  
Support: CDA SK8 PRK, North Idaho Skate Park Association |
| 2014-16 ● 2017-19 ● 2020+ | |
| **E&R 6.6** Silver Beach Public Boaters Park - 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. | Lead Partner: City of Coeur d’Alene  
Support: Kootenai County, Idaho Parks & Waterways, Idaho Fish and Game, Idaho Department of Lands, Army Corps of Engineers |
| 2014-16 ● 2017-19 ● 2020+ | |
| **E&R 6.7** Water Recreation Facilities - Evaluate feasibility, partnerships and funding for a year-round indoor community swimming pool and waterpark. | Lead Partner: City of Coeur d’Alene  
Support: To be determined |
| 2014-16 ● 2017-19 ● 2020+ | |
| **E&R 6.8** Family Friendly Outdoor Events - Promote additional family friendly outdoor events. | Lead Partner: City of Coeur d’Alene  
Support: To be determined |
| 2014-16 ● 2017-19 ● 2020+ | |
| **E&R 6.9** Winter Recreation - Expand and develop winter activities and facilities engaging broad community and visitor involvement, i.e. cross-country ski trails. | Lead Partner: City of Coeur d’Alene  
Support: Coeur d’Alene Downtown Association |
| 2014-16 ● 2017-19 ● 2020+ | |
| **E&R 6.10** Unique Recreational and Vendor Services - Promote public-private partnerships at public recreation sites to enable private provision of unique recreational, RecTech, and vendor services not provided by government. | Lead Partner: City of Coeur d’Alene  
Support: Recreation businesses |
| 2014-16 ● 2017-19 ● 2020+ | |

### Increased Recycling
Coeur d’Alene will expand recycling programs and facilities area wide, achieving residential and commercial recycling rates that are among the highest in the nation.

<table>
<thead>
<tr>
<th>Increased Recycling</th>
<th>Partners &amp; Support</th>
</tr>
</thead>
</table>
| **E&R 7.1** Expanded Recycling Options - Expand commercial and residential curbside recycling and facilities to include best practice options for range of recyclable materials such as glass, yard waste, food waste and electronics. | Lead Partner: City of Coeur d’Alene  
Support: Coeur d’Alene Garbage, Coeur d’Alene Glass Recyclers, Kootenai Environmental Alliance |
<p>| 2014-16 ● 2017-19 ● 2020+ | |</p>
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<tr>
<th>STRATEGIES &amp; ACTIONS</th>
<th>PARTNERS &amp; SUPPORT</th>
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</table>
| **Public Recycling Receptacles** - Provide recycling receptacles in public spaces next to garbage cans. | **Lead Partner:** City of Coeur d’Alene  
**Support:** Coeur d’Alene Garbage |
| 2014-16 ✅ 2017-19 ✅ 2020+ ✔ | |
| **School Recycling Receptacles** - Provide recycling receptacles throughout Coeur d’Alene schools. Educate and assist K-12 students and staff to reduce solid waste and expand recycling participation. | **Lead Partner:** Coeur d’Alene School District #271  
**Support:** Waste Management |
| 2014-16 ✅ 2017-19 ✅ 2020+ ✔ | |
| **Sustainability Memorial Foundation** - Create a memorial foundation dedicated to providing grant funding for projects and materials required for a more sustainability community. | **Lead Partner:** To be determined  
**Support:** To be determined |
| 2014-16 2017-19 2020+ | |
In 2030, greater Coeur d’Alene uses comprehensive planning to guide and direct future growth and development...

We have further improved downtown as a regional center and developed vibrant neighborhood centers, where residents can walk or bike to cafes, shops, services and jobs. Coeur d’Alene has a ‘multi-modal’ transportation and street system that facilitates traffic flow, connections between neighborhoods, and pedestrian and bicycle routes and lanes. Public transportation connects all parts of the region with convenient, affordable, environmentally-friendly service. Innovative planning and good design have increased the supply of affordable housing. We continue to preserve our historic community treasures.
## Transportation Improvements

Coeur d’Alene will complete a comprehensive ‘multi-modal’ program of transportation and street improvements, facilitating traffic flow, connections between neighborhoods, and safe, accessible pedestrian and bicycle routes and lanes.

### Comprehensive Transportation Plan
- **Description:** Retain a transportation planning consultant to conduct a major study of the current state of transportation infrastructure in Coeur d’Alene and develop a comprehensive transportation plan for implementation by the city.
- **Timeline:**
  - 2014-16
  - 2017-19
  - 2020+
- **Lead Partner:** City of Coeur d’Alene
- **Support:**
  - Kootenai Metropolitan Planning Organization, Expanded Joint Powers Board, Idaho Transportation Department, ignite cda, Panhandle Area Council

### Traffic Improvements
- **Description:** Evaluate policy changes and specific recommendation of the traffic study, prioritize and implement the findings.
- **Timeline:**
  - 2014-16
  - 2017-19
  - 2020+
- **Lead Partner:** City of Coeur d’Alene
- **Support:**
  - Idaho Transportation Department, state and federal legislators, traffic consultant

### ‘Complete Street’ Policy Review
- **Description:** Review and revise the City’s “Complete Street” Policy aimed at multifunctional streets for drivers, walkers, and bikers. Involve citizen and boards in the review process.
- **Timeline:**
  - 2014-16
  - 2017-19
  - 2020+
- **Lead Partner:** City of Coeur d’Alene
- **Support:**
  - City of Coeur d’Alene Ped/Bike Committee, North Idaho InterAgency

### Traffic and Street Maintenance Education
- **Description:** Develop and implement a comprehensive educational strategy on transportation, traffic and street maintenance programs for the public, including the city website and social media.
- **Timeline:**
  - 2014-16
  - 2017-19
  - 2020+
- **Lead Partner:** City of Coeur d’Alene
- **Support:**
  - Idaho Transportation Department, Highway Districts
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<tr>
<td><strong>Trail Expansion and Connections</strong> - Obtain railroad rights of way for major trail expansions and connections.</td>
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</table>
**Lead Partner:** City of Coeur d’Alene  
**Support:** Burlington Northern Santa Fe Corporation, ignite cda, City of Coeur d’Alene Ped/Bike Committee, North Idaho Centennial Trail Foundation, Federal Officials, Union Pacific Railroad |
| **Safe School Routes** - Implement the Safe School Routes Program, including the identification and correction of critical safety issues and other safe route system deficiencies. |  
**Lead Partner:** City of Coeur d’Alene  
**Support:** Coeur d’Alene School District #271, City of Coeur d’Alene Ped/Bike Committee, North Idaho Centennial Trail Foundation, Panhandle Health District |
| **Small Neighborhood Centers** - Coeur d’Alene will pursue enhancement of existing neighborhoods and developed new neighborhood centers where residents can walk or bike to cafes, shops, daily services and jobs. |  
**Lead Partner:** City of Coeur d’Alene  
**Support:** City of Coeur d’Alene Ped/Bike Committee, Coeur d’Alene Tribe, Kootenai Metropolitan Planning Organization, housing developers |
| **Neighborhood, School and Park Linkages** - Mandate and develop key linkages between neighborhoods, schools and parks with bike trails and bus systems. |  
**Lead Partner:** City of Coeur d’Alene  
**Support:** City of Coeur d’Alene Ped/Bike Committee, Coeur d’Alene Tribe, Kootenai Metropolitan Planning Organization, housing developers |
## STRATEGIES & ACTIONS

| G&D 2.2 | **Neighborhood Business Promotion** - Develop and promote a business incentive program to encourage appropriate local businesses to locate or move to specific neighborhoods, supporting local commerce and needed community services. |
| G&D 2.3 | **East Sherman Avenue Master Plan** - Develop and implement a master plan for redevelopment of the East Sherman Avenue neighborhood, incorporating an inviting gateway-style east entrance to the city. |

### TIMELINE KEY:
- **Planning**
- **Initiated**
- **Completed**
- **Implemented & Ongoing**
- **Completed Action**

| Lead Partner: City of Coeur d’Alene | Support: Coeur d’Alene Area Economic Development Corporation, Coeur d’Alene Chamber of Commerce, Panhandle Area Council |
| Lead Partner: City of Coeur d’Alene | Support: City of Fernan Village, CDA 2030, Coeur d’Alene Association of REALTORS, Coeur d’Alene Area Economic Development Corporation, Panhandle Area Council, businesses, neighborhood organizations |

### Vibrant Downtown
- Coeur d’Alene will improve its downtown, serving the region with diverse opportunities for shops, restaurants and housing, as well as businesses, government and education.

| G&D 3.1 | **Continued Enhancement of Downtown CDA** - Support existing and new activities, planning, and incentive programs for the continued enhancement and vitalization of the city center/downtown area. |
| G&D 3.2 | **Downtown Traffic/Parking Study** - Conduct a study of the traffic flow in the downtown center and how to best balance it with pedestrian and bicycle traffic needs, sidewalk usage, increased green space, and increased parking. |
| G&D 3.3 | **Downtown Traffic Improvements** - Evaluate the recommendations of the traffic/parking study, and prioritize and implement its findings. |
| G&D 3.4 | **Downtown Parking Options** – Promote improved motorist awareness of available parking options for motorized and non-motorized transportation in the downtown center. |
| G&D 3.5 | **Vacant Buildings Redevelopment & Repurposing** - Encourage redevelopment and repurposing of vacant downtown structures via bonus densities, zoning incentives, and other incentives available. |
| G&D 3.6 | **Outdoor Dining Areas** - Review and revise ordinances on outdoor dining areas to ensure safe sidewalks are maintained and to accommodate walkers, runners and outdoor dining to meet ADA requirements. |

| Lead Partner: City of Coeur d’Alene | Support: ignite cda, Coeur d’Alene Downtown Association, North Idaho Centennial Trail Foundation |
| Lead Partner: City of Coeur d’Alene, ignite cda | Support: |
| Lead Partner: City of Coeur d’Alene, ignite cda | Support: To be determined |
| Lead Partner: City of Coeur d’Alene | Support: Coeur d’Alene Downtown Association |
| Lead Partner: City of Coeur d’Alene | Support: Panhandle Area Council, ignite cda, Coeur d’Alene Downtown Association |
| Lead Partner: City of Coeur d’Alene | Support: Coeur d’Alene Downtown Association, businesses |
### Strategies & Actions

#### Vibrant Downtown - Continued

**G&D 3.7: Preserve View Corridors** - Support zoning which would limit building heights in order to preserve major view corridors and signature vistas in and around the lakfront and river.

- **2014-16**
- **2017-19**
- **2020+**

**Lead Partner:** City of Coeur d’Alene  
**Support:** To be determined

**G&D 3.8: Downtown Wireless Hotspot** - Provide free wireless access throughout the downtown area, creating uniform hotspots for downtown businesses, customers and visitors.

- **2014-16**
- **2017-19**
- **2020+**

**Lead Partner:** City of Coeur d’Alene  
**Support:** Intermax Networks

#### Public Transportation System

**G&D 4.1: CDA Airport Expansion** - Conduct a study of options for expanding the CDA airport for appropriate commercial development and implement key recommendations.

- **2014-16**
- **2017-19**
- **2020+**

**Lead Partner:** Kootenai County  
**Support:** City of Coeur d’Alene and area municipalities, Kootenai Metropolitan Planning Organization, Panhandle Area Council, Coeur d’Alene Airport Board, State of Idaho, Coeur d’Alene Area Economic Development Corporation

**G&D 4.2: CDA/Spokane Airport Link Feasibility** - Conduct a feasibility study for a light rail or other express transit service linking Coeur d’Alene to Spokane Airport.

- **2014-16**
- **2017-19**
- **2020+**

**Lead Partner:** Kootenai Metropolitan Planning Organization  
**Support:** City of Coeur d’Alene, City of Liberty Lake, City of Spokane Valley, City of Post Falls, City of Spokane, Spokane International Airport, Coeur d’Alene Tribe, County planners in Idaho and Washington, Panhandle Area Council, Idaho Transportation Department, Washington Department of Transportation

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As the eastern entrance to Coeur d’Alene, an access point to Coeur d’Alene Lake, and an extension of main street, East Sherman Avenue requires revitalization to realize its potential. The City of Coeur d’Alene and CDA 2030 initiated efforts in May 2015 to promote comprehensive revitalization of this area through development of the East Sherman Avenue Master Plan. Two open houses, three community events, an online survey, stakeholder interviews, a conditions analysis, and an Active Transportation Safety Audit of Sherman Avenue have been completed in the effort to meet this goal. In the fall of 2017, the city and CDA 2030 were awarded technical assistance support from Community Builders valued at more than $90,000 to help complete the master plan. This work will take place over the next year and conclude with recommendations for comprehensive design and development.

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**G&D 2.3:**  
East Sherman Master Plan
STAKEHOLDER SURVEYS

INTERVIEWS WERE CONDUCTED WITH 34 EAST SHERMAN STAKEHOLDERS TO IDENTIFY CHALLENGES AND OPPORTUNITIES RELATED TO REVITALIZATION AND HOW TO CREATE A TRUE GATEWAY AT THE EAST END OF THE CITY. HERE’S WHAT WE HEARD:

Q: WHAT ARE THE BIGGEST CHALLENGES?
A: FINANCIAL LIMITATIONS AND RISKS, OVERCOMING NEGATIVE REPUTATION, DISPERSING EXISTING TRANSITIONAL HOUSING.

Q: SHOULD WE KEEP THE NAME “EAST SHERMAN?”
A: A MAJORITY OF STAKEHOLDERS WERE WILLING TO MAINTAIN “EAST SHERMAN”. HOWEVER, ABOUT 30% THOUGHT THAT IT SHOULD CHANGE DUE TO ITS REPUTATION.

Q: WHAT ARE “EASY WINS” FOR EAST SHERMAN?
A: BEAUTIFY WITH LANDSCAPING, HOLD LOCAL EVENTS, DEVELOP POCKET PARKS, ADD WELCOMING SIGNAGE, REDUCE THE SPEED LIMIT.

Q: WHAT ARE CREATIVE FINANCING IDEAS?
A: CREATE AN URBAN RENEWAL DISTRICT, ESTABLISH A NEIGHBORHOOD AND BUSINESS ASSOCIATION, IDENTIFY GRANTS, STATE FUNDING, TAX BREAKS AND OTHER INCENTIVES.

STRATEGIES & ACTIONS

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| Central CDA Bus Terminal | - Develop a central bus terminal station serving the greater Coeur d’Alene region with adequate parking, restrooms and related facilities. | Lead Partner: Citylink  
Support: Coeur d’Alene Tribe, City of Coeur d’Alene, ignite cda, Riverstone Village, Kootenai Metropolitan Planning Organization |
| Citylink Service and Route Analysis | - Conduct ridership survey to ascertain which Citylink routes are used the most, peak usage, and where service and routes should be added or modified in order to create a more efficient bus route system and to serve special needs citizens. | Lead Partner: Citylink  
Support: City of Coeur d’Alene, City of Post Falls, City of Hayden, Kootenai Metropolitan Planning Organization, Coeur d’Alene Tribe, Panhandle Area Council |
| CDA/Spokane Bus Service | - Research ridership demand for bus service to/from Spokane International Airport and/or downtown Spokane with stops at Spokane Valley Mall. | Lead Partner: Citylink  
Support: Coeur d’Alene Tribe, City of Coeur d’Alene, City of Post Falls, City of Hayden |
| Covered Bus Enclosures | - Develop a phased implementation to install covered enclosures providing safe shelter for bus system users, with graphical information of bus routes and schedules. | Lead Partner: Citylink  
Support: Coeur d’Alene Tribe, City of Coeur d’Alene, City of Post Falls, City of Hayden |
### Affordable Housing
- Coeur d’Alene will cooperate to increase its supply of affordable housing through available land, innovative planning, good design, and increased density where appropriate.

#### G&D 5.1
**Affordable Housing Study**
- Update/conduct a study of the number of affordable housing options in relation to the demographic need. Facilitate creation of additional affordable housing as needed.

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**Lead Partner:** City of Coeur d’Alene  
**Support:** Panhandle Area Council, CDA 2030, Department of Housing and Urban Development, Coeur d’Alene Association of REALTORS®

#### G&D 5.2
**Affordable Housing Development**
- Promote affordable housing projects to meet city needs, creating a “win-win” with developers of affordable housing.

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**Lead Partner:** City of Coeur d’Alene  
**Support:** U.S. Department of Housing and Urban Development, developers

#### G&D 5.3
**Affordable Housing Construction Incentives**
- Develop financial and other incentives for developers to encourage the construction of affordable housing.

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**Lead Partner:** City of Coeur d’Alene  
**Support:** U.S. Department of Housing and Urban Development, Idaho Housing and Finance Association, North Idaho Builders Association, ignite cda, Habitat for Humanity, Whitewater Creek, nonprofit organizations, developers

#### G&D 5.4
**‘Self-Starter’ Housing Program**
- Develop a “self-starter” program to help enable low-moderate income individuals in securing safe, affordable housing by providing labor and/or community service.

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**Lead Partner:** City of Coeur d’Alene, Habitat for Humanity  
**Support:** Panhandle Area Council, U.S. Department of Housing and Urban Development, Community Action Partnership, Idaho Housing and Finance Association, North Idaho Housing Coalition, nonprofit organizations, developers, area municipalities

### Comprehensive Growth & Development Plan
- Coeur d’Alene’s comprehensive planning will guide and direct future growth and development while protecting architecturally and historically significant buildings, open spaces, the environment, and natural resources.

#### G&D 6.1
**Comprehensive Plan Vision Integration**
- Revise and update the city’s comprehensive plan to reflect the CDA 2030 Vision, integrating specific action items in the 2030 Implementation Plan that are relevant to city planning. Publicize the Plan’s commitment to the CDA 2030 Vision.

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**Lead Partner:** City of Coeur d’Alene  
**Support:** CDA 2030, City of Coeur d’Alene Planning Commission

#### G&D 6.2
**Historic Preservation Inventory and Overlay**
- Inventory and map historically and architecturally significant buildings, open spaces, and natural resources in the Comprehensive Plan and create an overlay protection on their future development.

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**Lead Partner:** Museum of North Idaho  
**Support:** City of Coeur d’Alene, Kootenai County, Idaho State Historical Society, Coeur d’Alene Downtown Association

#### G&D 6.3
**Infrastructure Master Plans**
- Develop and update an infrastructure master plan to ensure critical infrastructure (fiber optics, water, wastewater, storm water, electrical, and natural gas) needs are met for today and can be met tomorrow.

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**Lead Partner:** City of Coeur d’Alene  
**Support:** Local utility and communications companies, local Society of Professional Engineers
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<tr>
<th>G&amp;D 6.4</th>
<th>Lakefront and Riverfront Public Access - Require public access to the lake and river fronts for all new developments.</th>
<th>2014-16</th>
<th>2017-19</th>
<th>2020+</th>
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<tbody>
<tr>
<td>G&amp;D 6.5</td>
<td>Open Space Requirements for New Development - Review current requirements for open space in new developments and subdivisions and reaffirm the city’s commitment to a specific requirement to help meet the needs of a growing Coeur d’Alene population.</td>
<td>2014-16</td>
<td>2017-19</td>
<td>2020+</td>
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<td>G&amp;D 6.6</td>
<td>Seltice Way Corridor Design - Develop a Seltice Way Corridor Design with standard overlay to ensure consistent roadway and corridor frontage improvements as development of Seltice Way and adjacent properties occur.</td>
<td>2014-16</td>
<td>2017-19</td>
<td>2020+</td>
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<tr>
<td>G&amp;D 6.7</td>
<td>CDA Medical Corridor - Support the establishment of a Coeur d’Alene medical corridor from US-95 to Northwest Boulevard along Ironwood Drive to support needed expansion of medical services and associated medical businesses.</td>
<td>2014-16</td>
<td>2017-19</td>
<td>2020+</td>
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<tr>
<td>G&amp;D 6.8</td>
<td>Renewable Energy Development - Develop incentives and grants for individuals and businesses that elect to voluntarily capture and utilize renewable energy sources.</td>
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<td>2017-19</td>
<td>2020+</td>
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<tr>
<td>G&amp;D 6.9</td>
<td>Coeur d’Alene Brand - Develop and implement a cohesive Coeur d’Alene brand and marketing plan to promote the city as a destination for conventions and visitors.</td>
<td>2014-16</td>
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**Lead Partner**
- City of Coeur d’Alene
- Kootenai Environmental Alliance, Kootenai County, developers, City of Coeur d’Alene Natural Open Space Committee, Friends of the Spokane River
- City of Coeur d’Alene
- Kootenai Metropolitan Planning Organization, ignite cda, businesses and neighbors
- Kootenai Health
- Coeur d’Alene Area Economic Development Corporation, City of Coeur d’Alene, ignite cda, economic development partners
- To be determined
- Coeur d’Alene Convention & Visitors Bureau
- Coeur d’Alene Downtown Association, City of Coeur d’Alene, Coeur d’Alene Chamber of Commerce, local economic development organizations, community groups
In 2030, greater Coeur d’Alene is one of the safest, healthiest cities in the nation...

We promote community health and wellness through education and awareness, prevention, environmental health and safety measures, recreational activities, and active lifestyles. We provide programs and facilities where youth can gather, connect and participate in safe, healthy social activities. Police, fire and emergency services in Coeur d’Alene are fast and reliable, with excellent training, personnel, equipment and facilities. Medical and mental health services meet the needs of our growing population. Our government, business and community groups collaborate to provide programs and services for our at-risk and vulnerable populations.
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<th>Strategies &amp; Actions</th>
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<td><strong>Thriving Youth</strong> – Coeur d’Alene will provide safe programs and facilities for its youth to gather, connect and take part in healthy social activities and youth-centered endeavors.</td>
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</table>
| Healthy Youth Services - Expand structured out-of-school programs focused on healthy and active youth. | Lead Partner: Let’s Move! Coeur d’Alene  
Support: Boys & Girls Club of Kootenai County, United Way of North Idaho, The Salvation Army Kroc Center, Kootenai Alliance for Children & Families, St. Vincent de Paul Art on the Edge, area school districts, churches |
| 2014-16 📅 2017-19 📅 2020+ 📅 | |
| Winter Activities for Youth - Develop safe, healthy, out of school activities for youth in the winter. | Lead Partner: City of Coeur d’Alene  
Support: Schweitzer Mountain Resort, Silver Mountain Resort, Lookout Pass Ski Resort |
| 2014-16 📅 2017-19 📅 2020+ 📅 | |
| ‘Makerspace’ After School Programs - Develop after school programs for area students at the Coeur d’Alene Makerspace. | Lead Partner: University of Idaho – Coeur d’Alene  
Support: Innovative Collective, Community Library Network, Boys & Girls Club of Kootenai County, University of Idaho - Coeur d’Alene, The Salvation Army Kroc Center |
| 2014-16 📅 2017-19 📅 2020+ 📅 | |
| **Comprehensive Medical Services** - Coeur d’Alene will pursue expansion of comprehensive medical and mental health services to further meet the needs of its growing population. | |
| High Demand Medical Services - Expand new high demand medical services in greater Coeur d’Alene with a focus of keeping patients in our community to receive necessary medical and health care services. | Lead Partner: Kootenai Health  
Support: Heritage Health, Panhandle Health |
| 2014-16 📅 2017-19 📅 2020+ 📅 | |
## Comprehensive Medical Services - Continued

### Specialist Health Care Provider Recruitment
Contribute to and support recruitment efforts to locate specialist healthcare professionals to the greater Coeur d’Alene area.

- **Lead Partner:** Kootenai Health
- **Support:** To be determined

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### Mental Health Services
Promote awareness of existing mental health services and expand these services as required to meet community needs.

- **Lead Partner:** Kootenai Health
- **Support:** Community Health Partnership, North Idaho Rural Health Consortium, National Alliance on Mental Illness, Integrated Interventions LLC, law enforcement agencies, local school districts

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<td>2020+</td>
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### Medical Mobile Unit
Expand services in our existing mobile unit to provide comprehensive health, wellness and medical services.

- **Lead Partner:** Heritage Health
- **Support:** Kootenai County, North Idaho Rural Health Consortium, Kootenai Health

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### Kootenai Health Trauma Center
Encourage and support Kootenai Health in achieving designation as a certified Level II trauma center.

- **Lead Partner:** Kootenai Health
- **Support:** To be determined

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Responsive Police, Fire & Emergency Services - Coeur d’Alene will coordinate exceptional police, fire and emergency personnel, services, equipment and facilities, supporting fast, reliable emergency services enhanced by regional cooperation.

Station Location and Design - Site new police and fire/emergency medical service stations in strategic locations to coordinate and promote exceptional services enhanced by regional cooperation. As new fire/emergency stations are planned and developed, allow for space to integrate police services into these facilities if appropriate.

Lead Partner: City of Coeur d’Alene
Support: Kootenai County, Panhandle Health District, area emergency responders

Emergency Response Protocol - Support fast emergency response times and responsible use of responders using tiered response to guarantee reliable and efficient emergency services. Evaluate annually to ensure these outcomes are met as our community volume changes.

Lead Partner: City of Coeur d’Alene
Support: Kootenai County, Panhandle Health District, area emergency responders

Mass Messaging for Health and Safety Alerts - Encourage use of a mass messaging system (voicemail, email, texting, etc.) for community members to receive health and safety alerts and emergency notifications. Support an ongoing marketing campaign to sign up residents for messaging service.

Lead Partner: Kootenai County
Support: City of Coeur d’Alene, North Idaho College, area emergency responders

Prevention/Public Education - Promote fire prevention through public education programs, new construction plan reviews, fire inspections and enforcement of adopted codes. Seek opportunities to offer free smoke detectors and batteries to needy families and install smoke detectors in homes of the elderly or disabled.

Lead Partner: City of Coeur d’Alene

Community Preparedness - Promote public, private and learning institution partnerships in First Aid, Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillation (AED) training for community members. The City of Coeur d’Alene will encourage all public employees and citizens to be trained and certified annually in First Aid, CPR and AED.

Lead Partner: City of Coeur d’Alene
Support: North Idaho College, Panhandle Health District, area emergency responders

Universal Design - Coeur d’Alene’s local governments and businesses will cooperate to achieve policies encouraging universal design (disabled and elder-friendly access) in new construction.

ADA Standard Operating Procedure - Create a standard operating procedure, in compliance with the American Disability Act (ADA), for the building permitting process. Train city employees to provide accurate, thorough, and business friendly information on ADA compliance.

Lead Partner: City of Coeur d’Alene
Support: North Idaho Builders and Contractors Association, Disability Action Center
Mental health and rehabilitation services are essential components of a healthy community. Issues created by mental health problems and substance abuse can cause both social and economic harm to society through lost productivity, increased medical expenses, higher crime rates, increased expenses for criminal justice systems, and other societal issues. A collaborative effort, led by Kootenai Health, is positively impacting the community’s response to addressing mental health services in the region. With the support of the Idaho State Legislature, the North Idaho Crisis Center opened in 2015 having an immediate impact on the individuals served and the community. Through the development of a comprehensive mental health and substance abuse treatment facility, North Idaho communities address these issues providing citizens with a safe place for recovery.

**H&S 2.3: Mental Health Services**

**H&S 5.6: Community Mental Health Rehabilitation**
Community Health & Wellness - Coeur d’Alene will promote community health and wellness through education, awareness, prevention programs, recreational activities, active lifestyles, and environmental health and safety measures.

**Affordable Care Act Outreach** - Connect individuals to more affordable health coverage options through outreach and education efforts. Develop and host workshops to give community members information on the Affordable Care Act (ACA) and how to connect to local resources.

- **Lead Partner:** Heritage Health
- **Support:** Kootenai Health, Heritage Health, Panhandle Health, Community Action Partnership, Head Start, The Salvation Army Kroc Center, Your Health Idaho

**Health & Wellness Services Campaign** - Implement and support semi-annual Health and Wellness Services Campaigns to promote health and wellness services and related volunteer activities.

- **Lead Partner:** Kootenai Health
- **Support:** Heritage Health, Panhandle Health District, churches, nonprofit organizations

**Community Health Events Promotion** - Encourage coordinated promotion of community health events, classes and workshops. Develop a comprehensive health calendar, along with a mobile-friendly website.

- **Lead Partner:** INWEvents.net
- **Support:** Event organizers

**Healthy Lifestyle Message** - Coordinate and promote development of recreational activities and a healthy lifestyle through a campaign of public service announcements and focused messaging on increased physical activity, safety, and nutrition.

- **Lead Partner:** Panhandle Health District
- **Support:** Kootenai Health, Heritage Health, The Salvation Army Kroc Center, North Idaho Wellness, Coeur d’Alene School District #271, North Idaho College, City of Coeur d’Alene, City of Hayden
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| **Let’s Move!’ Campaign** - Promote and expand the “Let’s Move!” campaign to promote and provide examples of healthy lifestyles. | **Lead Partner:** Panhandle Health District  
| **Community Mental Health Rehabilitation** - Create a network of support services in the areas of mental health and substance abuse treatment to address the needs of the community. | **Lead Partner:** Kootenai Health  
**Support:** North Idaho InterAgency, Panhandle Health, Heritage Health, St. Vincent de Paul, Union Gospel Mission |
| **Recreation Public Transportation** - Develop public transportation systems to better serve outdoor and recreational activities in the community and surrounding areas (e.g. shuttle service to ski slopes, etc.). | **Lead Partner:** To be determined  
**Support:** To be determined |
| **Expanded Recycling for Businesses and Public Buildings** - Develop an expanded city recycling program for businesses and public buildings with additional bins and collection services. | **Lead Partner:** City of Coeur d’Alene  
**Support:** Waste Management, Kootenai Environmental Alliance, Coeur d’Alene Garbage, Kootenai County, businesses |
| **Special Needs Housing** - Special needs populations in Coeur d’Alene, including the elderly, and the mentally and physically disabled, will be able to secure safe, affordable, accessible housing that meets their basic needs and income levels. | **Lead Partner:** St. Vincent De Paul of North Idaho  
**Support:** North Idaho InterAgency, Union Gospel Mission, Idaho Housing and Finance Association, law enforcement agencies, churches |
| **Homeless Housing and Shelter Options** - Develop increased housing and shelter options to better address the needs of the homeless community. | **Lead Partner:** City of Coeur d’Alene  
**Support:** Community Action Partnership, Panhandle Area Council, Disability Action Center, U.S. Department of Housing and Urban Development |
| **Special Housing Needs Assessment** - Conduct a needs assessment to determine the demand for special housing to serve the elderly, mentally disabled, and physically disabled. Implement programs to meet these needs. | **Lead Partner:** City of Coeur d’Alene  
**Support:** Disability Action Center |
| **Special Needs Housing In New Developments** - Evaluate the viability of a program that encourages and incentivizes developers to incorporate a percentage of special needs housing (e.g. Universal Design for elderly) in all new residential developments. | **Lead Partner:** City of Coeur d’Alene  
**Support:** Disability Action Center |
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<tr>
<td><strong>H&amp;S 6.4</strong></td>
<td>Lead Partner: City of Coeur d’Alene</td>
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<td>Special Housing Needs Provision - Evaluate the viability of a program that offers city incentives for projects that provide housing for people with special needs, such as moving these projects ahead of other residential projects in the plan review and permitting process.</td>
<td>Support: Disability Action Center</td>
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<td>Lead Partner: Area Agency on Aging of North Idaho, ElderHelp of North Idaho</td>
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<td></td>
<td>Support: Lake City Center, Hayden Senior Center, Jumpin’ Beans Mobile Food Bank, United Way of North Idaho, Panhandle Health District, Post Falls Senior Center, Citylink</td>
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<td>2014-16</td>
<td>2017-19</td>
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<tr>
<td><strong>H&amp;S 6.5</strong></td>
<td>Lead Partner: Area Agency on Aging of North Idaho, ElderHelp of North Idaho</td>
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<td>Homebound Services - Develop and expand access to services for homebound individuals, including community transportation for appointments, grocery delivery and meals on wheels programs.</td>
<td>Support: Lake City Center, Hayden Senior Center, Jumpin’ Beans Mobile Food Bank, United Way of North Idaho, Panhandle Health District, Post Falls Senior Center, Citylink</td>
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In 2030, greater Coeur d’Alene has diversified our employment base for a better educated workforce and expanded its skilled labor pool...

...for new and emerging businesses and industries. We have living wage jobs to support our population, offering all residents opportunities to achieve a high quality of life. Coeur d’Alene is known for its proactive, innovative business climate, with supportive regulations, essential infrastructure, and available land for development. We have targeted a diverse range of industry clusters, including aviation, high technology, medical products and services, recreation, and sustainability industries. We support our existing and emerging small businesses with information, lending programs, and technical assistance.
Living Wage Jobs and Diversified Employment – Coeur d’Alene will strive to provide its population with living wage jobs, a diversified employment base and excellent professional and career education so that all residents may achieve a high quality of life.

### High Wage Employment Opportunities
- **Support activities to start, recruit, and expand businesses and industries that provide higher wages at entry levels and clear opportunities for wage increases.**
- **Lead Partner:** Coeur d’Alene Area Economic Development Corporation
- **Support:** Idaho Department of Labor, Innovation Collective, North Idaho College, Lewis-Clark State College, University of Idaho - Coeur d’Alene, area chambers of commerce
- **Timeline:**
  - 2014-16
  - 2017-19
  - 2020+

### Recruitment of Living Wage Employers
- **Support activities to develop specific recruitment strategies for targeted industries and employers that provide benefited living wage jobs.**
- **Lead Partner:** Coeur d’Alene Economic Development Corporation
- **Support:** Panhandle Area Council, Idaho Department of Commerce, Coeur d’Alene Chamber of Commerce, Hayden Chamber of Commerce
- **Timeline:**
  - 2014-16
  - 2017-19
  - 2020+

### Opt Out of Low Wage Recruitment
- **Support activities to encourage economic development agencies to “opt out” of campaigns or initiatives promoting Idaho as a low-wage state in the recruitment of new businesses.**
- **Lead Partner:** Coeur d’Alene Economic Development Corporation
- **Support:** Idaho Department of Commerce, Panhandle Area Council, Coeur d’Alene Chamber of Commerce
- **Timeline:**
  - 2014-16
  - 2017-19
  - 2020+
Skilled Labor Pool - Coeur d’Alene will cooperate with economic development groups and workforce training programs to expand its skilled labor pool for new and emerging businesses and industries.

**National Skills Certification System** - Participate in the National Skills Certification System, which identifies job skills needed by employers, assesses worker skill levels, and provides skills certification testing for workers to better match worker skills to employer needs.

- **Lead Partner:** To be determined
- **Support:** To be determined

**Workforce Training Opportunities** - Expand collaboration and interaction among economic development and workforce training organizations to better promote training activities and provide expanded opportunities for youth and citizen involvement.

- **Lead Partner:** North Idaho College Workforce Training Center
- **Support:** Idaho Department of Labor, North Idaho College, University of Idaho — Coeur d’Alene, Panhandle Area Council, Coeur d’Alene Area Economic Development Corporation, area chambers of commerce, businesses

**Living Wage Skills Gaps** - Develop plans and seek funding to address workforce issues when living wage skill gaps in targeted industry sectors are identified.

- **Lead Partner:** North Idaho College Workforce Training Center
- **Support:** Panhandle Area Council, Coeur d’Alene Area Economic Development Corporation, Idaho Department of Labor, Idaho Department of Commerce, area school districts

**Basic Workforce Skills** - 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.

- **Lead Partner:** Idaho Department of Labor
- **Support:** Community Action Partnership, North Idaho College Workforce Training Center

To help ensure a strong and competitive job market, the implementation of a flexible “soft skills” curriculum for students, current employees, job seekers, and workforce veterans is needed. Career soft skills include effective communication, dependability, attitude, flexibility, and many other skills that employers seek. These skills are valuable in every industry and at any level in an individual’s development, improving professionalism on the job and providing the confidence to help a company succeed. The curriculum supports the development of a well-equipped workforce and promotes a healthy business climate throughout greater Coeur d’Alene. In collaboration with the Idaho Department of Labor, CDA 2030 has identified the Workplace Excellence Series curriculum and provided certified training to multiple community educators. Grants from United Way of North Idaho Community Care Funds and Umpqua Bank Charitable Foundation have been secured to serve adults utilizing social services and regional high school students.
Support for Small Business - Coeur d’Alene will promote and support existing and new small businesses with information, lending programs, technical assistance, and other resources.

**Small Business Resource Guide** - Develop a “Small Business Resource Guide” that provides information about business support programs and points of contact.

- **Lead Partner:** Idaho Small Business Development Center
- **Support:** Panhandle Area Council, Idaho Department of Labor, Coeur d’Alene Area Economic Development Corporation, Idaho Department of Commerce, Small Business Administration, Coeur d’Alene Chamber of Commerce

**Encourage Innovation and Entrepreneurialism** - Support and create business incubators, “makerspaces” and similar activities to encourage entrepreneurialism, innovation, and business startups as part of larger industry sector/cluster strategies.

- **Lead Partner:** Coeur d’Alene Area Economic Development Corporation
- **Support:** University of Idaho Research Park, North Idaho Higher Education, Innovation Collective, Gizmo-CDA, City of Coeur d’Alene, Idaho Department of Commerce

**Local Capital Funds Creation** - Create local capital funds through “angel investors”, crowdfunding strategies, and other mechanisms to support business startup, growth, and retention.

- **Lead Partner:** Innovation Collective
- **Support:** Big Horn Ventures, Panhandle Area Council, University of Idaho — Coeur d’Alene, Inland TechStart Fund, local investors
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| **Proactive Business Climate** - Coeur d’Alene will foster a proactive business climate with supportive government regulations, essential infrastructure, and available land for commercial and industrial development. | **Lead Partner:** To be determined  
**Support:** City of Coeur d’Alene, Coeur d’Alene Chamber of Commerce, Coeur d’Alene Downtown Association, Shop Small, U.S. Chamber of Commerce, farmers markets, nonprofit organizations |
| **J&E 4.1 'Know Your Local' Campaign** - Promote local businesses, products, and services with a “Know Your Local' campaign. | **Lead Partner:** City of Coeur d’Alene  
**Support:** Coeur d’Alene Chamber of Commerce, Coeur d’Alene Area Economic Development Corporation, Panhandle Area Council, Inland Northwest Partners, developers, other economic development organizations |
| **J&E 4.2 Economic Incentives** - Develop economic incentives to attract new businesses or encourage business startups and development activities. | **Lead Partner:** City of Coeur d’Alene  
**Support:** Coeur d’Alene Chamber of Commerce, Coeur d’Alene Area Economic Development Corporation, Panhandle Area Council, Inland Northwest Partners, developers, other economic development organizations |
| **J&E 4.3 Business Opportunity Zones** - Identify and publicize areas zoned for business; develop business opportunity areas and zones that support industry sector/cluster strategies. | **Lead Partner:** City of Coeur d’Alene  
**Support:** Coeur d’Alene Chamber of Commerce, Inland Northwest Partners, Coeur d’Alene Area Economic Development Corporation, Panhandle Area Council, developers |
| **Business Development** - Coeur d’Alene will cooperate to create a comprehensive program to recruit, retain, and expand a diverse range of business and industry clusters, including high technology, aviation/aerospace, medical products/services, recreational, and sustainability industries. | **Lead Partner:** Panhandle Area Council  
**Support:** Coeur d’Alene Area Economic Development Corporation, North Idaho Higher Education, Coeur d’Alene Chamber of Commerce, City of Coeur d’Alene, Idaho Department of Labor, industry groups |
| **J&E 5.1 CEDS Economic Development Process** - Encourage Coeur d’Alene’s participation in a regional Comprehensive Economic Development Strategy (CEDS) process to connect local economic development efforts and strategies to those of other cities and counties in the region. | **Lead Partner:** Coeur d’Alene Area Economic Development Corporation  
**Support:** North Idaho Higher Education, Coeur d’Alene Chamber of Commerce, City of Coeur d’Alene, Idaho Department of Labor, industry groups |
| **J&E 5.2 Industry Supply Chains** - Connect industry supply chains by identifying local sub-suppliers that can provide parts/materials/services to local end-product manufacturers. | **Lead Partner:** North Idaho Sports Commission  
**Support:** Kootenai County Lodging Association, North Idaho Tourism Alliance, Coeur d’Alene Convention & Visitors Bureau, sports related private industries and associations |
| **J&E 5.3 Sports Commission** - Develop a sports commission to attract sports activities and tournaments to the Coeur d’Alene area to support our tourism and hospitality industries, while providing opportunities for locally grown athletes to learn and compete. | **Lead Partner:** North Idaho Sports Commission  
**Support:** Kootenai County Lodging Association, North Idaho Tourism Alliance, Coeur d’Alene Convention & Visitors Bureau, sports related private industries and associations |
BOARD OF DIRECTORS

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EXECUTIVE COMMITTEE
IMPLEMENTATION COMMITTEE
Community Planning Director
City of Coeur d’Alene

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BOARD PAST CHAIR
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Associate Vice President, Northern Idaho
University of Idaho - Coeur d’Alene

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President
Intermax Networks

Laura Laumatia
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Erin McClatchey
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Reliability Compliance Manager
Avista Corporation

Alivia Metts
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Economist
Emsi

Kiki Miller
SUSTAINABILITY COMMITTEE
Council Member
City of Coeur d’Alene

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EXECUTIVE COMMITTEE
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Michael M. Nail CPA, PC

Ryan Nipp
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EXECUTIVE COMMITTEE
SUSTAINABILITY COMMITTEE
Partner
Parkwood Business Properties

Michael Pereira
SUSTAINABILITY COMMITTEE
Environmental Risk Officer
Umpqua Bank

Ali Shute
MARKETING COMMITTEE
Executive Director
Coeur d’Alene Arts & Culture Alliance

Laura Stensgar
MARKETING COMMITTEE
Executive Marketing Director
Coeur d’Alene Casino Resort

Nick Swope
IMPLEMENTATION COMMITTEE
Health Promotions Program Manager
Panhandle Health District

Mary Vehr
IMPLEMENTATION COMMITTEE
Retired Colonel
United States Air Force

Lea Williams
MARKETING COMMITTEE
REALTOR® Representative
Coeur d’Alene Association of REALTORS®
Associate Broker
Tomlinson Sotheby’s International Realty

Steve Wilson
EXECUTIVE COMMITTEE
IMPLEMENTATION COMMITTEE - CHAIR
President/CEO
Coeur d’Alene Chamber of Commerce

COMMITTEE MEMBERS

Ashley Piaskowski
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Business Development Manager
Advanced Benefits

Gemma Puddy
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Project Manager
The Langdon Group

Josh Burton
IMPLEMENTATION COMMITTEE
Employee Health and Wellness Manager
Kootenai Health

Shawny Le
IMPLEMENTATION COMMITTEE
Relationship Manager
Hart Capital

Jimmy McAndrew
IMPLEMENTATION COMMITTEE
Real Estate Manager
Mountain West Bank

J.R. Norvell
IMPLEMENTATION COMMITTEE
Spokane Office Manager
T-O Engineers

Keri Stark
IMPLEMENTATION COMMITTEE
Impact & Agency Relations Coordinator
United Way of North Idaho

Ben Weymouth
IMPLEMENTATION COMMITTEE
Coeur d’Alene Office Manager
T-O Engineers

CDA 2030 STAFF

Nicole Kahler
Project Manager

Katelyn Halpin
Marketing & Outreach Intern
Why partner with CDA 2030?

**STRENGTHEN RELATIONSHIPS**

CDA 2030 strengthens and connects all community organizations, government and citizens together.

---

**COLLABORATION**

Facilitating partnerships with other agencies and organizations, leading to positive results and avoiding duplications.

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**UNBIASED ORGANIZATION**

Acting as a neutral convener for the community.

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**MONITORED, LIVING DOCUMENT**

Our Implementation Plan actions are appropriately adjusted as the community grows and trends change.

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**COMMUNITY INVOLVEMENT**

We provide a venue for engaging broad community involvement.

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**SPARKING ACTION**

Our presence and encouragement support the community by achieving its broad goals.

---

**IMPROVING COMMUNICATION**

Improving communication avenues with community members and providing a forum to give everyone a voice.

---

**METRICS DEFINED AND TRACKED**

Guaranteeing ongoing dedication and attention to implementation.
A BRIGHT FUTURE.
TOGETHER.

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