



Policy Framework

List of Terms:

- **Draft Community Vision.** A vision is a broad statement that encapsulates the intended direction for Coeur d'Alene. The statement captures where the community wants to go and what it wants to be by the year 2040.
- **Draft Guiding Principles.** Each Focus area includes a guiding principle, which is related to the vision but provides more specifics about the focus area. Each guiding principle summarizes conversations documented through this outreach process. They also relate to CDA 2030, which through extensive outreach completed in 2013 and 2014, has provided a strong foundation for this effort. Much of the conversations today are similar to what was heard throughout the CDA 2030 process, but have been updated to reflect new input and alignment with the community vision. Additional community input will be used to update the document and develop a series of implementation strategies. The Guiding Principles align with the focus areas.
- **Draft Goals.** Goals provide broad direction that align with community priorities within the six focus areas.
- **Draft Objectives.** Statements that provide general guidance for implementing one or more elements of the Guiding Principles. Each has at least one action item supporting the objective.
- **Draft Action Items.** Projects, programs, or activities which support implementation of goals and objectives.

Draft Vision Statement: Coeur d'Alene - A City of Excellence

Coeur d'Alene is the vibrant heart of North Idaho. Together, we foster a community of excellence that cultivates activity, partnerships and innovation. As the region's cultural and economic center, our growth is balanced by an attainable cost of living, regional healthcare, diverse employment and advancement opportunities, and quality education options. We strive to protect our spectacular lake and water resources, connected green spaces, rich history, and healthy lifestyles that set Coeur d'Alene apart. Our residents are committed to our future and the legacy we celebrate.

Draft Guiding Principles, Goals and Objectives

Community and Identity

Coeur d'Alene is a community rooted in its respect for inclusiveness and cultural awareness. Our city's foundation is its thriving residential, business, and employment districts. We recognize and celebrate our historical and cultural roots, relationship with the Coeur d'Alene Tribe, both past and present, and our connections with the natural environment. Coeur d'Alene's identity as the cultural center of North Idaho creates opportunities for social connections through a wide variety of events, activities, and public places for community members to gather year-round.

Goal CI 1 Coeur d'Alene citizens are well informed, responsive, and involved in community discussions.

Objective CI 1.1 Community involvement for actions affecting businesses and residents should be broad-based and inclusive to promote community unity and involvement.

Action CI 1.1.1 Promote the use of social media and other emerging digital/mobile media to disseminate important community information and encourage citizen engagement.

Action CI 1.1.2 Create Public Communications and Engagement Guidelines that outline how city staff will plan, implement, and evaluate public involvement activities within the context of individual planning projects and functions.

Action CI 1.1.3 Create a "Civic Leadership Academy" that provides hands-on civic education in the functions of local government.

Action CI 1.1.4 Create a Communications Coordinator position at the City of Coeur d'Alene to provide uniform information to the public regarding general city business, projects, and services.

Action CI 1.1.5 Provide training and orientation programs for all incoming public officials and community board members to improve their knowledge, communication and effectiveness as public servants.

Action CI 1.1.6 Conduct a review of roles, responsibilities, authority, and accountability of all City committees on an annual basis.

Action CI 1.1.7 Develop a portal that includes a mobile platform featuring information on events, activities, and attractions in Coeur d'Alene and the surrounding area.

Action CI 1.1.8 Create an ad hoc advisory committee responsible for advising the City on land use-related public involvement practices and best practices.

Action CI 1.1.9 Promote a variety of ways for community members to participate in decision-making activities

Action CI 1.1.10 Encourage communication between residents and decision-makers.

Goal CI 2 Maintain a high quality of life for residents and businesses that make Coeur d'Alene a great place to live.

Objective CI 2.1 Maintain the community's friendly, welcoming atmosphere and its small-town feel.

Action CI 2.1.1 Implement a standard of welcoming and wayfinding signage for Coeur d'Alene neighborhoods and key entry points into the community.

Action CI 2.1.2 Collaborate with surrounding communities to manage development transitions at the city limits.

Action CI 2.1.3 Adopt "living streets" and "pop-up parks" policies that facilitate development of temporary, short-term public spaces to accommodate street fairs, events, and other community activities.

Action CI 2.1.4 Review Zoning Code to include a seasonal sidewalk extension policy and standards for ground floor businesses in commercial business districts to allow parklets, streeteries, and raised pedestrian detours in the City right-of-way.

Action CI 2.1.5 Increase the number of community and neighborhood events, festivals, parades, farmers markets, business district and neighborhood events showcasing different areas of the city, its natural resources, diversity, local foods and other aspects of the community.

Action CI 2.1.6 Foster the creation of local neighborhood districts with distinct identities allowing for mixed use and neighborhood nodes where appropriate (*e.g., Midtown, Downtown Corridor, Atlas Mill, Riverstone, E. Sherman, and Government Way*).

Action CI 2.1.6 Review sign code to improve the balance between sign visibility and views of the city and natural areas.

Action CI 2.1.7 Provide distinct city gateway signage welcoming people to Coeur d'Alene using a consistent design pattern.

Objective 2.2 Support programs that preserve historical collections, key community features, cultural heritage and traditions.

Action CI 2.2.1 Create historic markers and tours that highlight historically and architecturally significant buildings, open spaces, natural resources, and other key community features. Tours may be virtual and/or electronic for use on mobile devices.

Action CI 2.2.2 Support the efforts of the Museum of North Idaho to develop a new, expanded, state-of-the-art facility in the JC White House at the base of Tubbs Hill.

Action CI 2.2.3 Create an annual "Coeur d'Alene Heritage Day" with events, activities, music, and food that celebrates Coeur d'Alene's history, traditions, and local culture, in partnership with the Coeur d'Alene Tribe and Museum of North Idaho. Showcase the diverse individuals, groups, and events that have contributed to Coeur d'Alene's history.

Action CI 2.2.4 Develop and encourage partnerships with indigenous groups that celebrate cooperation and mutual heritage of the land.

Goal CI 3 Coeur d'Alene will strive to be affordable for median and below income levels, including young families, working class, low income, and fixed income households.

Objective CI 3.1 Support efforts to preserve existing housing stock and provide opportunities for new affordable and workforce housing.

Action CI 3.1.1 Continue to support the use of Community Development Block Grant (CDBG) funds for emergency minor home repair through the City's EMRAP program to preserve affordable housing stock and home ownership.

Action CI 3.1.2 Work with community partners to adopt planning guidelines and incentives that integrate development of low to moderate income housing choices throughout the City of Coeur d'Alene.

Action CI 3.1.3 Convene working groups to identify viable housing solutions, including amendment to the City Code as necessary to allow for compatible development that supports a variety of attainable housing choices.

Action CI 3.1.4 Support and advocate for housing affordability in the City.

Objective CI 3.2 Provide excellent childcare for our citizens and workforce.

Action CI 3.2.1 Create public-private partnerships to provide more affordable child care in greater Coeur d'Alene.

Action CI 3.2.2 Address the childcare needs of the community to provide ~~childcare that is accessible and has capacity accessible and enough spaces~~ to fit the needs of our community.

Goal CI 4 Coeur d'Alene is a community that works to support diversity and inclusiveness.

Objective CI 4.1 Recognize cultural and economic connections to the Coeur d'Alene Tribe, acknowledging that this area is their ancestral homeland.

Action CI 4.1.1 Continue to strengthen relationships and partnerships with the Coeur d'Alene Tribe, other agencies and community partners, while recognizing the Tribe's deep connection to Coeur d'Alene Lake and continued dedication to protecting this valuable resource.

Action CI 4.1.2 Encourage increased participation by the Coeur d'Alene Tribe in cultural events, historic preservation efforts, artwork, education, and other programs.

Objective CI 4.2 Create an environment that supports and embraces diversity in arts, culture, food, and self-expression.

Action CI 4.2.1 Review the recommendations of the Arts Master Plan and provide resources for expanded arts programming.

Action CI 4.2.2 Identify partnerships that can grow the arts culture within Coeur d'Alene to boost local artist visibility as part of an economic development strategy.

Action CI 4.2.3 Reevaluate the viability of a Performing Arts Center in Coeur d'Alene based on the findings and recommendations in the 2018 Feasibility Study and the Blue Ribbon Panel review to hire a consultant team to analyze the space needs, design the facility, conduct a cost estimate, and evaluate financing options.

Objective CI 4.3 Promote diversity, equity, and inclusion in Coeur d'Alene.

Action CI 4.3.1 Encourage diversity on city boards and in leadership positions.

Action CI 4.3.2 Provide diversity training for community members to bring more awareness and understanding around different beliefs and perspectives.

Action CI 4.3.3 Sponsor campaigns and messaging against hate and discrimination of all kinds.

Education & Learning

Education and lifelong learning opportunities are the foundation of Coeur d'Alene's future. Our focus on education, from pre-K through post-secondary education, prepares students for life, creating culturally and globally aware graduates and a highly trained local workforce. We recognize that stable educational funding is necessary to support innovation in curriculum, instruction and focused professional development.

Collaboration with businesses and agencies provide real-world learning opportunities that prepare students for skilled labor, professional, and leadership positions. Our schools are accessible to all, providing educational options that inspire curiosity, entrepreneurialism and offer lifelong learning opportunities for gaining new skills and fostering personal growth.

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

Objective EL 1.1 Invest in early care and education infrastructure.

Action EL 1.1.1 Invest in and advance a diverse, and well-compensated early childhood education profession across north Idaho's region 1.

Action EL 1.1.2 Collaborate with statewide organizations to develop and enhance high quality early education.

Action EL1.1.3 Build mechanisms for business and community stakeholders to support /invest in early care and education, and build knowledge of and investment in high early care and education.

Action EL 1.1.4 Support organizations that provide structure for youth.

Objective EL 1.2 Increase access to quality child care providers.

Action EL 1.2.1 Build and increase financial assistance to families.

Action EL 1.2.2 Increase access to information about quality child care programs available.

Action EL 1.2.3 Provide take-home information, resources, and tools to parents and caregivers to succeed as their child's first and most influential teacher

Objective EL 1.3 Provide early childhood education opportunities to achieve grade level reading proficiency by 3rd grade.

Action EL 1.3.1 Provide affordable early childhood education options such as public pre-school and full-day kindergarten.

Action EL 1.3.2 Support creative efforts, such as United Way's kindergarten boot camp, to promote early learning.

Action EL 1.3.3 Support the existing Opening Books, Opening Doors programs.

Goal EL 2 Encourage an educational environment that equips students to reach their full potential.

Objective EL 2.1 Engage with the school district to shape the type of curricula received by students.

Action EL 2.1.1 Complete the development of Coeur d'Alene "portrait of a graduate" that will guide the five-year strategic plan for Coeur d'Alene Public Schools.

Action EL 2.1.2 Develop and conduct a labor skills gap analysis, addressing industry needs, educational requirements, and availability of skilled workers in greater Coeur d'Alene, to help determine effective strategies for improving local workforce education and training programs.

Action EL 2.1.3 Encourage youth leadership and professional development, such as a leadership academy, by creating programs to prepare people for leadership positions in the community.

Action EL 2.1.4 Explore opportunities to develop an experiential learning, including environmental education and service learning curriculum for PreK-12 students.

Action EL 2.1.5 Develop and promote service learning programs to link school curriculum and classes to real-world life experiences.

Action EL 2.1.6 Teach and foster soft skills such as problem solving, public speaking, collaboration, timeliness, etiquette, professionalism, etc., for K-12 students and for those in the workforce.

Action EL 2.1.7 Expand and promote programs to aid students with special needs.

Action EL 2.1.8 Encourage the school district to incorporate policies and curriculum that address diversity, equality, and justice.

Action EL 2.1.9 Support STEAM (science, technology, engineering, arts, math) education in elementary, middle, high school.

Goal EL 3 Provide an educational environment that provides open access to resources for all people.

Objective EL 3.1 Increase opportunities for volunteers to work in schools.

Action EL 3.1.1 Develop a volunteer bootcamp to provide training and placement in schools.

Action EL 3.1.2 Involve retirees in mentorship opportunities.

Objective EL 3.2 Provide abundant opportunities for and access to lifelong learning, fostering mastery of new skills, academic enrichment, mentoring programs, and personal growth.

Action EL 3.2.1 Support additional satellite libraries in schools and community centers to reach larger numbers of people.

Action EL 3.2.2 Seek partnerships and funding opportunities to provide educational services that will serve residents throughout Coeur d'Alene and the region.

Action EL 3.2.3 Explore additional training and resources for online and remote education.

Objective EL 3.3 Support educators in developing and maintaining high standards to attract, recruit, and retain enthusiastic, talented, and caring teachers and staff.

Action EL 3.3.1 Support professional development, such as continuing education opportunities for teachers, to maintain and attract qualified staff.

Action EL 3.3.2 Achieve a stable source of funding for PreK-12 education that focuses on small class sizes, technology, facilities, resources, curricula, and programs for students.

Action EL 3.3.3 Continue to champion fair and competitive teacher salaries in order to ensure that Coeur d'Alene has a strong education system.

Action EL 3.3.4 Encourage the school to consider a program for providing student teacher housing to attract student teachers and create a pipeline of qualified teachers.

Objective EL 3.4 Support the well-being of students, faculty, and staff.

Action EL 3.4.1 Expand mental health services in schools to help students, faculty, and staff.

Goal EL 4 Develop and maintain facilities and services, from the pre-school through the university level.

Objective EL 4.1 Collaborate with the school district (SD 271) to help identify future locations for new or expanded school facilities and funding mechanisms as development occurs to meet Coeur d'Alene's growing population.

Action EL 4.1.1 Require identification of location(s) for new schools within lands added to the ACI prior to the City's development approval.

Objective EL 4.2 Enhance partnerships among local higher education institutions and vocational schools, offering an expanded number of degrees and increased diversity in graduate level education options with combined campus, classroom, research, and scholarship resources that meet the changing needs of the region.

Action EL 4.2.1 Identify possible collaborative partnerships with regional partners and institutions.

Action EL 4.2.2 Offer state-of-the-art programs and facilities for workforce training, producing well-trained, highly skilled workers for the region's economy.

Action EL 4.2.3 Encourage and support schools in offering an expanded number and degrees and increased diversity in graduate level options that meet the changing needs of the region.

Action EL 4.2.4 Support on- and off-campus student and faculty housing to increase the demand for local services and businesses that cater to students and faculty.

Action EL 4.2.5 Encourage local colleges, vocational schools, and technical training institutes to maintain and improve continuing education courses and certificate programs, including opportunities for on-line learning.

Environment & Recreation

Coeur d'Alene is defined by its lake, river, and mountains. Our community's distinctive natural beauty is enhanced by easy access to parks, open spaces, natural areas, and an urban forest that connects our community members with nature. We continue to focus on access to nature, parks and pedestrian and bicycle trails from our neighborhoods and business districts. We also strive to maintain an award winning recreation program and work with our neighboring jurisdictions to support emerging recreational activities. These priorities support a healthy lifestyle and provide our community with a variety of recreational opportunities.

Goal ER 1 Preserve and enhance the beauty and health of our natural environment.

Objective ER 1.1 Manage shoreline development to address stormwater management and improve water quality.

Action ER 1.1.1 Review existing City shoreline development standards to incorporate current best practices for shoreline management and water quality.

Action ER 1.1.2 Improve public coordination with the City by providing a single City contact, particularly for land use and stormwater issues.

Action ER 1.1.3 Continue to remove stormwater outfall locations and replace them with stormwater treatment basins.

Action ER 1.1.4 Review existing stormwater treatment requirements and design standards to evaluate their effectiveness and modify to include the latest technologies.

Action ER 1.1.5 Identify opportunities to create district-wide stormwater treatment facilities to improve the quality of water discharged into the lake.

Action ER 1.1.6 Work with new and existing developments to implement creative stormwater treatment solutions using silva cells (or similar), permeable pavers, rain gardens, and other viable methods to reduce untreated stormwater entering the City's storm drains, and still allow for active/dual use of the space (e.g., plazas, amenity zone of sidewalks, parking lot screening, etc.).

Action ER 1.1.7 Implement low impact development and green street standards to reduce stormwater runoff into waterbodies.

Action ER 1.1.8 Provide incentives for new construction and redevelopment to incorporate sustainable building design, such as greywater systems, rainwater harvesting, solar, and other building techniques that reduces impact on systems and the environment.

Objective ER 1.2 Improve the water quality of our lake and river by reducing the use of fertilizers, pesticides, herbicides, and managing invasive plant species.

Action ER 1.2.1 Coordinate with other stakeholders including the EPA, state, and Tribe to manage/reduce nutrient loading and runoff to lakes and streams, such as from fertilizers.

Action ER 1.2.2 Coordinate with [redacted] to educate the community about reducing the number of noxious weeds in the watersheds.

Action ER 1.2.3 Participate in a regional 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.

Action ER 1.2.4 Partner with agencies to clean up mining contamination in the lake.

Objective ER 1.3 Enhance and improve lake and river habitat and riparian zones, while maintaining waterways and shorelines that are distinctive features of the community.

Action ER 1.3.1 Increase public awareness of water issues by developing an education program that includes current water quality issues including metals in the lake, the Spokane Valley-Rathdrum Prairie Aquifer, and stormwater management.

Action ER 1.3.2 Increase coordination with the Coeur d'Alene Tribe as it relates to natural resource management and protection.

Action ER 1.3.3 Work with partner agencies to review types of compatible development that can occur near streams and rivers that feed into the lake.

Objective ER 1.4 Reduce water consumption for landscaping throughout the city.

Action ER 1.4.1 Evaluate the City Code, particularly the Planned Unit Development (PUD) code to require that a certain percentage of the open space is planted with native and drought resistant flora to reduce the need for irrigation.

Action ER 1.4.2 Develop educational materials for the community on best practices for watering lawns, such as incorporating water sensors and changing watering schedules and frequencies to reduce water usage.

Action ER 1.4.3 Identify opportunities to incorporate drought tolerant and

native plants which do not require extensive water or maintenance into medians and other public spaces.

Goal ER 2 Provide diverse recreation options.

Objective ER 2.1 Support the development, acquisition, and maintenance of property and facilities for current and future use, including the Parks Master Plan.

Action ER 2.1.1 Review and update the Parks Master Plan as necessary.

Action ER 2.1.2 Require that all new development incorporate or be located within a 10-minute walk of a park/open space amenity.

Objective ER 2.2 Encourage publicly-owned and/or private recreation facilities for citizens of all ages. This includes sports fields and facilities (both outdoor and indoor), hiking and biking pathways, open space, passive recreation, and water access for people and motorized and non-motorized watercraft.

Action ER 2.2.1 Discourage fencing of privately-owned open space in order to provide open view corridors of green spaces and natural areas.

Action ER 2.2.2 Develop a bike park that will include a BMX freestyle track, jumps and cyclocross. Evaluate feasibility at Cherry Hill Park with connectivity to the U.S. Forest Service mountain bike trails.

Action ER 2.2.3 Create a public partnership to acquire ownership and/or preserve shoreline access to Lake Coeur d'Alene from Silver Beach to Higgens Point.

Action ER 2.2.4 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.

Action ER 2.2.5 Expand and develop winter activities and facilities engaging broad community and visitor involvement, i.e. cross-country ski trails.

Action ER 2.2.6 Promote public-private partnerships at public recreation sites to enable private provision of unique recreational and vendor services not provided by the government.

Objective ER 2.3 Encourage and maintain public access to mountains, natural areas, parks and trails that are easily accessible by walking and biking.

Action ER 2.3.1 Work with new and existing property owners that abut public lands to provide public passage via easements or other access agreements to access publicly owned areas.

Action ER 2.3.2 Implement the adopted Trails and Bikeways Master Plan to complete an integrated trail system for walkers, runners and bicyclists that connects to local parks and recreational facilities, open spaces, and other destinations.

Action ER 2.3.3 Require access easements within new development to preserve public access to trails. Within developed areas, maintain existing access and, as possible, increase public access to trails through new access easements.

Action ER 2.3.4 Secure funding to extend a multi-use trail from Lake Coeur d'Alene to Canfield Mountain on the east side of town.

Action ER 2.3.5 Implement a bike and pedestrian "wayfinding" signage and routing program including physical signs with directional arrows and Quick Response (QR) codes. Include wayfinding features for trails in Coeur d'Alene App(s) or mobile friendly websites.

Goal ER 3 Protect and improve the urban forest while maintaining defensible spaces that reduces the potential for forest fire.

~~Objective ER 3.1 Encourage the use of native trees and other vegetation to reduce water usage and decrease the likelihood of introducing invasive species.~~

~~Action ER 3.1.1 Minimize tree removal, substantial tree replacement, and suppress topping trees for new and existing development.~~

Objective ER 3.1 Preserve and expand the number of street trees within city rights-of-way.

Action 3.2.1 Encourage the use of native trees and other vegetation to reduce water usage and decrease the likelihood of introducing invasive species.

Action 3.2.2 Minimize tree removal, substantial tree replacement, and suppress topping trees for new and existing development.

Action ER 3.2.3 Limit removal of existing street trees, unless deemed unsafe or harms existing infrastructure.

Action ER 3.2.4 Call for new private and public rights-of-way to include appropriate street trees as identified in the City's approved Street Tree List.

Objective ER 3.2 Protect and enhance the urban forest, including wooded areas, street trees, and "heritage" trees that beautify neighborhoods and integrate nature with the city.

Action ER 3.2.1 Adopt a City urban forest management policy that recognizes the value of the urban forest as a public infrastructure asset. Modify City ordinances to give the City (not abutting property owners) authority and funding to provide proper tree maintenance, removal, and planting for trees within City right-of-way.

Objective ER 3.3 Minimize the risk of fire in wooded areas that also include, or may include residential uses.

Action ER 3.3.1 The Fire Department will work with local, state, and federal groups, including seeking grants for funding for implementation, to minimize fuels in wooded areas in town using the Fire Wise principles.

Action ER 3.3.2 Create new Firewise Communities in our Wildland Urban Interface (WUI) Areas.

Action ER 3.3.3 Support forest management practices that thin out undergrowth, remove dead or diseased trees, and other measures that

reduce fire risk.

Action ER 3.3.4 Emphasize and create incentives for fire resistant plantings in urban and suburban regions.

Action ER 3.3.5 Identify high risk fire areas and create standards to reduce risk to people and property.

Objective ER 3.4 Protect the natural and topographic character, identity, and aesthetic quality of hillsides.

Action ER 3.4.1 Continue to review and implement the Hillside Ordinance as well as the Shoreline Ordinance, where it applies, in new developing areas of the city.

Goal ER 4 Reduce the environmental impact of Coeur d'Alene.

Objective ER 4.1 Minimize potential pollution problems such as air, land, water, or hazardous materials.

Action ER 4.1.1 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 Coeur d'Alene's natural beauty.

Action ER 4.1.2 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.

Action ER 4.1.3 Develop incentives and grants for individuals and businesses that elect to voluntarily capture and utilize renewable energy sources.

Action ER 4.1.4 Create a memorial foundation dedicated to providing grant funding for projects and material required for a more sustainability community.

Action ER 4.1.5 Support a transition to renewable energy to reduce impacts to the environment.

Action ER 4.1.6 Partner with other cities and organizations to determine regional impact on natural resources and environment and work collaboratively to plan for conservation, preservation, and remediation.

Action ER 4.1.7 Encourage property owners to take proactive steps to restore native flora and fauna on rivers and lakes

Objective ER 4.2 Improve the existing compost and recycling program.

Action ER 4.2.1 Work with the County and regional partners to expand commercial and residential curbside recycling, composting, and facilities to include best practice options for a range of recyclable materials such as glass, yard waste, food waste, and electronics.

Action ER 4.2.2 Develop an expanded City recycling program for businesses and public buildings with additional bins and collection services.

Action ER 4.2.3 Create and promote educational programs, including online, media, and in-person sessions to educate the public on best practices for fertilizers, compost and water usage for lawns and urban farming.

Growth & Development

Coeur d'Alene is a desirable place to live and work. Future growth is focused on improving our city's livability by planning for a mix of land uses that are walkable, access to attainable housing options, employment opportunities, healthcare, quality schools and recreation. Neighborhoods include a variety of housing options and services where residents can walk or bike to cafes, shops, services, jobs, and open spaces. Existing and future development is connected by an extensive multimodal transportation system that incorporates public transit, automobiles, and safe and convenient pedestrian and bicycle routes.

Goal GD 1 Develop a mix of land uses throughout the city that balance housing and employment while preserving the qualities that make Coeur d'Alene a great place to live.

Objective GD 1.1 Provide for a range of housing forms within existing urbanized areas to discourage sprawl.

Action GD 1.1.1 Update/conduct a study of the number of affordable housing options in relation to the demographic need. Facilitate creation of additional affordable and attainable housing as needed.

Action GD 1.1.2 Create standards that promote quality infill growth and redevelopment on vacant parcels within existing neighborhoods via bonus densities, and zoning incentives.

Action GD 1.1.3 Amend the zoning code to allow for additional types of housing in appropriate areas of the community, including infill, live-work units, duplex, triplex, rowhouse, and cottage cluster development and "Missing Middle" housing options, especially near services, transit, and employment centers.

Action GD 1.1.4 Evaluate the existing Infill Development Standards related to parking to see if the parking ratios can be modified to help meet the demand for additional housing product types and needs.

Objective GD 1.2 Promote affordable housing projects, as defined by the recognized housing affordability index, to meet city needs, creating a "win-win" with developers of affordable housing.

Action GD 1.2.1 Develop financial and other incentives for developers to encourage the construction of affordable housing.

Action GD 1.2.2 Develop a "self-starter" program to help enable low-moderate income individuals in securing safe, affordable housing by providing labor and/or community service.

Objective GD 1.3 Expand secure, safe, affordable, and accessible housing that meet the basic needs and income levels of special needs populations with developmental or physical disabilities.

Action GD1.3.1 Conduct a needs assessment to determine the demand for housing to serve the mentally and physically disabled.

Action GD 1.3.2 Support increased housing and shelter options for the homeless tied to treatment, employment, and transition into permanent housing.

Action GD 1.3.3 Encourage and incentivize developers to incorporate Universal Design in all new residential developments.

Objective GD 1.4 Promote mixed use development and small-scale commercial uses to ensure that neighborhoods have services within walking and biking distance.

Action GD 1.4.1 Identify locations through zoning that allows small neighborhood centers within existing and new development that encourages residents to walk or bike to cafes, shops, daily services and jobs.

Action GD 1.4.2 Develop and promote a business incentive program to encourage appropriate local businesses to locate in or move to specific neighborhoods, supporting local commerce and needed community services.

Objective GD 1.5 Increase pedestrian walkability and access within commercial development.

Action GD 1.5.1 Require the large format retail ("big box") development be designed to be pedestrian friendly and located in areas that minimize impacts to adjacent neighborhoods.

Action GD 1.5.2 Review design elements such as glazing, lighting treatments, landscaping, living walls, mix of materials, etc. that soften impact of blank walls to ensure existing standards are practical and function well.

Action GD 1.5.3 Encourage retrofits of existing commercial and industrial buildings to be designed for individuals with disabilities using universal design best practices.

Action GD 1.5.4 Encourage redevelopment of strip malls and large format commercial centers to allow additional commercial pads and adaptive reuse of vacant buildings. Parking should be oriented to be pedestrian friendly, with landscaping and designated pathways.

Action GD 1.5.5 Work with public and private development and management groups to promote and implement Crime Prevention through Environmental Design (CPTED) strategies.

Action GD 1.5.6 Add sidewalks and crosswalks where needed in the City

Objective GD 1.7 Recognize neighborhood and district identities.

Action GD 1.7.1 Work with neighborhoods and business districts to establish boundaries that denote unique land use and urban qualities and names to identify areas, and allow opportunities for unique signage.

Action GD 1.7.2 Allow opportunities for commercial nodes and small-scale neighborhood commercial uses throughout the City.

Action GD 1.7.3 Support the formation of neighborhood associations to encourage neighbor connections, sense of place, and a unified, meaningful voice in the planning and public engagement process.

Action GD 1.7.4 Develop and implement a city grant program for local neighborhoods to promote local activities, amenities, and identity.

Objective GD 1.8 Revitalize existing and create new business districts to promote opportunities for jobs, services, and housing, and ensure maximum economic development potential throughout the community.

Action GD 1.8.1 Implement the revitalization strategies and vision for East Sherman based on the East Sherman District Revitalization Plan.

Action GD 1.8.2 Work with Ignite CDA and the development community to implement the Atlas Waterfront master plan.

Action GD 1.8.3 Work with stakeholders and lead partners, including Kootenai Health, landowners, and Ignite CDA to implement the Health Corridor Master Plan.

Action GD 1.8.4 Review downtown design standards, including parking ratios, to ensure a mix of building types and provision of off streets parking.

Objective GD 1.9 Increase physical and visual access to the lakes and rivers.

Action GD 1.9.1 Allow qualifying development projects to receive a development bonus if providing public access.

Action GD 1.9.2 Require access easements within new development to preserve public access to rivers and lakes for developments adjacent to waterbodies.

Action GD 1.9.3 Within developed areas, maintain existing access, and as possible, increase public access to rivers and lakes through new negotiated or purchased access easements.

Action GD 1.9.4 Establish a visual resources inventory in the community and determine if there are specific guidelines that should be established in the City Code for public view corridors in new development projects.

Objectives GD 1.10 Support and expand community urban farming opportunities.

Action GD 1.10.1 Amend the Zoning Code to provide opportunities and expand partnerships for new community, market, and accessory gardens to enable local production of fresh, healthy, affordable food for community members.

Action GD 1.10.2 Urban Farm Incubator - Identify land for purchase or lease to create an urban farm incubator program and establish marketing outlets.

Action GD 1.11.3 Support educational programs in gardening, pollinators, food sources, etc.

Goal GD 2 Develop infrastructure to accommodate quality future growth.

Objective GD 2.1 Ensure adequate funding for infrastructure projects.

Action GD 2.1.1 Review and update impact fees and system development charges as appropriate so that growth pays for growth.

Objective GD 2.2 Ensure that City and technology services meet the needs of the community.

Action GD 2.2.1 Develop a facilities plan for expansion of city buildings and services to meet demand.

Action GD 2.2.2 Require that new road connections and significant reconstruction of existing roads incorporate fiber optic connections, as necessary, to extend the system through the city.

Action GD 2.2.3 Continuously assess infrastructure master plans to ensure critical infrastructure (fiber optics, water, wastewater, storm water, electrical, and natural gas) needs are met for today and can be met tomorrow. Review requirements as part of any development.

Action GD 2.2.4 Wherever possible, require utilities to be located underground when streets and alleys are built or reconstructed to reduce visual impacts to adjacent development and natural areas.

Goal GD 3 Support the development of a multimodal transportation system for all users.

Objective GD 3.1 Provide accessible, safe and efficient traffic circulation for motorized, bicycle and pedestrian modes of transportation.

Action GD 3.1.1 Develop a transportation system plan for Coeur d'Alene that addresses all modes of travel. Evaluate policy changes and specific recommendations of the traffic study, prioritize and implement the findings.

Action GD 3.1.2 Implement the City's Complete Streets ordinance.

Action GD 3.1.3 Encourage key linkages between neighborhoods, schools, and parks with bike trails and bus systems.

Action GD 3.1.4 Implement the Trails and Bikeways Master Plan.

Action GD 3.1.5 Update and support the Kootenai Metropolitan Planning Organization's (KMPO) countywide trails master plan, identifying connectivity for the participating entities, potential trail sites, and funding resources.

Action GD 3.1.6 Expand responsibilities of the North Idaho Joint Powers Board to include oversight of countywide connectivity for Coeur d'Alene, Post Falls, Hayden, and Rathdrum with appropriate representation.

Action GD 3.1.7 Create a countywide trails coordinator to oversee the master plan and provide regular reports to the Joint Powers Board.

Action GD 3.1.8 Identify and map areas within/outside of the greater Coeur d'Alene area that may be potential strategic easement sites for future trail routes.

Action GD 3.1.9 Work with the school district, Idaho Smart Growth and other partners to pursue an ongoing funding mechanism to formally implement a "safe routes to school" program in Coeur d'Alene.

Action GD 3.1.10 Improve transportation connections by increasing the street grid to diffuse traffic congestion.

Action GD 3.1.11 Develop and implement a comprehensive educational strategy on transportation, traffic and street maintenance programs for the public, including the city website and social media.

Objective GD 3.2 Provide a convenient, affordable, environmentally friendly public transportation system, including covered transit stops, connecting all parts of the region.

Action GD 3.2.1 Coordinate with the Kootenai Metropolitan Planning Organization and Citylink to enhance public transportation.

Action GD 3.2.2 Conduct a ridership survey to ascertain which City Link 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.

Action GD 3.2.3 Develop a phased implementation to install covered enclosures providing safe shelter for bus system users, with graphical information of bus routes and schedules.

Action GD 3.2.4 Research ridership demand for bus service to/from Spokane airport and or downtown Spokane with stops at Spokane Valley Mall and conduct a feasibility study for express transit service linking Coeur d'Alene to Spokane Airport.

Goal GD 4 Protect the visual and historic qualities of Coeur d'Alene

Objective GD 4.1 Encourage the protection of historic buildings and sites.

Action GD 4.1.1 Create a citywide preservation plan that identifies historical sites, buildings, and resources throughout the community, and includes recommendations for historic preservation efforts.

Action GD 4.1.2 Work with the Historic Preservation Commission to evaluate the benefit of creating historic overlay districts or different standards and protections for historic districts or neighborhoods.

Action GD 4.1.3 Provide tax incentives and/or grants for historic preservation.

Action GD 4.1.4 Provide for construction/development flexibility in building codes, where possible, to preserve the character of old sites/buildings.

Action GD 4.1.5 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.

Action GD 4.2.4 Evaluate if buildings heights in zoning districts adjacent to the lake should be modified to protect view corridors and limit shadows.

Goal GD 5 Implement principles of environmental design in planning projects.

Objective GD 5.1 Minimize glare, light trespass, and skyglow from outdoor lighting.

Action GD 5.1.1 Revise the Zoning Code to include lighting standards for parking lots and new commercial, mixed-use, multifamily residential, and industrial development so as to avoid light pollution and nuisance complaints.

Action GD 5.1.2 Amend the City Code and work with the light utility providers to ensure that when streetlights are replaced and new lights installed in residential areas that they are 3,000K or less and that arterials and major collectors are 4,000K or less.

Action GD 5.1.3 Work with Idaho Transportation Department on their lighting standards for the I-90 and US95 corridors.

Objective GD 5.2 Minimize development in areas susceptible to hazardous conditions (see Map ##).

Health & Safety

Coeur d'Alene will strive to be one of the safest and healthiest cities in the nation. Our focus is on continually improving mental and physical health, as well as providing exceptional healthcare and emergency services. Convenient access to trails, parks, open spaces, community gardens and other public spaces provides residents with the opportunity to lead active lifestyles and participate in safe, healthy social activities. Police, fire, and emergency services in Coeur d'Alene are fast, reliable, and trusted by the community. They are highly trained, with excellent equipment and facilities. Our government, businesses, and community groups collaborate to provide programs and services for our at-risk and vulnerable populations.

Goal HS 1 Support social and physical health in Coeur d'Alene and the greater region.

Objective HS 1.1 Provide safe programs and facilities for the community's youth to gather, connect, and take part in healthy social activities and youth-centered endeavors.

Action HS 1.1.1 Expand opportunities for programming and collaborations focused on healthy and active youth.

Action HS 1.1.2 Increase and diversify safe, healthy, out of school activities for youth in the winter.

Objective HS 1.2 Expand services for the city's aging population and other at-risk groups that provide access to education, promote healthy lifestyles, and offer programs that improve quality of life.

Action HS 1.2.1 Increase awareness of educational services and other programs.

Action HS 1.2.2 Partner with local health providers and medical organizations to increase education opportunities for elderly and at-risk populations.

Objective HS 1.3 Increase access and awareness to education and prevention programs, and recreational activities.

Goal HS 2 Increase access to and capacity of health services.

Objective HS 2.1 Pursue expansion of comprehensive medical, dental, and mental health services to further meet the needs of the existing and growing population.

Action HS 2.1.1 Partner with local health providers and medical organizations to increase education opportunities for medical and dental fields.

Action HS 2.1.2 Incentivise and encourage development of residency opportunities, other internship programs, or loan forgiveness programs to provide training and recruitment of the expanding health services workforce.

Action HS 2.1.3 Maintain and promote a list of existing websites and clearinghouses that consolidate area services (e.g Aunt Bertha) and encourage providers to add a link to these from their websites.

Action HS 2.1.4 Support satellite health services and clinics in high-need neighborhoods.

Objective HS 2.2 Increase public access to crisis services and develop specific programs that address and prevent drug and alcohol abuse and suicide.

Action HS 2.2.1 Support and invest in mental health programs and facilities providing mental or physical health services.

Objective HS 2.3 Reduce the risk of homelessness by encouraging robust social services.

Action HS 2.3.1 Support the point in time count to make sure the number of people experiencing homelessness is accurately captured and ensures needed funding of services.

Goal HS 3 Continue to provide exceptional police, fire and emergency services.

Objective HS 3.1 Collaborate with partners to increase one on one services.

Action HS 3.1.1 Expand School Resource Officers (SRO) police services in schools.

Objective HS 3.2 Enhance regional cooperation to provide fast, reliable emergency services.

Action HS 3.2.1 Implement the Police and Fire Department master plans.

Action HS 3.2.2 Develop programs, in partnership with allied agency responders, which focus on preventative emergency medical services risk reduction.

Action HS 3.2.3 Identify locations for future expansion of police and fire facilities that will provide superior coverage and response times for public safety.

Action HS 3.2.4 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.

Action HS 3.2.5 Encourage use of a mass messaging system (voicemail, email, texting, etc.) for community members to receive health and safety alerts. Support an ongoing marketing campaign to sign up residents for messaging service.

Objective HS 3.3 Coordinate with emergency service providers on proposed annexation and development requests, and the reporting of impacts on services through comprehensive analysis and adopted standards.

Action HS 3.3.1 Ensure new development meets City level-of-service standards for emergency services.

Goal HS 4 Promote universal design (disabled and elder-friendly access).

Objective HS 4.1 Develop policies that encourage universal design (disabled and elder-friendly access) in new and existing construction.

Action HS 4.1.1 Encourage local workforce training to integrate classes on American Disability Act (ADA) compliance and accessibility for small businesses.

Action HS 4.1.2 Develop and install appropriate signage for American Disability Act (ADA) access points for public attractions such as the lake and river fronts.

Action HS 4.1.3 Create an incentive program for adoption of universal design for new and existing buildings, in both residential and commercial construction that includes acknowledgement of businesses completing American Disability Act (ADA) and Fair Housing Act requirements.

Jobs & Economy

Coeur d'Alene is known for its innovative and pro-business economic climate that attracts new industries and that supports the area's well-educated workforce and skilled labor pool. Partnerships between businesses and educational institutions increase the number of higher education and technical degree options for residents. These opportunities provide all residents the opportunity to achieve a high quality of life, and helps retain our local talent and youth.

Goal JE 1 Retain, expand, and attract businesses

Objective JE 1.1 Convene industry cluster working groups comprising business leaders, workforce providers and economic development professionals and to define needs.

Action JE 1.1.1 Identify a key city staff person that will monitor and implement identified actions in collaboration with other city staff in public works, planning and city manager's office

Action JE 1.1.2 List all businesses within each cluster and supporting regional assets to identify cluster strengths and supply chain needs.

Action JE 1.1.3 Convene a meeting at least once a year with businesses within each cluster. Include industry associations, universities, colleges, and K-12 institutions at the meetings.

Action JE 1.1.4 Listen to businesses and document consistent needs to inform unique strategies for each cluster.

Action JE 1.1.5 Identify competing local communities with each different cluster and what they do well. Visit the communities to assess best practices.

Action JE 1.1.6 Promote local businesses products and services with a "Know your Local" campaign.

Action JE 1.1.7 Connect industry supply chains by identifying local sub-suppliers that can provide parts/materials/services to local end-product manufacturers.

Action JE 1.1.8 Identify 10 traded-sector companies to visit annually (generally 1 per month) and understand physical barriers and opportunities for growth.

Action JE 1.1.9 Develop a systematic business visitation program and report out key findings to area economic development stakeholders.

Action JE 1.1.10 Partner with the Chamber of Commerce and Innovation Collective to assist in recruiting.

Action JE 1.1.11 Support efforts to bring more medium size companies and

corporate offices from other states into the City.

Action JE 1.1.12 Explore a program that could help people understand the process and assist them in starting and building a business.

Objective JE 1.2 Provide adequate sites and infrastructure for business expansion based on needs.

Action JE 1.2.1 Share new workforce programs or internship needs to enhance collaboration.

Action JE 1.2.2 Continue to invest in the Health Corridor urban renewal district to support living wage job creation in the medical industry.

Action JE 1.2.3 Develop economic incentives to attract new businesses or encourage business startup and development activities that respond to feedback from businesses.

Action JE 1.2.4 If traded-sector companies contemplate locating in the Atlas Mill, coordinate with EDA to determine if a public works grant for infrastructure construction is an opportunity that can be pursued.

Objective JE 1.3 Support local businesses by providing technical education and permit assistance to expand opportunities for affordable entry into the market.

Action JE 1.3.1 Continue to allow for and encourage food carts in distinct locations. This is a low-risk and low-cost way for startups to enter the market and test new products. It also introduces diversity and vibrancy for customers. Work with existing food cart operators to determine what they need to expand operations such as a commercial kitchen.

Action JE 1.3.2 Provide a System Development Charge (SDC) Assistance Program that lets tenants lease sewer capacity on a monthly basis rather than purchase it up front. Lease payments are attached to a monthly utility bill and are calculated as a percentage of the total SDC assessment.

Action JE 1.3.3 Host a Small Business Month with targeted meetings. Include a focus for training/education on relevant topics determined by the attendees through polling. (Examples include storefront merchandising, identifying grant/loan opportunities, tax assistance, etc.)

Goal JE 2 Grow and attract talent

Objective JE 2.1 Prepare youth for economic opportunity through coordinated STEAM and Career Technical Education (CTE) programs and internship/apprenticeship opportunities.

Action JE 2.1.1 Support STEAM (science, technology, engineering, arts, math) education in elementary, middle, high school and college programs. Make regional businesses aware of programs by providing internships and tours.

Action JE 2.1.2 Work with K-12 and hospitals to establish a career pathway program into health care. Include Coeur d'Alene Tribe in these meetings to foster opportunities for tribal members.

Action JE 2.1.3 Consider hosting a STEAM fair focused on showcasing CTE machining and construction projects or robotics competition.

Action JE 2.1.4 Publicize the availability of vocational/non-credit courses that are designed to respond to business needs.

Action JE 2.1.5 Engage retirees in mentorship programs at the high school and college levels to take advantage of learned experience.

Objective JE 2.2 Invest in higher education certification and degree programs that align with the city's export sectors and workforce needs.

Action JE 2.2.1 Provide support to STEAM-related and other IT programs in our schools for regional gaps in program delivery. (STEAM is a term coined by Massachusetts Institute of Technology (MIT) and Rhode Island School Design (RISD) that emphasizes the need to integrate design and art with technology. It stands for Science, Technology, Engineering, Arts and Math.)

Action JE 2.2.2 Identify the gaps in program delivery and prioritize UI Extension, NIC, Workforce Training Center.

Action JE 2.2.3 Meet regularly with industry clusters to determine necessary skills training and include higher education providers to develop workforce training curriculum as necessary.

Action JE 2.2.4 Encourage business owners to help craft and instruct skills programs.

Action JE 2.2.5 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.

Action JE 2.2.6 Develop plans and seek funding to address workforce issues when living wage skill gaps in targeted industry sectors are identified.

Action JE 2.2.7 Support programs that teach popular and in-demand technology skills.

Action JE 2.2.8 Promote workforce training programs for students and workers to cover gaps in employment skills

Objective JE 2.3 Launch an initiative focusing on attracting talent back to the community.

Action JE 2.3.1 Create a Task Force (including North Idaho Higher Education collaborative) of diverse local residents that are the demographic make-up of the target audience.

Action JE 2.3.2 Attract and retain educated and trained youth. Create a market for youth to want to be here by identifying job opportunities through high school counselors.

Action JE 2.3.3 Educate school administration, teachers, and parents about the career pathways available in greater Coeur d'Alene, including advanced manufacturing, IT, and healthcare.

Action JE 2.3.4 Develop specific recruitment strategies for targeted industries and employers that provide benefited living wage jobs.

Action JE 2.3.5 Build different types of housing to provide diverse and affordable options for young talent.

Goal JE 3 Enhance the Startup Ecosystem

Objective JE 3.1 Convene a startup working group of business leaders, workforce providers, and economic development professionals and to define needs.

Action JE 3.1.1 Sponsor and support quarterly meet-ups of remote workers/professional startups. This encourages peer to peer networking and addressing problems within the industry. (Keep it exclusive to the professional industry. This is not intended for service providers to network/solicit business).

Action JE 3.1.2 Map the Coeur d'Alene startup ecosystem, identifying relationships and connections between educators, investors, founders, talent and "anchor" organizations. (e.g. [Endeavor's NYC Tech Map](#))

Action JE 3.1.3 Engage with Coeur d'Alene Tribe or other cities to bring diverse ideas and opportunities into the startup ecosystem.

Action JE 3.1.4 Activate hidden Coeur d'Alene investors (those who led successful careers and have retired in the community) to provide expertise and potential capital to local startup enterprises. This could include encouraging the creation of local capital funds through "angel investors", crowdfunding strategies, and other mechanisms to support business startup, growth and retention.

Objective JE 3.2 Develop public-private partnerships to develop the types of office space and amenities desired by startups.

Action JE 3.2.1 Verify if industry leaders would like more creative office space. Target investments in East Sherman Avenue, Downtown and locations that have existing buildings that can be renovated more cost-effectively than building new structures.

Action JE 3.2.2 Develop an Adaptive Reuse Program to incentivize redevelopment of long-vacant structures, including historic buildings, and buildings located on brownfield sites that are out of compliance with existing code.

Action JE 3.2.3 Consider applying for an Environmental Protection Agency (EPA) brownfield grant to assist with evaluation of potential brownfield sites to remove uncertainty and incentivize redevelopment.

Action JE 3.2.4 Support and encourage private development of co-working spaces, incubators, "makerspaces" and similar activities to encourage entrepreneurialism, innovation, and business startups as part of larger industry sector/cluster strategies.

Objective JE 3.3 Promote access to outdoors for workers and workers who telecommute.

Action JE 3.3.1 Develop a competitive identity for Coeur d'Alene that resonates with prospective talent centered on the community's outdoor ethos and quality of place.

Action JE 3.3.2 **Ensure necessary infrastructure is in place to support remote work and market** Coeur d'Alene as a unique outdoor environment to work remotely.

Action JE 3.3.3 Partner with the Coeur d'Alene Tribe in this messaging to integrate the importance of natural resources such as the lake.

Action JE 3.3.4 Encourage businesses to support K-12 sporting clubs (e.g. hiking, biking, skiing) to build connection between outdoor recreation and career opportunities to retain future employees.

Objective JE 3.4 Expand partnerships with North Idaho College, such as opportunities to use the community maker space and rapid prototyping (Venture Center and Gizmo) facilities.

Action JE 3.4.1 Promote and expand workspace, pathways, and connections for innovators, entrepreneurs, and thought leaders to bring ideas to fruition and new products to market.

Action JE 3.4.2 Continue to support the momentum of local innovation (Innovation Den, eHub, Gizmo, Fab Lab, Business Center).