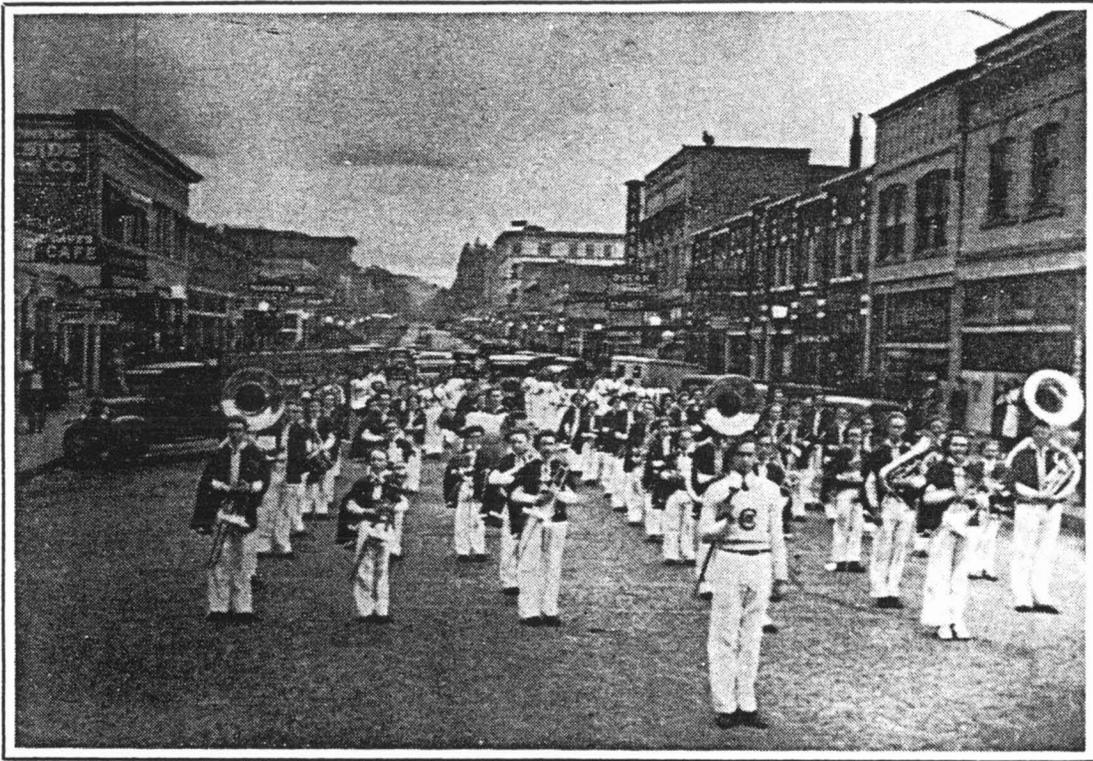


SHERMAN AVENUE CORRIDOR PLAN

COEUR D'ALENE, IDAHO



Prepared for

The Downtown Business and Professional Association
Coeur d'Alene

Prepared by

Project for Public Spaces, Inc.
New York/Seattle

with

Architects West
and
J.U.B. Engineers,
Coeur d'Alene

SUMMARY

The Sherman Avenue Corridor Plan sets the stage for the future of downtown Coeur d'Alene with recommendations for a combination of design and management improvements. Citizens, businesses, and governmental representatives of Coeur d'Alene have participated in and contributed to all phases of this project. Community input was gathered in focus groups, interviews, and with pedestrian and merchant surveys in the initial phase of the project. Working sub-groups, with representatives from local businesses, property owners, public officials, and citizens at-large, were formed to focus on three topic groupings: Retail/Marketing/Promotions, Streetscape/Storefronts, and Arts/Entertainment. It is hoped that these groups will continue to meet and contribute to the design and management of the downtown. Some of the key concepts presented in this plan are summarized below.

The Three Street Concept

Sherman Avenue is the main access route to downtown Coeur d'Alene. The traffic using Sherman Avenue is primarily for local trips. Oversized trucks currently driving through town will be re-routed upon completion of improvements to the I-90 overpass.

Coeur d'Alene's central business district is expanding to the north and south of Sherman Avenue. There are increasing destinations off of Sherman Avenue on Lakeside and Front Avenues, including existing and proposed public parking. The Three Street Concept distributes traffic onto Sherman, Lakeside, and Front Avenues. People with destinations on Lakeside or Front (waterfront) gain access to those routes as they approach the CBD.

Sherman Avenue should remain everybody's "Main Street." It is desirable to keep the main traffic stream flowing through downtown, and not to direct it around the town center. Traffic on Sherman Avenue will be slower in favor of a pedestrian-oriented environment. Slower speeds will allow greater visibility of shop fronts and window displays from autos. Parallel parking will line both sides of the street, providing convenient short term parking.

Unique to Coeur d'Alene

Coeur d'Alene has a rich history and dramatic natural setting. The plan recommends that these qualities be incorporated into the design as artwork, which could be set into the pavement, cast into street furniture, or be integrated into wall art and changeable banner designs. A recasting of the original Sherman Avenue historic light fixture with a newly incorporated city name and logo will reinforce a unique downtown design identity.

Special design treatment will occur at the "gateways" to the downtown and "focal points" identified in the plan. One major focal point is the historic "100%" retail location at the intersection of 4th Street and Sherman Avenue.

The retail core area will have an identity distinct from its surroundings which will be unified by certain "elements of continuity" identified in the plan. These elements include street trees, street furniture, and paving. The plan contains guidelines and recommendations to assist property owners in rehabilitating and refurbishing historic storefronts and buildings on Sherman Avenue which add character and identity to the district.

Pedestrian-Friendly

Design and management recommendations support a pedestrian-oriented environment. Sidewalks on Sherman Avenue are widened to 14' with street "neckdowns" at intersections to minimize crossing distances. Sidewalks have been divided into three functional zones: the "street furnishing zone" at the curb, the "walking zone" and the "building frontage zone" for retail displays and cafe tables.

A public space management plan addresses maintenance, security and events programming to attract more people to the downtown. People hired to maintain the downtown could be a source of information for visitors, as well. They could wear special downtown Coeur d'Alene uniforms and carry maps and brochures with them.

Spaces filled with people attract more people and increase the level of security. Downtown would become a more visibly active and comfortable place with more programmed activities in public spaces, vendors, and retail activities spilling out onto the sidewalk.

Cultural and Economic Vitality

Several opportunities exist for concentrations of activities which will give subareas a special identity. One such location is at the west end of Sherman Avenue in the vicinity of the Wilma Theatre. The Idaho Shakespeare Festival has indicated an interest in a resident theatre use of the Wilma. The opportunity exists to encourage a core of entertainment uses on this part of Sherman Avenue. Potential re-use of the historic Burlington Northern interurban substation for exhibits and arts activities, and expansion of the existing museum would reinforce Coeur d'Alene's rich cultural heritage.

A stronger connection between the downtown and the waterfront is accomplished in the plan with redevelopment of the waters edge between the resort and Tubbs Hill, redesign of parking lots for easier pedestrian movement through them, and the extension of the resort to Sherman Avenue with the redevelopment of the Penney's block. This connection is also made

by incorporating water-related design motifs into artwork and window displays along Sherman Avenue.

Centralized Retail Management

Centralized Retail Management is the coordination of activities between property owners and retailers similar in approach to an enclosed shopping mall under single ownership. CRM builds on the many efforts to revitalize retailing in downtown including physical improvement to streets and facades, strengthening of the merchants association, organization of special events and promotions, and establishment of assessment districts to support enhanced maintenance and security. It packages them with special attention to control over retail mix and cooperation among downtown property owners. It seeks to create organizational and financial arrangements to give some permanence to this cooperation.

CRM emphasizes the importance of achieving a retail mix that responds to a dynamic market and attracts a wide variety of shoppers. Accordingly, a significant objective is the development of a leasing plan and an agreement among property owners to carry out such a plan. A related objective is agreement between property owners and retailers to cooperate in business hours, advertising, and the financing of joint activities such as maintenance and promotions. This agreement may be embodied in a Master Lease Agreement and common covenants administered by property owners.

Implementation

A consistent source of guaranteed revenue will be needed on a yearly basis to successfully manage and revitalize the downtown business district. The formation of a Business Improvement District (BID), after consensus has been reached between downtown property owners and merchants, will be a primary source of funding for downtown management and activities.

The streetscape costs recommended in the plan should be financed in part through a Local Improvement District (LID) which involves floating a bond that is paid back by a special assessment levied against property owners in the LID area.

Introduction

INTRODUCTION AND PURPOSE

Coeur d'Alene is the historic center of a growing metropolitan area in North Idaho. Sherman Avenue is a traditional small town main street with many of its original turn-of-the-century masonry architecture intact. With the goal of maintaining downtown vitality and retailing, and anticipating the impacts of a proposed regional shopping center, the Downtown Business and Professional Association contracted with Project for Public Spaces in November 1987 to prepare a plan for the Sherman Avenue corridor. This document summarizes this plan and is intended to provide near- and long-term downtown revitalization strategies.

This plan focuses on the Sherman Avenue Corridor from 1st Street to I-90. The study area is bounded by Lake Coeur d'Alene and Tubbs Hill to the south, 1st Street and the City Park to the west, Indiana Avenue to the north, and I-90 to the east. Consideration is given to the surrounding context and its influence on the project area including connections to nearby recreational areas and trail systems, vehicular access and relationships to adjacent land uses.

The plan will be implemented in three phases:

- Phase I: Sherman Avenue from 1st Street to 7th Street
- Phase II: Lakeside Avenue from Northwest Boulevard to 7th Street, and Front Avenue from 2nd to 7th Street
- Phase III: Sherman Avenue from 7th Street to I-90

Funding for Phase I will come from both public and private sources, including a local improvement district (LID), the City of Coeur d'Alene and the State Department of Transportation.

This document is divided into three sections. The first section summarizes the Data Collection and Analysis phase of the study. This phase encompassed interviews with key people, focus groups with local residents, pedestrian and merchant surveys, an inventory of existing conditions and planned development, historical research, and market research and analysis. More complete documentation of this phase is contained in the Appendices.

The second section addresses design opportunities and implementation. Downtown history and context are discussed as they relate to various design, development and circulation opportunities. An overall urban design framework is addressed, as well as guidelines for streetscape and streetwall development including definition of certain elements of continuity and diversity. Guidelines for facade and storefront rehabilitation are illustrated in case studies of three buildings in downtown Coeur d'Alene.

The third section addresses management opportunities and implementation. Techniques for public space management are discussed in terms of maintenance, security, promotions and events. The retail management

strategy includes a tenant mix and merchandising plan, funding sources, and organizational structure phasing of management programs.

The purpose of this plan is to ensure that the Sherman Avenue Corridor is developed in a manner consistent with its position as a primary access route and center of retail and commercial activity in downtown Coeur d'Alene. The plan responds to four overall objectives:

1. Develop guidelines for the design of streetscape and streetwall development along Sherman Avenue to ensure quality, consistency and compatibility of design with historic structures, and to provide a vision for a design unique to Coeur d'Alene.
2. Develop public space management guidelines to ensure adequate maintenance and security, and to encourage appropriate activities in public spaces year round.
3. Develop a management plan for the Sherman Avenue corridor which defines a retail mix, leasing and marketing strategy to improve the economic health and vitality of downtown.
4. Develop a strategy for implementation, operations and maintenance of streets and public open spaces which defines organizational structure and responsibilities, funding alternatives, construction considerations, and phasing.

This plan is intended as a guide and inspiration to members of the Coeur d'Alene community and consultants who will be involved in design refinement, construction and implementation of streetscape and public space improvements in the downtown.

PROJECT FOR PUBLIC SPACES, INC.

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April 4, 1989

Sandi Bloem, President
Downtown Business and Professional Association
402 Sherman Avenue
Coeur d'Alene, Idaho 83814

Dear Sandi:

Enclosed are one copy and one camera-ready copy of the final Sherman Avenue Corridor Plan. With your support this plan can help guide Coeur d'Alene downtown development in a new and positive direction.

Coeur d'Alene, we believe, has a bright future. By enhancing the city's natural setting and its historic town center, integrating the resort economy into the community, and repositioning downtown retailing in response to the changing market created by development of the suburban mall, downtown Coeur d'Alene can improve by building upon its assets.

As you are aware, the consultants are considerably over budget on this project. Furthermore, delays in payments on our invoices have added significantly to our cost of doing business. We have always lived up to the terms of our agreement. For these reasons, I must request that we receive payment on our invoices for fees and interest prior to making arrangements for a final presentation of the plan in Coeur d'Alene.

I look forward to seeing you soon and the opportunity to present the final plan in Coeur d'Alene.

Sincerely,



Don Miles
Vice President

Enclosures

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Museum of North Idaho

Committee for Cultural Center

Coeur d'Alene High School

North Idaho College

The citizens and businesses of Coeur d'Alene who participated in surveys, focus groups, and working groups or otherwise devoted their time and energy towards improving their downtown.

Special thanks to Sandi Bloem, Brad Jordan, and Tricia Lingelbach for their support, insights and review.

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Summary

Data Collection and Analysis

FOCUS GROUPS AND INTERVIEWS SUMMARY

Project for Public Spaces conducted focus groups and interviews in November 1987 with local residents and business people to determine how the downtown was perceived and used in order to identify preferences for improvements. Further documentation of the focus groups and interviews are contained in Appendix C.

Focus Groups

Residents stated that downtown shops cater more to tourists than to people who live there. Stores are not open in the evenings or on Sundays for working people, and prices are comparatively high. They indicated a general lack of service and unfriendliness towards residents.

Many residents expressed the need for a variety store such as Woolworth's, more shops with merchandise for children and teenagers, men's shops, shoe shops, and more restaurants.

Some observed the need for a stronger marketing program for downtown and greater control over signage in the windows. Store windows are now dark at night, discouraging window shopping and creating an unwelcoming atmosphere.

Some residents were attracted to the "scenic" and "quaint" qualities of downtown. They expressed that ice and snow were not a problem for shoppers.

A need for a place for kids downtown was indicated. Children and teenagers are now discouraged from coming downtown. This in turn discourages their parents.

Residents noted that the city public parking lot seems to be used by resort employees. The lot should be better managed.

Interviews

Context

In 1987 about 800,000 people walked around the boardwalk at the Coeur d'Alene Resort.

Summer evenings are pleasant. It does not get dark until about 9:30 PM.

The core of the city has shifted to the west, toward the lake.

An amphitheater could be installed between the resort and Tubbs Hill with relocation of the boat ramp.

A farmers' market was tried but was not successful.

Sherman Avenue should be better maintained.

Vehicular Access, Parking and Transit

There is a perceived lack of parking in the downtown area. More parking will be needed.

The existing public boat launch should be moved to a new location farther from downtown due to occupation of valuable space by boat trailers. The public parking lot should be better managed.

When Interstate 90 was built, it did not cut off Sherman Avenue traffic as was anticipated.

Transit now serves many seniors going to outlying shopping areas. Current bus stop locations are desirable, however, additional amenities are needed at the stops such as shelter, transit information and seating. Relocation of stops off of Sherman Avenue is acceptable if rider amenities are provided. Larger busses are needed.

Streetscape and Storefront Design

Improvements to Sherman Avenue could include new roadway and sidewalks, new light fixtures, new traffic signals, trees and banners.

Sherman Avenue should be unified. There should be an emphasis on the historic qualities of the downtown and references to surrounding natural features such as the lake should be incorporated.

Streetscape and storefront design should take both summer peak and winter snow conditions into account. Improvements must be affordable for property owners and tenants.

Local designers should organize an educational program on storefront redevelopment following guidelines in this plan.

Arts

"Art on the Green" is an annual three-day arts festival currently held on the college grounds. The festival is very successful with attendance of 50,000 over a three-day period, and about 100 booths. City policies interfere too much with potential use of the downtown city park for this event.

The "Arts and Crafts Octoberfest" is an annual downtown event (primarily on lakeside).

There are several arts groups in Coeur d'Alene, including:

- The Idaho Arts Commission which sponsors events,
- Citizen's Council for the Arts, and
- the CDA Arts Association.

The CDA Arts Association has 90 members representing all types of artists. Painters and sculptors dominate in this region. There are enough local artists to fill the local galleries.

The arts groups need coordinating. Ideas included an arts calendar, promotion of an artists-in-residence program, and working more closely with the business community on arts support.

There is a lack of space near the downtown for arts-related activities. The only community center for the arts is at the college.

Retail

Merchants are not responding to the needs of some potential customers including residents and convention attendees. There is a lack of high quality service and 95% of the shops are closed at peak times, specifically on weekday evenings and Sundays.

Downtown must reposition itself in the marketplace. It is important to get merchants to work together toward common goals and a marketing strategy.

The proposed Silver Lake Mall (under construction) will be located four to six miles from downtown. It will contain a J. C. Penney's and a Sears and will total 375,000 square feet. Auto-oriented retail and fast food vendors are located to the north on Appleway Avenue. Downtown Spokane attracts customers from Coeur d'Alene due to longer business hours, more and larger department and discount stores, and lower prices.

There is a need for more theaters in downtown. Re-use of the Wilma Theater as a theater must make sense in the overall development assemblage. Consideration should be given to tax credits and other financing mechanisms for the Wilma.

An effort should be made to attract more people to downtown during the winter and "shoulder" months. A dog track is in operation, encouraging year-round activity.

Resort/Hotels

There is a total of about 1,400 hotel rooms in Coeur d'Alene. The proposed Potlatch Resort will add 150 rooms in Phase I with the potential for 400 to 500 more rooms in later phases. The Potlatch will be "up-scale" with world class golf facilities, and special boats and shuttle vehicles connecting it with the main resort. The main resort will have a greater emphasis on nightlife, entertainment, and shopping.

An antique "trolley" service was investigated for the rail line between the proposed Potlatch Resort and the main resort, but the concept was abandoned due to cost of maintenance, adjacent residential uses, and other impracticalities.

The Penney's block redevelopment will be open in mid-1990 as an extension of the Coeur d'Alene Resort. Two stories of retail are planned, primarily small shops. There is concern about protecting guests from slippage on ice and snow. A skybridge would require an 18-20 foot clearance. A street level connection may be acceptable if weather protection is provided.

SURVEYS SUMMARY

Project for Public Spaces surveyed pedestrians and merchants within the study area in November 1987 to determine how the downtown was perceived and used, and to learn more about the retail climate. More complete survey documentation is contained in Appendix D. The survey results are summarized below.

Pedestrian Survey Summary

- Downtown functions as a multi-use center with people walking, shopping, running errands and eating in restaurants. It also is a social center with people strolling, window shopping, meeting friends and socializing. People are spending considerable time in downtown as well - most are downtown for at least one half hour or an hour. However, the main reason for people being downtown is to work, as opposed to shopping or running errands.
- Rather than making major purchases, people are most likely to run errands - three or more times a week. Banking, drug stores, variety stores, dry cleaners and grocery stores tend to be the store types most frequented for running errands.
- Major shopping occurs at least once a month for most survey respondents. However, over one-fourth of them shop for major purchases less than once a month. Clothing and accessories, gifts, crafts and hardware tend to be the store types most frequented for major purchases.
- Some of the reasons more people may not be shopping for major purchases has to do with problematic parking (see next paragraph), not enough variety of merchandise, quality that is considered to be only "fair" and cost of merchandise which is also rated as only "fair" by most survey respondents. Convenience of shopping hours may also be contributing to a lack of more frequent shopping. Although almost one-third rated store hours as "good", a greater number rated it as "fair" or "poor".
- Many people feel that parking in downtown is a problem. Most respondents report that finding a satisfactory parking space is sometimes a problem or usually a problem. When asked to rate downtown in terms of the number of convenient parking spaces, 41% rate it "poor" and 36% rated it "fair".
- Store types most desired downtown include more department stores, specialty shops, clothing stores, and a five and dime such as Woolworth's.

- Evening activities including movies, theater, nightclubs, etc. are virtually non-existent in the downtown and were rated "poor" by one-half of those surveyed. With the exception of restaurants, which were generally rated "good" to "fair", there are no businesses open in the evenings that could draw people downtown or keep them there after 5:00 PM. A significant number of those surveyed would like to see a movie theater in the downtown. Others mentioned live entertainment or taverns.
- The downtown environment is generally rated "good" to "fair". Overall attractiveness, cleanliness of streets and sidewalks, comfort of parks and plazas, and safety were all rated rather positively. There is, however, a significant difference between daytime and evening safety. People's perception of evening safety is generally "good" to "fair", with a substantial number claiming not to know. By comparison, daytime safety is rated "good" by almost two-thirds of those surveyed.

Merchant Survey Summary

- Most stores are independently owned or operated as opposed to being part of a chain store. This can be a positive factor for it allows merchants the flexibility to offer special promotions, merchandise and service specifically tailored for the Coeur d'Alene customer.
- Most stores' selling spaces are either small (400 square feet or less) or large (over 14,000 square feet).
- Over one-half of the merchants surveyed have been in business at their current location for 10 years or longer.
- A majority of stores are closed on Sundays - a day that is becoming increasingly important as a selling day. Sixty percent of the respondents are open Monday through Saturday. However, almost one-third of the stores reported being open everyday. Of the stores closed Sundays, two-thirds would not consider changing to be open on Sunday; although 36% said they would consider it.
- Evening store hours are also important for increasing sales volumes. However, many stores are closed by 6:00 PM. Merchants recognize the problem and rate shopping hours as poor (36%) or fair (48%). Many potential customers work until 5:00 or 6:00 PM and would shop after work if more stores were open. Many merchants seem to understand this - almost 60% would consider staying open past 6:00 PM if it were advertised. Most would prefer staying open late on Friday evenings.
- While most retailers traditionally experience the busiest selling period between October and January, most Coeur d'Alene merchants are busiest during the summer months. An overwhelming 87% of the surveyed merchants have their busiest period from May through August. Obviously, it is Coeur d'Alene's reputation as a summer resort town and the subsequent buying power of the tourists that explains this phenomenon.

- Overall attractiveness was rated "poor" by over one-half of the businesses surveyed, while cleanliness of streets and sidewalks was rated "fair" (51%) to "poor" (34%).
- While daytime safety was generally rated "good" by a majority of businesses, evening safety was rated only "fair".
- Availability of convenient parking was rated as "poor" by about one-half of the businesses surveyed. Only 10% rated parking availability as "good".
- Events, promotions and festivals were generally rated as "fair" by most merchants. However, a significant number rated the number of events as "poor" (29%) and the types of events as "poor" (26%). Evening activities and attractions were rated most negatively - 64% rated them as "poor".
- The quality, variety and cost of goods sold downtown were generally rated as "fair" by most merchants. Variety of goods was the most negatively rated - 61% rated it as "fair" and 17% rated it as "poor".
- Most of the merchants surveyed (64%) feel that over one-half of their customers live in Coeur d'Alene. It is fair to assume that merchants consider some tourists and summer residents staying over in Coeur d'Alene as local customers.
- Almost two-thirds of the merchants feel that their clientele has changed within the past five years. About one-half of these merchants feel the customer is spending less and is more budget-conscious, while about one-fourth feel people are spending more and are more affluent. Merchants have responded to these changes in a variety of ways. Over one-fourth have increased the quality of service, while 18% have moved to another location.
- Despite numerous problems facing downtown businesses, a majority of businesses (58%) report increased sales volumes over the past five years. Merchants are very optimistic about future sales - almost two-thirds feel sales will improve.
- Other Coeur d'Alene retailers appear to be the main competition for downtown's retailers. Only 12% feel the malls are competitive, while only 7% mention Spokane. Almost one-third claim Coeur d'Alene merchants outside of the downtown are competitive, and 15% mention downtown Coeur d'Alene retailers. Almost one-half of the businesses respond to this competition by providing quality service and merchandise. However, 17% rely on customer loyalty.

- About half of the businesses surveyed have made major renovations in recent years, while one-half have not. Of those that did renovate, one-half completed an overall renovation. About half of the businesses surveyed spent under \$10,000, while almost one-quarter spent between \$10,000 and \$25,000 for their renovations.
- Almost one-half of the businesses are planning to make physical improvements in the near future. Many intend to expand their store space, while others are planning a total renovation (18%). Eleven percent are planning to make changes to the building's facade.
- Type of businesses suggested for downtown include department stores (19%), variety stores (19%) and specialty shops (17%).

EXISTING CONDITIONS AND PLANNED DEVELOPMENT SUMMARY

Roadway and Sidewalk Conditions

Roadway and sidewalk conditions present an opportunity for major improvements in the downtown area. Total reconstruction is recommended for Sherman Avenue from 1st Street to I-90 and for 3 blocks of 7th Street. New pavement and spot patching are needed on downtown cross streets. Most existing sidewalks need reconstruction and several areas do not presently have sidewalks.

Natural Features and Climactic Conditions and Major Views

Coeur d'Alene Lake is a major natural amenity. Summer winds from across the lake cool downtown. Lakeshore parks edge the retail area providing recreational areas and vistas. Together, the lake and park provide the setting for Coeur d'Alene Resort, a major tourist attraction which is influencing the direction of downtown development.

Mature vegetation helps frame the downtown core area, bordering NW Boulevard and City Park to the west, Tubbs Hill to the south and lining Sherman Avenue starting at 8th Street to the east.

Because the town rises above the lake, several major views of the lake exist. It is possible to see Tubbs Hill and McEuen Field as well. The trees along Sherman Avenue form a remarkable seasonal corridor and the surrounding mountains as well as Fernan Saddle become prominent at the east end of Sherman Avenue.

Coeur d'Alene receives relatively heavy snowfall in the winter. Cold winter winds blow from the northeast.

Ground Level Uses

The downtown core consists primarily of commercial uses. Community facilities are randomly located throughout downtown, and residential uses occupy the area east of 5th Street and north of Coeur d'Alene Avenue. Some changes from residential to commercial uses are occurring along 3rd and 4th Streets and along Front Avenue between 5th and 7th Streets.

Pedestrian Linkages

A network of routes connects locations near and on the lake. Particular destinations include the access points for the floating dock, the lake-shore parks, North Idaho College, Coeur d'Alene Resort and the city parking lot, as well as the businesses of downtown.

Pedestrian traffic on Sherman Avenue from the city beach to 1st Street is primarily on the south side. Pedestrian flows are evenly distributed on both sides of the street from 1st to 6th Street, shifting primarily to the north side from 6th to 12th Street. Few people walk on Sherman Avenue east of 6th Street.

The north/south streets are used as secondary routes, especially on 2nd, 3rd and 4th Streets. Foot traffic dwindles to almost nothing north of Coeur d'Alene Avenue on all north/south streets. Because Front Avenue is missing sidewalks between 5th and 7th Streets, most people avoid walking there.

Pedestrian-auto conflict occurs along Sherman Avenue at five intersections: 1st, 2nd, 4th, 7th and 10th Streets, but could be resolved through coordination of traffic signals.

Utilities

The importance of utility locations relates primarily to impacts on construction costs. Sherman Avenue is slated for complete reconstruction from 1st to 7th Street in Phase 1 of the plan. Storm sewer, domestic water, electrical and gas lines exist in Sherman Avenue. Most sanitary sewer lines are limited to alleys.

Lighting

Lighting is most crucial in terms of perceived public safety. Lighting within the study area is less than adequate. There are large areas void of night lighting, especially to the east of 7th Street along Sherman Avenue.

Planned Development

The proposed improvements to the I-90 on/off ramp at 23rd Street and Sherman Avenue will create a significant increase in traffic as well as further development of auto-oriented businesses. Further impact on this area is anticipated with the development of the Rutledge Mill property. Although other opportunities exist downtown, no final plans have been submitted.

MARKET RESEARCH AND ANALYSIS

Purpose

The purpose of this market research and analysis is to provide market share estimates of "shoppers goods" or "GAFO"¹ stores in the downtown Coeur d'Alene retail district now and in 1992. GAFO stores comprise the major component of the total retail space of downtown Coeur d'Alene (approximately 195,000 square feet of gross leaseable area [GLA] out of a total of 242,400 GLA of retail space.)² Professional office space is estimated at an additional 67,019 square feet of GLA. Implications of the market share estimates are discussed and a retail mix, leasing, and marketing strategy is described in the Management Recommendations section.

Community and Regional Setting

The City of Coeur d'Alene, located in the Northern Idaho Panhandle, is the County Seat of Kootenai County and is the largest city in the five county North Idaho region.

The overall GAFO trade area (the area comprising the actual and/or potential downtown Coeur d'Alene consumers of shoppers goods), has been estimated to include all of Kootenai County, Bonner County to the north, and Shoshone County to the east. To the west, the trade area extends into part of Spokane County and includes metropolitan Spokane.³ See Figure 7, Trade Areas. The primary trade area, approximately a 20 mile ring around downtown Coeur d'Alene, constitutes the majority of actual and potential shoppers and is experiencing a population increase, although less dramatic than in previous years. Between 1970 and 1980 there was a 78.3% increase in population, while between 1980 and 1987 there was a 17% increase. The 1987 estimate of people living in the 20 mile ring is approximately 93,000 and is projected to increase to 101,500 by 1992.⁴

¹GAFO stores are defined by the Standard Industrial Classification (SIC) code as General Merchandise (department stores and variety stores); Apparel & Accessories; Furniture; Home Furnishings & Equipment (including appliances); and other Miscellaneous Shoppers Goods (books, gifts, jewelry, etc.)

²Source: Panhandle Area Council and the Downtown Business Professional Association.

³Source: Retail Development Feasibility Study: Shorett and Riely.

⁴Source: Urban Decision Systems.



Figure 7
Trade Areas

About one half of the persons in the 20 mile trade area are employed as blue collar workers. In fact, Kootenai County's economic base consists of forest products, mining and agricultural industries. Much of the population growth is due to "metropolitan spillover" from Spokane. Many jobholders reside in the Coeur d'Alene area and commute to their places of work in Spokane County.

Kootenai County is continuing to diversify economically. For example, growth of entirely new industries, such as Hewlett Packard, is impacting on the region. In addition, tourism, recreation and retirement industries are increasing and will continue to expand through the rest of the decade. Coeur d'Alene's waterfront and other natural assets represent much of the region's growth potential. Tourism and convention business will dramatically increase as the Coeur d'Alene Resort expands. In general, Coeur d'Alene's regional economy will become more diversified in the future and will be less affected by cyclical employment factors.

There are also ambitious plans for the area's retail situation. A major new development that is under construction is the Silver Lake Mall about 5 miles from downtown Coeur d'Alene. The plans call for four large general merchandise stores and numerous specialty shops for a total of approximately 375,000 square feet.⁵ Another major change involves the planned relocation of downtown's J.C. Penney to the Silver Lake Mall and the Hagadone Corporation's plans to replace much of the Penney's block with a mini-mall.⁶

These trends will have a significant impact on downtown Coeur d'Alene. The resort expansion will attract numerous upscale visitors to the area, some of whom might be attracted to appropriate retail developments in Coeur d'Alene. The Silver Lake Mall, as is presented in the next section, will acquire a portion of the region's GAFO expenditures and force the downtown to rethink its merchandising strategy. The proposed mini-mall for the Penney's block will impact strongly on the downtown depending on how it is leased and how the building's design relates to Sherman Avenue at the street level.

Retail Market Potential

On the basis of interviews with merchants, surveys of shoppers, observations in the field, and reference to previous market research reports, it is estimated that the GAFO stores in the Downtown Project Area derive approximately 60% of their sales from residents of the 20 mile primary trade area and 40% from tourists, visitors, and people from outside the primary trade area.

⁵Source: Downtown Business and Professional Association

⁶Source: Interview with the Hagadone Corporation

Table 1

Retail Market Potential: Trend Condition

Primary Trade Area within a 20 mile radius of downtown Coeur d'Alene

| | <u>1980</u> | <u>1987</u> Estimate | <u>1992</u> Projection |
|--------------------------|-------------|-------------------------|---------------------------|
| Population | 79,576 | 92,980 | 101,489 |
| Households | 27,886 | 33,963 | 37,901 |
| Income/Hh ⁽¹⁾ | | \$ 28,189 | \$ 29,863 |
| Total Hh Income (000) | | \$957,383 | \$1,122,863 |
| GAFO | | \$134,033 | |
| Expenditures (14%) (000) | | | \$ 157,200 |

(1)Income/household in constant 1987 dollars increased at real growth rate of 1% a year.

Estimates (see Table 1) show the potential expenditures for GAFO merchandise by residents of the 20 mile primary trade area in 1987 (a base condition), and in 1992, for a trend condition of community growth. A trend condition is when population, households and incomes are projected along 1980 to 1987 trend lines established from past U.S. Census information, as calculated by Urban Decision Systems, Inc., a nationally known demographic data service.

Competition/Gravity Model/GAFO Sales/GAFO Space

Retail sales in the 195,000 square feet of GAFO store space in the downtown Coeur d'Alene retail district were estimated conservatively to be \$23.4 million in 1987, based on the judgment that the average sales productivity is \$120 per square foot for downtown stores in small cities.

As previously stated, 60 percent of GAFO sales, or \$14 million, was derived from the primary trade area, and 40 percent of \$9.4 million was derived from tourists, visitors, and residents from outside the primary trade area.

This \$14 million represents a capture of 11 percent of the estimated \$134 million in GAFO expenditures by primary trade area residents in 1987. The other 89 percent of GAFO expenditures (\$120 million) is captured by the competing GAFO retail stores, retail districts and retail centers within reasonable travel time from Coeur d'Alene. (Spokane, Lockhaven Square, Harbor Plaza, Coeur d'Alene Mall, Sunset Mall, Appleway Square, and University City).

The competitive situation will soon change. A modern enclosed shopping center with 375,000 square feet, including a J. C. Penney's, Sears, and two other large general merchandise stores, is planned for a location about five miles from the Coeur d'Alene downtown retail core.

A modified gravity model has been constructed to provide a means for assessing the impact of this proposed mall on the Coeur d'Alene downtown retail center. The model also assesses the changes that are planned for the downtown retail core by 1992. The gravity model is a mathematical formula used in retail market analysis to calculate the shares of expenditures by shoppers in a retail trade area to be captured by competing retail centers serving that trade area. The gravity model is explained in Appendix G. The Downtown Coeur d'Alene retail competition situation in 1987, which was developed using a simple gravity model, is shown in Table 2.

A second gravity model, shown in Table 3, represents the downtown Coeur d'Alene competition situation in 1992, at which time the Silver Lake Mall will be operating and the Penney's block will be redeveloped.

By 1992 it is also anticipated that the J. C. Penney's store will have been relocated to the Silver Lake Mall and that the space will be replaced with a one- or two-level enclosed retail center containing both GAFO and non-GAFO shops. Therefore, it is projected that downtown's GAFO space by 1992 will experience a net decrease of approximately 50,000 square feet of GAFO space. Combined with the opening of the Silver Lake Mall, downtown's GAFO market share will decrease substantially by 1992 to 7%.

The gravity model distributes sales dollars only to the competing retail areas from the Coeur d'Alene primary trade area (i.e. residents only). It is also important to note that downtown Coeur d'Alene would derive additional GAFO sales from its "inflow component" (increased numbers of tourists, visitors, and conventioners).

Total GAFO sales in the Downtown Coeur d'Alene Retail District from all sources are shown in Table 4. The total includes sales made from primary trade area residents and from customers from other areas, including tourists and visitors.

Table 2

Coeur d'Alene Trade Area \$134 Million GAFO Expenditures ¹

| <u>Retail Center</u> | <u>Square Feet</u> | <u>Capture Rate %</u> | <u>Capture Rate \$</u> (million) |
|---------------------------|--------------------|-----------------------|-------------------------------------|
| Downtown Coeur d'Alene | 195,000 GLA | 12% ² | 16.0 |
| Downtown Spokane | 932,000 GLA | 58% | 77.7 |
| University City | 232,000 GLA | 14% | 18.8 |
| Coeur d'Alene Mall | 110,000 GLA | 7% | 94.4 |
| All Other Competition | 151,000 | 9% | 12.1 |

¹Travel times, when averaged together, are approximately the same for primary trade area residents travelling to downtown Coeur d'Alene or the competing retail centers.

²The gravity model method, while basically accurate, does not always include every square foot of GAFO space in a region due to small retail centers or isolated shops that do not appear on retail census of trade indexes. Therefore, the capture rate in both percentage and dollar amounts for downtown CDA is slightly different than the estimates based on square footage, sales volumes and percentage of GAFO sales.

Table 3

Coeur d'Alene Trade Area \$157.2 Million GAFO Expenditures

| <u>Retail Center</u> | <u>Square Feet</u> | <u>Capture Rate %</u> | <u>Capture Rate \$</u> (millions) |
|--|---------------------|---------------------------|--|
| Downtown Coeur d'Alene | 145,000 s.f. GLA | 7% | 11.0 |
| Downtown Spokane | 932,000 s.f. GLA | 48% | 75.4 |
| University City | 232,000 s.f. GLA | 12% | 18.8 |
| Coeur d'Alene Mall | 110,000 s.f. GLA | 6% | 9.4 |
| Silver Lake Mall | 375,000 s.f. GLA | 19% | 29.8 |
| All Other Competition (includes Harbor Plaza, Appleway Square, Lockhaven Square and Sunset Mall) | 151,000 s.f. | 8% | 12.6 |

Table 4

GAFO Sales in Downtown Coeur d'Alene
(Constant \$ 1987)

| | <u>1987</u> | <u>1992</u> |
|---|---------------|---------------|
| Coeur d'Alene Primary Trade Area (gravity model) | \$16.0 | \$11.0 |
| Inflow (40%) | <u>\$10.6</u> | <u>\$18.3</u> |
| Total (\$ million) | \$26.6 | \$18.3 |

If an aggressive remerchandising and improvement program is adopted in downtown, GAFO sales could increase by as much as 10 percent. This approach would involve the addition of new stores and upgrading of existing stores, improvements in storefronts, signs and sidewalk appearance and maintenance, and improvements in parking operations. See Retail Mix Plan and Implementation sections under Management Recommendations.

Table 5

GAFO Sales with Improvement Program
(Constant \$ 1987)

| | <u>1992</u> |
|--------------------------------|-------------|
| Total GAFO Sales: (\$ million) | \$20.1 |

Finally, allowing for increases in sales productivity of \$125 s.f. by 1992, the changes in GAFO space warranted in 1992 would be as follows:

Table 6

GAFO Store Space Warranted with Improvement Program

| | <u>1992</u> |
|--------------------------------|--------------|
| Total GAFO Sales: (\$ million) | \$20.1 |
| Sales Productivity | \$125/s.f. |
| GAFO Space Warranted | 160,800 s.f. |

The GAFO space warranted in 1992 is estimated at 160,000 s.f. This compares to the 145,000 s.f. of GAFO space that is estimated to exist in 1992, given current trends and projections for future redevelopment and relocation of a key retailer. Therefore, there will be a shortfall of 15,800 s.f. of GAFO space in 1992. Opportunities may exist to develop limited additional GAFO space in the downtown in the late 1980's and early 1990's to offset this projected shortfall. Prior to 1992, the merchandising strategy should encourage non-GAFO uses including professional and personal services, restaurants, food stores, art and entertainment uses.

PLANNING CONCEPTS

The City of Coeur d'Alene is located in northern Idaho near the Washington State border. It is approximately thirty miles east of Spokane, Washington on Interstate 90, and a few miles east of the intersection of I-90/SR-95. The towns of Kellogg and Wallace, Idaho lie about 30 and 40 miles to the east.

Primary access routes to and from the downtown are Northwest Boulevard, Sherman Avenue and the 3rd Street/4th Street one-way couplet. All of these routes connect with I-90; however, they are not through traffic routes. The traffic that is using Sherman Avenue and Northwest Boulevard is destined for locations along those streets or the downtown core area. See Figure 8, Downtown Context.

Coeur d'Alene is situated on the shore of Lake Coeur d'Alene near the mouth of the Spokane River. One of Coeur d'Alene's most dramatic assets is its natural setting and association with the lake which is one of the most beautiful lakes in the world. The lake's edges have been enhanced with the downtown park and facilities which take advantage of its recreational value and visual beauty. With the revitalization of the downtown the opportunity exists to extend that public focus from the water's edge into the heart of the downtown.

Coeur d'Alene has many other good points in addition to the lake. Perhaps the most important is the commitment of its citizens to maintaining the center of the community and focus of its public life. Other good points include a rich architectural heritage, housing resorts, restaurants, nearby colleges and the natural flow of traffic through the downtown. The fact that Sherman Avenue has never lost its importance as the city's "Main Street" is a primary asset.

Cities all over the country are beginning to recognize that "Main Street" played a very important role traditionally in cities and that it is a very viable retail configuration today. The rebirth of "Main Street" is greatly enhanced if the original architecture has been preserved, and if the city has not made the mistake of unplugging or disconnecting "Main Street" from its context by creating a pedestrian mall.

Several potential locations for uniquely identifiable activity nodes exist along Sherman Avenue. See Figure 9, Land Use and Development Opportunities. Two major improvements are planned at the east end of Sherman Avenue. The proposed Potlatch Resort area will anchor the east end of Sherman Avenue creating a significant activity node to balance with the downtown core at the west end. In addition, reconstruction of I-90 expressway connections at the east end of Sherman Avenue will greatly facilitate access to the downtown. These two improvements will increase activity along Sherman Avenue which will become the front door to downtown.

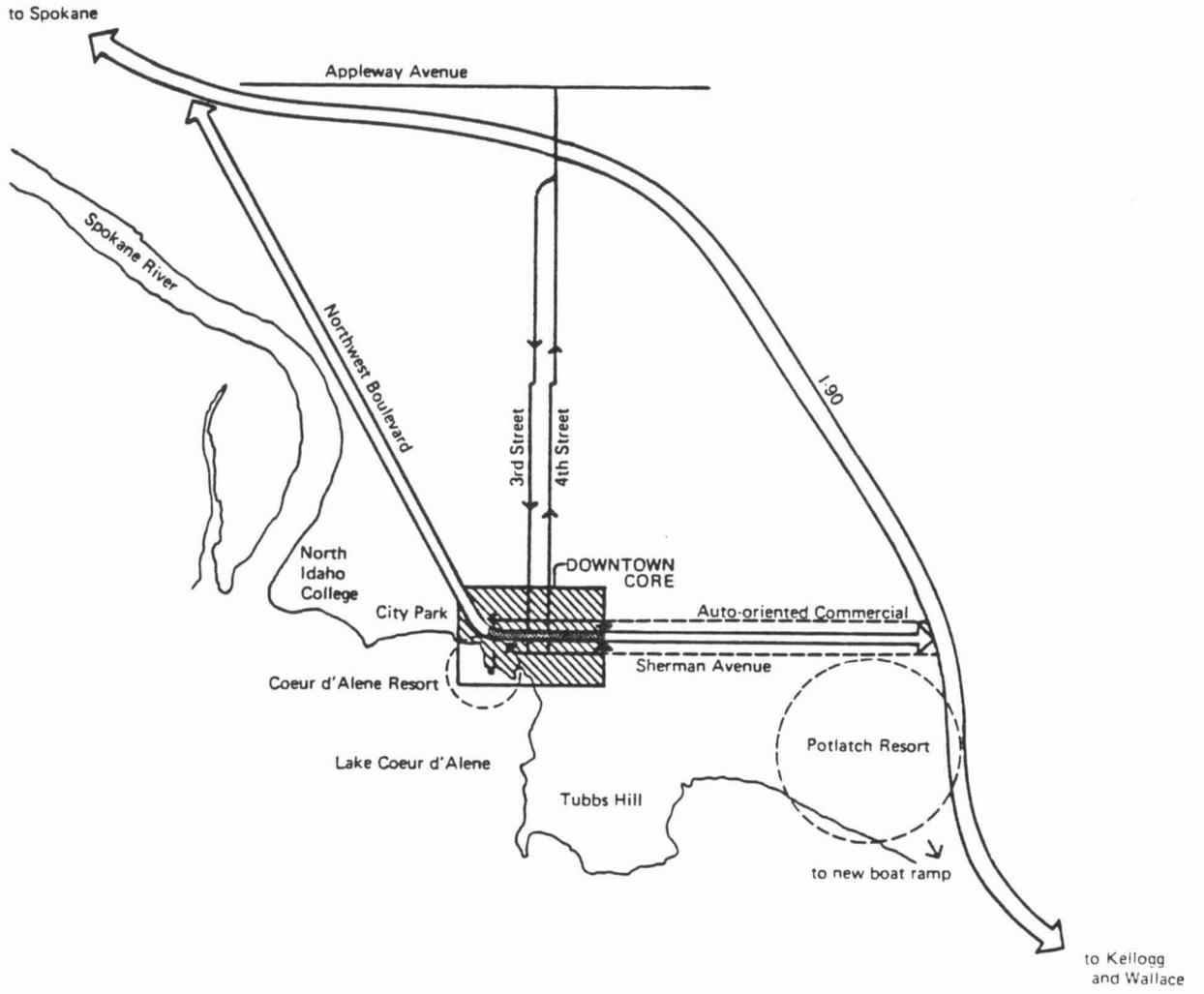


Figure 8
Downtown Context



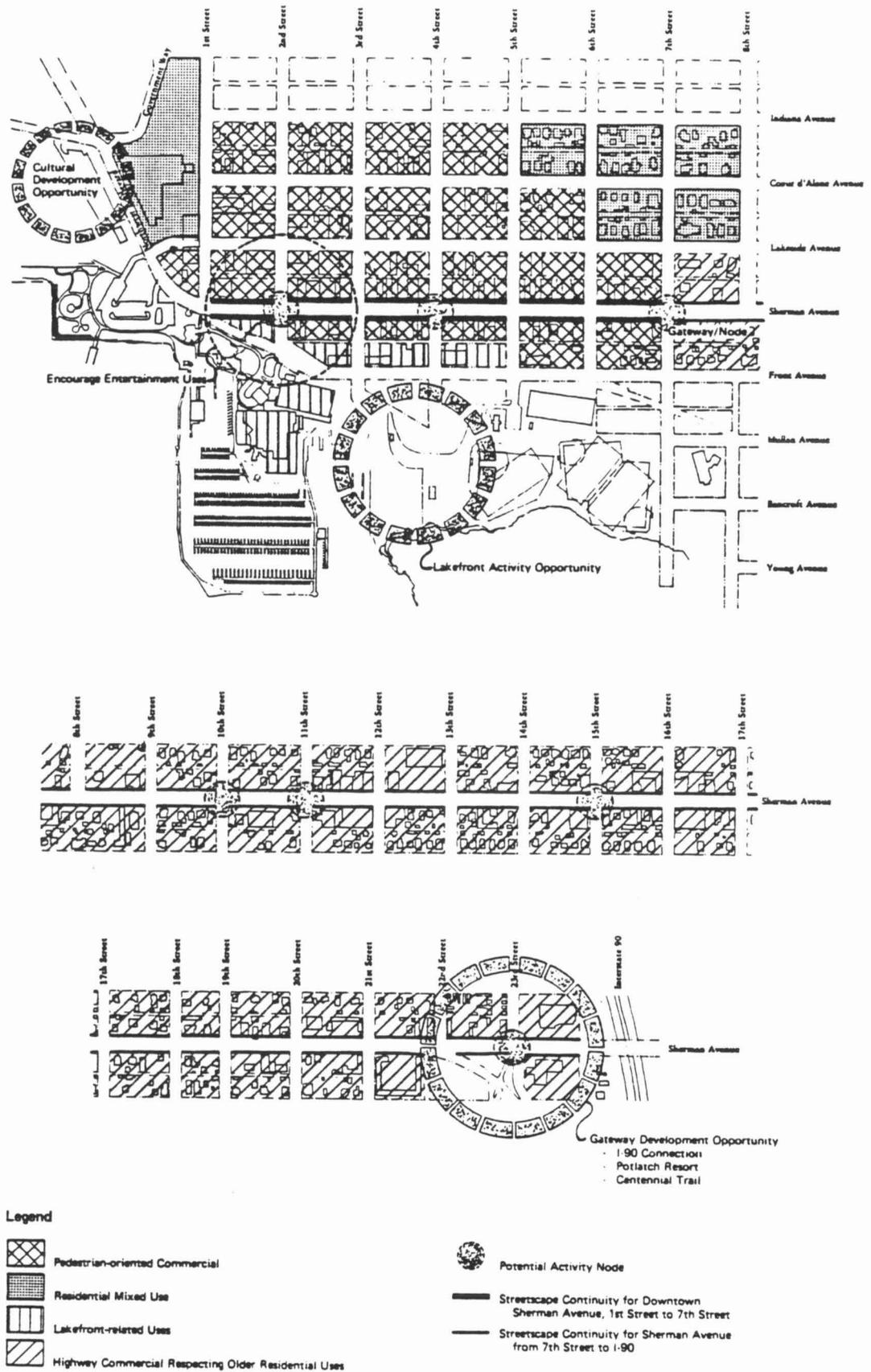


Figure 9
Land Use and Development Opportunities



To enhance East Sherman as a front door to the downtown, the following actions are recommended:

- o Retain and expand on the character as a motel/resort location. The street has traditionally been a location for moderately-priced accommodations with free parking.
- o Retain historic homes such as the Blackwell House which reinforce the existing adjacent older neighborhoods. The Blackwell House, a bed and breakfast house, adds to the quality and mix of accommodations while providing an opportunity to experience some of Coeur d'Alene's history first hand. Other bed and breakfast houses in significant historic structures should be encouraged.
- o Encourage neighborhood services and accommodate fast foods and other auto-oriented uses.
- o Implement streetscape improvements to provide continuity and high quality. These improvements may include banners attached to street light poles to be coordinated with a similar program downtown. See Appendix for an illustration of a proposed East Sherman Street configuration. Gateway features and landscaping should be located near I-90.

At the west end of Sherman Avenue there is an opportunity to expand upon Coeur d'Alene's rich historic heritage and entertainment uses. There is the potential for re-use of the historic Burlington Northern interurban substation as a cultural center, to expand the museum, and to carry the cultural theme into the surrounding park. The cultural center could house such things as a permanent railroad exhibit, arts and crafts classes, a science workshop, a mini-performance area, and traveling or local exhibitions. Encouraging a core of entertainment uses in and around the Wilma Theater would serve well to reinforce that gateway to the city.

An opportunity exists to make a major entertainment and cultural attraction out of the Wilma Theatre. This prominent structure is highly visible from the entrance to the downtown and from the lakefront park, the downtown and the Coeur d'Alene Resort. The opportunity exists to convert the building to live theatre or arts cinema uses.

Recent conversations with the Idaho Shakespeare Festival (ISF) Management in Boise has indicated an interest on their part in a resident theatre use of the Wilma. The ISF is the most established theatre company in Idaho and celebrates its 13th season in 1989. The 1989 operating budget is \$260,000. In addition to Shakespearean productions, many other types of plays are performed. The ISF is very interested in having a presence in North Idaho and will be bringing a traveling centennial show to Coeur d'Alene in 1990. Having an indoor theatre in Coeur d'Alene operating from September through April will allow the company to concentrate on the outdoor theatre productions in Boise in the summer. These productions can be moved to Coeur d'Alene in the fall. The theatre will bring off-season activity into

the downtown. Ideally, the ISF would need a theatre with approximately 400 seats. Existing seating in the Wilma Theatre is approximately 500 seats.

It is recommended that the DBA together with the owners of the Wilma and interested arts organizations initiate discussions with ISF and other similar groups about potential use of the Wilma.

Historically, the 4th Street and Sherman Avenue intersection was a crossroads which developed as the 100% corner. New development has shifted away from this corner, since then, and toward the lake. There is a need to bring back the 100% corner to reinforce stronger retail activity and growth at the east end of the downtown pedestrian area. See Figure 10, Streetscape Context.

Recent development has grown in response to the lake and recreational opportunities in the area. The lake represents a national and international attraction for tourists, visitors, and convention goers. The Coeur d'Alene Resort, one of the country's outstanding examples of resort development, is positioned as a key link between Sherman Avenue and the lake. There is an opportunity to extend the resort, with the planned redevelopment of the Penney's block, to front on Sherman Avenue, Coeur d'Alene's "Main Street".

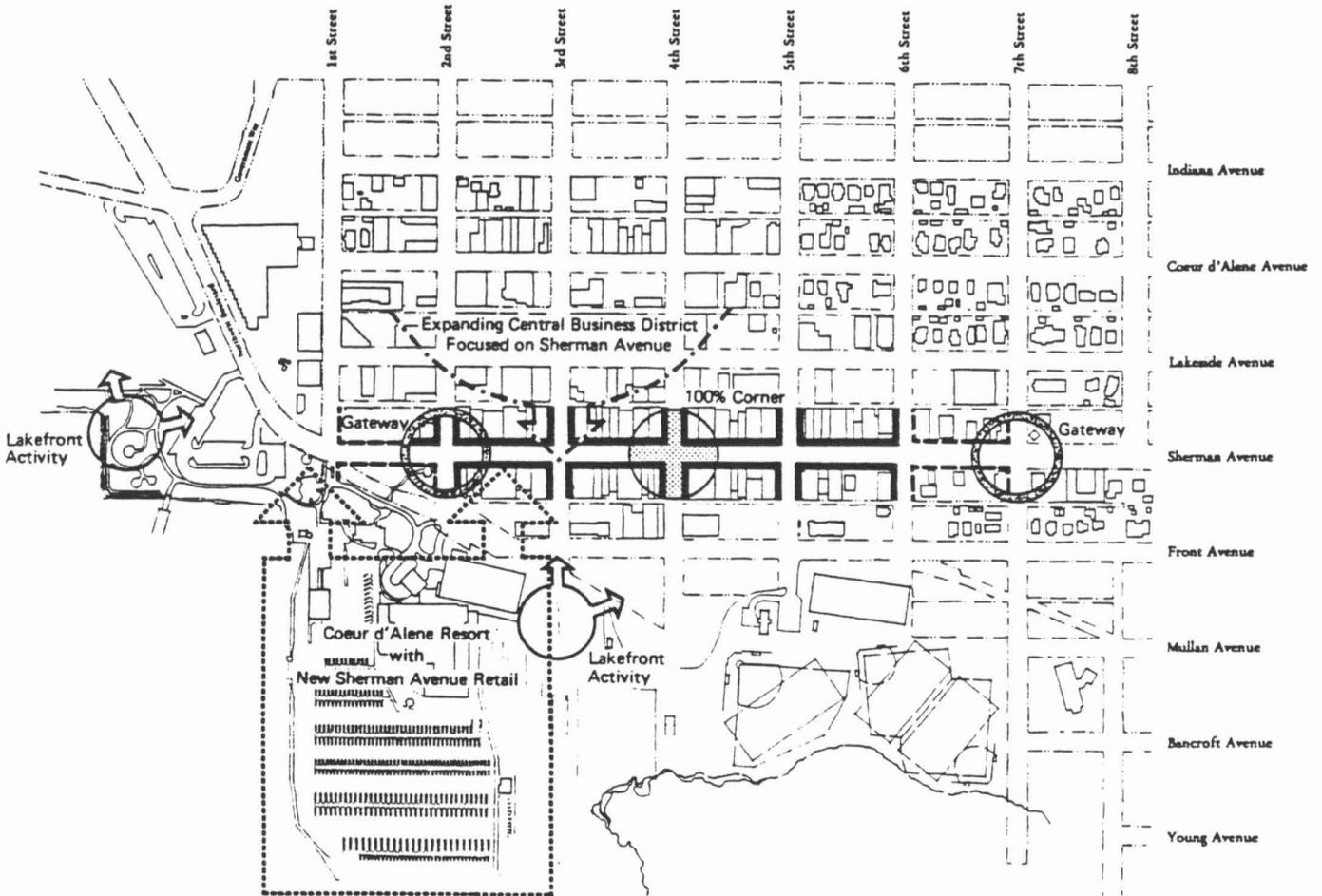


Figure 10
Streetscape Context



Two key locations for waterfront activity centers are at Independence Point and between the Coeur d'Alene Resort and Tubbs Hill. Improved pedestrian connections to these centers would reinforce the relationship between downtown and the water.

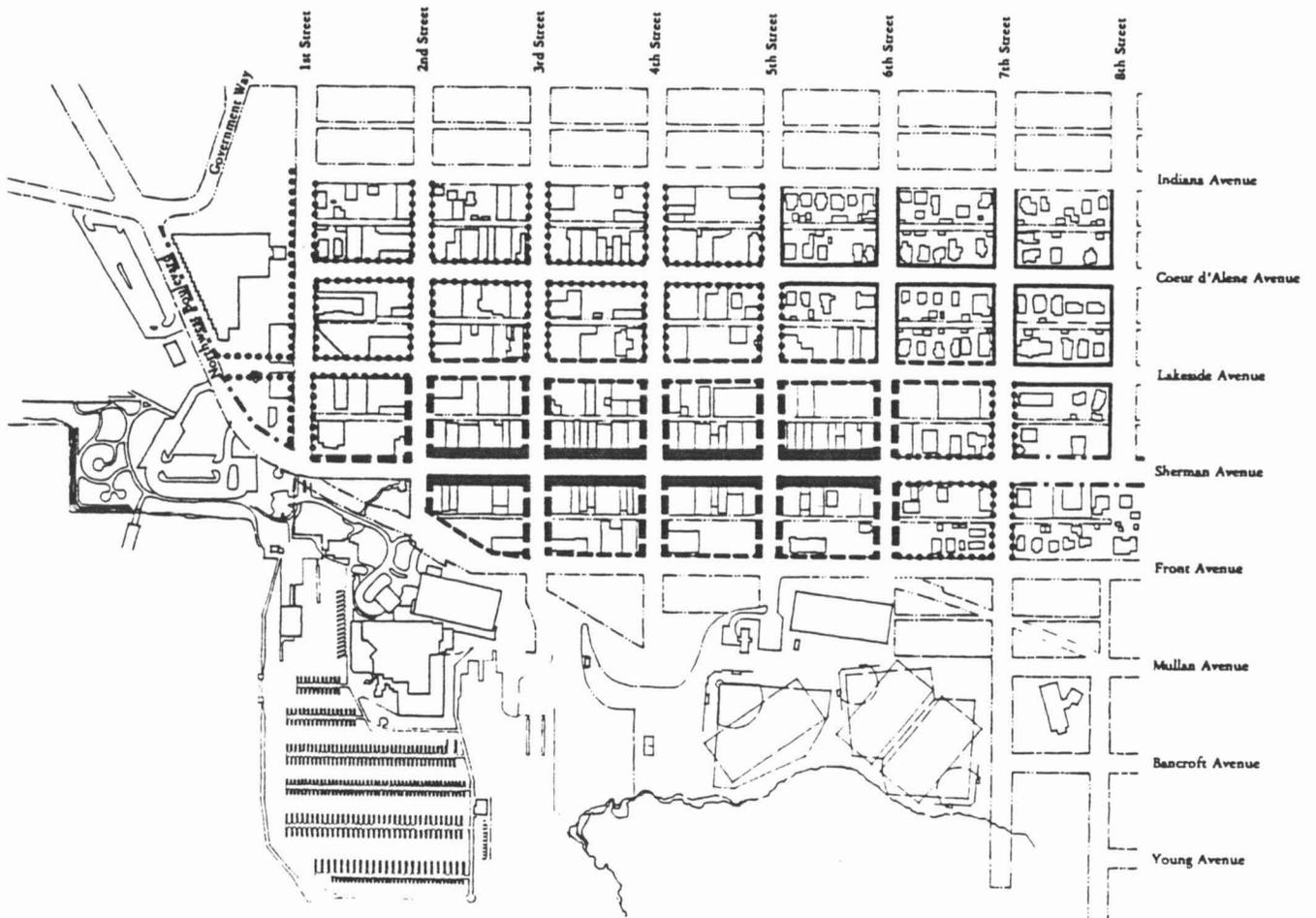
Special design treatment to the intersections at either end of the pedestrian area would reinforce the sense of entry to the town and help to define the edges and concentrate retail development within a smaller, more walkable area. Special pedestrian-oriented design treatment and zero lot line building requirements between 1st and 7th Streets will lend a strong identity to this end of Sherman Avenue. East Sherman Avenue and Northwest Boulevard can each be reinforced as grand entrances to downtown with continuous regular planting of street trees unifying the irregular setbacks of the buildings.

Although downtown will grow to the north, that growth should not be at the expense of Sherman Avenue. Sherman Avenue should remain the focus, and development along Front Avenue and Lakeside Avenue should tie back into it. This goal should be reinforced by retail frontage requirements responding to prioritized pedestrian areas and existing uses as depicted in Figure 11, Right-of-Way Designations.

With the redevelopment of the downtown, higher traffic volumes destined for downtown are expected. One way to handle this added traffic is to distribute trips bound for Lakeside Avenue or Front Avenue by allowing drivers to select those streets at each end of the downtown. These would remain two-way streets. The "Three Street Concept" will also reduce slightly the capacity of Sherman Avenue in order to benefit pedestrians and merchants who want to have displays or outdoor cafe tables, and to increase amenities for the pedestrian and shopper. See Figure 12, Traffic Circulation and Parking.

Availability of public parking is important to the public perception of downtown accessibility. Free public parking should be signed and apparent to people as they approach the downtown, so they can seek out that parking before they enter onto Sherman Avenue. Public parking should be developed in a phased manner to the north and south of downtown Sherman Avenue. Structured parking is extremely expensive, and parking should ideally be free in the short term, therefore, lot parkings would be a better choice now.

In addition to lot parking, on-street parallel parking should be maintained and increased. On-street parking allows shoppers to park closer to their destination, and acts as a buffer between pedestrians on the sidewalk and moving traffic.

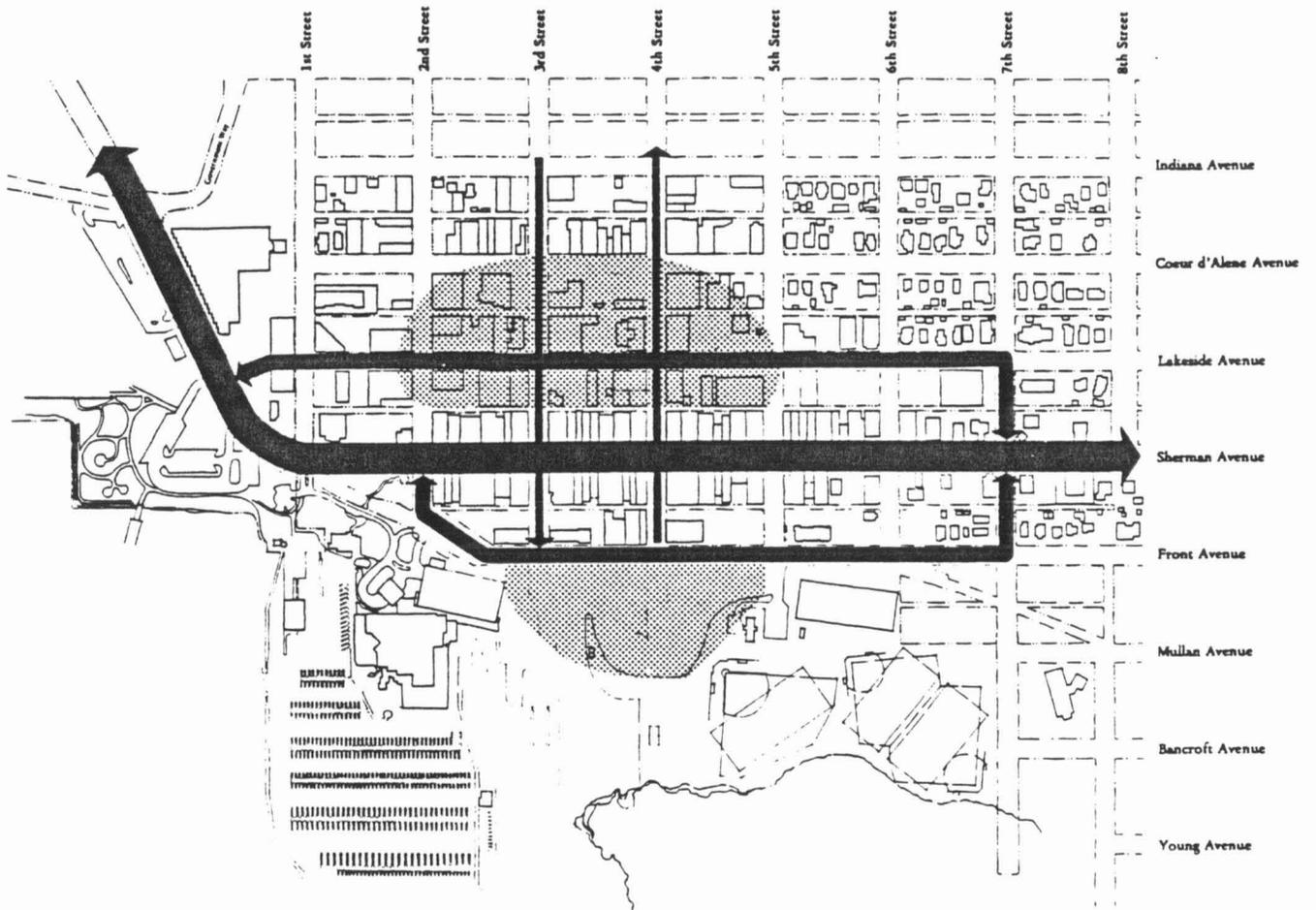


Legend

- Major Retail (100% pedestrian-oriented retail frontage required)
- Retail Linkage (50% pedestrian oriented retail frontage required)
- Retail Service (50% pedestrian-oriented retail/service frontage required)
- Pedestrian-oriented Mixed Use (pedestrian-oriented frontages encouraged)
- Auto-oriented Commercial
- Residential

Figure 11
Right-of-Way Designations





Legend

-  Primary
-  Secondary
-  Connector
-  Preferred Public Parking Zones (short-term)

Figure 12
Traffic Circulation and Parking



Coeur d'Alene attracts an enormous number of people to its downtown yearly. In 1987, 800,000 people walked around the boardwalk. See Figure 13, Projected Pedestrian Volumes. To get these pedestrians back into the core of downtown, we must provide uses which attract them and better signage that makes the connections between the waterfront and the downtown more apparent. Retail must be concentrated within a walkable area and not allowed to disperse. Service type retail would be appropriate on Lakeside Avenue, and lakefront-oriented types of commercial uses on Front Avenue. Several lake view opportunities exist along Front Avenue. See Figure 14, Lake Views and Activities.

Downtown Coeur d'Alene is adjacent to several major and minor trails. The Centennial Trail, which begins at the State line near the Spokane River, crosses through the City Park and follows Front Street through town. To the east, it will extend to Higgins Point at Blue Creek Bay on Lake Coeur d'Alene. This trail will most likely be used by many cyclists and hikers. Bike racks should be provided near the trail to accommodate these people. The trailhead for the Tubbs Hill trail can be found just south of the southern downtown parking lot. This trail system will eventually connect to the planned Potlatch Resort.

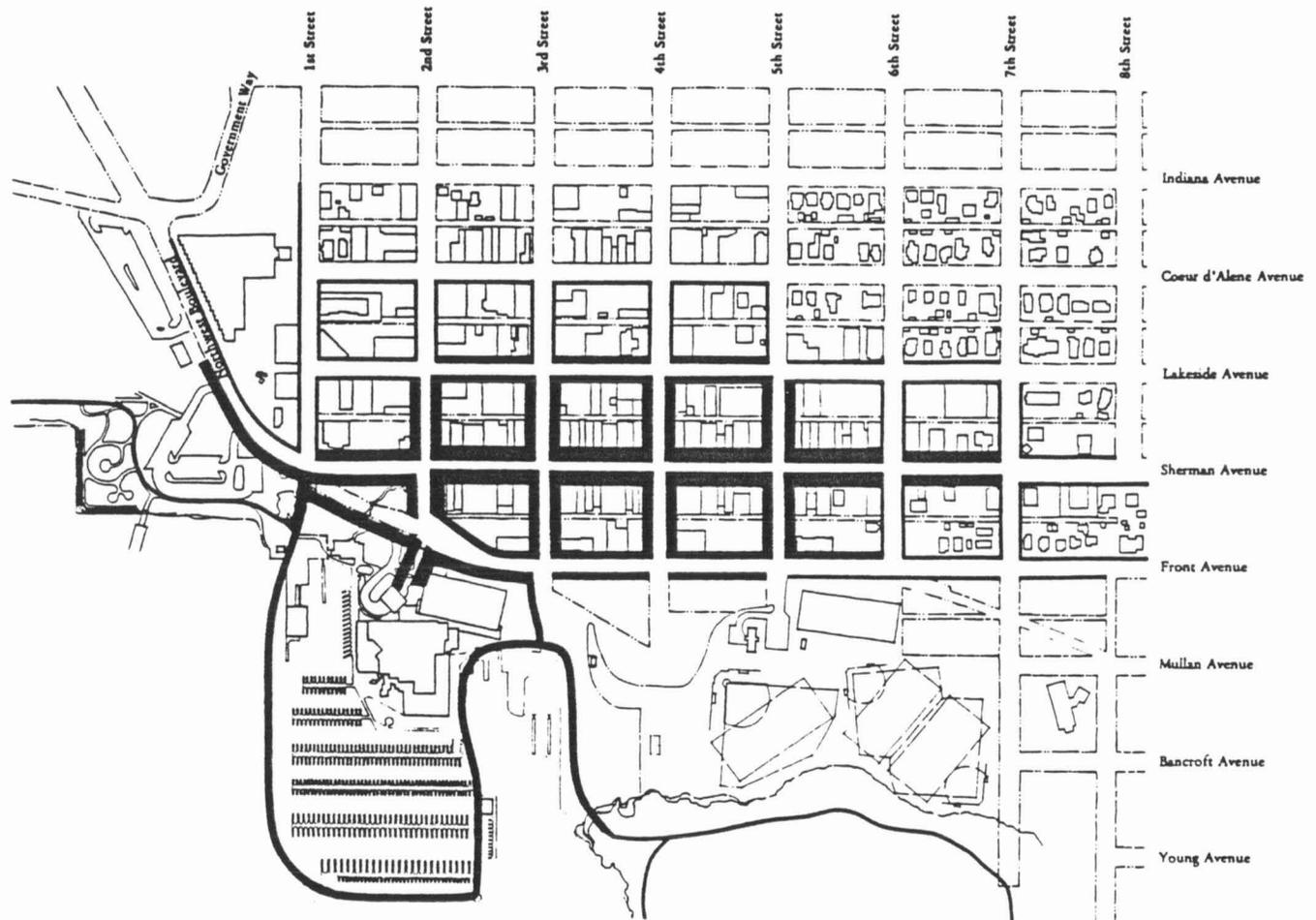
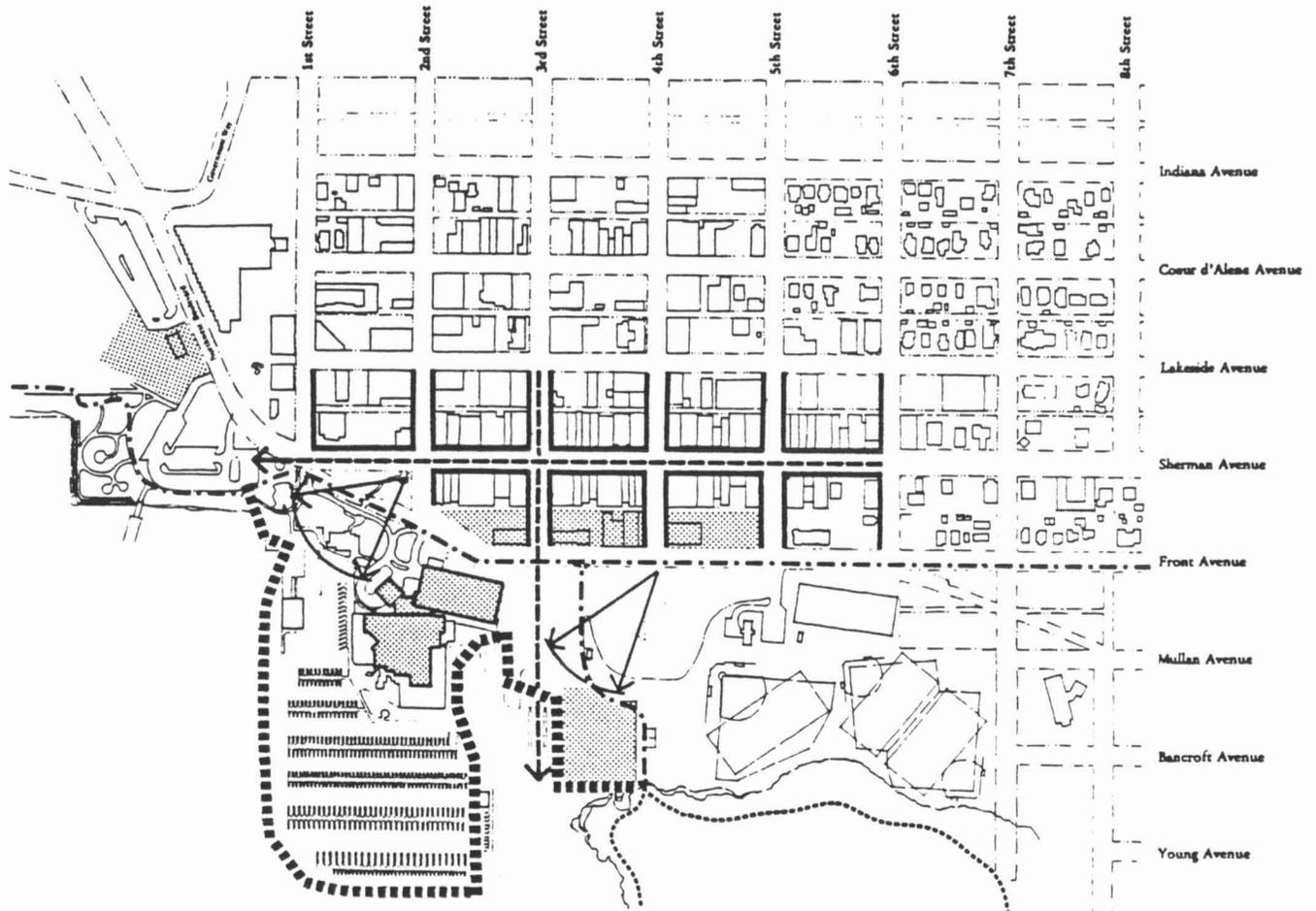


Figure 13
Projected Pedestrian Volumes





Legend

- Lake View/Park View Streets and Walks
- ▨ Lake-related Uses and Activities
- Tubbs Hill Trail
- . - Centennial Trail
- Pedestrian-oriented Building Frontages
- △ Lake Viewpoints
- ▬ Boardwalk

Figure 14
Lake Views and Activities



STREETSCAPE IMPROVEMENT GUIDELINES: URBAN DESIGN FRAMEWORK

Vehicular Circulation

Intention

To ensure efficient movement of vehicular traffic through the downtown while maintaining pedestrian safety and comfort.

Accomplished by

Improving signage and intersection design at 2nd Street and 7th Street to facilitate traffic flow to Front and Lakeside. Make signage changes in favor of traffic flow on Front and Lakeside.

Providing three lanes on Sherman Avenue for two-way traffic with a center left turn lane and parallel parking lanes on both sides. See Figures 15 and 16, Sherman Avenue Sidewalk and Lane Widths and Schematic Intersection Configuration.

Distributing traffic volumes from Sherman Avenue or Northwest Boulevard onto Lakeside Avenue and Front Avenue around the retail core area, and maintaining two-way traffic on all of these streets. This has been called the "Three Street Concept".

Maintaining 3rd Street and 4th Street as the only one-way streets in downtown, connecting to Appleway Avenue and I-90 to the north. One way streets have been shown not to benefit retail because they limit visibility and access to businesses located along them.

Slowing vehicular traffic in the heart of downtown to increase pedestrian safety and comfort, as well as improving visibility of retail shops from vehicles.

Pedestrian Linkages

Intention

To encourage walking within the downtown and from surrounding neighborhoods and parking areas, and to provide connections to existing recreational pathways.

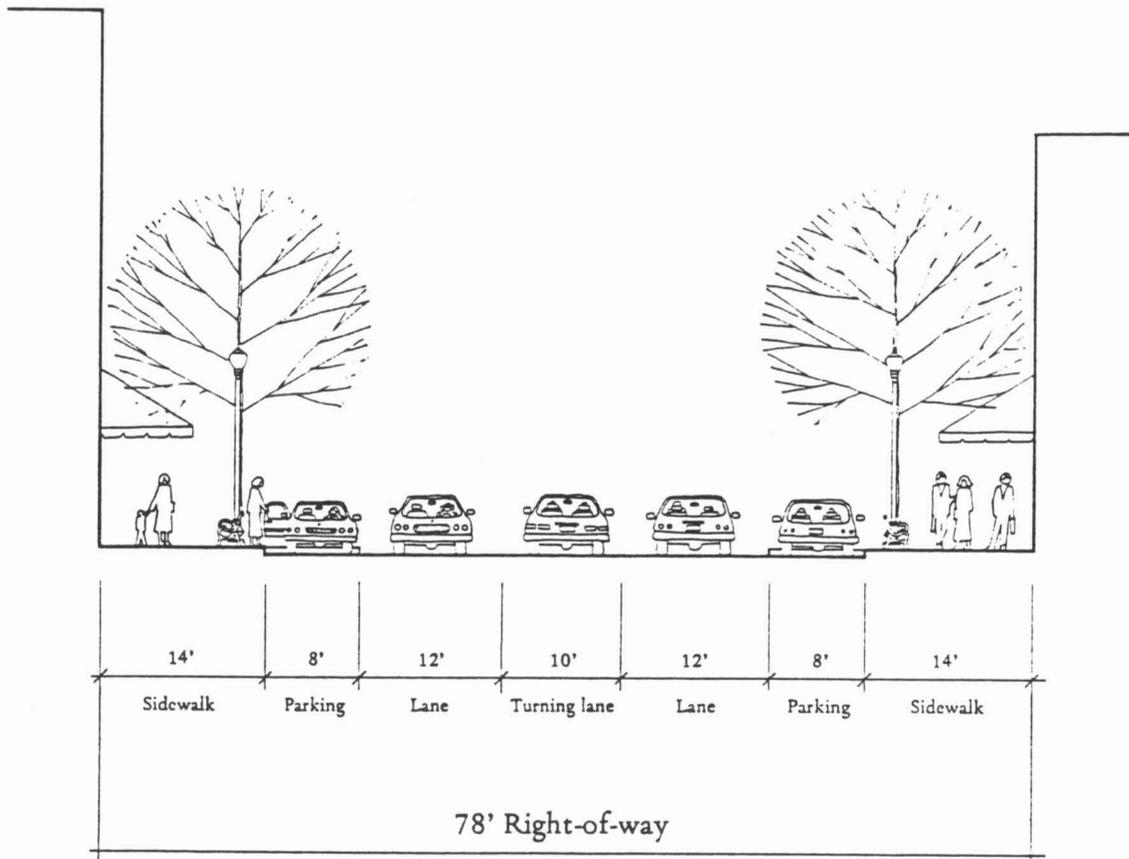


Figure 15
 Sherman Avenue - Sidewalk and Lane Widths

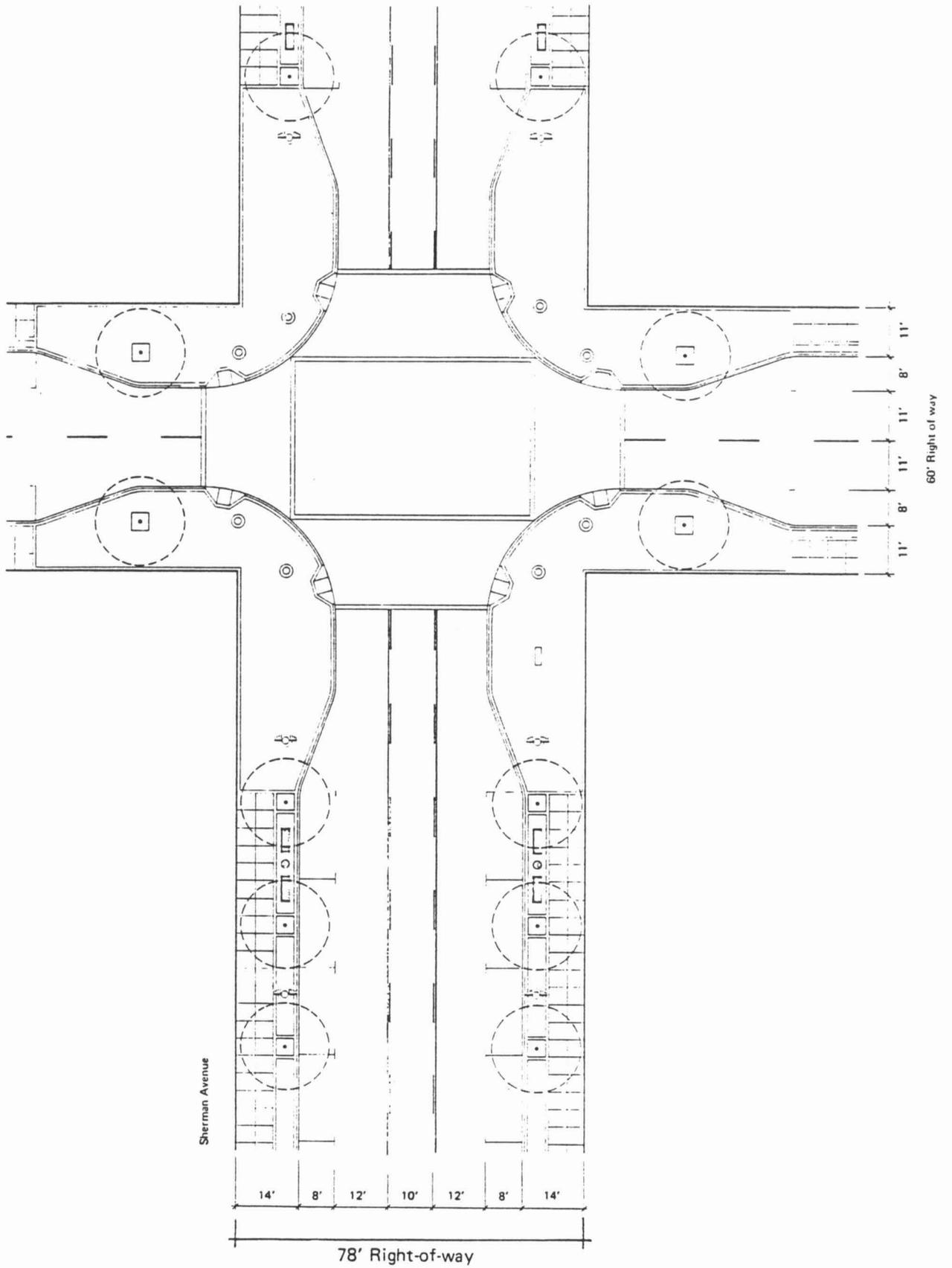


Figure 16
 Sherman Avenue - Schematic Intersection Configuration

Accomplished by

Redesign the municipal lot south of Front Avenue to improve pedestrian access from 4th and 3rd Streets to the waterfront and Tubbs Hill.

Requiring adequate sidewalks throughout downtown with a minimum width of 14' on Sherman Avenue and 8' on all other downtown streets.

Improving pedestrian pathways through the parking lot south of the museum, between North Boulevard and the lake, for better connections to downtown and the resort. Reconfiguration of the lot may be needed.

Providing pedestrian amenities, such as benches, litter receptacles, special light fixtures, special paving, and weather protection.

Requiring pedestrian-oriented frontage on Sherman Avenue from 1st Street to 7th Street and on all side streets crossing this portion of Sherman Avenue for a distance of one block from Sherman Avenue.

Encouraging concentration of pedestrian activity on the sidewalks by placing priority on development oriented toward the street and discouraging internally-oriented or mall type development.

Providing clear, safe connections from downtown to the waterfront, and encouraging pedestrian-oriented frontage along these connections.

Making streetscape improvements to Front Avenue and 7th Street (including directional signage) to provide a better pedestrian linkage between the downtown and City Hall.

Parking

Intention

To encourage walking on sidewalks, minimize the need for public off-street parking in the downtown core area and to ensure adequate parking in the downtown retail core to serve present and future needs.

Accomplished by

Managing the existing municipal lots to achieve greatest efficiency in order to serve retail stores and restaurants. Relocate the existing public boat ramp to allow for more parking at the adjacent municipal lot. Encourage long-term and employee parking at greater distances from retail core area.

Establishing on-street parallel parking on all downtown streets.

Reducing surface parking requirements on private property.

Encouraging structured (above and below grade) parking in new development through incentives while retaining pedestrian-oriented uses at street level.

Encouraging shared use of parking within the downtown.

Purchasing land which could accommodate a parking structure to be built in the future as demand grows. The future garage should relate to the 3rd Street/4th Street one-way couplet, encourage use of Lakeside or Front Avenues and should be as close to Sherman Avenue as possible. Entrances should be related to 3rd Street, and exits should be related to 4th Street. All parking structures should have pedestrian-oriented frontages at sidewalk level.

Gateways

Intention

To establish a welcoming image at key entry points to the downtown core and to help define the edges of downtown.

Accomplished by

Encouraging prominent uses in the corner buildings which promote the desired downtown image.

Providing special design features at the 2nd Street and 7th Street gateways such as overhead banners announcing special events, floral displays in large pots, and public art.

Providing special landscape treatment, including floral displays, with signage and accent lighting at I-90 and US-95 gateways. Larger scale artwork could be integrated into these gateway designs which relate to faster moving traffic.

Continuing the use of the existing street tree type to the west of 2nd Street on Sherman Avenue and North Boulevard and east of 7th Street on Sherman Avenue as an entry statement and using tree type(s) unique to the downtown retail core between 2nd Street and 7th Street.

Focal Points and Major Intersections

Intention

To lend unique identity to the immediate surrounding area and to provide better orientation within the downtown by acting as a reference point.

Accomplished by

Providing design features unique to Coeur d'Alene at key locations with a strong visual image and/or public activity focus.

Providing unique features at intersections which do not hinder pedestrian movement such as artwork integrated into pavement design, narrow vertical sculptural elements, or flagpoles with banners which tell the viewer something about Coeur d'Alene. Intersections are where people gather to wait for signal changes, thus allowing time to examine artwork of special interest. These elements could be different on each corner to encourage crossing the street.

Encouraging placement of movable tables and chairs in public open spaces near vending locations or where restaurants face onto the spaces.

Encouraging impromptu events such as musicians or mime in public open spaces where there is adequate space for people gathering to watch.

Supporting use of the existing historic Burlington Northern interurban substation as a new community cultural center which could expand its identity into the surrounding park. This use would complement the existing Museum of North Idaho.

Encouraging vendors at selected locations in public open spaces with adequate room. The vendors could be provided with specially designed movable carts unique to Coeur d'Alene.

Accenting and framing existing views of the lake and Tubbs Hill through encouragement of active uses along the lake front. Such an activity focus could be located between the resort and Tubbs Hill and include such elements as a visitors center, a restaurant/pavilion, a boardwalk, a place for water events, an amphitheater and a public fishing area with bait shop. Limited public boat moorage could be maintained for short term (1-2 hour) stays.

Signalization and Crossings

Intention

To ensure safe crossings with minimum pedestrian waiting time, and adequate traffic flow.

Accomplished by

Providing interconnected, pre-timed traffic signals at intersections on all downtown arterial streets (Sherman Avenue, 3rd and 4th Streets, Lakeside and Front) and discouraging the use of pedestrian-actuated signals.

Providing neckdowns at all intersections to shorten crossing distances and to provide more pedestrian waiting space.

Establishing highly visible on-grade crossings.

Discouraging pedestrian bridges.

STREETSCAPE IMPROVEMENT GUIDELINES: STREETWALL AND SIDEWALK DEVELOPMENT

Pedestrian-oriented Frontages

Intention

To encourage walking and strolling in the downtown by providing a stimulating and comfortable pedestrian environment.

Accomplished by

Encouraging non-retail uses such as professional offices, insurance agencies and realty companies to occupy space above sidewalk level.

Developing the corners of the blocks to clearly communicate to passing motorists the retail uses of the development.

Encouraging small shops and narrow frontages along Sherman Avenue to generate sidewalk vitality and interest.

Promoting a good mix of businesses at street level.

Ensuring that uses fronting on the street are pedestrian-oriented, stimulate pedestrian activity and provide visual interest. Appropriate uses include retail storefronts, restaurants and cafes.

Encouraging direct access to buildings at frequent, regular intervals and discouraging long uninterrupted facades.

Ensuring that street level facades are predominantly glass for a high level of transparency while prohibiting reflective or tinted glass.

Encouraging uses to extend out onto the sidewalks in the building frontage zone on Sherman Avenue. These uses include cafe tables and chairs, and retail displays.

Ensuring that weather protection, appropriate to storefronts, occurs along all pedestrian-oriented frontages facing onto sidewalks.

Street Level Set-tos

Intention

To ensure adequate sidewalk widths throughout downtown, and continuous building frontages abutting the sidewalk where pedestrian-oriented uses occur.

Accomplished by

Requiring that new development on streets have pedestrian-oriented frontages and "set-to" the sidewalk edge.

Encouraging continuous building frontages on pedestrian-oriented streets, discouraging large breaks between buildings and discouraging driveways crossing or parking on private property adjacent to the sidewalk.

Discouraging extensive/open spaces adjacent to the sidewalk, or building setbacks from the sidewalk on pedestrian-oriented streets.

Sidewalk Widths

Intention

To allow adequate space for pedestrian movement as well as street furnishings, street trees, storefront displays, cafe seating, and other storefront activities occurring on the sidewalk.

Accomplished by

Requiring overall sidewalk widths of 14' to 22' on both sides of Sherman Avenue and 8' to 19' on all other streets in the downtown. Adjusting sidewalk width requirements to accommodate existing significant trees.

Establishing three functional zones on the sidewalks: the building frontage zone, the walkway zone and the street furnishing zone. These zones are described in the following text. See Figure 17, Sherman Avenue Sidewalk Zones.

Sidewalk Zones - Street Furnishing Zone

Intention

To provide adequate space at the curb to accommodate "elements of continuity", such as street trees and street furnishings which unify the image of downtown and define its boundaries, and to act as a buffer between pedestrians and traffic.

Accomplished by

Designating an approximate 5'-6" wide area at the outside edge of the sidewalk which includes a 6" curb, a 4' square tree grate and brick paving.

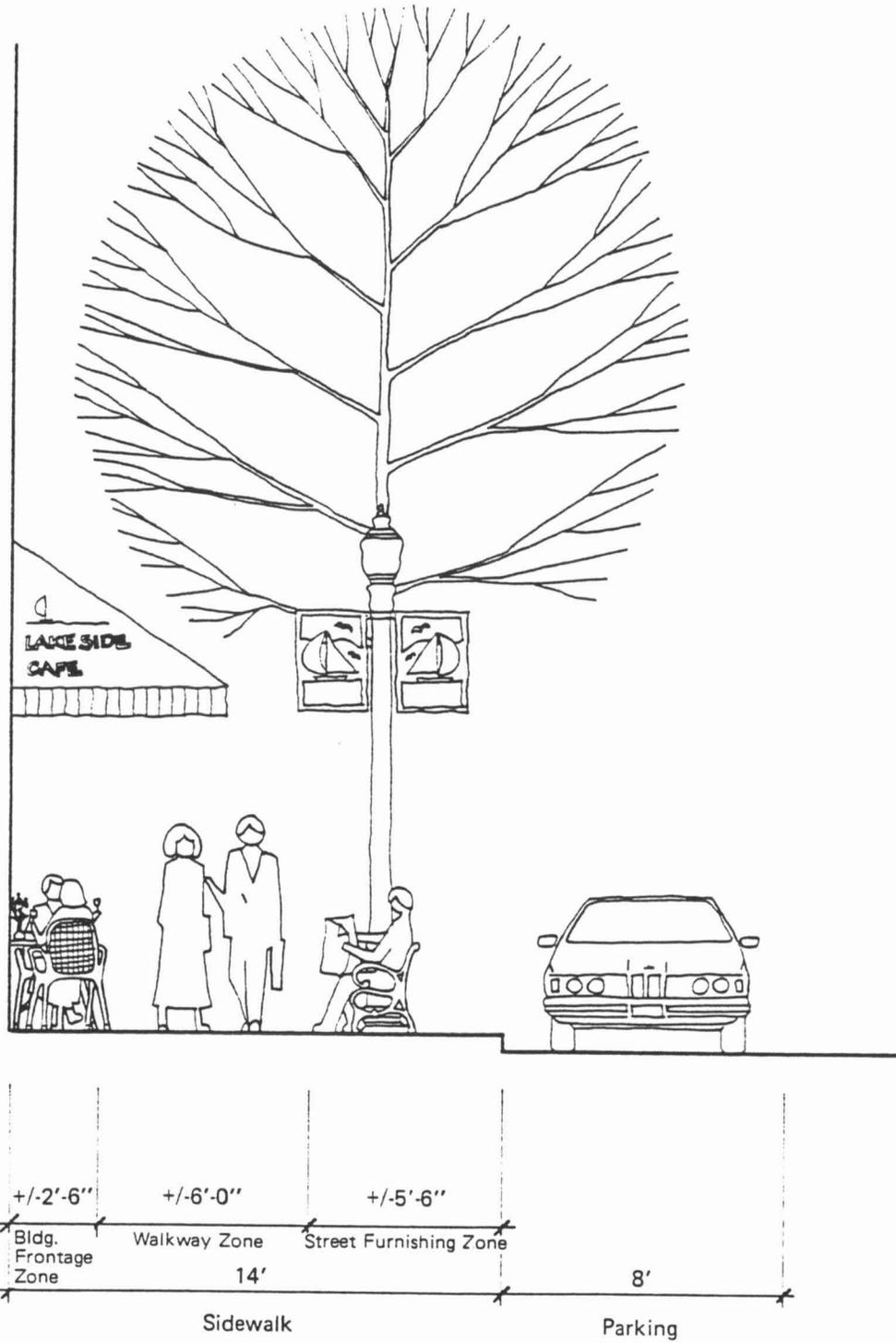


Figure 17
 Sherman Avenue - Sidewalk Zones

Specifying that the use of certain unifying elements be incorporated into the design of the street furnishing zone. These elements should include brick paving, ornamental light fixtures, benches, litter receptacles, drinking fountains and tree grates.

Placing all "A" frame signage in the street furnishing zone.

Sidewalk Zones - Walkway Zone

Intention

To provide adequate sidewalk space for at least two people to pass with no obstructions.

Accomplished by

Ensuring at least 5', preferably 6', of sidewalk space free of obstructions between the street furnishing zone and the building frontage zone. Some amount of "shoulder rubbing" is a positive influence on a downtown street as it lends a feeling of hustle and bustle.

Sidewalk Zones - Building Frontage Zone

Intention

To provide adequate space for window shopping and activities or displays related to the adjacent storefront.

Accomplished by

Ensuring a minimum of 1'-6" adjacent to the building face on any sidewalk.

Limiting the location of activities such as sidewalk displays and cafe seating to a 2'-6" wide area adjacent to the building on 14' sidewalks.

STREETSCAPE IMPROVEMENT GUIDELINES: ELEMENTS OF CONTINUITY

These "elements of continuity" are intended to provide unifying elements along Sherman Avenue and in public spaces in the downtown. The street furnishing elements depicted in the figures are meant to illustrate design intention, but to specify a particular design or manufacturer. The street furniture illustrated has a "classic," long lasting character.

Some "elements of diversity" are also discussed in this section. These are critical to the design as they will add interest and variety, and will give distinction to certain areas such as the 100% intersection. These "elements of diversity" include artwork, banners and seasonal flowers, as well as movable tables and chairs, and retail displays in the "building frontage zone."

Paving

Intention

To provide safe, easily maintained and aesthetically pleasing sidewalk surfaces and to reinforce visual continuity in the downtown.

Accomplished by

Requiring brick pavement or unit pavers in the street furnishing zone, extending to the building face at intersections on Sherman Avenue. The brick should be laid in a basketweave pattern with soldier course borders.

Ensuring all brick or unit pavers used in the downtown conforms to the same specifications for manufacturer, color(s), material, texture and size.

Providing soldier course borders around tree grates and light fixtures.

Requiring concrete pavement in the walkway and building frontage zones with an approximate 4' square scoring pattern.

Ensuring all concrete used in the downtown conforms to the same specifications.

Pedestrian-scaled Lighting

Intention

To enhance the visual image and festive atmosphere of Sherman Avenue and to provide adequate light levels on sidewalks for a more inviting, safer environment.

Accomplished by

Providing decorative lighting on the trees during the holiday season. Wiring for the tree lighting should be connected to the adjacent building above pedestrian level.

Providing single globe, pedestrian-scaled, ornamental fixtures along both sides of Sherman Avenue from 1st Street to 7th Street. These fixtures should share the intersections with high level light fixtures. See Figure 18, Light Fixtures.

Locating lights in the street furnishing zone approximately 50' on center between alternate street trees, ten per block, five on each side of the street.

Designing the fixtures so they match historic Coeur d'Alene fixtures.

Providing brackets, banners and hanging flower baskets attached to ornamental poles.

Using an overall height of approximately 15 feet to allow banners and flower baskets to hang above pedestrian height.

High Level Light Fixtures

Intention

To provide adequate lighting for downtown streets and coordinate with the design of pedestrian-scaled fixtures.

Accomplished by

Providing cobrahead lights mounted on a tall pole with a custom designed base to match the base on the pedestrian-scaled fixtures, and an ornamental attachment for the cobrahead at the top of the pole. See Figure 18, Light Fixtures.

Locating lights in the street furnishing zone two at each intersection on alternate sides of the street. Traffic signal mastarms should be mounted on high level light poles.

Using a fixture mounting height of approximately 35 feet.

Benches

Intention

To provide seating for pedestrians and to enhance a friendly pedestrian-oriented atmosphere in downtown.

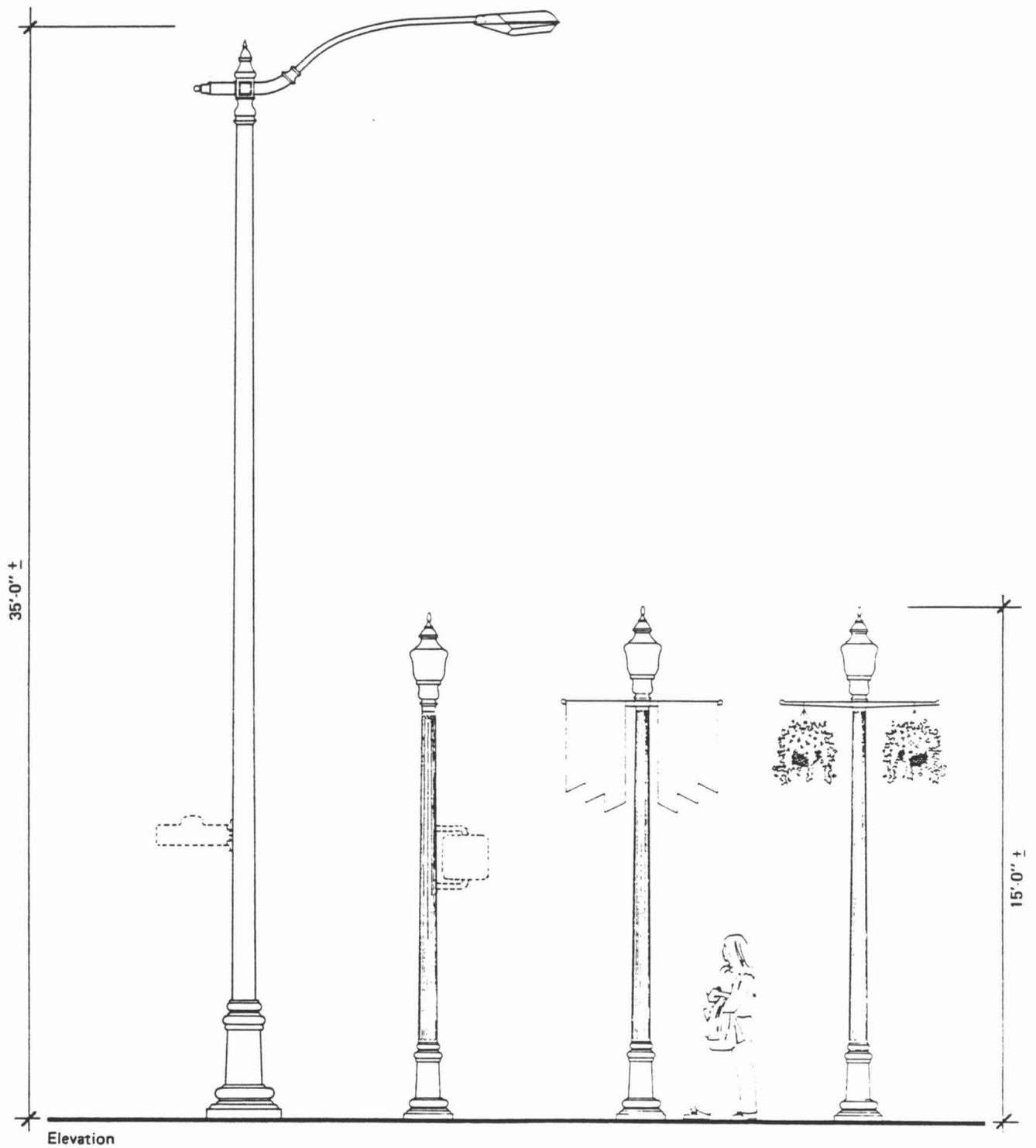


Figure 18
 Light Fixtures

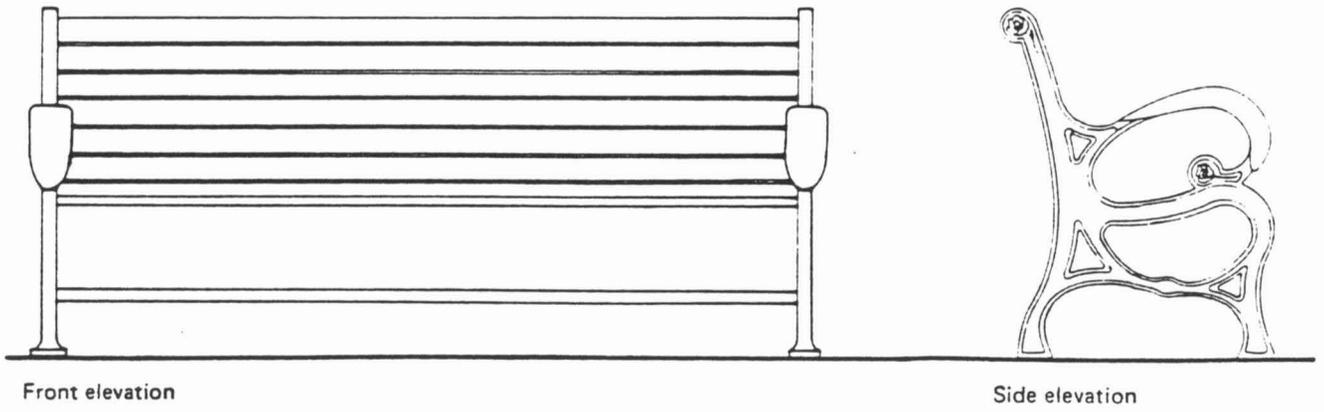


Figure 19
Bench

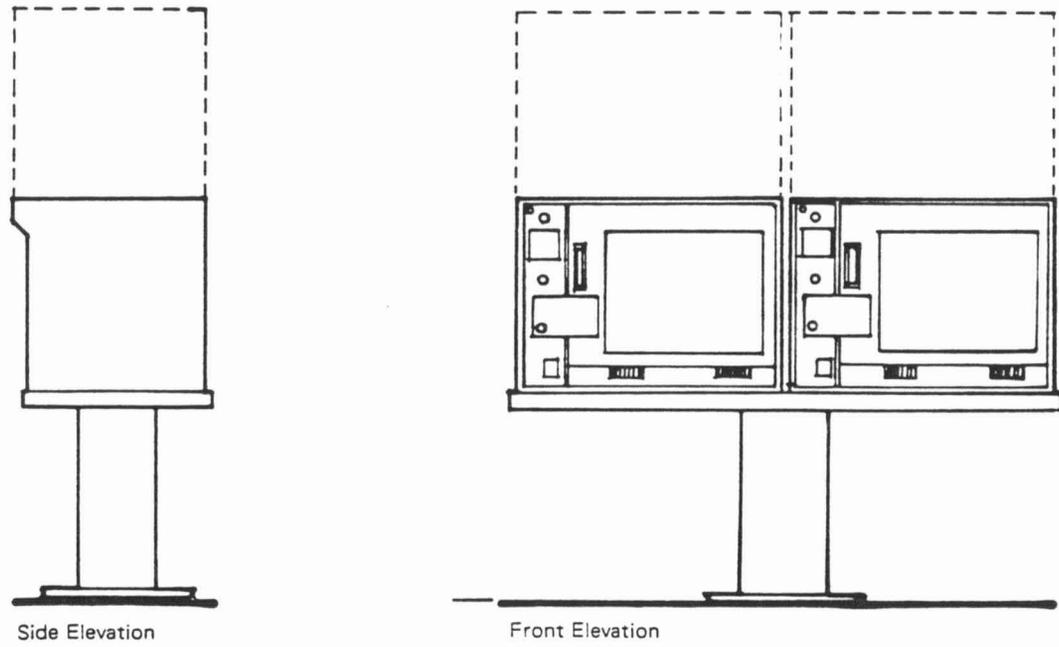


Figure 20
Newspaper Dispenser

Accomplished by

Providing sturdy, comfortable, 6' long wood slat benches with metal frames in the street furnishing zone of Sherman Avenue. See Figure 19, Bench.

Locating benches strategically along Sherman Avenue and in public open spaces.

Newspaper Dispensers

Intention

To provide conveniently and aesthetically pleasing newspaper dispensers at key locations.

Accomplished by

Locating dispensers near three or four key intersections and bus stops along Sherman Avenue, or approximately one every other block.

Providing pedestal type dispensers to ensure ease of trash or snow removal around them. See Figure 20, Newspaper Dispenser.

Providing one or two dispensers at each location with two or four boxes on each pedestal depending on the number of different publications to be accommodated.

Requiring use of the dispensers and prohibiting use of privately provided dispensers.

Bike Bollard

Intention

To provide secure bicycle parking convenient to bicycle paths. The design should be pleasing in appearance and accommodate a wide range of bicycle needs.

Accomplished by

Locating bicycle racks close to the center of downtown at major entry points to downtown which are used by cyclists. See Figure 21, Bike Bollard.

Allowing adequate space around the racks so parked bikes do not encroach on walking space or adjacent vehicular space. Provide support for both the wheel and frame so bicycles are not easily knocked over.

Providing a rack with cushioned surfaces to avoid damage to the bike and the rack at primary contact points.

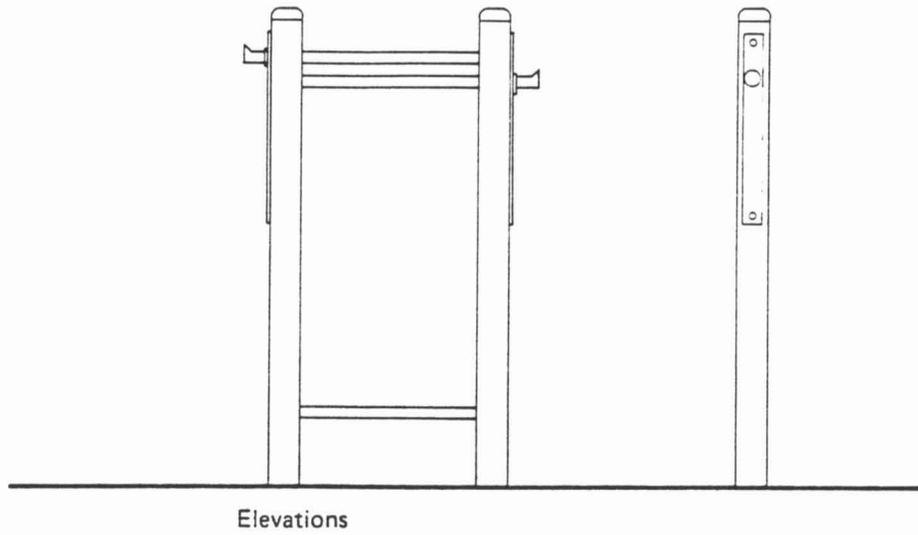


Figure 21
Bike Bollard

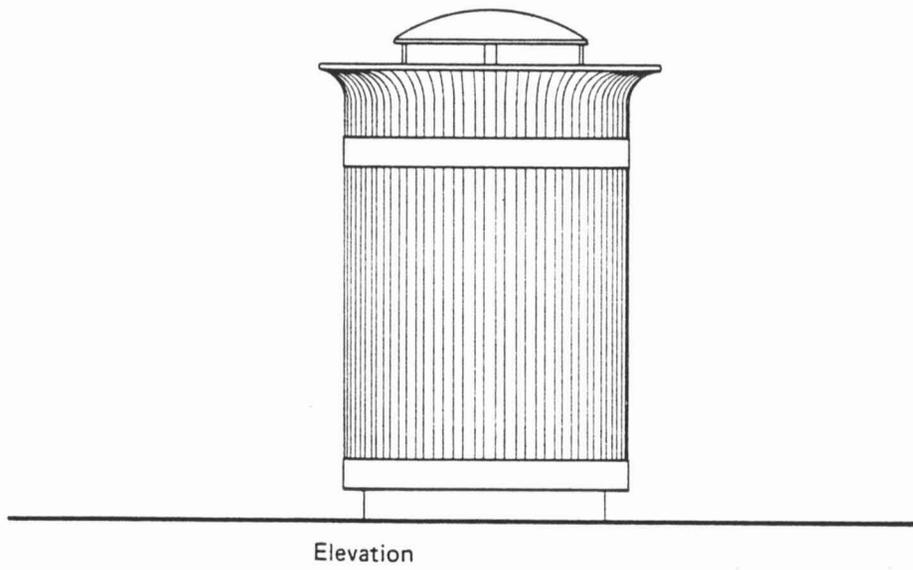
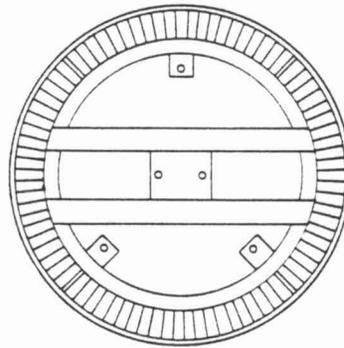


Figure 22
Litter Receptacle

Providing a rack which accommodates a wide range of lock types.

Designing bicycle rack layout for convenient and safe loading and unloading.

Ensuring simple design which does not need special directions in order to use it.

Litter Receptacles

Intention

To ensure adequate numbers and locations of litter receptacles to discourage littering.

Accomplished by

Providing metal strap receptacles with a snow proof metal cover in the street furnishing zone. See Figure 22, Litter Receptacle.

Locating one near each street corner between benches along Sherman Avenue and one on diagonally opposite street corners at all other downtown intersections.

Drinking Fountains

Intention

To provide distinctive drinking fountains which are conveniently located and accessible to children and the handicapped.

Accomplished by

Locating drinking fountains on both sides of Sherman Avenue near the intersections of 3rd Street and 5th Street, and near benches.

Providing a fountain with a single wide bowl mounted at a relatively low height (2'-8" maximum to top of bowl) to facilitate use by children. See Figure 23, Drinking Fountain.

Using a fountain with a fluted base to match the fluting on the light pole.

Tree Grates

Intention

To reinforce visual continuity in the downtown and to protect tree roots while allowing adequate aeration.

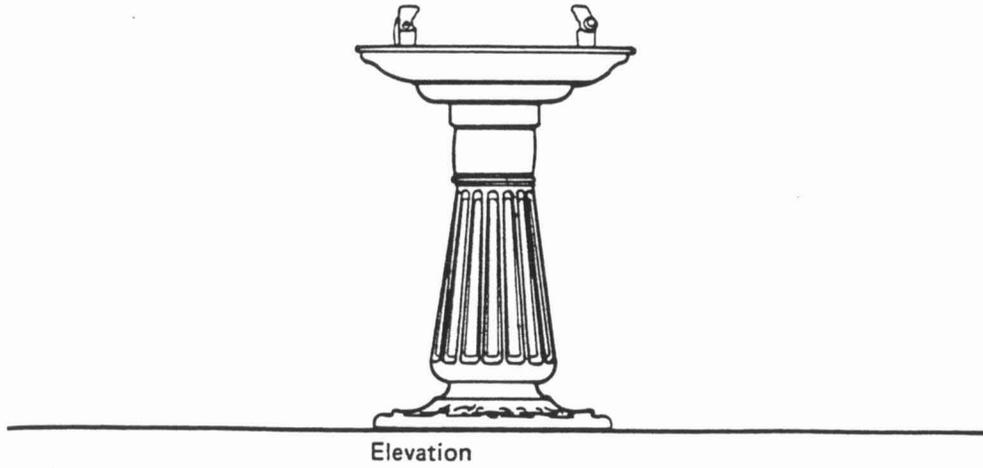


Figure 23
Drinking Fountain

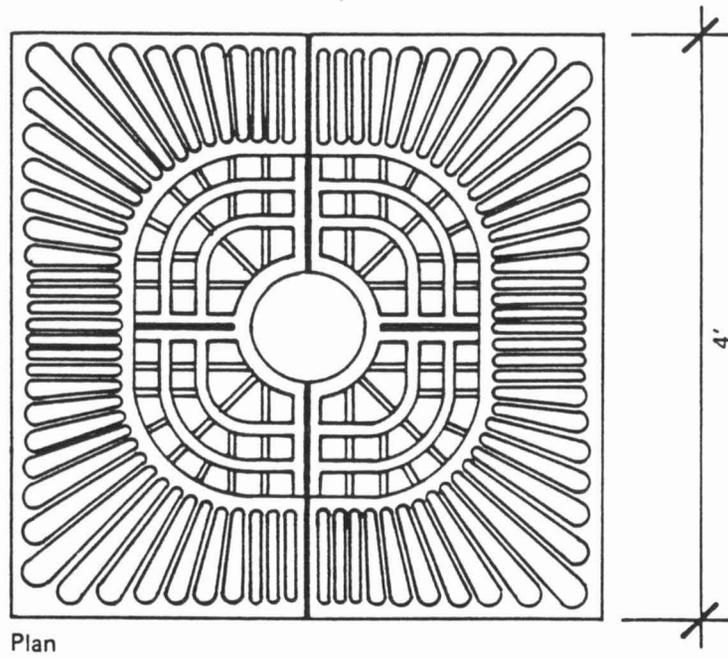


Figure 24
Tree Grate

Accomplished by

Providing 4' square cast iron tree grates for all trees in the pedestrian furnishing zone within the downtown. See Figure 24, Tree Grate.

Using tree grates with openings complying with the applicable handicapped requirements.

Street Trees and Planting

Intention

To provide greenery in the downtown, and shade in warm weather. To allow visual access to storefronts. To ensure healthy plant materials.

Accomplished by

Providing large size deciduous street trees at approximately 50' on-center, on all Sherman Avenue sidewalks and at all four corners of intersections on all other streets in the downtown. Require trees to be a minimum of 3" caliper in size.

Encouraging trees with a "lacy" canopy to allow visual access to buildings and storefronts behind them and avoiding use of trees with a dense canopy on streets with pedestrian-oriented frontage .

Requiring branching to begin above 8' in height upon installation, with an eventual branching height of 12' minimum, to allow visual access to storefronts.

Requiring use of trees in downtown from a selected list of street trees which have a proven track record for healthy survival in an urban environment and in the Coeur d'Alene climate.

Providing irrigation and long-term, year-round maintenance.

Planting trees flush with the pavement in the street furnishing zone to facilitate pedestrian movement, and avoiding raised planters.

Providing a "recommended street tree" list and map, and planting and maintenance guidelines for tree planting in the downtown environment.

Providing a "recommended planting" list, and planting and maintenance guidelines for general planting in downtown including buffer areas and containers. Containers include window boxes, pots, and flower baskets hanging from street lights or buildings above the height of pedestrians.

The Arts

Intention

To emphasize the unique historic and natural environmental qualities of the downtown, to provide landmarks, and to reinforce circulation paths through use of permanent and changeable art and performance arts. Art can be an element of diversity as well as continuity.

Accomplished by

Incorporating motifs into the streetscape design which reflect Coeur d'Alene's history, industry, cultural heritage, and surrounding natural environmental qualities. Figure 25 illustrates some examples of motifs. These motifs could be incorporated into:

- themes for window displays
- wall art on exposed blank walls such as sculptural relief or tilework. Wall art should respect the character of historic buildings.
- banner design
- tree-grate design
- metal parts of benches
- light pole or flagpole base castings
- pavement medallions or manhole covers
- three-dimensional sculpture such as story-telling columns, life-size historic characters or local wildlife.

Incorporating the "City of Coeur d'Alene" in raised letters, and/or the city logo, into street furnishing elements which could be custom cast such as the light pole bases, the bench, and the tree-grate.

Supporting programs for changeable art such as banners and seasonal lighting. A high priority should be given to the design and fabrication of banners to be used initially on street lamps and at the 100% corner. A design competition, perhaps involving the schools, should be considered.

Supporting special performance programs such as theater, music, dance or mime at appropriate locations or travelling through the streets.

Encouraging integration of specially designed architectural elements, such as open gateways, doors and door handles, gargoyles, or small elements set into the facade which add visual interest and character. These should not dominate the facade, but should be "found objects" which would be discovered by the pedestrian.

Promoting pavement art at building entrances.

Painting

Intention

To visually unify certain "elements of continuity" by painting them one color.

Accomplished by

Painting the light fixtures, litter receptacles, bike stands, drinking fountains, news boxes and metal parts of benches the same color.

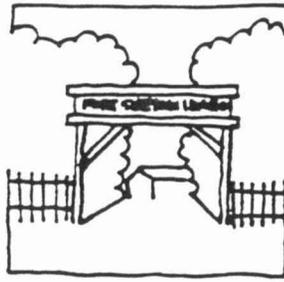
Using a very dark blue with a hint of violet which reflects Coeur d'Alene's primary asset, the lake, or using a deep forest blue/green, reflecting the town's beautiful forests and connections with the wood products industry.

Applying the final coat(s) of paint to all street furniture on site to avoid damage during shipping and to ensure a uniform color.

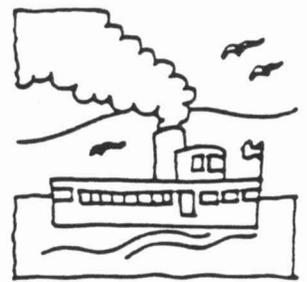
Leaving tree grates unpainted, or applying a very dark color to them.



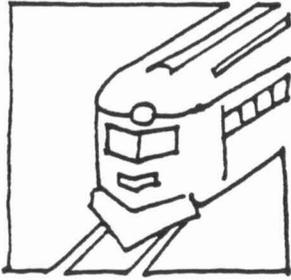
Native Americans



Fort Sherman



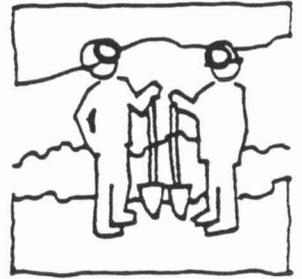
Ferries



Trains



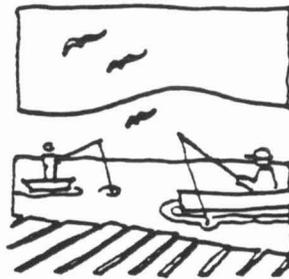
Logging Industry



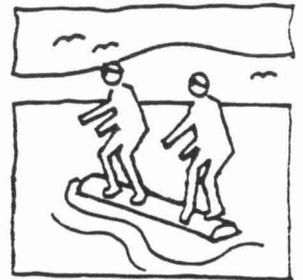
Mining Industry



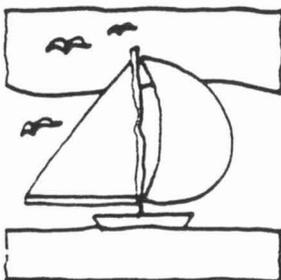
Hunting



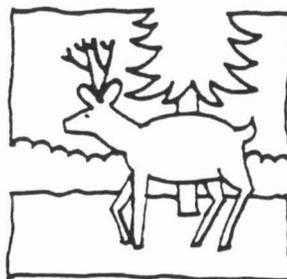
Fishing



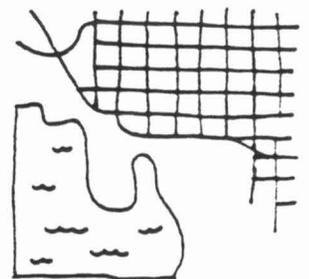
Log Rolling



Boating



Wildlife



Coeur d'Alene Map

Figure 25
Potential Motifs for Incorporation into Streetscape Design

FACADE AND STOREFRONT GUIDELINES

A characteristic of all commercial districts is that their physical character is continually changing and Coeur d'Alene's central business district is no exception. Buildings are demolished and rebuilt; facades are altered, rehabilitated or restored; and new business signs are constantly appearing. Although these changes are natural and healthy, many cities in their zeal to make improvements lose much of their original character and appeal. Instead of preserving their uniqueness, often there is a tendency to alter buildings to reflect the personality of other places or introduce an architectural style that is at odds with the personality of the downtown. In response to this approach, it is often necessary to establish guidelines to ensure that improvements are compatible with the district's streetscape. Design criteria also provide an outline of what changes are recommended and the reasons why.

It is the purpose of these building rehabilitation guidelines to act as a resource, by presenting rehabilitation techniques and explaining design concepts as they apply to commercial buildings and storefronts. It is also the aim of these criteria to explore those design principles that will not only lead to a more attractive image for your individual business, but will, importantly, help improve the image of the entire street. It is this comprehensive approach of how your total business environment is perceived that increases the chances for successful downtown revitalization. These guidelines can be used in conjunction with the U.S. Department of Interior document entitled "Standards for Rehabilitation."

Original Architectural Features

Downtown Coeur d'Alene is rich in examples of late 19th and early 20th century architecture. The general tone of the business is indeed set by the predominance of these structures. Their character gives the downtown a distinct identity and helps to convey a unique image for the resident and visitor.

When rehabilitating any of these older buildings everything should be done to preserve and maintain any of the original architectural features. Likewise, efforts should also be made to reveal any original features that might have been covered by 'later day' renovations.

Setback of Windows

Don't recess the window away from the sidewalk. This prevents the viewer from getting the close-up view that is essential to good window merchandising.

Do keep the window on a continuous plan with the facade. This maintains an intimacy between the shopper and the window display. Setting back the front window more than one foot from the facade can hamper this relationship.

Piers

Don't cover the piers or columns. The lower piers are usually built of the same material found on the upper facade (i.e. masonry, stone, etc.). They provide an integral function to the building design by linking the upper facade to the storefront through a strong vertical element. Covering these piers not only hides the original material but separates the building into unrelated layers. Painting the piers at the storefront level a different color than the piers on the facade above will also further this separation.

Do take advantage of the entire building facade. If piers have been covered, simply remove the covering material. This will expose sections of the original facade, and visually pull the upper and lower part of the building together, while providing a frame for the storefront. If painted a different color from the piers above, simply paint the lower piers the same color. In any case, try to visually connect the upper and lower part of the building.

VOIDS

Don't create large areas at storefront level that are void of detail if left plain. These areas become uninteresting and do little to enhance the building or storefront.

Do try to provide interest to large open areas by using architectural details, signage, lighting, paint colors, etc. This approach keeps the ground floor level consistent with the scale of the street and visually exciting to the shopper.

Display Windows

Windows are extremely important to the downtown experience, and their loss can greatly diminish one of downtown's most valuable features. Don't obliterate or reduce the size of the display window. If energy conservation is a concern, double glazing is available.

Do see the display window as a business asset, no matter what your business. Windows provide natural light and allow the interior to be open to the street. They can become a welcome interior design feature to an office or reception area. If there is no merchandise to be displayed, windows can be used for community service announcements or exhibits. Even one interesting object can be effectively displayed. Window shopping is an extremely important downtown activity and a continuous "wall" of interest should be provided where possible. Wherever, try to eliminate blank walls that face onto a pedestrian thoroughfare. If possible and appropriate install display windows.

Display Window Glass

Don't use tinted glass. Although helpful in shielding the interior from direct sunlight, it can greatly reduce the visibility of what is displayed.

Do make display windows of clear glass. Shoppers should get a clear, unobstructed view of the merchandise displayed.

Awnings

Don't install awnings that appear as minor appendages to the building and incorporate dimensions that are at odds to the storefront. Avoid using hard materials like sheet metal or aluminum.

Don't use back-lit awnings which have exclusive light levels and overwhelm the street and other frontages.

Do provide awnings that fit comfortably into the building facade and are correctly proportioned to shade the window or announce the entrance and protect the shopper. Generally speaking the awnings should be of the retractable type: extending five feet from the building facade, having a 45 degree drop, having a valance that is at least 12" in height and measures no less than 7'0" from the sidewalk. It is also recommended that a soft, natural material such as canvas be used.

Bulkhead

Don't build the bulkhead or lower window panel too high. This cuts down on the window size and creates a barrier between customer and merchandise.

Do keep the lower window edge approximately 18 inches up from the sidewalk. This dimension has proven to be ideal for displaying all types of merchandise. (Jewelry stores are excepted as their merchandise is small and needs to be closer to eye level for customer viewing.)

Maintenance

Don't neglect maintenance. Unwashed windows, peeling paint, torn awnings, broken or missing tiles, etc., not only present a poor image to the shopper but can become costly to repair or replace.

Do build a policy of good maintenance habits to protect your investment. Keeping a storefront clean and in good repair is the best and easiest of all rehabilitation practices.

Building Separation

Don't attempt to treat two different buildings in an identical way. Do try to maintain the stylistic differences of buildings even though the same business may occupy both buildings. A unified image can be simply accomplished through the use of color and signage alone. Be sure to recognize the division between buildings by using awnings or signs. Where the edge of the building occurs, allow a definite space between these design elements. Likewise, if more than one business occupies a single building try to maintain the individual store identity using different signs, colors, separate awnings, etc.

Signage

The importance and complexity of good signage deserves a pamphlet of its own. The following are basic principles to be used as a starting point:

Don't place the sign in areas that were never meant to be covered by a sign. Take special care to not cover any architectural details such as a window transom, cornices, brickwork, etc.

Do locate the sign in a logical location. On most buildings, particularly older ones, the natural location for signage lies in the areas between the display window and the storefront mid-cornice or between the mid-cornice and the sill of the second floor window.

Don't make a sign any larger than it has to be. An overpowering sign cheapens the image of the individual business, overwhelms neighboring businesses and spoils the appearance of an otherwise attractive block.

Do provide signs and letters that are in proportion to the building, sidewalk and pedestrian. Typically, signs applied directly to a storefront and lower building surface should contain letters that are between 9 and 14 inches in height.

Don't make the letters or design of the sign so fancy that it is illegible. Ornate lettering styles are best suited for printed material rather than commercial building signs.

Do keep the signs simple and direct.

Don't use light background with dark letters. This approach often gives more prominence to the background instead of the message. Avoid using colors of similar value on the sign background and the sign lettering.

Do provide as much contrast as possible between the background and the sign letters. In particular, when using a back-lit sign keep the background dark or opaque and the letters light. This will not only make the message stand out better but will result in a sign that looks less like an ordinary box.

Consider neon signage behind the glass storefront to add color and vitality to a store's window displays.

Roof

Don't allow any part of the roof, parapet or cornice to deteriorate. Deterioration can lead to leaks and water seepage, which cause damage that could become very costly to repair.

Do check the roof and cornice at least every six months for minor openings, cracks or missing parts. Repair immediately.

Repointing

Don't allow joints between bricks to disintegrate. This can permit water to seep into open spaces where freezing can cause cracking of bricks and weakening of the wall.

Do repoint brick joints where necessary. If the structure is older, be sure to use a mortar that is consistent in lime content, color and texture to the existing mortar.

Get the Most from Your Windows

Don't install new windows that are of a drastically different design from the original.

Do match the material as well as the design of the original windows (e.g. size and number of panes).

Don't cover or block the original window opening with materials like brick or plywood as this can significantly harm the character of the facade.

Windows

Do try to maintain the original window opening for aesthetic and practical considerations. If any of the upper floors are vacant, place curtains or shades behind the window to make it appear as if the space is occupied. This small, inexpensive procedure will add much to the life and appearance of the facade. Another effective technique to make the building look more "lived-in" is to install window awnings.

Painting

No single item can have as dramatic an effect as the repainting of a building facade. Because painting a large mass has tremendous impact, careful planning is required.

A newly painted facade can deteriorate quickly if the surface has not been properly prepared. Thoroughly scrape all loose paint and apply a primer coat or two good coats of paint. Latex paint with a flat finish is recommended for masonry surfaces while oil base paints are recommended for wood (trim, cornices, etc.).

Choose a color that is subdued. When dealing with large surfaces bright colors can become garish and overbearing. Since it is impossible to determine the exact color from a small paint chip, paint a test patch on the building. Paint colors should be complementary to the building as well as the colors they are placed against. Try not to use more than three colors: a body color for the walls, a contrasting trim color and an accent color for special details. Choosing the right combination of colors can unify the architectural elements within the facade as well as relate the storefront to the overall design.

Use the Right Method to Clean Your Masonry

Most buildings 50 years and older show the years of accumulated dirt and grime. In some instances this acquired patina is part of the building's character, but in most cases a simple masonry cleaning is desirable to bring out the original color and highlights of the facade.

Choose your cleaning process carefully. Use a reputable contractor. Inspect the contractor's prior work and ask for references. Use the mildest cleaning methods possible. Make the test patches in the least obvious locations to be sure that the process works and does not harm the masonry. Three common processes are described below:

- o Water cleaning: Low pressure water cleaning (not to exceed 500 psi) is the safest method of cleaning dirt from an unpainted masonry surface. Scrubbing with bristle brushes and a mild detergent will help the process.
- o Chemical cleaning: Various chemical solutions can be used, depending on the strength needed. Test a small area first, and use the mildest strength necessary. Chemical cleaning requires an experienced professional.
- o Abrasive cleaning: Never sandblast brick. Sandblasting destroys the outer layer of the brick and can permanently damage the building. Once the outer skin of the brick has been removed, water can saturate the surface and further deteriorate the brick. Sealants do not effectively replace this outer surface layer and by creating a vapor barrier cause other problems that can lead to further deterioration.

Entranceways

The entranceway to any commercial structure is important not only because of its architectural significance but because of its meaningfulness in helping to attract customers. In almost every case, the more impressive the entranceway can be made, the more inviting the store will be to the shopper. In this regard: keep the entranceway opening as large as possible and recessed for protection, extend window display into entranceway, use quality materials for the front door, flooring, side walls, etc., incorporate the store address within the entrance area, and provide ample light overhead for night visibility and security.

Coeur d'Alene has numerous instances where there is an entranceway directly facing onto a corner intersection. Owners should take advantage of this feature, for it not only reinforces a unique downtown characteristic but is beneficial because of the increased amount of visibility a corner entrance affords.

Materials

Care should be taken when adding or substituting new building materials to the facade or storefront of any older or historic building. These materials should be consistent to and should visually complement existing original materials in texture, color and finish.

New Construction

New buildings, especially when they are of an "in-fill" nature, must comfortably fit into the commercial streetscape. New development should relate to the existing streetscape environment in scale, architectural style, shape and surface treatment in order to create a visual harmony between new and existing structures and to minimize the aesthetic clashing of styles. Buildings should be particularly consistent to neighboring structures in height, bulk and window fenestrations. New building materials should also be sympathetic (and not at odds with) adjacent structures. The type of materials used, their texture, color and finish are of particular importance. Natural materials such as brick, stone and wood should be emphasized. Mirrors and reflective materials are strongly discouraged.

Buildings should be situated directly on the front property line with no at grade setbacks except at building entrances and where through-block walkways and courtyards are provided.

Buildings should be a minimum of two stories in height in order to promote efficient land use, and create a critical development mass while maintaining a sense of urban density that is consistent to the other buildings in the central Coeur d'Alene business district.

Continuous ground floor retail, service and entertainment facilities should be incorporated into all new development. Housing is encouraged in the upper floors of new development to enliven downtown throughout the day and week.

Larger building projects should incorporate facades that are no longer than 100 feet in length and designed with consideration for architectural detailing (awnings, cornices, eaves, signs, windows and fenestration) which create interest and break up the front plane of the building.

Awnings, marquees, arcades or other architectural features which provide pedestrian protection during inclement weather are encouraged. These elements should be designed so as not to interfere with pedestrian movement through the area (ie. minimal use of columns and other obstructions) and should allow maximum penetration of natural light.

FACADE AND STOREFRONT GUIDELINES: CASE STUDIES

The Penney's Block

Background

In 1989 J.C. Penney Company will be relocating to the mall. The Hagadone Corporation has purchased the Penney's block and intends to redevelop it for retail uses. Figures 26 and 27 illustrate facade and storefront ideas for the Penney's Block.

Design Guidelines

Uses

Active retail uses, including shops and restaurants, should be located at sidewalk level fronting on Sherman Avenue, 2nd Street and 3rd Street.

Service retail and office uses (such as travel agencies, realty companies, hair salons, etc.) are encouraged to occupy second floor space.

Uses at street level, fronting on the corner of 3rd Street and Front Avenue, are encouraged to have lakefront-related uses (lakefront theme restaurant, recreational clothing and equipment, boating supplies, etc.).

Preservation

Preserve the two buildings currently occupying the corner of 2nd Street and Sherman Avenue.

Provide traditional storefronts with large, clear glass areas and historic detailing and character in storefronts of preserved buildings.

Open up new storefronts in historic buildings fronting 2nd Street.

If weather protection is provided on historic building frontages on Sherman Avenue, weather protection should be in the form of individual awnings above storefronts and entrances in character with the architecture.

ARCHITECTURAL FEATURES - Remove panels from cornice, restore original brackets.

CLEANING - Chemically clean facade.



BULKHEAD - Construct new storefronts.

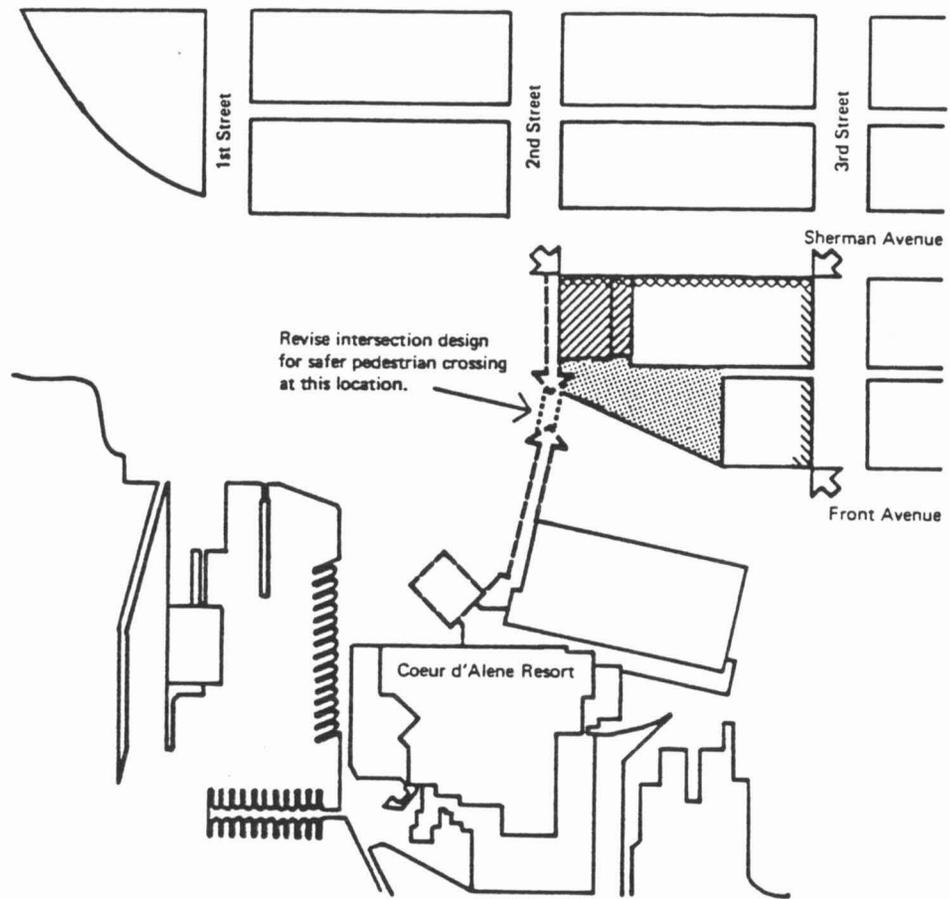
NEW STRUCTURES - New "infill" structures compatible with neighboring buildings.

AWNINGS - Install new awnings.

WINDOWS - Enlarge side window displays.

Figure 26

Penney's Block: Facade and Storefront Recommendations



Legend

-  Store Windows and/or Entrys
-  Direct Entrances to Shops from Sidewalks
-  Restore Historic Buildings
-  Active Public Open Space
-  Provide Store/Restaurant Entrances at Corners
-  Encourage Weather Protected Sidewalk Linkage (Street Level)

Figure 27
 Penney's Block Plan: Redevelopment Recommendations



North

Frontages

Provide direct access to shops and restaurants the entire length of the Sherman Avenue frontage.

Encourage direct access to retail uses on 2nd and 3rd Streets.

Encourage small shops and narrow frontages to generate sidewalk vitality and interest along Sherman Avenue.

Encourage pedestrian-oriented signage as described in the building storefront and signage guidelines. Particular emphasis should be given to neon signage behind the glass storefront, to add color and vitality to store window displays.

Backlit awnings should be discouraged as these provide sidewalk light levels which are excessive and overwhelm the street and other business frontages.

Entrances

Encourage store entrances at the corners of 2nd Street and Sherman Avenue, 3rd Street and Sherman Avenue, and Front Avenue and 3rd Street.

Public Open Space/Streetscape

Encourage the provision of public open space at the southwest corner of the block to extend the park theme into the block.

Encourage winter uses, such as a skating rink, in the public open space at the southwest corner of the block and seating which takes advantage of the southern sun exposure.

Widen sidewalks on the east side of 2nd Street, between Front Avenue and Sherman Avenue, and provide street trees. Consider sidewalk vendors to attract pedestrian activity.

Consider potential building brackets for hanging flower baskets and seasonal displays on the 2nd Street, Sherman Avenue and 3rd Street frontages.

Linkages

Provide pedestrian crosswalks on both the west and east sides of the vehicular approach to the resort and the resort garage, to retain the continuity of pedestrian movement along both the east and west sides of 2nd Street, by realigning the access drive to the resort.

Provide crosswalks at the intersection of Front Avenue and 2nd Street.

Provide adequate crossings and crosswalks between the public parking lot and the corner of Front Avenue and 3rd Street.

Encourage linkages between the resort and the Penney's redevelopment block to be made at street level and discourage the construction of a skybridge linking the existing garage with the Penney's block redevelopment in order to encourage pedestrian activity and vitality at street level.

Weather Protection

Provide street level weather protection between the resort complex and the Penney's redevelopment block, possibly by constructing a canopy which extends along the east side of 2nd Street.

Encourage weather protection on Sherman Avenue, 2nd Street and 3rd Street when appropriate to the character of the architecture.

Parking

Explore opportunities for shared parking with existing resort garage.

Preserve as much on-street parking around the perimeter of the development as feasible.

Access

Encourage vehicular access to the project by vehicle along Front Avenue and 3rd Street to direct access to parking opportunities.

Maximize direct connections to I-90 on 3rd Street, 4th Street, Northwest Boulevard and Sherman Avenue.

Develop the corners of the block to clearly communicate to passing motorists the retail uses of the development.

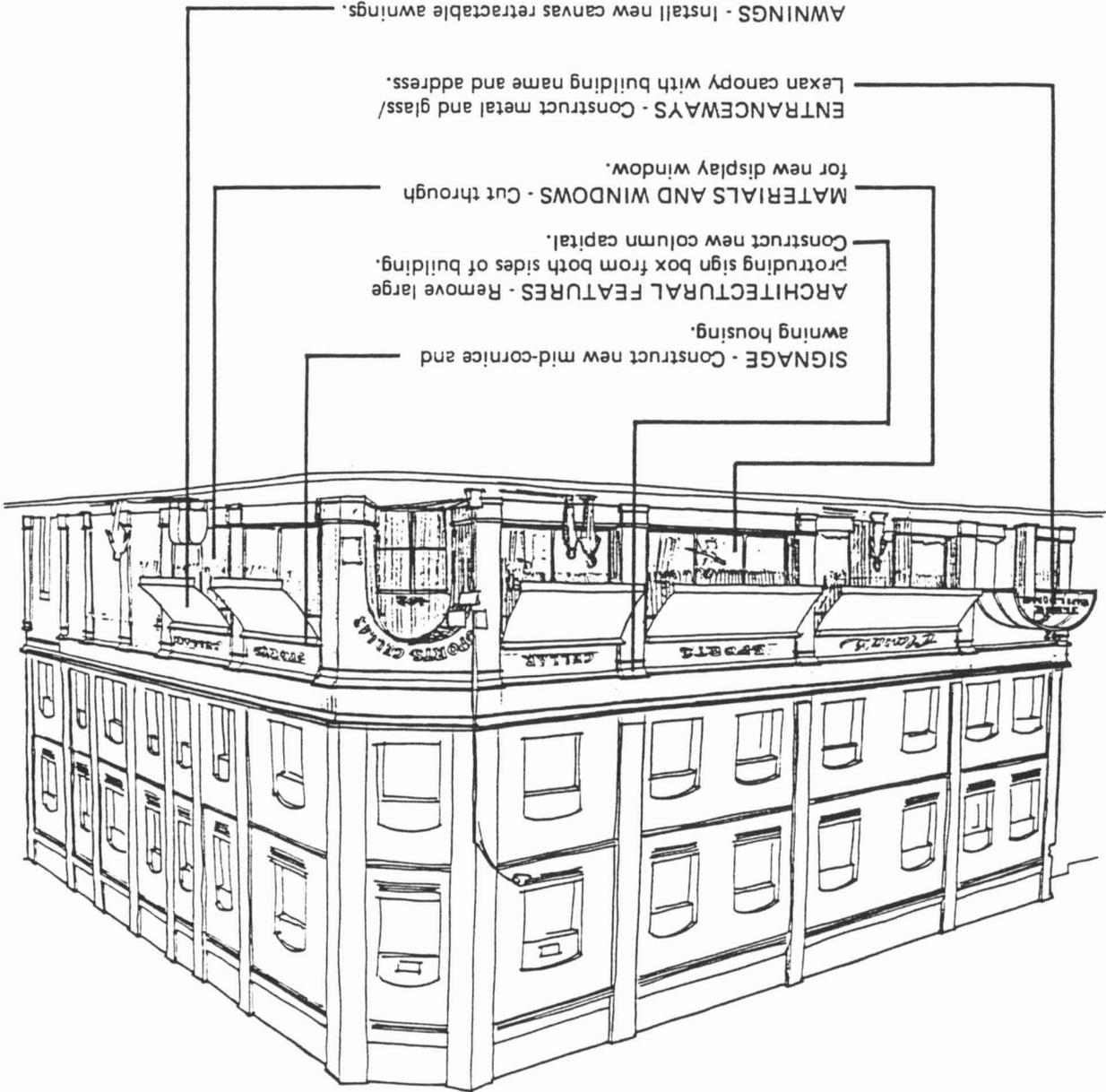
Consider service access to the project on Front Avenue or 3rd Street.

The Elder Building

Background

This imposing three story structure has been renovated several times since its construction at the turn of the century. Its location (on the corner of 2nd Street and Sherman Avenue) and bulk help demarcate this major intersection and contribute to the image of an active well-defined Central Business District. Figure 28 illustrates facade and storefront recommendations for the Elder Building.

Figure 28
Elder Building: Facade and Storefront Recommendations



Design Guidelines

Uses

Active retail uses, like the ones that are currently in place, should occupy the corner and Sherman Avenue locations.

Service retail and offices are encouraged to occupy upper floor space.

Preservation

Remove the overly large protruding sign from both sides of the building.

Construct mid-cornice and install new sign band that is better proportioned to building facade and storefront.

Install retractable canvas awnings above display windows along Sherman Avenue and 3rd Street frontage.

Frontages

Construct new architectural feature to serve as capital detail for ground floor columns.

Demolish solid wall between columns at ground level on Sherman Avenue and 3rd Street and install large display window.

Entrances

Construct new corner entranceway to complement the architectural character of the building facade.

A clear indication (awning or marquee with name and address) of the entrance to the upper floor offices should be maintained from Sherman Avenue.

Weather Protection

Encourage weather protection on Sherman Avenue and 3rd Street, when appropriate to the character of the architecture. In this case it would be suitable to use canvas awnings over the display windows and a glass (or other transparent infill material) for the marquee on Sherman Avenue.

The Hart Building

Background

This late 19th century masonry structure located on the corner of 2nd Street and Sherman Avenue is typical of the commercial "functional style" of building. The well preserved 2nd floor and facade along 4th Street represent a handsome contribution to the historic nature of downtown Coeur d'Alene. Of particular note is the well detailed corbelled masonry parapet. Figure 29 illustrates facade and storefront recommendations for the Hart Building.

Design Guidelines

Uses

The corner store should be occupied by an active retail business. The current tenant is an ideal choice.

Preservation

Thoroughly scrape and prepare masonry facade. Apply primer and two coats of flat masonry paint. Repoint where necessary.

Install new canvas awnings on upper floor windows. This helps to give the building a "lived-in" appearance while giving dimension and interest to the overall facade. Install new awning over 2nd floor entrance on Sherman Avenue.

Remove existing corrugated panels that cover transom area.

Construct new mid-cornice and install new sign band that is better proportioned to building facade and storefront. Provide built-in lighting fixture to underside of cornice.

Frontages

Install new storefront that better reflects the late 19th century architectural style of the building. Keep the bulkhead low and maintain as much display window area as possible. Use materials (preferably wood) that are compatible with the historic character of the building and street.

Display windows should be taken advantage of with well designed window displays.

Entrances

Maintain corner entranceway.

Clearly define upper story entranceways with lighting.

ROOF - Don't allow to deteriorate

PAINTING - Thoroughly scrape and prepare masonry facade. Apply primer and two coats of flat masonry paint. Highlight building name with contrasting color.

REPOINTING - Repoint where necessary

WINDOWS - Install new canvas awnings



VOID - Construct new mid-cornice to serve as light fixture housing.

SIGNAGE - New signboard.

WINDOWS - Remove existing corrugated panels

MATERIALS - Install new storefront

Paint lower panel - stone gray

Re-work bulkhead

AWNINGS - Install new awning

PIERS - Remove existing wood board -
Reveal original building pier

Figure 29

Hart Building: Facade and Storefront Recommendations

DESIGN IMPLEMENTATION

Phasing

Implementation of design recommendations should begin with the heart of downtown. Phase I will encompass improvements on Sherman Avenue from 1st Street to 7th Street. See Figure 30, Proposed Project Phasing. This will not only benefit businesses on Sherman Avenue, but also businesses on surrounding streets. A strong downtown identity will be established in the most highly visible part of the downtown retail core.

Phase 2 will expand the new downtown identity to the north and south of Phase 1. Lakeside and Front Avenues will be improved, reinforcing the "Three Street Concept". Street segments between Lakeside and Front will be included in this phase as well as an extension of Lakeside to the west to connect with Northwest Boulevard. Properties needed for implementation of the Three Street Concept should be purchased as soon as possible.

Phase 3 will extend to the north part of downtown, to the east along Sherman Avenue to I-90 and to the west along Northwest Boulevard. Gateway improvements at I-90 and SR-95 would be completed in this phase as well as design recommendations for the area south of Front Street to the waterfront and Tubbs Hill.

Construction Considerations

To minimize the impacts of construction and scheduling on downtown businesses there are several measures which may be taken. Separate funding may need to be established for several elements of this program.

Limiting Construction Area

It will be advantageous to businesses in the downtown to limit construction to one street or street segments through phasing of the project. Smaller construction phases also mean higher cost and longer construction duration. A balance between the needs of businesses and cost/duration should be sought.

Minimizing the duration of construction work in the sidewalk areas adjacent to storefronts will be critical to the survival of some businesses. One approach to this is to construct the street first with limited utility and paving work near the building frontages. Construction of the sidewalks should follow in increments minimizing problems with physical and visual access to the shops. This may be specified in the contract documents; however, restrictions on the contractor mean increased costs. This approach could also be accomplished through meeting with the contractor and explaining what is desired, with no guarantees of agreement.

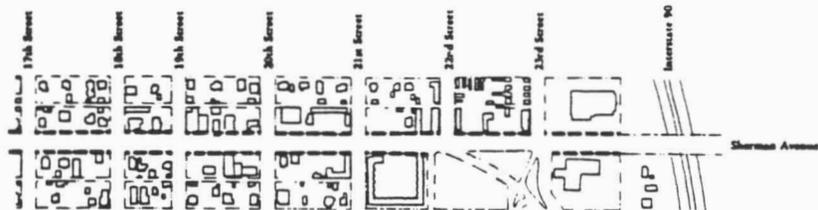
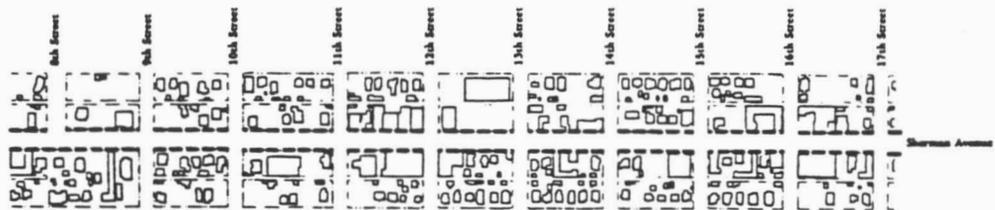
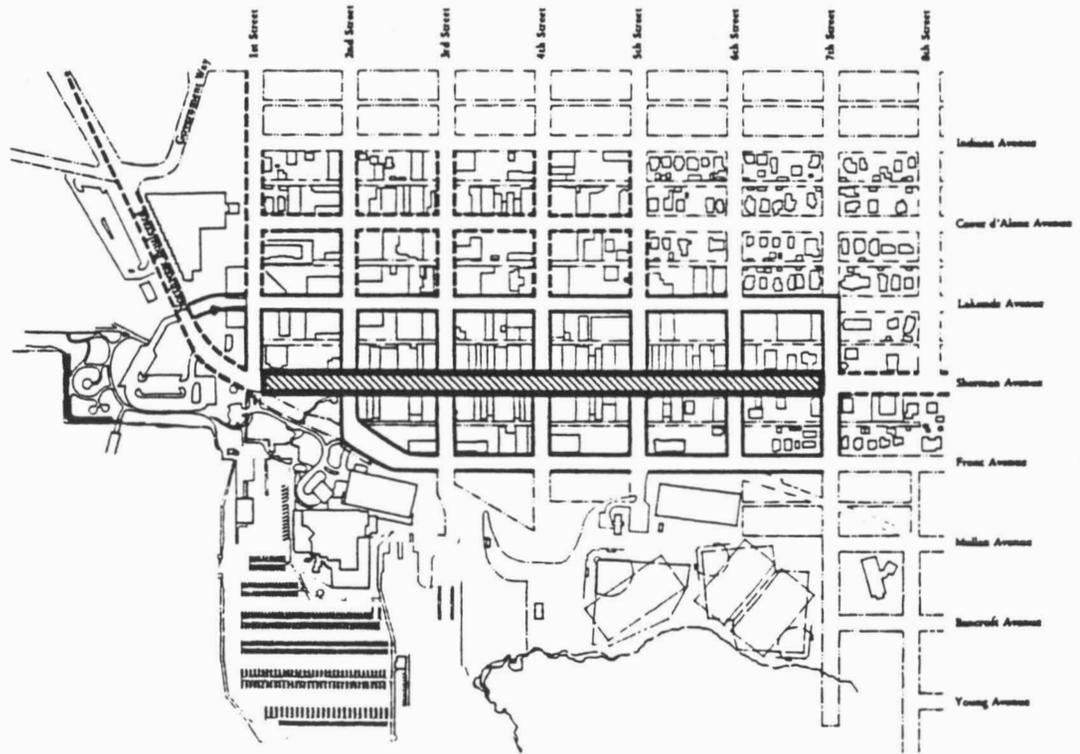


Figure 30
Proposed Project Phasing



Limiting Time, Date and Duration of Construction

Construction should be scheduled so it does not coincide with holiday shopping periods or downtown events. Overall construction duration and dates can be specified in contract documents. The construction site should be required to be clean and safe during the limited construction times.

Construction should be restricted to specified hours. For example, noisy or dirty work in the vicinity of restaurants could be restricted during the lunch hour, or heavy equipment could be restricted outside the fence on sidewalks at certain times. Consideration should be given to nearby residential areas, limiting construction hours when people are at home or sleeping. Weekend hours could be limited also, to minimize impacts on businesses, shoppers and residents.

Limiting Construction Operations

Construction site boundaries should be defined in the specifications. Limiting the construction on-site staging area may require some staging to occur in nearby empty lots or parking areas. This would be negotiated and included in the specifications.

On-site storage of heavy equipment or large quantities of building materials should be avoided. More staging area is generally required during the demolition phase. Demolished materials should be removed immediately.

The use of relatively transparent fencing is encouraged, such as chain link fencing. This allows people to observe the progress of the project. Chain link fencing can be rented new, which makes a difference aesthetically. The contractor can use plywood when jackhammering to prevent flying debris from hitting pedestrians.

Public Information Program

The public information program is most important at the beginning of the project. Funding for this program should ideally be included in the construction budget, or otherwise guaranteed before the beginning of construction. Potential elements of the program are described in the following paragraphs.

Descriptions of the improvements under construction and the opening date should be on view in storefronts, on construction fencing, and in the media. These displays should be installed before ground is broken. News releases throughout the construction process could keep the public abreast with the schedule and what to expect next as well as reminding them of the ultimate vision.

Store directories should be provided at the entry points of the construction area to give increased visibility to stores within the construction area; the text used should be positive, not defensive. The signs should be colorful and could potentially use the city logo.

Posters which describe the project could be printed and distributed to merchants. Larger size posters used for display could be in two colors; while reduced size, one-color posters could be made available as handouts. Alternate locations of restrooms, mailboxes and phones could be mentioned in the text.

Regular visits with store owners by the project manager is important in order to answer questions or identify problems, and to monitor sales figures. This process could begin before ground-breaking to establish a forum for regular communication. Personal contact is very important. It must be clear in advance that the manager is available and flexible. An open attitude toward both positive comments and criticism should be expressed. Merchants should not be made to have unrealistic expectations. The reality of the improvements and impacts should be communicated. Merchants should not expect "business as usual" during construction. They should be encouraged to advertise and have special sales. If possible, a contribution toward advertising for merchants during construction should be provided as a part of the project budget, or otherwise provided for prior to construction. Mailing lists should be set up at the beginning so regular project status handouts can be sent to store and property owners, those immediately affected as well as those in a larger vicinity.

The opening of the project should be celebrated with a major event. This event could generate publicity and attract a large infusion of new shoppers to the downtown.

Construction Management

The overall systems for construction management should be established at the beginning of detailed design and engineering work. These could include public relations, team composition/structure, regular meetings, decision making delegation, budget, timeline and detailed program. A separate construction management firm could be hired to help with this process.

Management Recommendations

PUBLIC SPACE MANAGEMENT

Maintenance

Many factors influence the perceptions of cleanliness and appearance of a public space. The maintenance issue often can be a scapegoat for larger problems having to do with social and economic changes in downtown. In addition, people have different standards for the cleanliness of public spaces. For instance, in surveys conducted in several cities, PPS found that office workers who did not use the streets tended to be more critical of the downtown's appearance than the shoppers and people who were surveyed on the street.

While people's perceptions about the maintenance of an area can vary greatly, improved maintenance operations can produce highly visible and satisfying results. In many cases, the improvements are measurable in terms of the reduction of litter in an area or in the number of planters with well-kept flowers. People will notice the difference. For instance, in Portland, Oregon, where two mall attendants and several contracted crews take meticulous care of cleaning, planting, and repairs on the transit mall, the downtown merchants have few complaints about the cleanliness of the street.

Maintenance problems on downtown streets are generally the result of a poor delineation of responsibility between city agencies and downtown private interests, and insufficient or inappropriate maintenance programs. Lack of daily street cleaning, poorly placed trash receptacles, poor scheduling of trash pick-up, and lack of repair of sidewalks, gutters, or street furniture are all causes of maintenance problems.

Two major options exist for providing maintenance and cleaning services downtown. The first involves the private sector assuming total responsibility for a defined area of the central business district. This would involve the city providing funds to the Downtown Business and Professional Association (DBA) in lieu of performing the various maintenance functions. The private sector group then performs the service or contracts with a private maintenance company to perform all maintenance tasks ranging from street cleaning to trash collection.

A second option involves the management organization supplementing city maintenance services by providing street attendants to perform services not currently provided in the city. One part-time individual should be able to maintain the downtown at an extremely high level of cleanliness by shovelling snow, sweeping sidewalks, emptying sidewalk trash containers, and maintaining the planters and landscaping. These workers should also be seen as "human resource people": they should wear attractive uniforms and have carts with maps, bus schedules, and retail directories. In addition

to the maintenance function, they would offer a constant presence on the street for security, to answer questions, and to give directions. When acting as guides, these workers would particularly benefit Coeur d'Alene's resort and tourist activity.

Finally, there is the issue of enforcement. The DBA should monitor city maintenance services to ensure that the city's responsibilities are being carried out. Merchants should also be encouraged to sweep in front of their shops and should be fined if they fail to do so.

Security

The issue of downtown security involves making downtown a safe, secure place and improving people's perceptions of safety. Thus, a security program for downtown must deal with both the actual crime problems of downtown and the factors that affect people's perception of crime. Very often, for example, the presence of teenagers, the location of an empty, unlighted area, or the lack of a person who seems to be "official" cause people to have highly exaggerated fears about the safety of downtown, relative to the actual crime statistics.

Many of the programs described in this report help reduce the opportunity for crime and improve perceptions of safety by encouraging activity on the streets and reporting of crimes. Vending, for example, is one way of increasing the number of people on the street who can spot trouble and report it to the police. The maintenance program is another way of placing people who look official on the street. The street attendants that are hired as part of the maintenance program should also be trained to spot security problems and intervene when necessary. Programming the parks and public spaces with events is yet another way of increasing people's feeling of safety and comfort.

Physical improvements to the area can also influence safety as well as improve the attractiveness of the downtown. Inadequate lighting, design features that inhibit surveillance of the street by pedestrians, or features that limit access to public areas so that activity is restricted need to be avoided.

The increased use of foot patrols, especially during the summer months, would heighten people's perception of safety. Uses which attract rowdy teenagers, such as video arcades and franchised fast foods, should not be encouraged in the central business district.

Promotions and Events

Special events and promotions such as parades, street fairs, sidewalk sales, and ethnic festivals are a common programming activity of downtown organizations. Events range from specific shopper promotions to programs intended to create a different image for downtown and to counter people who think downtown is "dead".

Events and programs are, unfortunately, often done just for their own value, rather than as an integrated component of a total downtown improvement effort. A well-planned event should consider where activity is needed, when, what size, what types, and who is to be attracted. Activity programming can become, therefore, a management tool to attract people to places that are otherwise underused; thereby attracting people who might not ordinarily come downtown at a certain time, or to brighten up and provide surprises for people on a routine shopping trip.

Activity programming has many benefits that are not usually considered. Activity, as the chapter on security describes, contributes to people's perception of safety in a downtown. Cultural events can also promote local talent and provide an opportunity for different arts organizations to work together. This creates networks of people who might not have had a chance to know or work with each other, a situation that may have larger benefits after the event has been staged. Finally, events can introduce different parts of a downtown to people.

There are several ingredients to successful programs in a downtown:

- People have to know about the event, either through publicity (newspapers, radios, corporate newsletters, flyers, posters) or through the expectation that an event always takes place at a certain time.
- The event has to be well organized, with someone in charge of it on an ongoing basis.
- The event has to be coordinated with other downtown activities, such as sale days and retail openings, as well as with other groups who might stage an event.
- Events should be appropriate to the space where they are located. Many details must be considered: where people will sit, the number that can be accommodated, the location of the stage in terms of visibility and direction of the sun, and the technical requirements for sound systems and lighting.
- Events should have good talent. Again, the different types of talent will tend to attract different clientele, something that should be considered from the very beginning.

The DBA should work closely with the Coeur d'Alene Arts Association in promoting both the visual and performing arts throughout the downtown. In addition to promoting such existing arts events as the Lakeside Arts and Crafts Festival and Octoberfest, a variety of antique, craft and art shows as well as dance, music and theatre should be scheduled for various outdoor public spaces throughout the year.

Open Air Market

Another possibility is for the DBA to sponsor a weekend farmer's market and craft market in the downtown area during the late spring and summer months. McEuen Field may be one possible site for a temporary open-air market. Another possible site is the City parking lot at Front Avenue and 4th Street. The DBA should work closely with the Idaho Agricultural Extension Program to contact regional farmers to sell at the market. The Couer d'Alene Arts Association should assist the DBA in identifying regional artists and crafts persons to sell at the market.

Recreation

Coeur d'Alene is nationally known as a recreational center. Various features near downtown contribute to the recreational image and should be enhanced. Tubbs Hill should have trail improvements which encourage greater use by the community and visitors. Trailheads should be more clearly marked with rustic gateways and maps and historical information. Public access to the water's edge should be provided wherever possible.

The boat ramp should be relocated allowing more space for special summer recreational events such as fishing demonstrations, boat shows, and festivals and sporting events in connection with McEuen Playfield.

Tubbs Hill, McEuen playfield and the public moorage and waterfront event space should be managed and promoted as an urban recreational park and coordinated with the downtown business and resort activities.

Ordinance Amendments

The traditional retail "Main Street" (pedestrian-oriented) character of Sherman Avenue recommended in this plan carries with it a number of essential attributes. Some of these characteristics may be in conflict with local City ordinances (marked with an asterisk in the list below). Changes in these ordinances should be considered in order to strengthen the retail Main Street image of Sherman Avenue between 1st and 8th Streets. It is recommended that the design of all of the following elements should be reviewed by the Downtown Business Association's downtown management entity. The City should amend ordinances, giving greater flexibility to the management by the downtown management entity. Elements include the following:

- Awnings (non-illuminated)
- *- Store identification signage on front or side face of awnings.
- *- 'A' frame signage placed near door to shop or restaurant with business identity and daily specials if desired by the establishment owner.
- Clear glass store windows and display windows.
- *- Sidewalk cafe tables not to extend out from the building more than 3' onto the sidewalk unless located near an intersection where the sidewalk is wider. In no case should the seating extend more than 5' into the sidewalk.

- Cafe tables in plaza or courtyard spaces near the street
- *- Banners and/or hanging flower baskets located on street lights
- *- Neon signage located behind the glass storefronts
- *- Signage on sign band above storefronts and painted on glass storefronts.

Finally, ordinances and administrative review procedures should be amended to encourage the preservation, rehabilitation and refurbishing of older structures and storefronts on Sherman Avenue.

TRANSPORTATION MANAGEMENT

Planning, design and management of various downtown transportation systems (public transit, traffic control, and parking) are traditional services provided by the public sector in most cities. However, service delivery in these areas has been made increasingly complex by the involvement of multiple levels of federal, state, county, and city agencies, all of which have jurisdiction or power over different aspects of the downtown's transportation system. Furthermore, recent federal budget cuts have jeopardized or ended many innovative local transportation programs.

Most downtown organizations do not have the staffing, financial resources, or expertise to implement most types of transportation improvements directly. The established agencies such as public works, departments of transportation, and transit authorities are the major decision makers and will ultimately determine the priorities for examples of downtown organizations initiating transportation planning studies, participating in ad hoc transportation committees, and vigorously supporting or opposing different types of transportation improvements.

The types of improvements with which downtown organizations can get most involved come under the heading of Transportation Systems Management (TSM). The U.S. Department of Transportation introduced TSM as a comprehensive approach to solving the multi-faceted problems of moving people, goods, and vehicles in urban areas. TSM includes such programs as downtown shuttle buses, ridesharing, pedestrian and transit malls, parking management, designated truck routes, and incentives for using public transit.

To improve the overall comfort, safety, and appearance of streets and public spaces, downtown organizations should seek to facilitate traffic flow, accommodate parked vehicles, improve transit efficiency, and enhance the pedestrian shopping environment. A downtown organization that represents the interests of the business community is in a good position to look broadly at all transportation problems and potentials. The organization can bridge the distance between traffic engineers and transit operators whose viewpoint is more limited, and involve the private sector, which benefits from effective transportation for shoppers and workers.

The main objective in Coeur d'Alene is to provide parking for both short term and long term parking needs. Long term parking needs are required by downtown employees, people doing major shopping, and visitors and tourists spending the entire day in the downtown area. Short term parking (two hours or less) should benefit people running errands or visiting a professional office.

Parking management improvements in downtown Coeur d'Alene that should be considered include:

- o Removal of some parking meters to eliminate the cost of parking to downtown shoppers; all-day downtown employees still pay for parking.
- o Improvements of the physical condition of off-street parking lots.
- o Creation of parking validation programs in cooperation with downtown merchants with free parking on weekends.
- o Free parking during the Christmas holiday shopping season.
- o Better marketing and signage for the municipal lot. Special identity features such as gateway elements and signage should be visible from cross streets at lot entrances. Closure of the boat ramp will allow expansion of short term parking.

RETAIL MANAGEMENT

Proposed Tenant Mix and Merchandising Plan

The purpose of this tenant mix plan is to guide central business district realtors, property owners, business people, and developers to the types of businesses most suited for a particular section of the downtown shopping district, rather than specify one particular store type for existing vacant space available for three sections of the CBD. The plan can be used as a guide for existing vacant space and vacancies that will occur in future years. In response to the unique opportunities for retail locations in the CBD, the Sherman Avenue corridor has been subdivided into three areas: Area One (west end), Area Two (core blocks), and Area Three (east end). The primary focus of retail activity should remain on or near Sherman Avenue. See Figure 31, Proposed Tenant Mix Areas. Specific storefront recommendations are contained in the facade and storefront guidelines section.

Area One (West End of CBD)

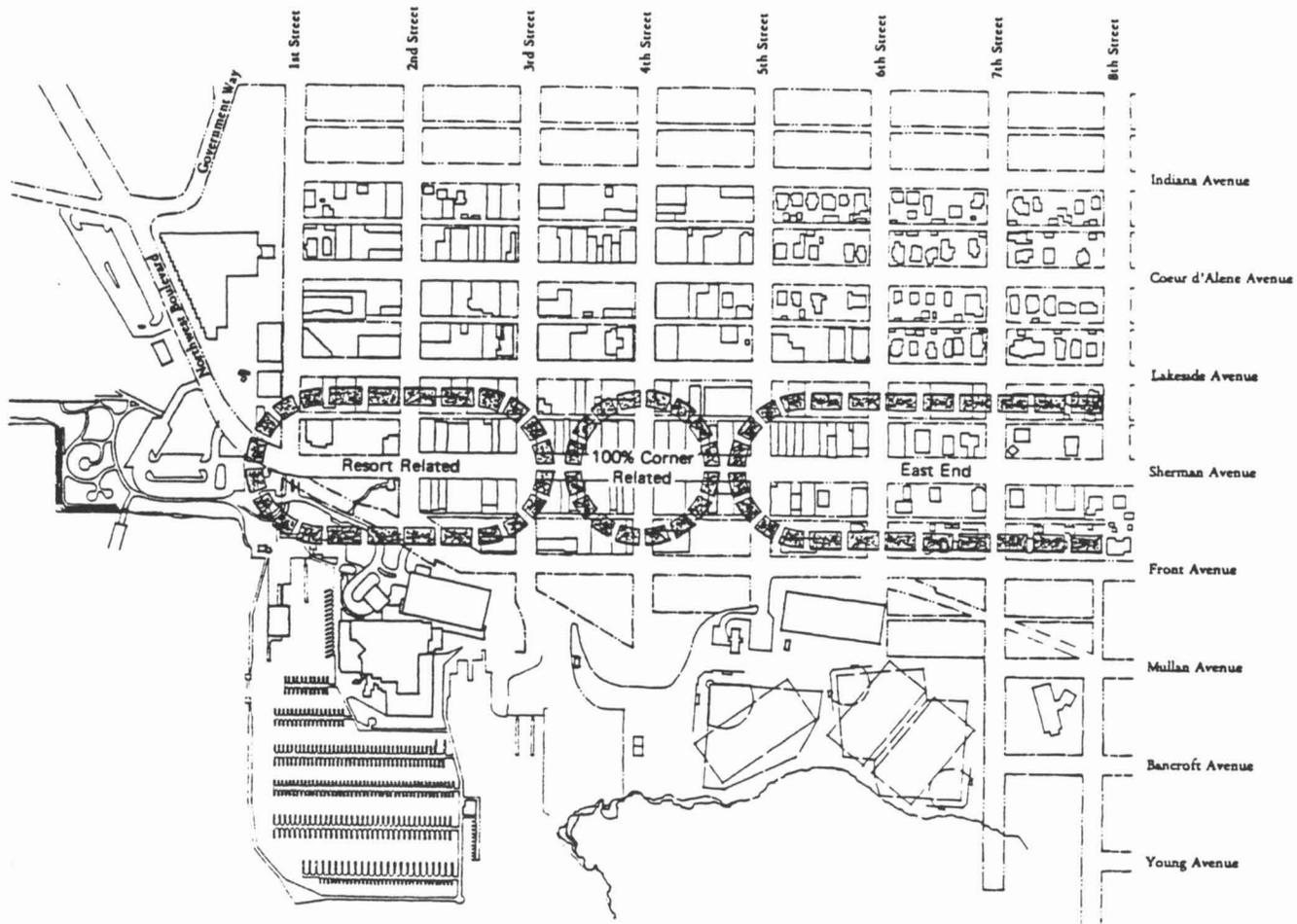
This part of the CBD is in close proximity to the Resort and convention center. There are currently a number of restaurants, specialty retailers and galleries located in this area serving both the local population and the area's tourists and visitors. The business mix for this area should complement many of the successful existing retail uses with an emphasis on stores that specialize in quality gifts, crafts, art, jewelry, clothes, etc. and on entertainment uses including theatre, cinema, music and dance. Other important uses to encourage are restaurants and cafes. Quality food service for the tourists and area residents is a definite need.

Second Street, in addition to Sherman Avenue, has been included in Area One due to its proximity to the resort and its current mix of quality tenants including Absolutely Northwest and the Wigget Antique Mall.

Business types and corresponding square footage estimates needed for this section of the shopping district are listed in Table 7.

Area Two (Central Business District Core Blocks)

This section of Sherman Avenue between 3rd and 5th Streets could be considered the core of the CBD and, as such, should be leased and merchandised with high activity-generating uses that respond primarily to the shopping needs of area residents. The intersection of 4th Street and Sherman Avenue, historically Coeur d'Alene's "100% corner", should be a special focus for high activity-generating uses. It would be desirable to retain Wilson's Pharmacy as an active and historically significant use. An emphasis should be placed on supporting and recruiting shops that carry



Resort Related

General Merchandise

- Department Store
- Variety Store
- Apparel
- Shoes
- Yard Goods
- Linens and Fabrics
- Luggage and Leather Goods
- Books and Stationery
- Sporting Goods
- Jewelry
- Cameras
- Toy Store

Art and Entertainment

- Theater
- Cinema
- Clubs
- Galleries

Food Service

- Restaurant
- Tavern
- Luncheonette (counter)
- Sandwich Shop
- Fast Food
- Doughnut Shop
- Ice Cream Parlor

100% Corner Related

General Merchandise

- Professional Services
- Commercial Bank
- Savings and Loan
- Finance Company
- Medical and
- Dental Office
- Legal Office
- Finance, Insurance,
- Real Estate

Household Goods

- Furniture
- Lamps
- Appliances
- Curtains and Drapes
- Floor Coverings
- Radio, TV, Stereo
- (Sales and Service)
- Interior Decorator
- Upholstery
- China and Glassware
- Music and Records
- Hardware
- Paint and Wallpaper
- Garden Shops

East End

Personal Services

- Barber Shop
- Beauty Shop
- Watch Repair
- Shoe Repair
- Cleaners
- Laundry/Coin Laundry
- Photographer
- Travel Agent
- Funeral Home

Convenience Retail

- Pet Shop
- Hobby Shop
- Florist
- Tobacco
- Drugs
- Liquors and Wines
- Cosmetics
- Cards and Gifts

Food Sales

- Supermarket
- Meat, Poultry, Fish
- Specialty Foods
- Delicatessen
- (not restaurant)
- Bakery
- Candy, Nuts
- Dairy Products

Figure 31
Proposed Tenant Mix Areas



North

Table 7

Area 1, Proposed Tenant Mix

| | <u>Approximate Square Footage</u> |
|--|---------------------------------------|
| <u>Food Service</u> | |
| Restaurants service lunch and dinner (moderately priced) | 3,000 - 5,000 |
| Sandwich Shop | 1,000 - 3,000 |
| Ice Cream Parlor | 1,000 - 3,000 |
| <u>General Merchandise</u> | |
| Men's Apparel | 2,000 - 4,000 |
| Women's Apparel | 2,000 - 4,000 |
| Luggage and Leather Goods | 1,000 - 3,000 |
| Books and Stationery | 1,000 - 3,000 |
| Jewelry | 500 - 3,000 |
| Toy Store | 2,000 - 3,000 |
| <u>Arts/Entertainment</u> | |
| Theatre (stage) | (Wilma Theatre) |
| Cinema | (Wilma Theatre) |
| Art and Craft Gallery | 1,000 - 3,000 |
| Antique Store | 1,000 - 3,000 |
| Club/Tavern | 2,000 - 4,000 |

both general merchandise and household goods. Professional services should also be concentrated in the core blocks, but should be restricted to the upper floors in order to encourage active storefronts and window displays at street level. Business types to consider for the core blocks are listed in Table 8.

Area Three (East End of CBD)

This is the neighborhood part of the CBD as it is close to the City's residential areas and currently has a wide mix of businesses. A retail leasing strategy for this area should cater to the needs of the residents of the community. As such, a business plan for this area would enhance a neighborhood shopping district where local residents can buy basic goods and services. A business mix plan for the east end of the CBD is addressed in Table 9.

Retail Recruitment

Retail Chain Stores

There are a number of sources to consider when developing a retail recruitment strategy. One of the most comprehensive sources is the "National Mall Monitor's Retail Tenant Directory." This Directory is published yearly and organizes over 3,000 retail chains by regional area sought, retail category, and contact names and numbers. Another source to consider is the "Directory of Mass Merchandisers" which profiles 850 companies, including drug stores, discount/variety chains, and five and dimes. Although these directories are published for the benefit of the shopping center industry, many of these retailers are looking to locate downtown. The Downtown Association should maintain an up to date listing of available commercial space including square footage, price, lease terms, etc.

Table 10 lists specific retailers to consider when targeting the marketing effort. These are businesses which are currently and rapidly expanding across the country.

"Mom and Pops"

Small stores, usually independently owned and operated by local business entrepreneurs, are experiencing a revival throughout many of this country's downtowns. These retailers have learned to pick and defend their niches with great effort and they have developed sophisticated marketing and management techniques. However, to ensure their survival and encourage others to open shops, the DBA should offer an assistance program that includes business, financial and legal resources and assistance, and shared services including marketing, promotions, events and maintenance. Low interest loans and/or grants may also be made available through the State or Federal Programs.

Table 8

Area 2, Proposed Tenant Mix

| <u>General Merchandise</u> | <u>Approximate Square Footage</u> |
|--|---------------------------------------|
| Variety Store | 3,000 - 7,000 |
| Mini Department Stores (i.e. Sears Hardware) | 10,000 -20,000 |
| Apparel (Men's) | 2,000 - 5,000 |
| Apparel (Women's) | 2,000 - 5,000 |
| Shoes | 1,000 - 2,000 |
| Sporting Goods | 2,000 - 5,000 |
| Jewelry | 500 - 3,000 |
| <u>Household Goods</u> | |
| Furniture | 5,000 -10,000 |
| Lighting | 2,000 - 4,000 |
| Electronics | 2,000 - 4,000 |
| China and Glassware | 500 - 3,000 |
| Music and Records | 1,000 - 3,000 |
| Hardware | 2,000 - 4,000 |
| Home Decorating Centers (paint, wallpaper, etc.) | 2,000 - 5,000 |
| <u>Professional Services</u> | |
| Banks (ATM Branches) | 500 - 1,000 |
| Medical and Dental Offices | 1,000 - 5,000 |
| Legal Office | 1,000 - 5,000 |
| Finance, Insurance, Real Estate | 1,000 - 5,000 |

Table 9

Area 3, Proposed Tenant Mix

Food

| | |
|---------------------------|---------------|
| Fish Market | 1,000 - 2,000 |
| Butcher | 1,000 - 2,000 |
| Cheese Shop | 500 - 1,500 |
| Coffee, Tea, Spices | 500 - 1,500 |
| Bakeries | 1,000 - 2,000 |
| Ice Cream & Soda Fountain | 1,000 - 2,000 |

Convenience Retail

| | |
|--------------------------|---------------|
| Florist | 500 - 1,000 |
| Tobacco | 250 - 500 |
| Magazines and Newspapers | 250 - 500 |
| Pharmacy | 1,000 - 2,000 |
| Liquors and Wines | 1,000 - 2,000 |
| Cosmetics | 500 - 1,000 |
| Cards and Gifts | 1,000 - 2,000 |

Personal Services

| | |
|--------------------------|-------------|
| Barber Shop | 500 - 1,000 |
| Beauty Shop | 500 - 1,000 |
| Watch and Jewelry Repair | 250 - 500 |
| Shoe Repair and Supplies | 250 - 500 |
| Cleaners and Tailors | 500 - 1,000 |
| Laundry | 500 - 1,000 |
| Travel Agent | 500 - 1,000 |

Table 10

Fast-Growing Specialty Retailers

| <u>Company</u> | <u>Type of Stores</u> |
|-------------------------|---------------------------------------|
| Crown Books | Books |
| Melville Corporation | Apparel, drugs, household furnishings |
| The Gap | Apparel (women, men, children) |
| Herman's Sporting Goods | Sporting Goods and Apparel |
| Charming Shoppes | Women's Apparel and Accessories |
| Crazy Eddie | Consumer Electronics |

Large retailers have spin-off specialty store chains:

| | |
|--------------------|--|
| J. C. Penney | Apparel specialty store |
| K-Mart Corporation | Specialty store chains |
| Sears | Paint and hardware stores |
| | Surplus Merchandise Stores |
| F. W. Woolworth Co | Numerous specialty stores including Woolworth Express |
| Montgomery Ward | Focus shops |

U.S. Venture Partners of San Francisco invests in the start-up of specialty chains that are seeking to expand across the country:

Home Express
Craftmart
Brods
Karen Austin
Casey and Osh

Pushcarts

Many local entrepreneurs with something to produce and/or sell can be given a chance at retailing by selling from a pushcart, rather than from an entire store. Pushcarts, possibly provided by the DBA, could be leased by regional artisans, craftspeople and food vendors to sell on downtown's sidewalks or other public spaces.

Marketing

A number of marketing materials will need to be prepared by the DBA that illustrate and promote the advantages of the Coeur d'Alene business district. One possibility to consider is to edit the PPS slide show on Coeur d'Alene and include a soundtrack that will produce a quality slide/tape highlighting downtown Coeur d'Alene. The slide/tape could be sent to prospective businesses or could be viewed at the DBA's offices.

A marketing brochure will also need to be prepared by the DBA. The brochure should contain the downtown's "vital statistics" in terms of market over profile and demographics, current retail mix, vacancy rates, access to transportation, etc. One possibility may be to publish the brochure in cooperation with the City.

The DBA should also consider printing and distributing a newsletter to area businesses and residents which describes the activities and accomplishments of the DBA and the growth and positive changes occurring in the downtown.

Drawing people out of the Penney's block can best be accomplished with a professional and coordinated marketing promotions strategy. Patrons of the Penney's block shopping center need to be made aware of the additional retailing and eating activities throughout the downtown. The Downtown Association must coordinate marketing strategies with the Hagadone Corporation's marketing division. Downtown shopping guides, restaurant directories, and special events must be printed and distributed in a coordinated manner by both groups.

MANAGEMENT IMPLEMENTATION

Centralized Retail Management

Meeting the merchandising and retail leasing objectives of the future is not an easy task in a downtown shopping area with multiple owners and merchants. Downtowns are not enclosed shopping malls that are managed by one agency, nor do they rely on one standard lease to ensure compliance.

However, a new concept is currently being explored by numerous communities across the country that enables property owners to join together to operate and lease the downtown stores cooperatively and according to a tenant mix plan without being less competitive. The concept is called Centralized Retail Management (CRM).

CRM is a set of coordinated activities undertaken by a group of property owners and retailers to establish a vital downtown retail environment and increase downtown's share of the regional market. Similar in approach to the management of an enclosed shopping mall under single ownership, CRM will usually entail the strengthening of a downtown non-profit association to coordinate functions such as marketing security, promotions, maintenance, streetscape improvements, parking and retail leasing.

CRM emphasizes the importance of achieving a retail mix that responds to a dynamic market and attracts a wide variety of shoppers. Accordingly, a significant objective is the development of a leasing plan and an agreement among property owners to carry out such a plan. A related objective is an agreement between property owners and retailers to cooperate in business hours, advertising, and the financing of joint activities such as maintenance and promotions. This agreement may be embodied in a master lease and common covenants administered by property owners.

CRM builds on the many efforts to revitalize retailing in downtown including physical improvement to streets and facades, strengthening of merchants associations, organization of special events and promotions, and establishment of assessment districts to support enhanced maintenance and security. It packages them with the newer attention to control over retail mix and cooperation among downtown property owners. It seeks to create organizational and financial arrangements to give some permanence to this cooperation. CRM can involve the implementation of a Master Lease Agreement between a downtown association and individual downtown property owners. The Agreement could include stipulations on a store's physical conditions and operating procedures, including hours of operation and window displays. A Sample Master Lease Agreement can be found in Appendix H.

Use of a Master Lease Agreement is not the only option to achieve CRM. Many communities get various groups to strengthen their commitments to coordinated leasing and retail practices without the use of a formal lease agreement. Voluntary cooperation, very often, can work just as well. The DBA could prepare a manual of operation for retail establishments in the downtown which would cover items such as:

- o operating hours
- o quality of signs and displays
- o maintenance of storefronts, sidewalks and streets
- o advertising and promotion policies
- o parking policies--customer parking and employee parking
- o security procedures

The DBA should attempt to obtain some form of agreement with a substantial majority of the businesses in the downtown area to observe agreed upon operating policies.

In addition to the various forms of organization CRM can take, many interim steps can be taken and benefits realized before establishing a full scale retail management program. It is recommended that the Downtown Business and Professional Association (DBA) contact the International Downtown Association (IDA) in Washington, D.C. to gather the necessary resources available to help establish a centralized retail management program. A slide show and narrative as well as a workbook are available from IDA to help communicate the CRM concept and to describe the steps required to implement a successful program.

It is also recommended the DBA seek assistance from the Silver Lake Mall ownership and management in organizing and operating a successful downtown CRM program.

Organizational Structure

A primary recommendation is that the City Council of the City of Coeur d'Alene establish a Business Improvement District (BID) pursuant to Idaho Code Chapter 26, Title 50 for the purpose of hiring a downtown manager to promote and manage the Coeur d'Alene business district and to fund various programs that will make the downtown a safe, clean and active place.

PPS recommends that the Coeur d'Alene legislative authority contract with the DBA to administer the operation of a BID. Based on the terms of the Business Improvement District legislation, it would appear that the Association's existing tax status, by-laws, articles of incorporation and board of directors do not need to be changed.

However, a primary recommendation is for the DBA to hire a downtown manager with a strong professional background in shopping center management. In addition, the Downtown Development Committee's Retail and Marketing working sub-group should become DBA's special committee on retail management and leasing. This group should work closely with the newly hired downtown manager to implement the proposed CRM program and assist with implementing the recommended retail mix plan.

The downtown manager of the Association would have the following responsibilities:

- o Leasing vacancies in the downtown with businesses in accordance with the merchandising plan and in cooperation with the proposed special committee on Retail Management and Leasing.
- o General administration and budget management. The executive director should be experienced in setting up the programs and objectives for the organization. He/she should know something about office management, budgeting and management of the budget.
- o Membership and finance. The downtown manager should understand the nature of organizations financed by voluntary membership dues. Previous experience in fundraising will be helpful. Membership renewal and recruitment is a continuing responsibility of the manager. It will be his or her responsibility to plan and organize effective membership programs.
- o Marketing. This includes publicity, public relations, advertising and special events. The manager should know how to write news releases and have a working knowledge of all phases of public relations and advertising. He/she should be experienced in working with news and advertising media. Local experience of this sort is helpful, but not a necessity. The manager should be particularly aware of the importance of good internal communication within his/her own organization. The importance of keeping the membership adequately informed of every significant development cannot be overemphasized.
- o Planning and development. The manager should be knowledgeable about a wide range of current, expert thinking about downtown planning. He or she should be conversant about real estate and property values, land use and marketability and the general economics of downtown development. He or she should realize that all decisions on downtown development are investment decisions, and that accordingly any workable plan will be thoroughly grounded in practical economics.
- o Community organization and resources. The manager should be familiar with a wide range of civic and business organizations and resources that can help in implementing downtown improvements. He or she should know how to organize effective committees. He or she should be familiar with the functions of local, state and federal government.

should be familiar with the functions of local, state and federal government.

A part-time Administrative Assistant should also be hired to provide professional and clerical support to the Downtown Manager. A major emphasis of this position would be on downtown marketing and promotions. Duties and responsibilities of the Administrative Assistant would be as follows:

- o Analyze the Coeur d'Alene Metropolitan Market to whom the retail, restaurant and cultural organizations must appeal.
- o Determine priorities for promotion of the area's attractions.
- o Propose budgets for general advertising campaign based on media analysis and creative strategy.
- o Write copy and suggest visual content for advertising campaigns, and supervise production of all materials for radio, television, newspaper and cultural announcements.
- o Provide assistance in special projects of the special committee on retail management.
- o Initiate and coordinate special events and retail promotions throughout the year to attract people to the downtown.

An estimated budget for the DBA and its activities is based on comparable downtown management programs from communities of similar size with similar issues as Coeur d'Alene. A proposed annual budget is addressed in Table 11, below.

Table 11

Proposed Annual Budget for Management Programs

| | |
|--|-----------------|
| Salaries and benefit | \$45,000 |
| Office operations | \$10,000 |
| Supplemental maintenance (one part time worker) | \$ 5,000 |
| Promotions and events (five events @ \$2,000 each) | \$10,000 |
| Retail recruitment and leasing/marketing (materials and supplies) | <u>\$10,000</u> |
| Estimated total (annual) | \$80,000 |

Primary Funding Sources

Business Improvement District Funding (BID)

A consistent source of guaranteed revenue will be needed by the DBA on a yearly basis if it is to successfully manage and revitalize the downtown business district. Idaho code Chapter 26, Title 50 authorizes the organization of a Business Improvement District (BID) by an incorporated city. The formation of a BID is accomplished by an initiation petition first being presented to the City Council.

The DBA should take the lead in initiating a petition for the establishment of a BID to the City Council. However, basic decisions regarding the BID need to be made and a consensus reached among downtown's property owners and merchants. The DBA should review successful BIDs in other communities (i.e. Boise) to determine the best type of BID for Coeur d'Alene. The BID in Boise was implemented within a 10 month time frame from September 1986 to July 1987.

The DBA will then need to prepare a BID plan. Boundaries need to be determined and the specific purposes for the proposed district need to be identified. The businesses to be assessed, at what cost and based on what assessment formula, also needs to be determined. It is suggested that the DBA hire an outside consulting group familiar with BID plans to assist in the consensus building and details of the plan. It is recommended for maximum benefits that the boundary of the BID include the downtown core area (Northwest Boulevard to 8th Street, from the lake to Indiana Avenue and East Sherman Avenue to I-90).

Local Improvement Funding District (LID)

The streetscape costs recommended on the plan should be financed in part through a Local Improvement District (LID) which involves floating a bond that is payed back by a special assessment levied against property owners in the LID area. A current assessment target is approximately \$278.00 a front foot along Sherman Avenue.

The boundaries for the proposed LID include Sherman Avenue between 1st and 7th Streets extending north and south to the alleys. Later phases of proposed LID street improvements are shown in Figure 28 in the Design Implementation section.

Other sources of funds for street improvements include the City, State of Idaho Transportation Department, Idaho's Community Development Block Grant funds, and funding for vault removal and utilities assessed against adjacent properties.

Revolving Loan Funds

- o The County should seek designation as an enterprise zone, enabling it to offer state income tax credits and property tax abatement to new businesses.
- o The Panhandle Area Council could establish a City-operated revolving loan fund to extend low-interest credit to businesses that want to open or expand.
- o EDA uses Title IX funds to address issues of long-term economic deterioration by establishing a revolving loan fund. The criteria for receiving a grant to capitalize an EDA revolving loan fund (RLF) is that the area to be served must be designated an EDA Redevelopment Area. It should also have higher than usual employment and a low per capita income.

Supplemental Funding Sources

It will be necessary for the City of Coeur d'Alene to provide some funding for the proposed improvement program. Depending on the specific project, the City's role may be to attract private investment with "seed monies" or leverage private investment with public-sector funds. Given the task to be accomplished, public funds could be obtained from one or more of the following sources:

- o "Federal Community Development Block Grant Funds" may be diverted toward certain development projects. They could be used to guarantee loans, make loans or provide grants.
- o "Industrial Revenue Bonds" may be issued by the City to provide low interest loans to development projects.
- o "Tax Increment Financing" could be a source of funds. The concept is that a municipality issues a bond that would be secured and repaid with the incremental property taxes generated by the new development.
- o The Federal "Urban Development Action Grant Program" (UDAG) provides grants and subordinated loans to induce matching private and public contributions to commercial development projects.
- o The Idaho Department of Commerce offers "business development programs" that include: development finance, site-selection surveys, economic data and travel and tourism promotion.
- o The "Idaho Community Development Program" provides grants to local government entities for construction of public facilities necessary to support economic development.

- o The "Idaho Investment Tax Credit" allows a credit of 3 percent of the acquisition cost of "qualified investment", i.e. federally depreciable equipment or property, in any tax year. Firms can use the credits against state income taxes for that tax year. Unused credit from one year may be carried forward to the succeeding five years.
- o "Idaho Jobs Credit" allows employers a \$500 credit against state income taxes for each new employee (as defined by legislation) during the first taxable year of the person's employment. The total credit allowed cannot exceed 3.25 percent of net income that year.
- o The DBA should solicit "grants and financial support" from regional state employers, banks, foundations and individuals.
- o In the interim, prior to the formation of a BID, a "Voluntary Special Assessment District" should be established which could take the place of the current dues structure for the DBA. Downtown property owners and merchants would be assessed according to size (total square footage) and type of business (i.e. restaurant, clothing store, shoe repair). Based on this assessment, the merchant and/or property owner could elect to contribute his or her share of funds to the DBA.
- o "Fees for services" is another potential revenue source whereby the DBA could be paid to manage a vending program in the downtown. Revenues could be collected from the rentals of vendors.

Phasing of Proposed Management Programs

- | | |
|------|--|
| 1989 | <ul style="list-style-type: none"> - Establish a Business Improvement District - Downtown Manager - Part-time Administrative Assistant - Supplemental Funding Source (CDBG funds; Industrial Revenue Bonds; UDAG) - Implement Tenant Mix Plan - Craft and Farm Market - Events (visual and performing arts) - Supplemental Maintenance - Summer Security Foot Patrols |
| 1990 | <ul style="list-style-type: none"> - Implement Centralized Retail Management Plan (voluntary agreement/manual of operations) - Supplemental Funding Sources (Tax increment financing; EDA Revolving Loan Fund) - Tenant Mix Plan (on-going) - Implement Vending Program - Marketing Brochure and "Slide/Tape" |

- 1991
 - Implement Centralized Retail Management Plan (master lease agreement)
 - Financing (voluntary special assessment district; fees for services)
 - Implement Tenant Mix Plan (on-going)
 - Downtown Newsletter
- 1992
 - Implement Tenant Mix Plan (on-going)

Implementation Responsibilities

Public Sector Responsibilities

Security

- o Provide adequate lighting of the public spaces at night
- o Increase the number of foot patrols

Implementation

- o Establish a Business Improvement District
- o Contact with DBA to administer the operation of a business improvement district
- o Investigate public funding sources:
 - CDBG funds
 - Industrial Revenue Bonds
 - Tax increment financing
 - UDAG
 - Idaho Department of Commerce
 - Idaho Community Development Program
 - Idaho Investment Tax Credit
 - Idaho Jobs Credit
 - Seek designation as an enterprise zone
 - Establish a revolving loan fund

DBA Responsibilities

Maintenance

- o Provide downtown cleaning in lieu of city services (option #1)
- o Supplement City's maintenance efforts by providing "street attendants" (option #2)
- o Monitor City maintenance activities
- o Encourage merchants to sweep and shovel sidewalks

Security

- o Train "street attendants" to be the "eyes and ears" of the street and to report suspicious activity
- o Program the public spaces with numerous activities

Events

- o Work with Coeur d'Alene Arts Association in promoting both the visual and performing arts throughout the downtown
- o Promote and schedule a variety of artistic and cultural events throughout the year
- o Sponsor a farm and craft market

Retail

- o Coordinate retail leasing activities with brokers, property owners and developers to adhere to the retail mix plan
- o Implement a Centralized Retail Management program
- o Work with area brokers, property owners and developers to coordinate retail recruitment activities
- o Establish small business assistance programs
- o Provide vending carts to area craftpersons, artisans and food vendors

Marketing

- o Prepare marketing brochure, "slide/tape", and newsletter

Implementation

- o Prepare a Business Improvement District Plan
- o Hire a downtown manager
- o Hire a part-time Administrative Assistant
- o Solicit grants and financial support from regional employers, foundations, banks and individuals
- o Establish a voluntary special assessment district program

Appendices

Appendix A

Inventory of Existing Conditions

APPENDIX A

INVENTORY OF EXISTING CONDITIONS

Vehicular Circulation

Traffic circulation has been recognized as both an asset and a detriment to business development in downtown Coeur d'Alene. The construction of I-90 made it no longer necessary to use Sherman Avenue as a through route. This resulted in decreased visibility of businesses in downtown. Recent developments in Coeur d'Alene are adding significant auto traffic with a downtown destination.

Streets are arranged in a grid system extending to the north and east of downtown. There are currently three primary feeder routes to the downtown, Sherman Avenue to the east, Northwest Boulevard to the west, and 3rd Street/4th Street to the north.

Sherman Avenue/NW Boulevard is the primary route through downtown. It is a state highway designated as an I-90 business loop and carries the heaviest traffic volumes.

Third Street and 4th Street are a one-way couplet providing access to I-90, Appleway Avenue and neighborhoods to the north. Third Street is one-way southbound and 4th Street is one-way northbound.

Several traffic analysis studies were prepared during the early 1980's. Various traffic circulation alternatives were suggested with the assumption that a portion of Sherman Avenue would become a mall. These recommendations are now outdated due to the fortunate decision not to close Sherman Avenue to traffic. They are summarized below:

- Alternative I involved closure of a portion of Sherman Avenue with relocation of two-way traffic to Lakeside Avenue.
- Alternative II provided a new one-way couplet on Lakeside and Front Avenues with closure of a portion of Sherman Avenue.
- Alternative III relocated two-way traffic to Front Avenue with closure of a portion of Sherman Avenue.
- Alternative IV provided a one-way couplet on Coeur d'Alene Avenue and Lakeside with closure of Sherman Avenue.

Roadway and Sidewalk Conditions

This section describes those streets within the study area that are in need of immediate repair (resurfacing or patching) and those streets that would require total reconstruction (new subbase, base course and pavement). Other existing physical features inventoried are sidewalk and curb conditions in need of repair or reconstruction, areas where sidewalks are non-existent, and potential sidewalk vault locations. See Figures A1 and A2.

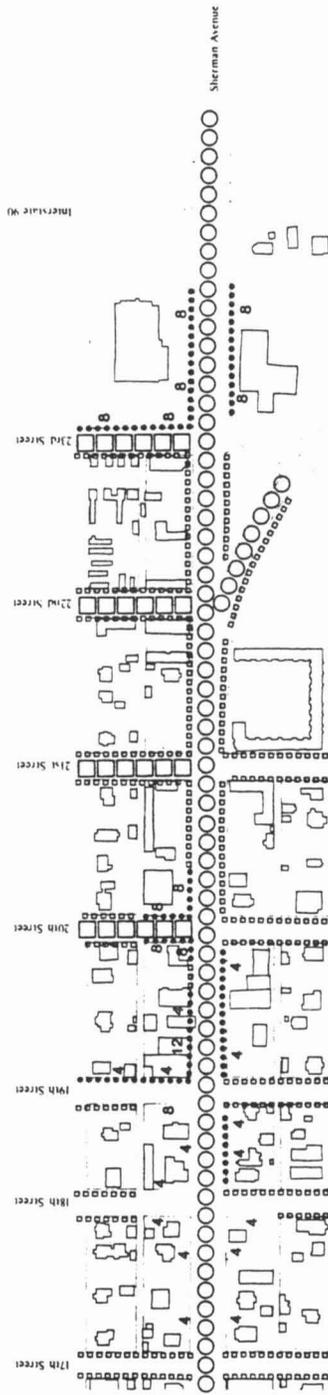
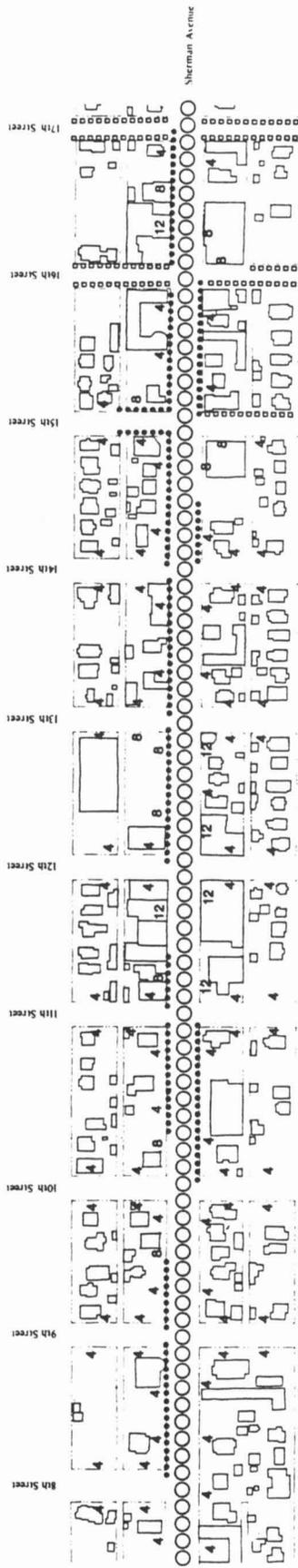
Sherman Avenue has been considered for total reconstruction for some time due to its poor condition. This would eventually occur along the entire length of Sherman Avenue from 1st Street to I-90. Seventh Street is also in very poor condition from Sherman Avenue north to Indiana Avenue and should be considered for reconstruction. Streets requiring new pavement or spot patching are 1st, 2nd, 3rd, 4th and 5th Streets from Indiana Avenue to Front Avenue, 6th Street from midblock between Coeur d'Alene Avenue and Lakeside Avenue to Front Avenue and 7th Street from Sherman Avenue to Front Avenue.

Most sidewalks in the core study area are in need of major repair or reconstruction due to poor transition in elevation from curb to street, lack of handicapped access, adverse or mixed surface material and spalling, or cracked and uneven surfaces. Sidewalks are a minimum of about 8' in downtown, and 11'-4" on Sherman Avenue, with the majority in the core area being 12' wide. Along Sherman Avenue, between 7th Street and I-90, sidewalk widths are 4' unless increased to 8' as mandated by recent code. On Sherman Avenue east of 15th Street few sidewalks exist. Front Avenue lacks sidewalks between 2nd Street and 3rd Street on the north side and between 5th Street and 7th Street on the south side. No sidewalk exists along Government Way from Indiana to NW Boulevard.

Some sidewalk vaults are verified in the core area. They are primarily limited to Sherman Avenue, however, along 2nd, 4th and 5th Streets there is evidence of abandoned vaults. Only a thorough inventory of all buildings can identify all vault locations. Vault locations will be an important cost consideration in the reconstruction of walks and introduction of utility ways or street trees.

Natural Features and Climatic Conditions

Described in this section are existing mature vegetation, seasonal sun angles, precipitation, prevailing seasonal winds, overall topographic character, and existing open green spaces. See Figures A3 and A4.



- Repair/resurface road surface
- Repair/resurface road surface
- Remove/replace sidewalk/curb
- o Remove/replace road surface
- No sidewalks
- Numbers = Sidewalk widths

Figure A2
 East Sherman Avenue:
 Sidewalk and Roadway Conditions



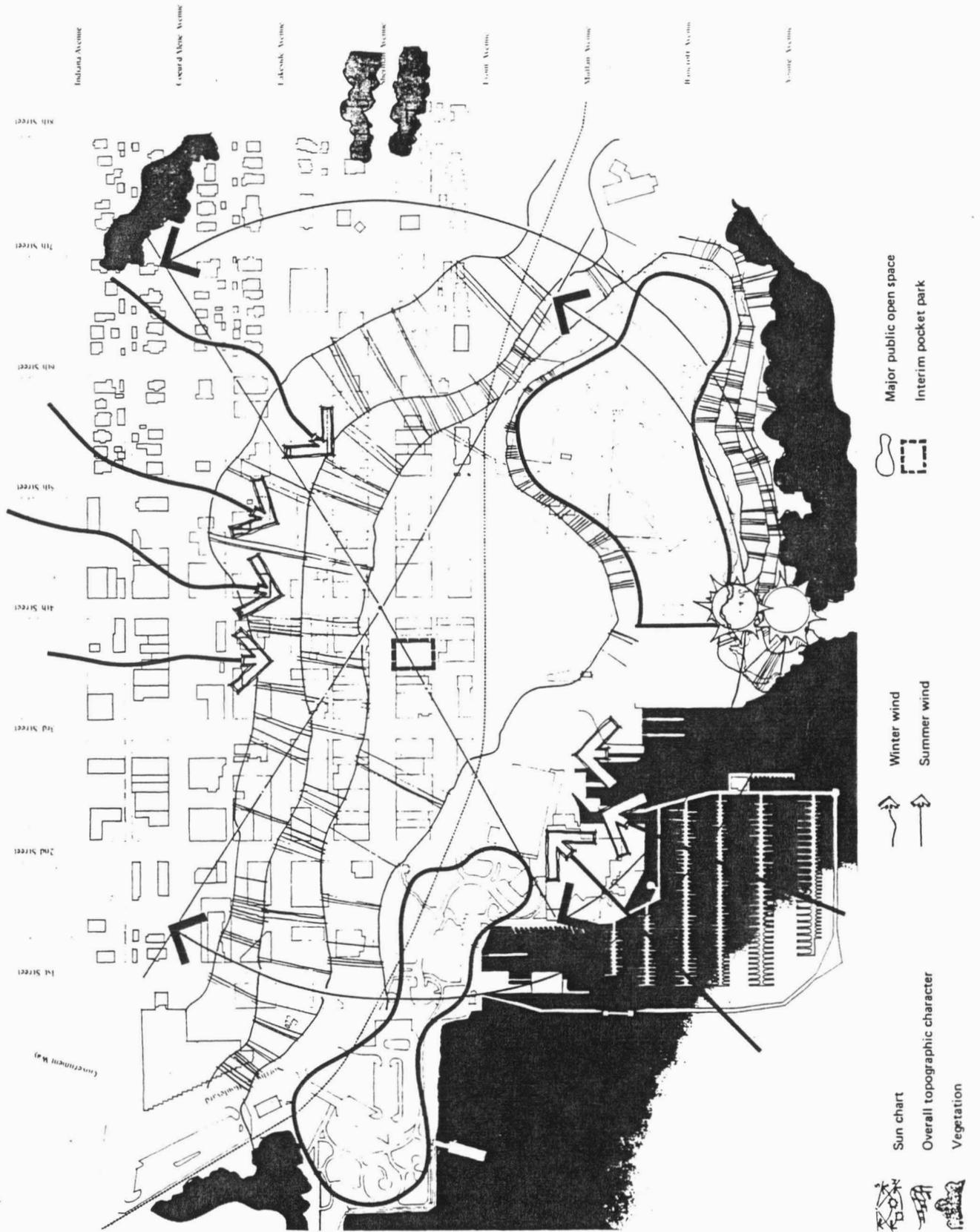


Figure A3
 Downtown Coeur d'Alene
 Environmental Conditions



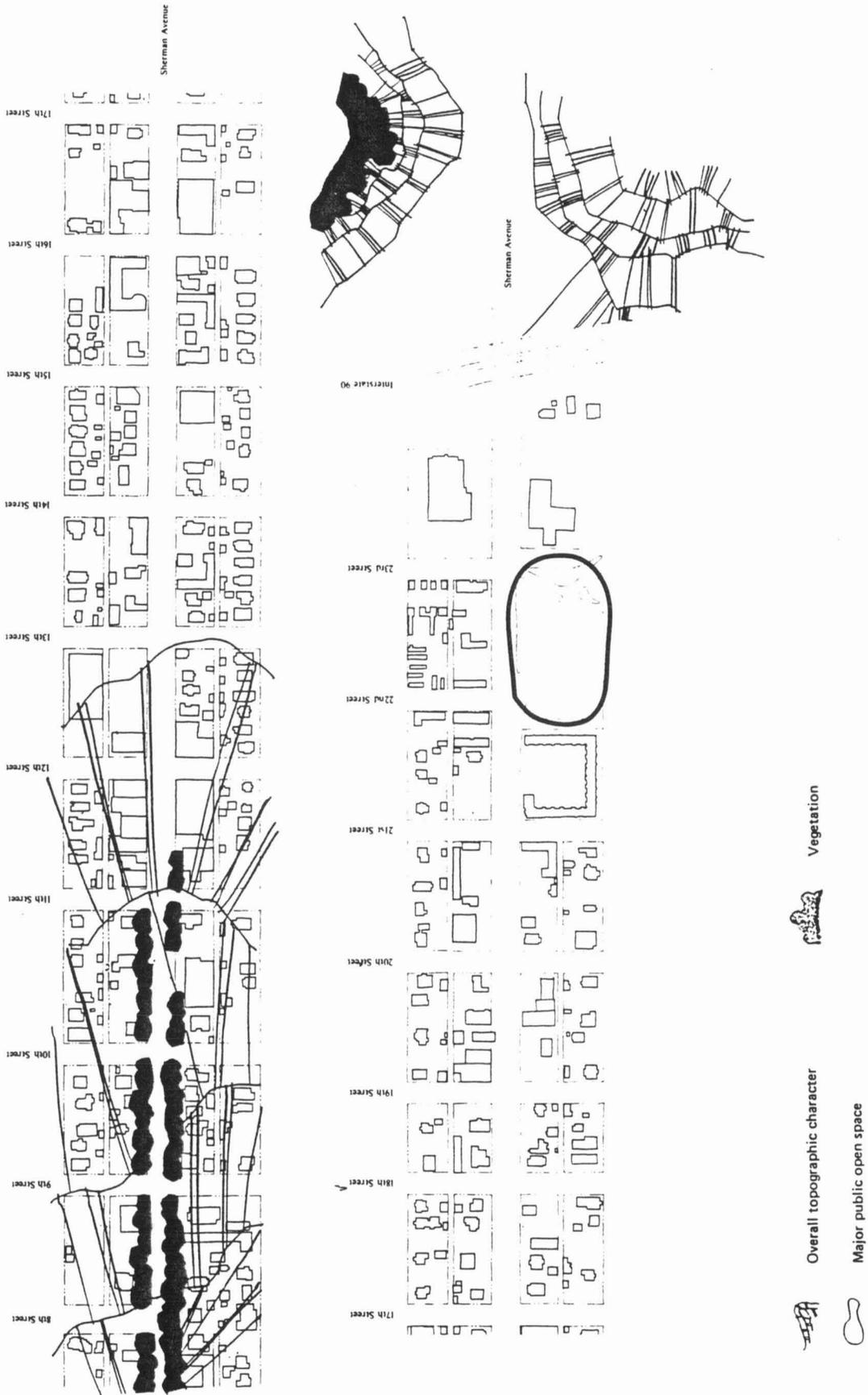


Figure A4
 East Sherman Avenue:
 Environmental Conditions



North

Mature vegetation helps to frame the downtown core area. As one enters from the west via Northwest Boulevard the mature vegetation along this street and the adjacent City Park form a visual border to the western edge of the downtown. Tubbs Hill, to the south, is covered with a mature coniferous forest, and to the east at 8th Street and Sherman Avenue, large deciduous trees border the eastern edge of the downtown area. The abundant deciduous foliage along Sherman Avenue, from 8th Street to approximately 12th Street, has long been an area of interest and beauty, especially during the autumn months.

Sun altitudes range from a maximum of approximately 65 degrees above the horizon in June to a maximum of approximately 19 degrees above the horizon in December. Sun azimuths range from approximately 233 degrees maximum from east to west in June, to an arc of approximately 82 degrees maximum from east to west in December. Precipitation in Coeur d'Alene amounts to approximately 16.2 inches per year. Total snowfall amounts to approximately 51.1 inches per year. Prevailing winter winds are from the northeast. Summer breezes blow in over the lake from the southwest.

The topography of the downtown slopes down from the northeast to the southwest. The low point occurs approximately at 1st Street and Sherman Avenue rising to 9th Street and Sherman Avenue where the elevation is about 30 feet higher. From Sherman Avenue north along 4th Street to Indiana Avenue there is also a rise of approximately 25-30 feet. On Sherman Avenue from 9th Street east to 23rd Street the grade falls 15 feet.

Existing large green open spaces are located to the southwest and south of downtown. The City Park and Independence Point just to the east of the park combined with the green open space north of the Coeur d'Alene Resort constitute a major green space to the southwest. McEuen Field, south of downtown, represents the largest open green space in the study area, offering recreational opportunities for organized sports. Tubbs Hill, south of downtown, cannot be overlooked as a recreational opportunity for more passive uses. A small privately owned community pocket park between 3rd and 4th Streets on the south side of Sherman Avenue is the only green space in the center of the downtown core area. A small cemetery at 22nd Street and Sherman Avenue adds additional green space to the eastern end of the study area.

Ground Level Uses

All existing buildings located on streets within the study area were inventoried to identify what activities were located at the ground level fronting the streets. Classifications of building uses are: commercial, community facility, mixed residential/commercial, and residential. See Figures A5 and A6.

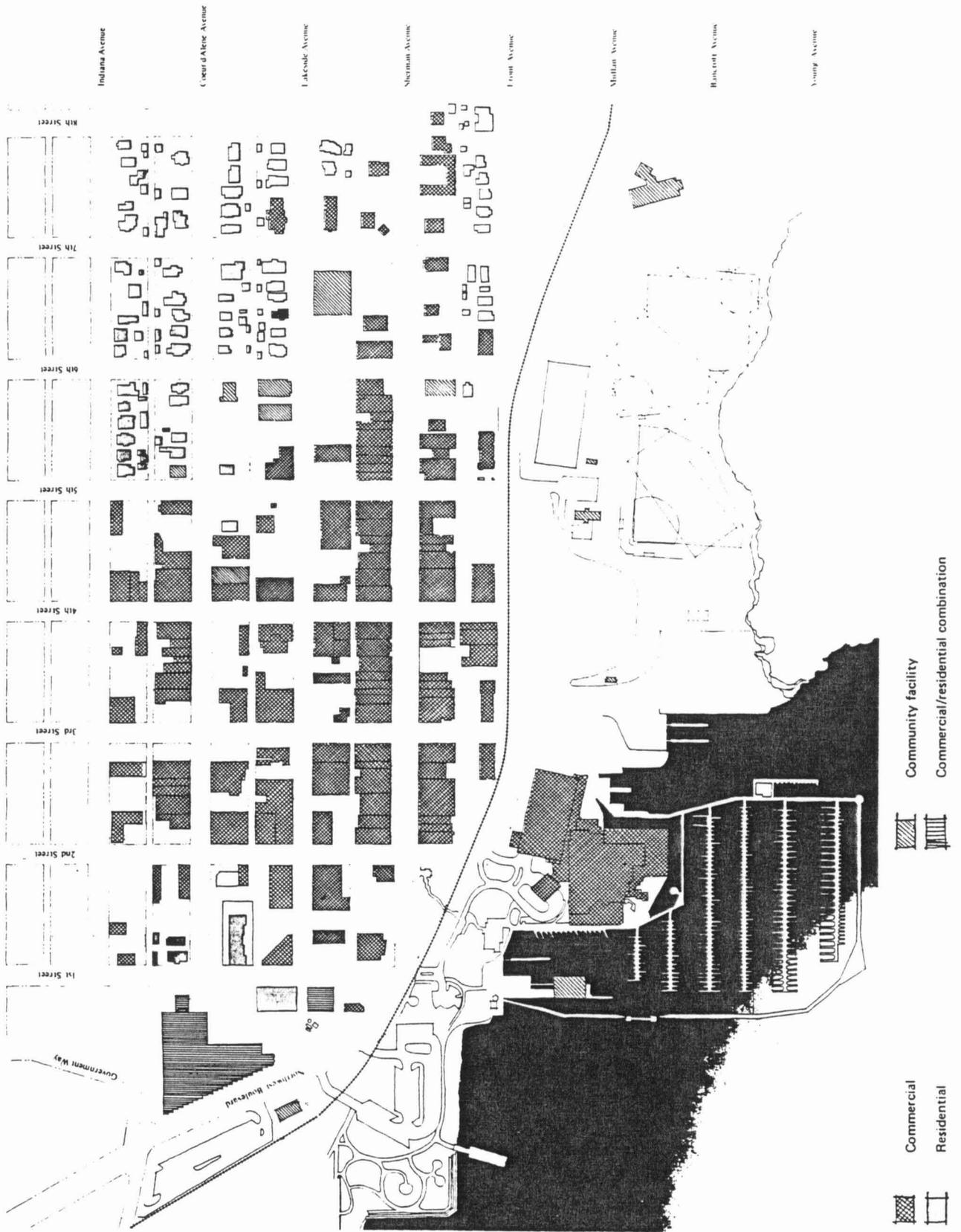


Figure A5
 Downtown Coeur d'Alene:
 Ground Level Uses



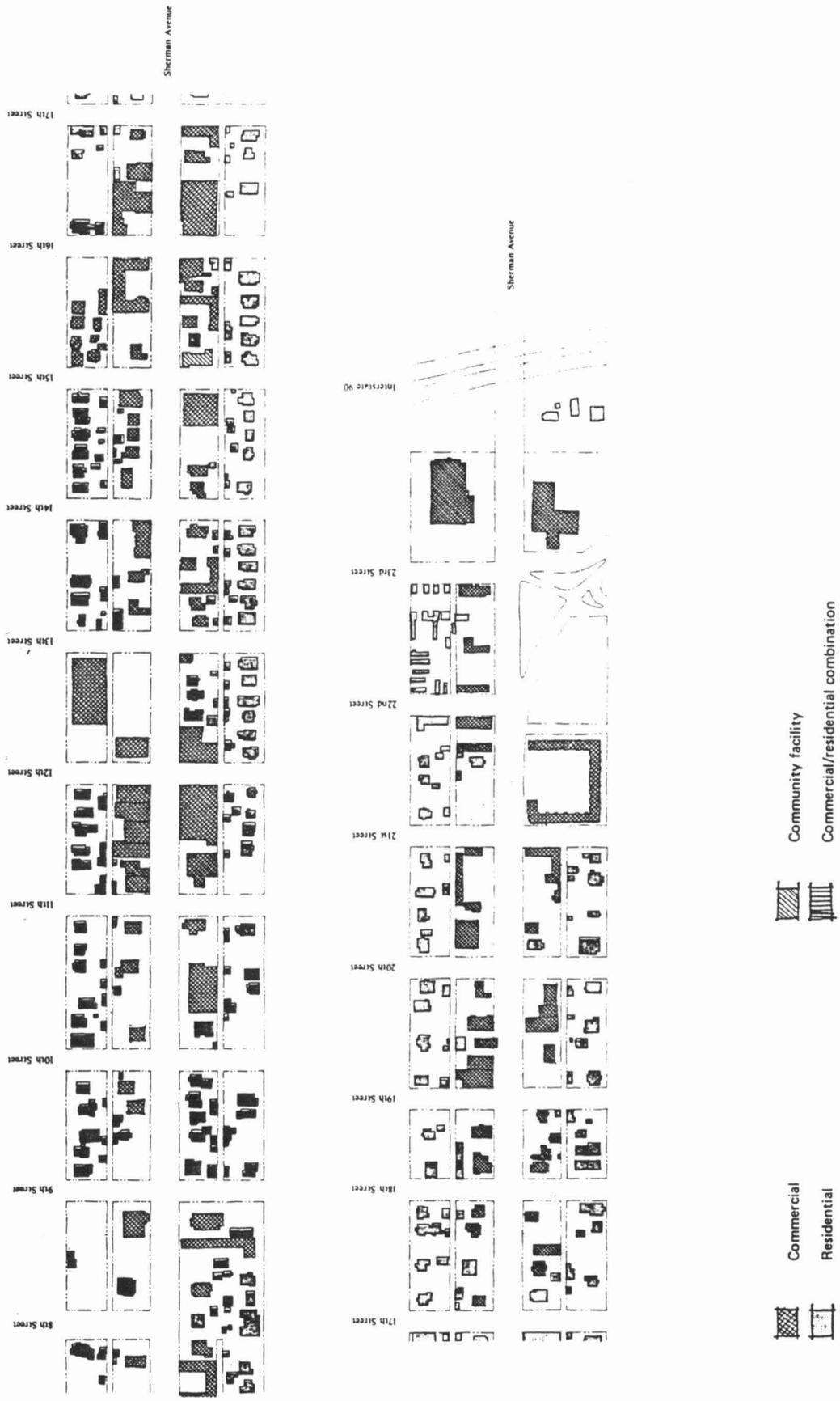


Figure A6
 East Sherman Avenue:
 Ground Level Uses

Coeur d'Alene downtown core consists primarily of commercial uses. Community facilities are randomly located throughout the downtown. Residential uses within the core area are mostly located east of 5th Street and north of Coeur d'Alene Avenue. A growth pattern suggesting a change in ground floor use from residential to commercial seems to be occurring along 3rd and 4th Streets. To some extent, this pattern is also reproduced along Front Avenue between 5th and 10th Streets. From 7th Street east to I-90, there is a mostly auto-oriented commercial character on either side of Sherman Avenue with the exception of the blocks from 11th to 15th which have some pedestrian-oriented businesses. This area has been in transition from residential to commercial since the early 1970's. Commercial uses front on Sherman and do not extend beyond one-half block depth, leaving residential uses on the other side of the alley.

Within the core area, there exist some cases where a single building contains both commercial and residential uses. This is true of the new condominium development at NW Boulevard and Government Way, as well as a service garage/rental building along 1st Street where the grade change results in use or activity changes. These particular cases do not fit well with their context.

Pedestrian Views and Linkages

This action describes pedestrian routes, points of interest or activity, destination points, and pedestrian/auto congestion, as well as prominent views and visual barriers. Recent development of the Coeur d'Alene Resort and its grounds combined with traditional activities in the downtown have established strong pedestrian use patterns in the downtown. These patterns are described below. See Figures A7 and A8.

A primary pedestrian route exists along the south side of Sherman Avenue from the city beach to 1st Street at which point pedestrian use patterns are divided along Sherman Avenue. The pedestrian traffic flow pattern splits off at 1st Street to the new resort, diagonally to the 3rd Street docks, and to McEuen Field. Pedestrian traffic is heavy between 2nd Street and the resort and boardwalk. High pedestrian use continues along both sides of Sherman Avenue east to 6th Street. Foot traffic is heavier along the north side of Sherman Avenue from 6th Street to about 12th Street. Secondary pedestrian routes tend to run in a north/south direction, with 2nd, 3rd, and 4th Streets having the strongest identity. The south side of Sherman supports little foot traffic from 6th/7th Streets east to the 15th/17th Street area. Tertiary pedestrian movement occurs from Coeur d'Alene Avenue northward on all north/south streets along Front Avenue between 5th and 7th Streets because of lack of sidewalks, and along Sherman Avenue from 17th to 25th Streets which is dominated by auto-oriented points, but more likely by automobile.

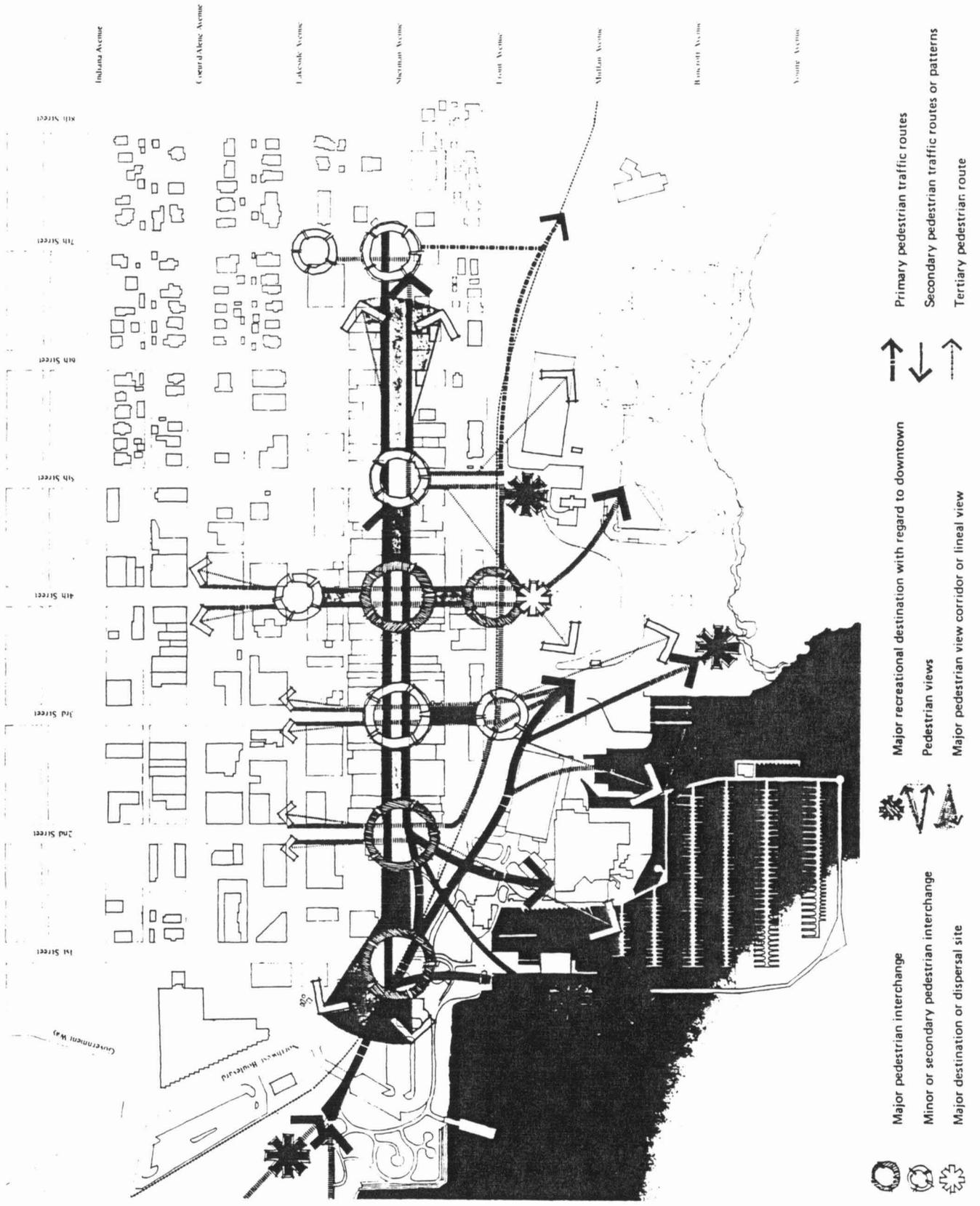
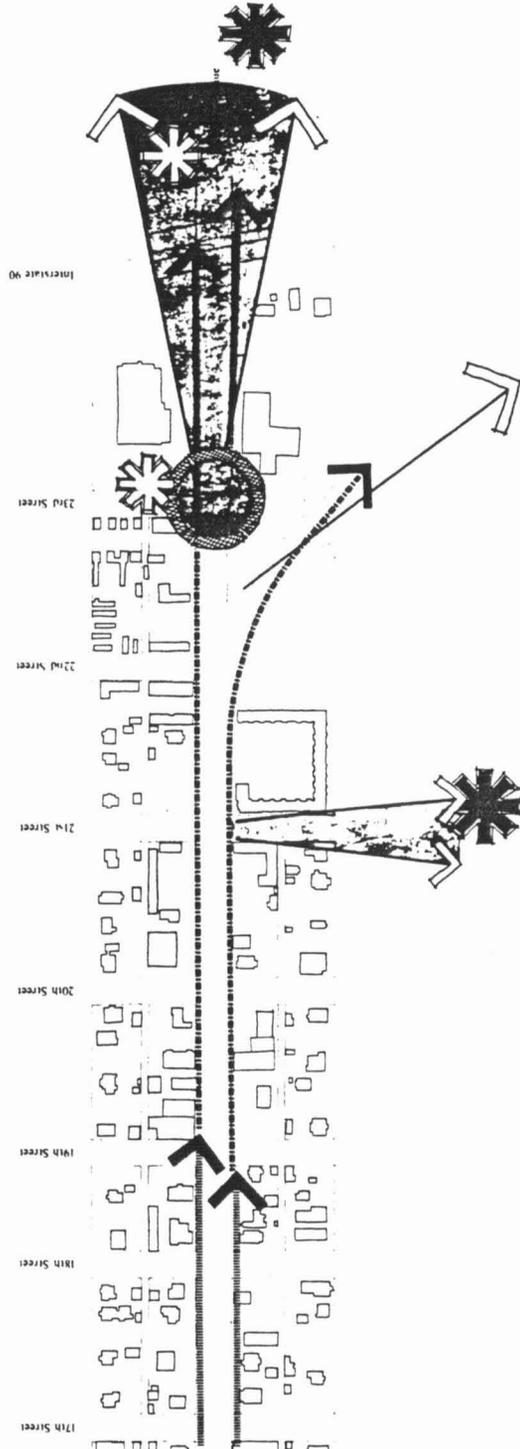
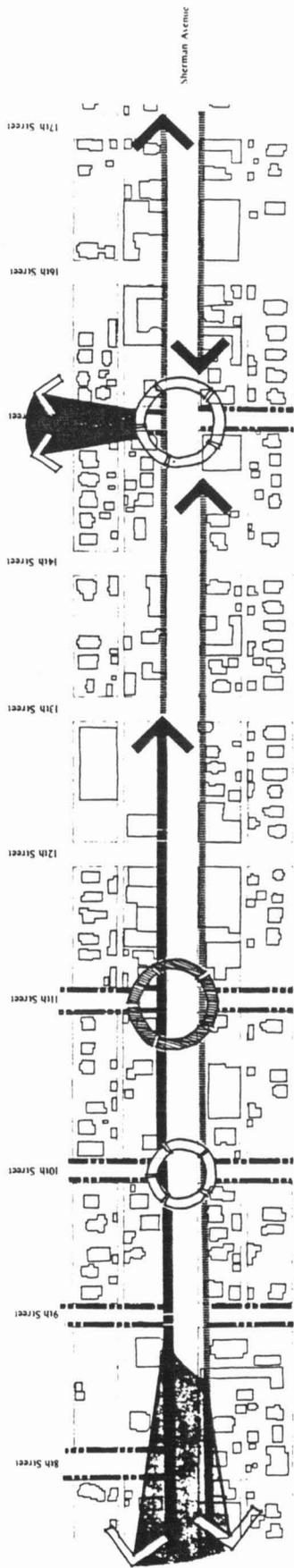


Figure A7
Downtown Coeur d'Alene:
Pedestrian Views and Linkages



- Major pedestrian interchange
- Minor or secondary pedestrian interchange
- Major destination or dispersal site
- Potential pedestrian/auto conflict area
- Major recreational destination with regard to downtown
- Pedestrian views
- Major pedestrian view corridor or lineal view
- Primary pedestrian traffic routes
- Secondary pedestrian traffic routes or patterns
- Tertiary pedestrian route

Figure A8
 East Sherman Avenue:
 Pedestrian Views and Linkages



All intersections along Sherman Avenue from 1st to 7th Streets, excluding 6th Street, are signalized. 1st, 2nd, and 7th Streets have detection loops for autos, and activated crossing signals. This allows for a controlled movement of both vehicles and pedestrians. However, five locations do emerge where pedestrian/auto interaction becomes quite congested along Sherman Avenue. These locations are at 1st, 2nd, 4th, 7th, and 10th Streets. Pedestrian/vehicular conflicts also exist at the intersection of 4th and Front Streets due to use of the City parking lot. Jaywalking is a common occurrence from 2nd through 5th Streets during the spring, summer and fall months. Ironically, it is mostly restricted to Sherman Avenue, where there seems to be the greatest traffic control. This may be due to high pedestrian volumes, combined with the timing sequence of the traffic lights, that allows non-interrupted auto flow from 7th to 1st Streets moving west but requires two stops when moving east between the same streets.

Major or important views that help to give the Coeur d'Alene downtown its identity occur in a number of locations. At least three predominant views of Lake Coeur d'Alene and surrounding natural features exist. The view looking west/southwest from Sherman Avenue and 2nd Street, dominated by the City Park and resort, reinforces the influential relationship on the downtown of the lake and the green area at Independence Point. Buildings on the south side of Sherman Avenue are a visual barrier to the lake starting at 2nd Street, however, at 3rd and 4th Streets there are significant views framed by buildings on those streets. On 4th Street the view is towards Tubbs Hill and on 3rd Street the view is towards the docks on the lake.

At 5th Street, south of Sherman Avenue, a wide view angle exposes McEuen Field and Tubbs Hill. A strong lineal view corridor along Sherman Avenue exists starting at 7th Street and Sherman Avenue and extending east to about 15th Street. This is framed by the large deciduous trees and older commercial buildings. At 15th Street the viewer's attention is directed predominantly to Fernan Saddle and the surrounding mountains to the east of Coeur d'Alene. Some minor views exist looking north on 2nd, 3rd, 4th and 15th Streets, where the higher elevation above Sherman Avenue help to reinforce these corridors.

Utilities

The influence of utilities on the development of a Master Plan for the downtown core relates primarily to costs involved for street repair or reconstruction. Since total reconstruction is recommended for Sherman Avenue, it is advantageous that it is relatively free of utility structures. Storm sewer and domestic water lines, as well as electrical lines and a gas line, exist in Sherman Avenue, but as the map illustrates, most sanitary sewer lines are limited to alley ways and the real congestion of utilities is limited to intersections of 1st Street and 2nd Street with Sherman Avenue, each of which have recently been newly reconstructed. See Figures A9, A10, and A11.

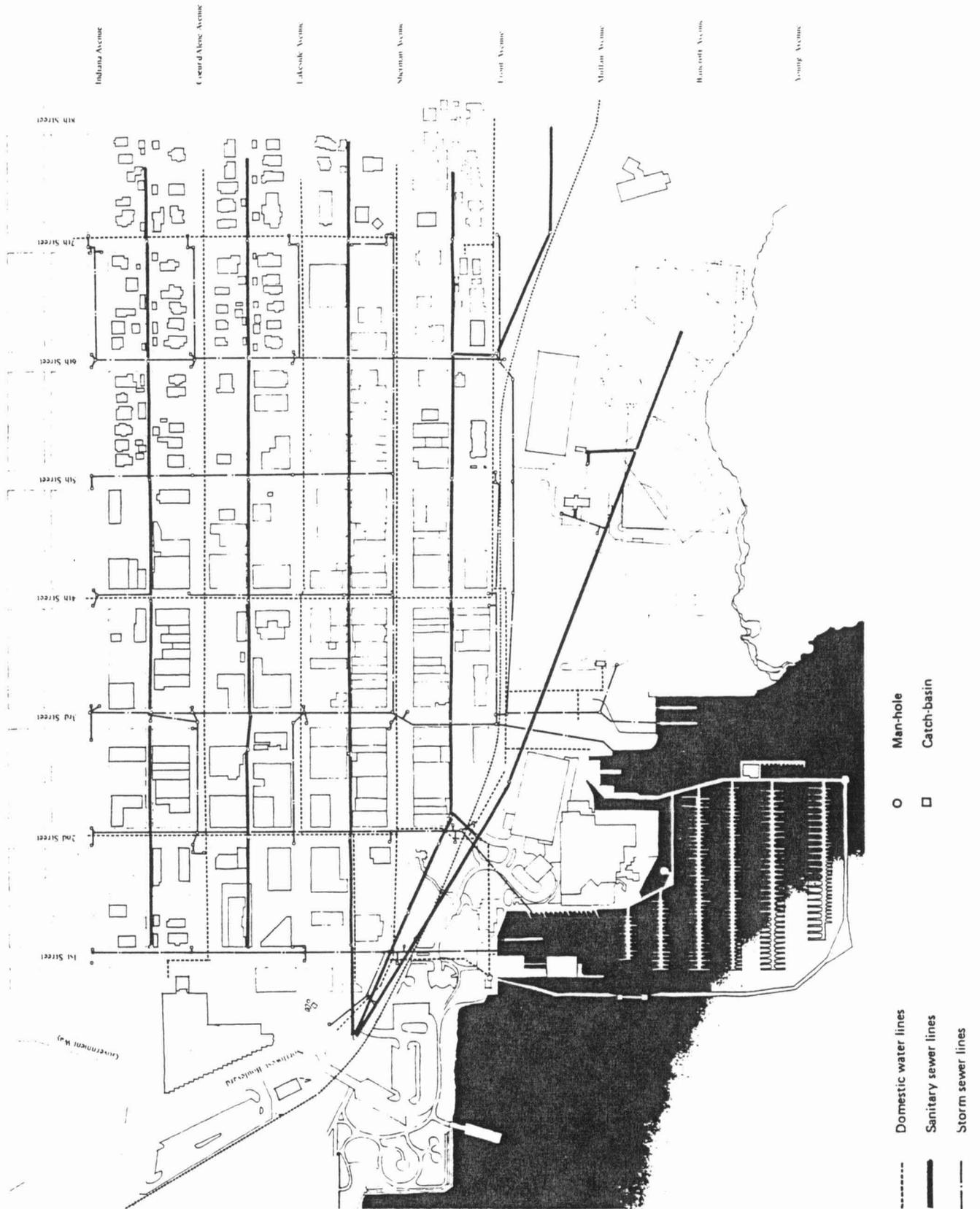


Figure A9
 Downtown Coeur d'Alene:
 Water, Sewer and Storm Drainage



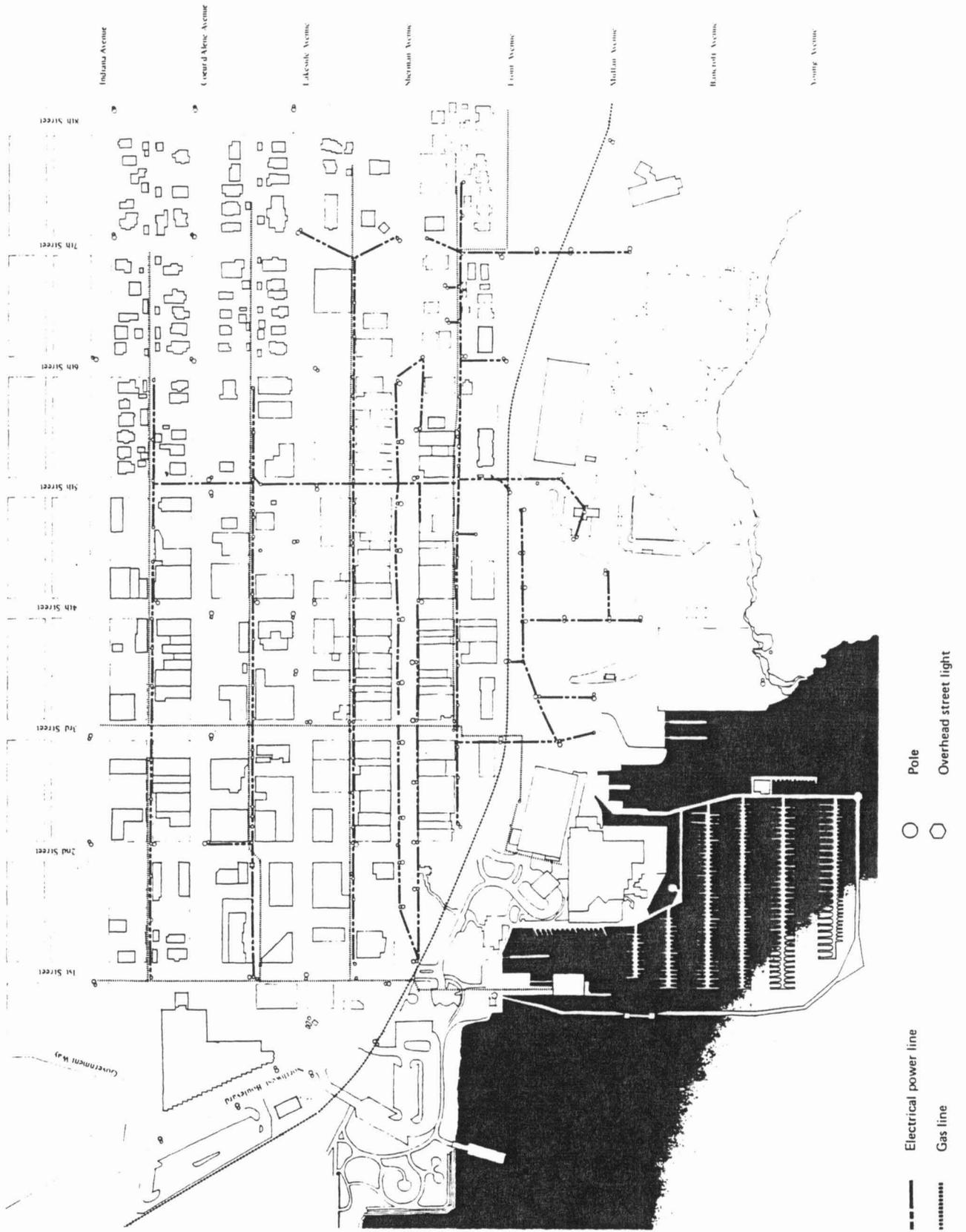
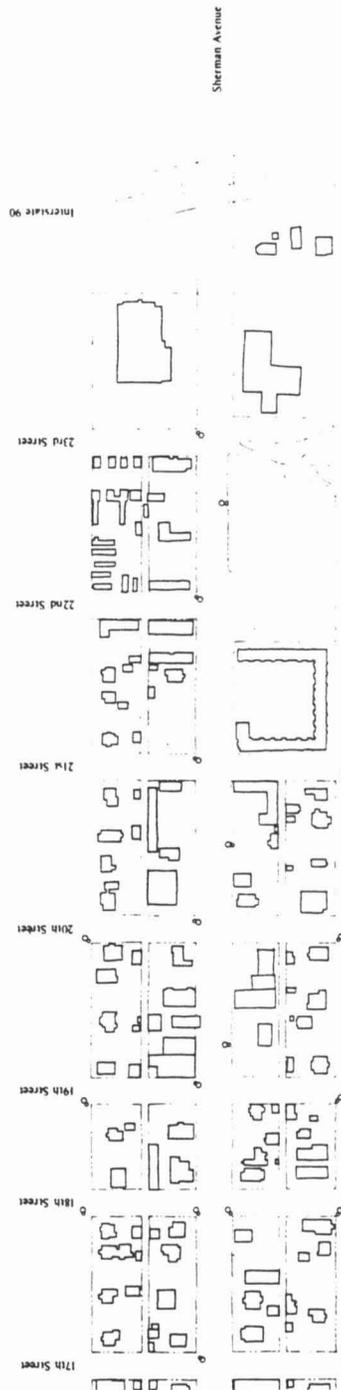
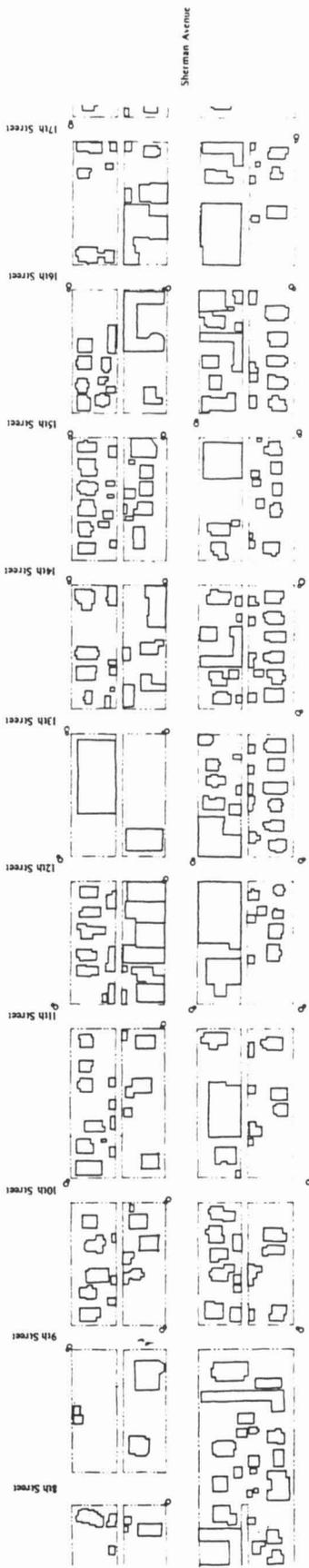


Figure A10
 Downtown Coeur d'Alene:
 Electricity and Gas





- Overhead street light
- Pole

Figure A11
 East Sherman Avenue:
 Electricity and Gas



North

Lighting

Electrical lines in the study area are limited primarily to alley ways as shown in Figures A10 and A11. Again, this is fortunate as it lowers costs for replacement when streets are repaired or reconstructed. These alley ways are, however, congested with both overhead electric and telephone lines. To ultimately locate these utilities underground is of primary importance, aesthetically and functionally.

Lighting within the study area seems to be less than adequate. Although there is a street light at each intersection, there are large areas void of night lighting. This adds to a sense of insecurity for the pedestrian during the fall and winter months as the days grow shorter. Sherman Avenue is the most brightly lighted, Front and Lakeside somewhat less. Outside of the core area, east of 7th Street along Sherman Avenue there is a definite decrease in light levels.

Planned Development

Of major importance to the study is the planned reconstruction of the I-90 Interstate on/off ramp that will be located at 23rd Street and Sherman Avenue at the eastern edge of the study area. The resulting increase in traffic will critically influence the east end of town. Further impact on this area is projected from the impending development of the Rutledge Mill property by the Hagadone Corporation. A proposed 18 hole golf course with a potential of 400 rental rooms will encompass the approximate 160 acre site.

In the downtown core area few private developments are planned for construction. Properties at 4th Street and Indiana, 2nd Street and Sherman Avenue, and 2nd Street and Coeur d'Alene Avenue, have all had conceptual planning work addressed, but no final plan submittal has occurred. There are several other vacant properties which are available for development. See Figures A12 and A13.

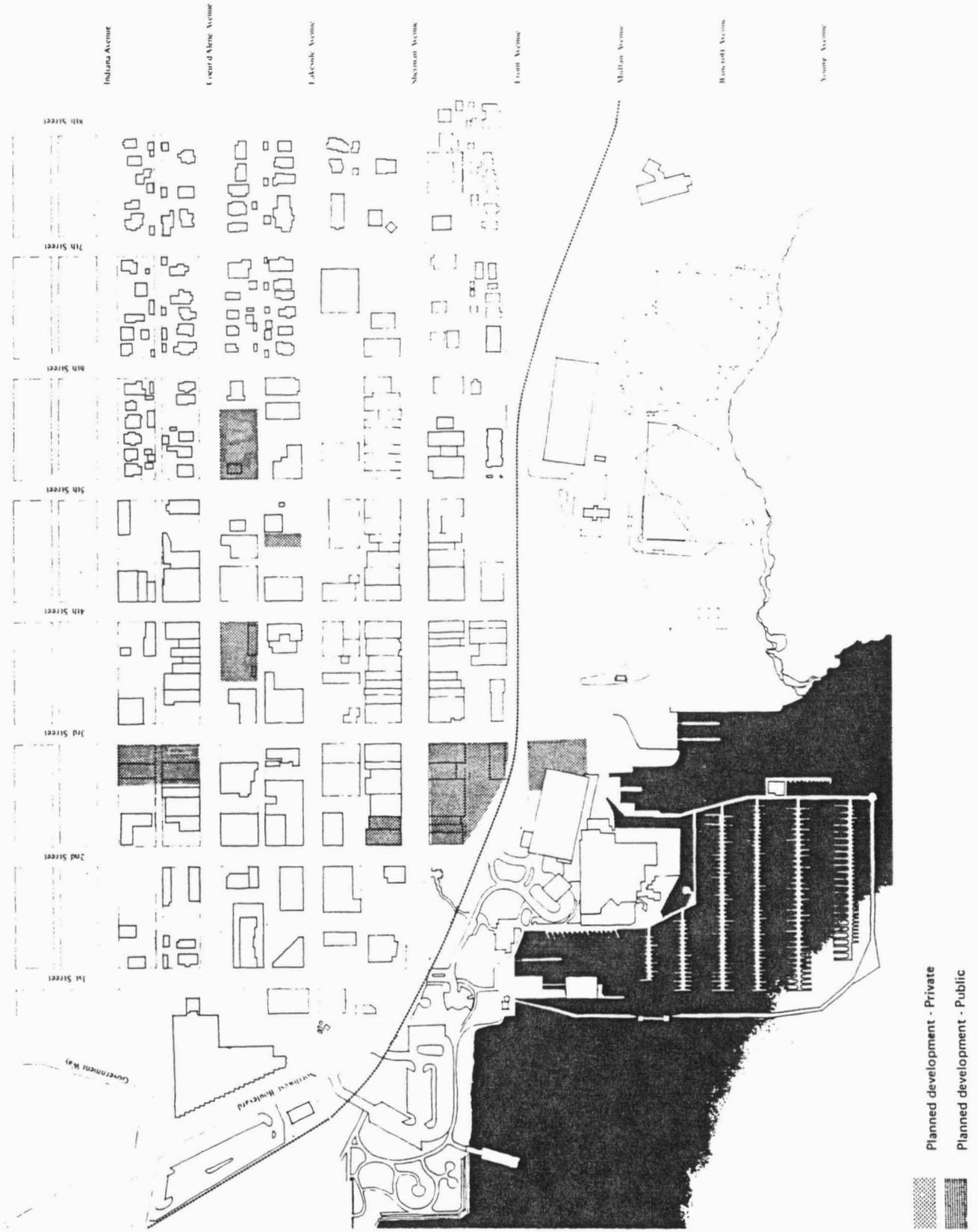
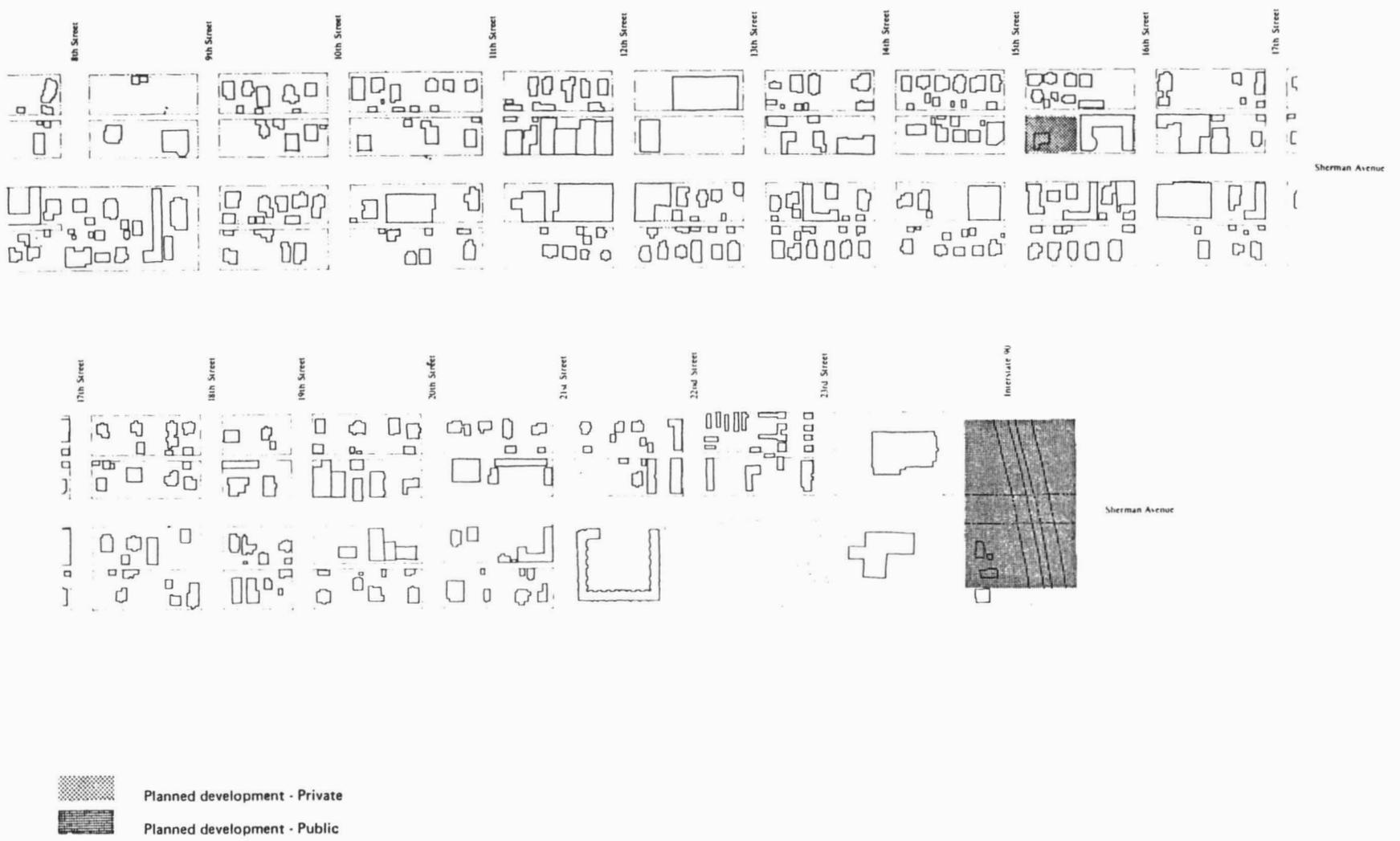


Figure A12
 Downtown Coeur d'Alene:
 Planned Development

Planned development - Private
 Planned development - Public

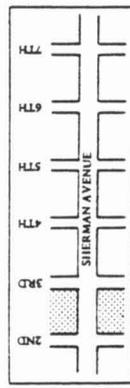
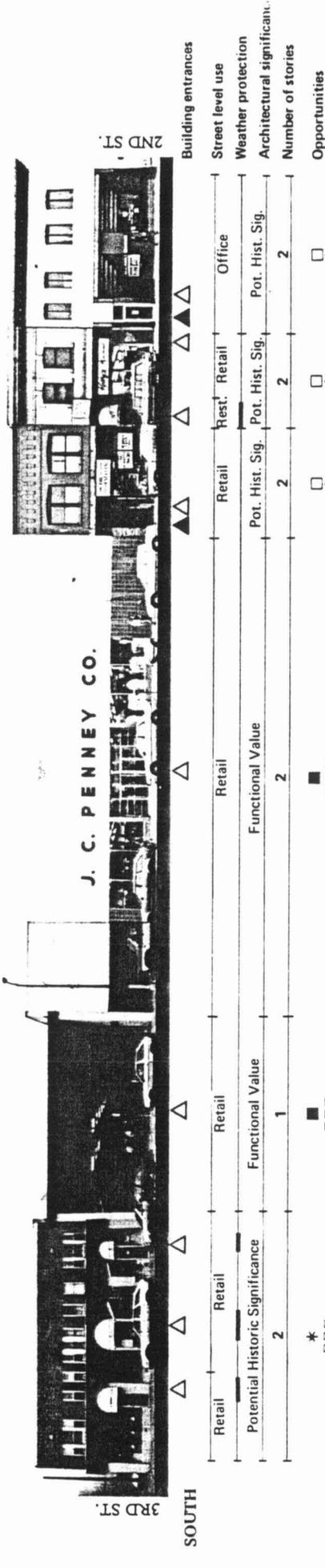
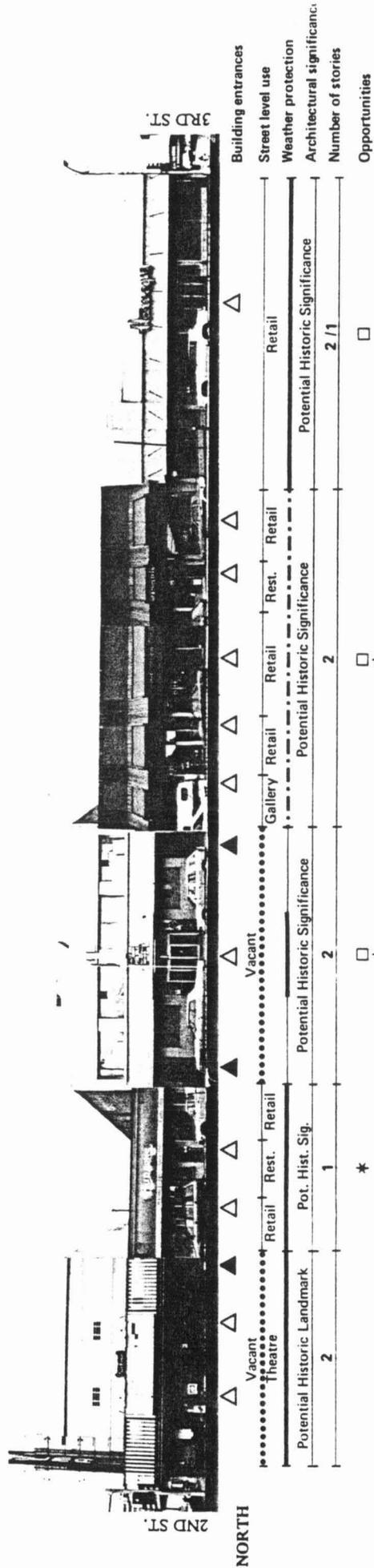


Figure A13
 East Sherman Avenue:
 Planned Development



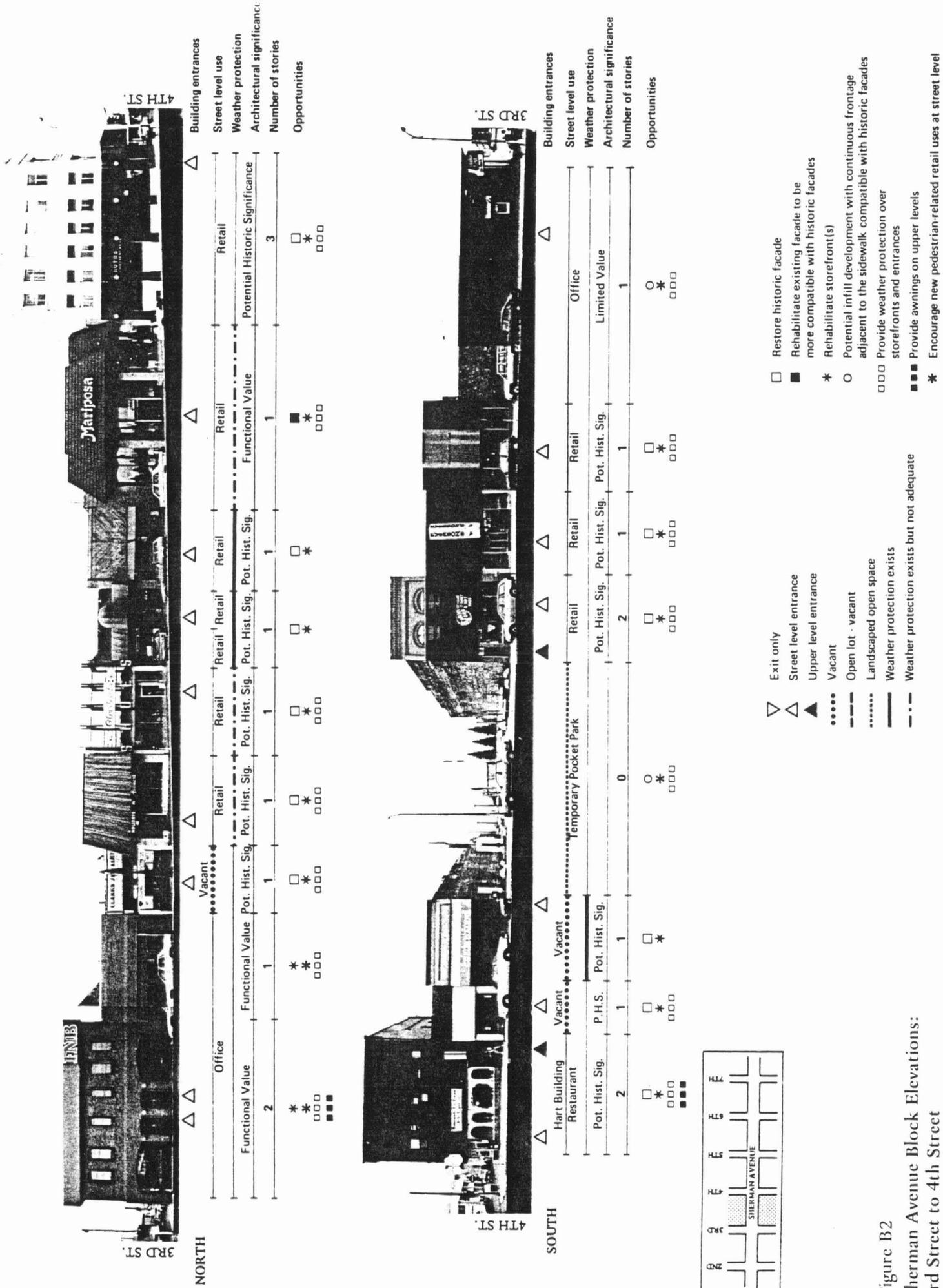
Appendix B

Inventory of Facades and Storefronts



- ▽ Exit only
- △ Street level entrance
- ▲ Upper level entrance
- Vacant
- Open lot - vacant
- Landscaped open space
- Weather protection exists
- - - Weather protection exists but not adequate
- Restore historic facade
- Rehabilitate existing facade to be more compatible with historic facades
- * Rehabilitate storefront(s)
- Potential infill development with continuous frontage adjacent to the sidewalk compatible with historic facades
- Provide weather protection over storefronts and entrances
- Provide awnings on upper levels
- * Encourage new pedestrian-related retail uses at street level

Figure B1
 Sherman Avenue Block Elevations:
 2nd Street to 3rd Street



- Restore historic facade
- Rehabilitate existing facade to be more compatible with historic facades
- * Rehabilitate storefront(s)
- Potential infill development with continuous frontage adjacent to the sidewalk compatible with historic facades
- Provide weather protection over storefronts and entrances
- ■ ■ Provide awnings on upper levels
- * Encourage new pedestrian-related retail uses at street level

- ▽ Exit only
- △ Street level entrance
- ▲ Upper level entrance
- Vacant
- Open lot - vacant
- Landscaped open space
- Weather protection exists
- - - Weather protection exists but not adequate

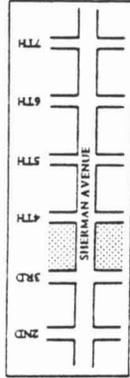


Figure B2

Sherman Avenue Block Elevations:
 3rd Street to 4th Street

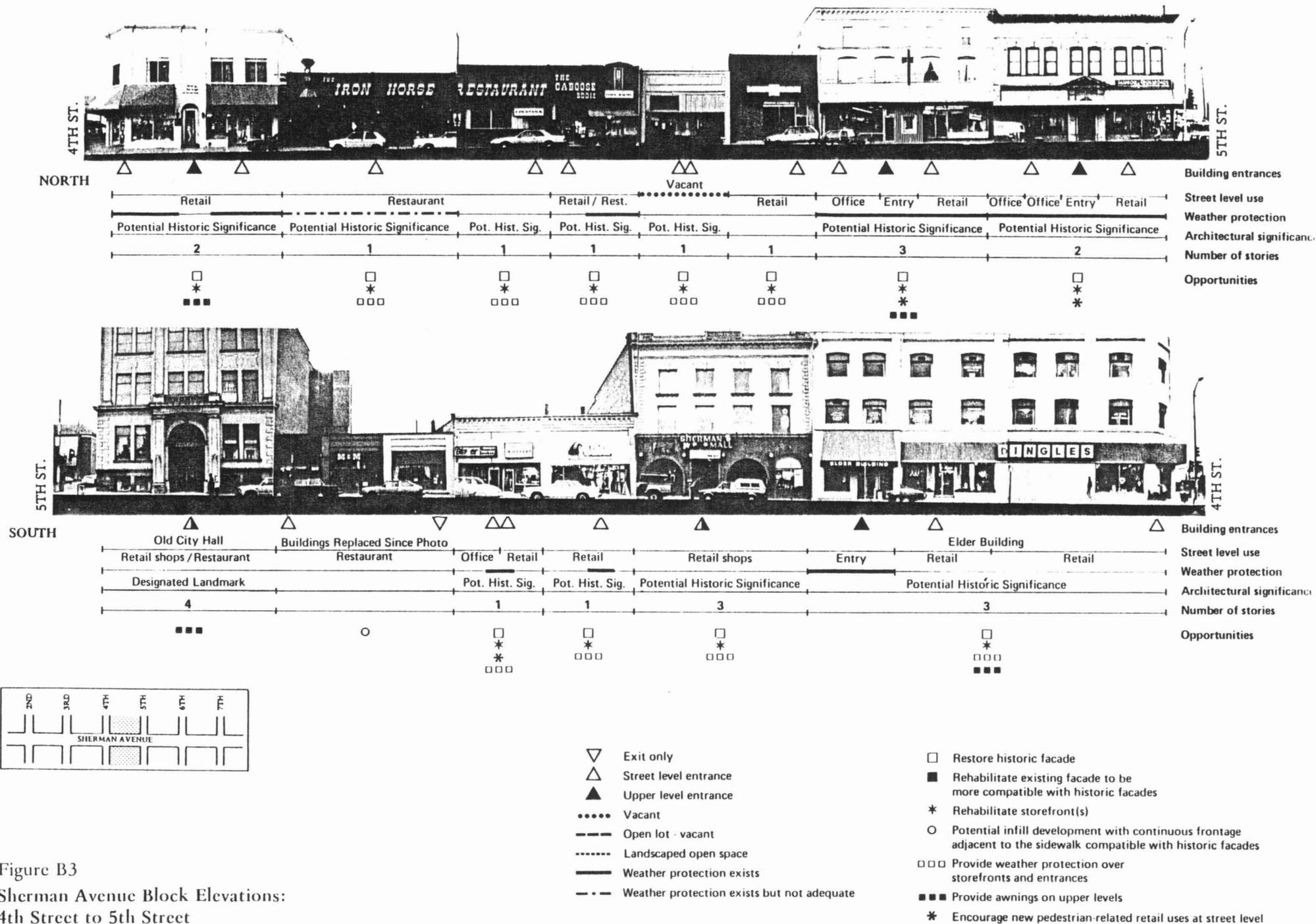
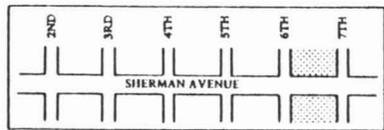
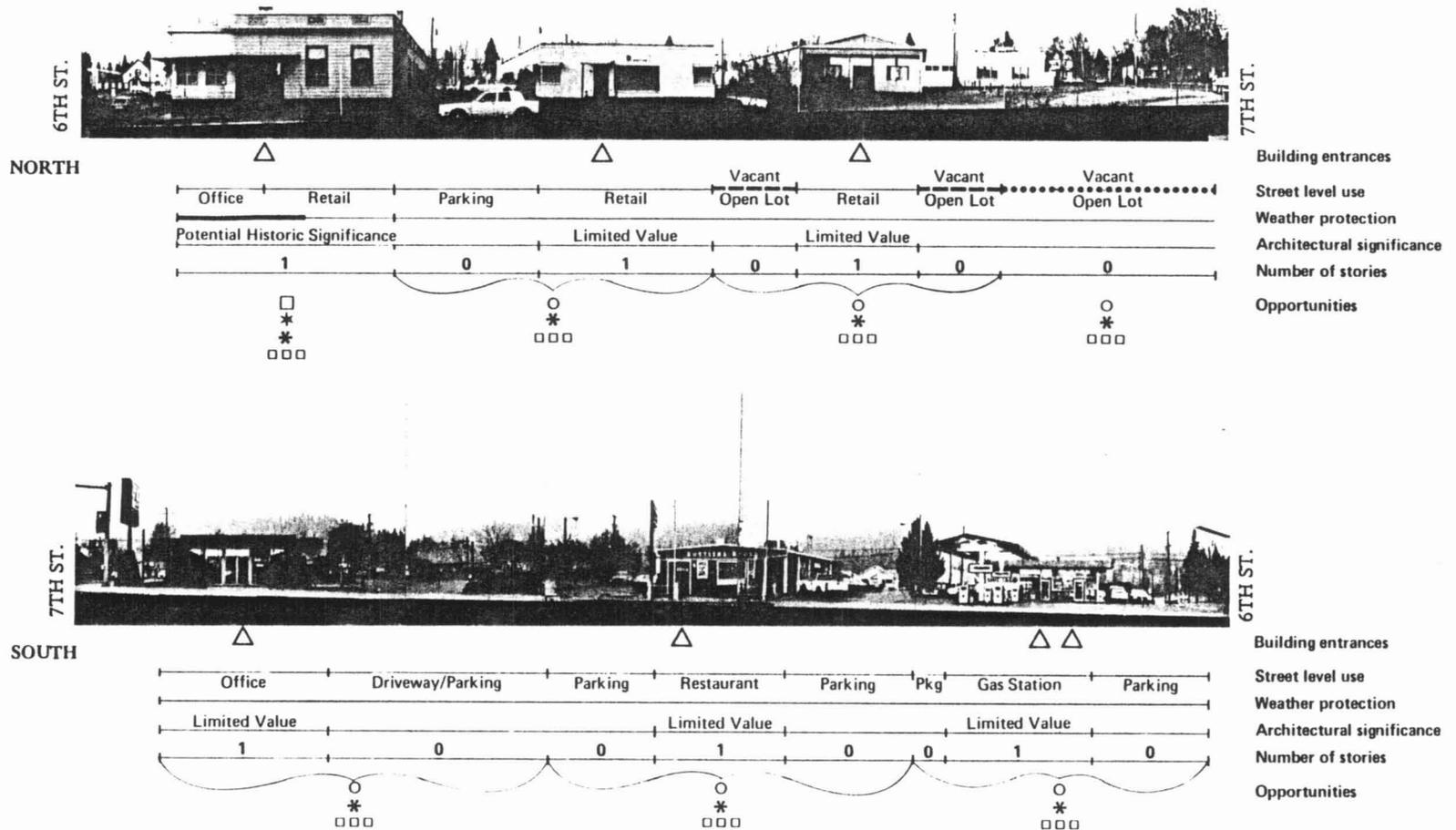


Figure B3
 Sherman Avenue Block Elevations:
 4th Street to 5th Street



- ▽ Exit only
- △ Street level entrance
- ▲ Upper level entrance
- Vacant
- Open lot - vacant
- Landscaped open space
- ===== Weather protection exists
- - - - - Weather protection exists but not adequate
- Restore historic facade
- Rehabilitate existing facade to be more compatible with historic facades
- * Rehabilitate storefront(s)
- Potential infill development with continuous frontage adjacent to the sidewalk compatible with historic facades
- □ □ Provide weather protection over storefronts and entrances
- ■ ■ Provide awnings on upper levels
- * Encourage new pedestrian-related retail uses at street level

Figure B5
 Sherman Avenue Block Elevations:
 6th Street to 7th Street

Appendix C

Focus Group and Interview Documentation

APPENDIX C

FOCUS GROUP AND INTERVIEW DOCUMENTATION

Focus Groups

The following information was collected from area residents in two focus groups conducted in November 1987.

- Lack of service
- Merchants discourage shoppers
- Harassment DBA has police to chase lads off street
- People are rude
- No place for kids
- No merchandise for teenagers
- Town caters to the tourists/ignores the residents
- Afraid of change
- Niceties are going
- Spokane has majors/open late
- CDA closes 5:00 PM and Sunday closed
- Prices are very high
- It's scenic and quaint
- Need Woolworth's
- Need for special promotions
- Place for kids is needed
- Men's shop
- Stores not open for working people
- More variety of shoe stores
- Restaurants - more needed
- Too many signs in the windows
- Tourists want to shop Sunday but stores are closed
- Park and amphitheatre not used for events
- City public parking lot seems to be used by the resort employees. Employees resist using designated lot north on 2nd Street because of walking distance. City lot should be better managed.
- Store windows black at night
- Ice and snow not a problem for shoppers

Interviews

CDA Planning Departments

- Parking issue
- Boat ramp issue
- Unity is needed, but difficult
- Management is important
- Merchants do not provide high quality service
- Store hours are off, not open weekday evenings
- Individual merchants want to put in trees and banners
- Panhandle Area Council is supportive
- CBD zone allows for everything. Look at zoning issues.
- Spokane - more shopping and low prices
- Large discounters in Spokane

- Lake is a drawing card
- Downtown is an historic center
- Getting groups to work together
- Interstate did not cut off Sherman Avenue traffic
- Quality merchandise market is OK
- Relocate public boat ramp facility

Hagadone Corporation

- Access to downtown - resort and linkages important
- 200 additional hotel rooms planned for existing resort
- Potlatch Resort 150 rooms Phase I, 400-500 potential
- Busiest cafe in resort is Dockside
- Convention playground
- 1,400 rooms total in CDA
- 800,000 people on the boardwalk
- 95% of merchants are closed at peak times
- Convention-oriented: where are retailers after 5:00pm?
- More affluent tourists are projected for the resort
- New core of city is on Sherman west of first resort, city park and University campus
- Downtown must reposition itself in the marketplace
- Move boat launch; Federal funds needed for new boat launch; charge a fee
- Artists presenting elsewhere - not in CDA
- Wilma Theatre reuse must make economic sense in overall development of assemblage
- Consider historic tax credits and other financial advantages for Wilma Theatre
- One half of boats moored at the CDA resort are from Spokane
- Evenings are pleasant in the summer and it does not get dark until 9:00 - 9:30 PM
- Sherman Avenue improvements should include:
 - A new street (roadway and sidewalk)
 - New lights
 - New signals
 - Better maintenance
 - Open shops in evening and on Sunday to serve resort guests
- Relocate boat ramp and install an amphitheatre
- Penney's block redevelopment:
 - Open mid-1990
 - Existing buildings will be retained and remodeled
 - Concern about ice and slipping by resort guests moving from resort to Penney's block. Skybridge investigated - 18-20 foot clearance required
 - Two stories of retail planned. Primarily small shops oriented to resort market
- Need to create activity in summer. Winter and "shoulder" months target for increasing activity. Dog track planned to encourage year-round activity.

- Although a second resort is planned at the Potlach site, the main resort is seen as the activity hub.
- The Potlach site to be up-scale, an exclusive resort community with world class golf facilities. Guests will be transported by boat and shuttle vehicles to main resort for nightlife, entertainment and shopping.
- An antique trolley was investigated for the rail line between Potlach and main resort, but this concept was abandoned. The problems of a rail trolley included:
 - High cost of track maintenance
 - Tracks pass through residential area
 - Does not make sense to bring public to an exclusive resort area at Potlach

Silver Lake Mall

- Will have J.C. Penney, Sears, 375,000 s.f./total
- 4-6 miles from downtown
- Strip malls - overbuilt

Citizen's Council for the Arts

- "Art on the Green" arts festival on the college grounds (annual, 3 days in August)
- Promote artists in residence in the schools
- Idaho Arts Commission sponsors events
- Enough locals to fill local galleries
- Painters and sculptors dominate in the region
- 1st Step Dance Company performances at the college and "Art on the Green"
- No community center is here, only the college. There is a lack of space.

North Idaho College

- Done futurism studies
- What type of life do they want?
- More people going to the malls
- Parking problem
- Malls are comfortable
- Students go north to large chains
- Fast food on Appleway Avenue
- Multi-use need theatres and films
- Would help if Sherman was a one-way
- More parking will be needed

Arts Subgroup

- CDA Arts Association has 90 members
- All types of artists represented in the Association
- Art is displayed in the IDAHO FIRST Bank
- Lakeside - Arts and Craft Octoberfest - paint on the sidewalks along Sherman Avenue
- "Art on the Green" very successful (500,000 attendance/3 day exhibit/100 booths), downtown park as location, too many City policies in the way, too much interference
- Galleries competing/not enough of a draw
- Need a cooperative approach among art groups
- The arts groups need coordinating
- Advertising is a problem
- Arts calendar could be started
- Business and arts should get together/arts not organized and ask for corporate support too late

Retail and Marketing Subgroup

- Need a variety store such as Woolworth's
- Improve level of service
- Common hours/coop ads
- Better mix
- Need for cooperation
- Tried a farmers market; not successful
- Upscale and more service-oriented
- Tourists and area resident emphasis in the CBA
- Local population will use mall
- Tourists use downtown
- Make it a fun place to be
- Entertainment uses should be encouraged
- People don't know what's here
- Good men's clothing store is needed

Streetscape/Storefront Subgroup

- Streetscape and storefront should take both summer (peak) and winter (snow) conditions into account
- Parking issues should be addressed (management of public parking lot, relocation of public boat ramp)
- Costs of streetscape and facade improvements must be affordable for property owners and tenants
- Public and private funding sources should be identified in addition to the LID
- Local designers should organize an educational program on storefront redevelopment following guidelines in plan.

Transit

- Currently many seniors picked up downtown for transportation out to K-mart and Shoprite
- Larger buses needed
- New routes include dog track to downtown and Silver Lake Mall to downtown
- Current locations of downtown bus stops on Sherman are desirable. Need rider waiting area amenities (eg. shelter, transit information, seating)
- Traffic lane at bus stop should be 10' wide minimum
- Relocation of bus stops off Sherman Avenue acceptable, if rider amenities provided

Appendix D

Survey Documentation

DOWNTOWN COEUR D'ALENE PEDESTRIAN SURVEY

Boldfaced percentage represents a cumulative average from six medium-sized cities. This data is not intended for statistical analysis; it should only be used for rough comparison.

Q-1 Circle all of the things you are doing in downtown today:
(circle number)

6 Cities CDA

| | | | |
|-------|-------|----|--|
| 26.8% | 37.8% | 1 | WORKING |
| 44.3% | 34.0% | 2 | SHOPPING FOR MAJOR PURCHASES (over \$25 INCLUDING CLOTHING, GIFT ITEMS, ETC.) |
| 37.7% | 40.8% | 3 | DOING QUICK ERRANDS (under \$25 value) |
| 34.0% | 32.3% | 4 | STROLLING OR WINDOW SHOPPING |
| 32.8% | 41.8% | 6 | EATING IN A RESTAURANT OR TAKE-OUT FOOD PLACE |
| 21.3% | 20.4% | 7 | MEETING FRIENDS, SOCIALIZING |
| 13.8% | 10.9% | 8 | JUST PASSING THROUGH |
| 5.5% | 9.5% | 9 | VISITING A PROFESSIONAL OFFICE (DOCTOR, LAWYER, ETC.) |
| 20.3% | 23.8% | 10 | BANKING |
| | 7.1% | 11 | OTHER (insignificant percentage) |

Q-2 What is your main reason for being downtown today, using the above list for question #1. Give the number: _____

| | | |
|-------|----|--|
| 34.3% | 1 | WORKING |
| 15.7% | 2 | SHOPPING FOR MAJOR PURCHASES |
| 10.9% | 3 | DOING QUICK ERRANDS |
| 6.9% | 4 | STROLLING OR WINDOW SHOPPING |
| 6.2% | 5 | EATING IN A RESTAURANT OR TAKE-OUT FOOD PLACE |
| 3.6% | 6 | MEETING FRIENDS, SOCIALIZING |
| 2.9% | 7 | JUST PASSING THROUGH |
| 4.4% | 8 | VISITING A PROFESSIONAL OFFICE |
| 5.8% | 9 | BANKING |
| 8.8% | 10 | OTHER (insignificant percentage) |

Q-3 How much time do you expect to spend on downtown today, not including the time you spend working at your job?
(circle number)

| | | |
|-------|---|--|
| 15.1% | 1 | LESS THAN FIFTEEN MINUTES |
| 15.5% | 2 | BETWEEN FIFTEEN MINUTES AND HALF AN HOUR |
| 31.6% | 3 | BETWEEN HALF AN HOUR AND ONE HOUR |
| 26.1% | 4 | BETWEEN ONE AND TWO HOURS |
| 11.3% | 5 | MORE THAN TWO HOURS |

Q-4 When you drive into downtown, would you say finding a satisfactory parking space is . . . (circle number)

| | | |
|-------|---|-----------------------|
| 25.3% | 1 | HARDLY EVER A PROBLEM |
| 37.9% | 2 | SOMETIMES A PROBLEM |
| 28.1% | 3 | USUALLY A PROBLEM |
| 3.5% | 4 | DON'T PARK DOWNTOWN |
| 5.3% | 5 | DON'T KNOW |

Q-5 How often do you shop for major purchases?

| | | |
|-------|---|-----------------------------|
| 1.7% | 1 | THREE OR MORE TIMES A WEEK |
| 19.5% | 2 | ONE OR TWO TIMES A WEEK |
| 17.1% | 3 | THREE OR MORE TIMES A MONTH |
| 27.6% | 4 | ONCE A MONTH |
| 27.3% | 5 | LESS THAN ONCE A MONTH |
| 6.8% | 6 | NEVER |

Q-6 How often do you run quick errands?

| | | |
|-------|---|-----------------------------|
| 45.7% | 1 | THREE OR MORE TIMES A WEEK |
| 29.9% | 2 | ONE OR TWO TIMES A WEEK |
| 11.3% | 3 | THREE OR MORE TIMES A MONTH |
| 6.2% | 4 | ONCE A MONTH |
| 3.8% | 5 | LESS THAN ONCE A MONTH |
| 3.1% | 6 | NEVER |

Q-7 How would you rate downtown for the following?
(circle your answer)

| GOOD (6 Cities) | | GOOD | FAIR | POOR | DON'T KNOW |
|--------------------|---|-------|-------|-------|------------|
| 29.5% | a. Overall attractiveness... | 24.4% | 49.5% | 25.1% | 0.7% |
| 50.4% | b. Quality of eating places. | 36.8% | 44.4% | 15.2% | 3.2% |
| | c. Cleanliness of streets and sidewalks..... | 34.7% | 54.1% | 10.4% | 0.4% |
| 31.3% | d. Comfort of adjacent parks and plazas..... | 52.0% | 32.2% | 10.3% | 5.1% |
| 25.0% | e. Number of convenient parking spaces..... | 17.6% | 35.5% | 41.4% | 5.1% |
| 29.6% | f. Safety during <u>day</u> | 65.8% | 26.2% | 4.4% | 3.3% |
| 42.0% | g. Safety during <u>evening</u> | 33.3% | 35.1% | 16.7% | 14.5% |
| 37.0% | h. Number of events, festi- vals, and special promotions..... | 24.0% | 39.3% | 20.0% | 16.4% |
| | i. Types of events, festivals, and special promotions..... | 23.3% | 38.9% | 21.5% | 15.6% |
| 61.5% | | | | | |

| GOOD (6 Cities) | | GOOD | FAIR | POOR | DON'T KNOW |
|--------------------|---|-------|-------|-------|------------|
| 45.4% | j. Convenience of shopping hours..... | 31.1% | 39.2% | 25.6% | 3.7% |
| 50.5% | k. Quality of goods sold and services offered... | 34.4% | 51.3% | 12.5% | 1.5% |
| 41.8% | l. Variety of goods sold and services offered... | 25.8% | 43.9% | 27.7% | 2.2% |
| 34.7% | m. Cost of goods sold and services..... | 19.4% | 56.0% | 21.6% | 2.6% |
| 27.0% | n. Number of nighttime activities (theater, nightclubs, etc)..... | 9.1% | 23.6% | 49.6% | 17.0% |

Q-8 What types of places do you regularly patronize in Coeur d'Alene?
(circle all applicable)

6 Cities CDA

| | | | |
|-------|-------|----|----------------------------------|
| 44.0% | 58.7% | 1 | DRY CLEANERS |
| 9.3% | 52.8% | 2 | GROCERY STORE |
| 35.3% | 17.8% | 3 | HOME FURNISHINGS/APPLIANCES |
| 39.3% | 49.3% | 4 | DRUG STORE |
| 51.7% | 73.8% | 5 | RESTAURANTS |
| 19.5% | 63.6% | 6 | BANKS |
| 31.0% | 34.6% | 7 | HARDWARE |
| 6.7% | 41.3% | 8 | VARIETY STORE |
| 50.0% | 35.0% | 9 | BUSINESS OR PROFESSIONAL OFFICE |
| 14.0% | 50.0% | 10 | CLOTHING AND ACCESSORIES |
| 34.0% | 27.3% | 11 | MOVIE THEATRE |
| 12.0% | 46.5% | 12 | GIFTS/CRAFT SHOPS |
| | 6.3% | 13 | OTHER (insignificant percentage) |

Q-11 What types of businesses do you think are needed downtown, if any, that don't currently exist?

| | | |
|-------|----|--|
| 27.8% | 1 | DEPARTMENT STORES |
| 10.5% | 2 | MOVIES |
| 9.0% | 3 | CLOTHING (Designer) |
| 9.8% | 4 | DIME STORE (Woolworth's) |
| 9.0% | 5 | LIVE ENTERTAINMENT/BAR |
| 10.5% | 6 | SPECIALTY SHOPS |
| 2.3% | 7 | FREE PARKING |
| 1.5% | 8 | MALL (Large) |
| 15.0% | 88 | OTHER (eg. full service station, restaurants, fast food, clothing, cafe) |

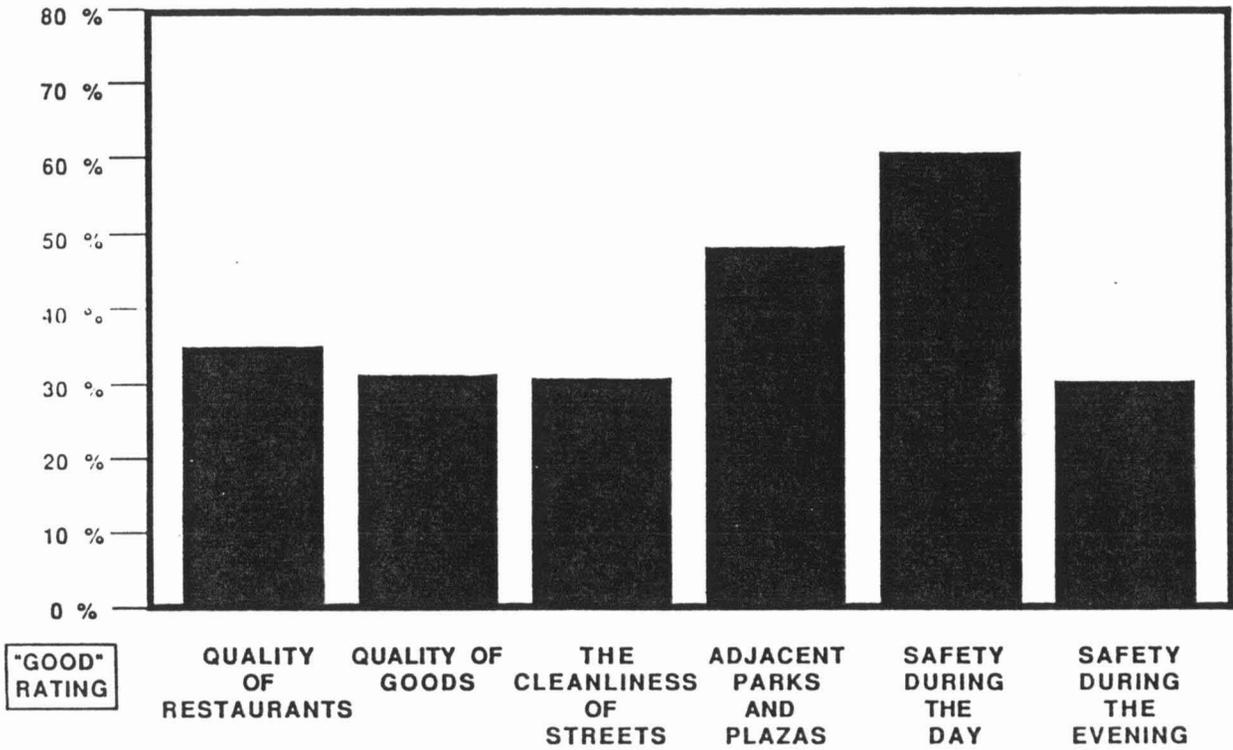


Figure D1
 Coeur d'Alene Pedestrian Survey:
 Pedestrian Ratings of Downtown

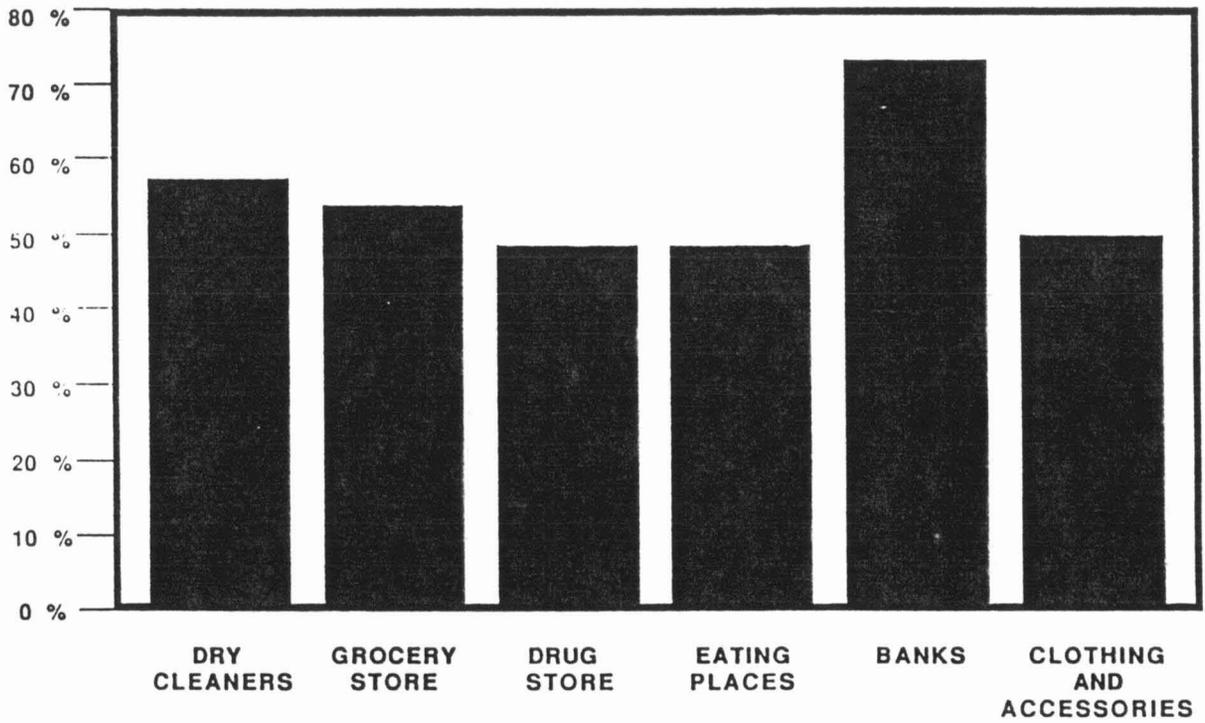


Figure D2
 Coeur d'Alene Pedestrian Survey:
 Use of Downtown Stores

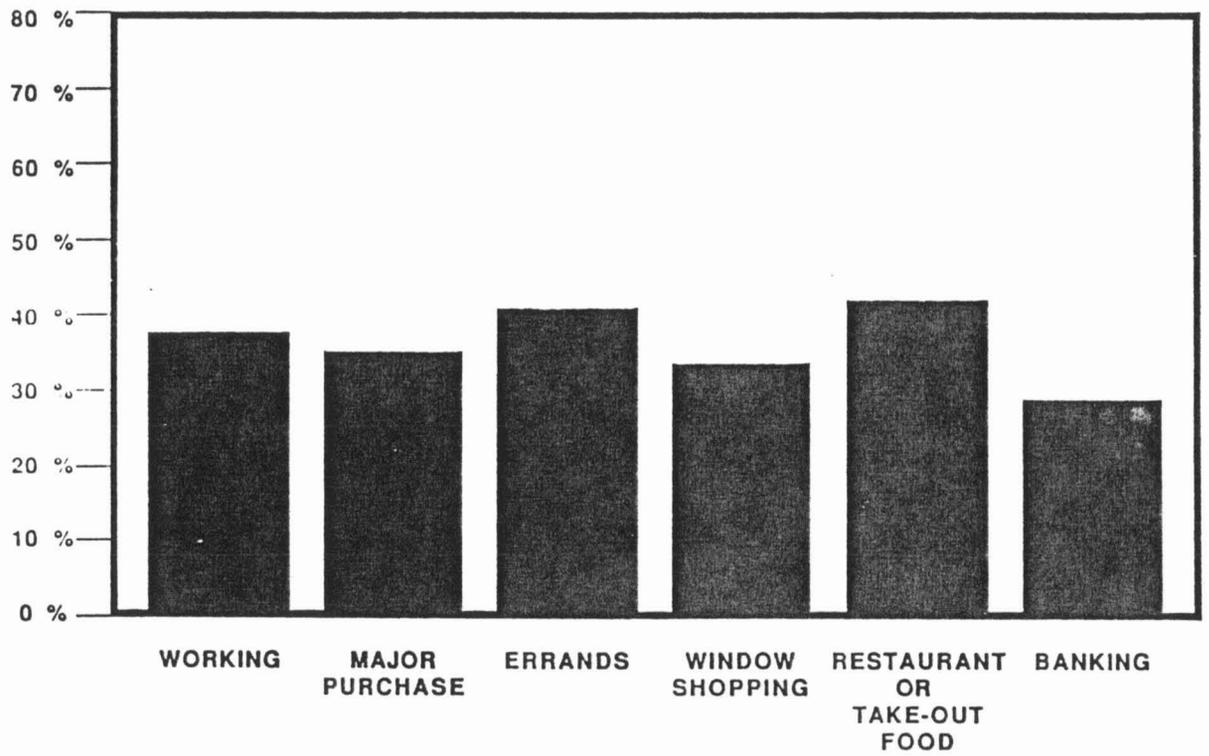


Figure D3
 Coeur d'Alene Pedestrian Survey:
 What People do in Downtown

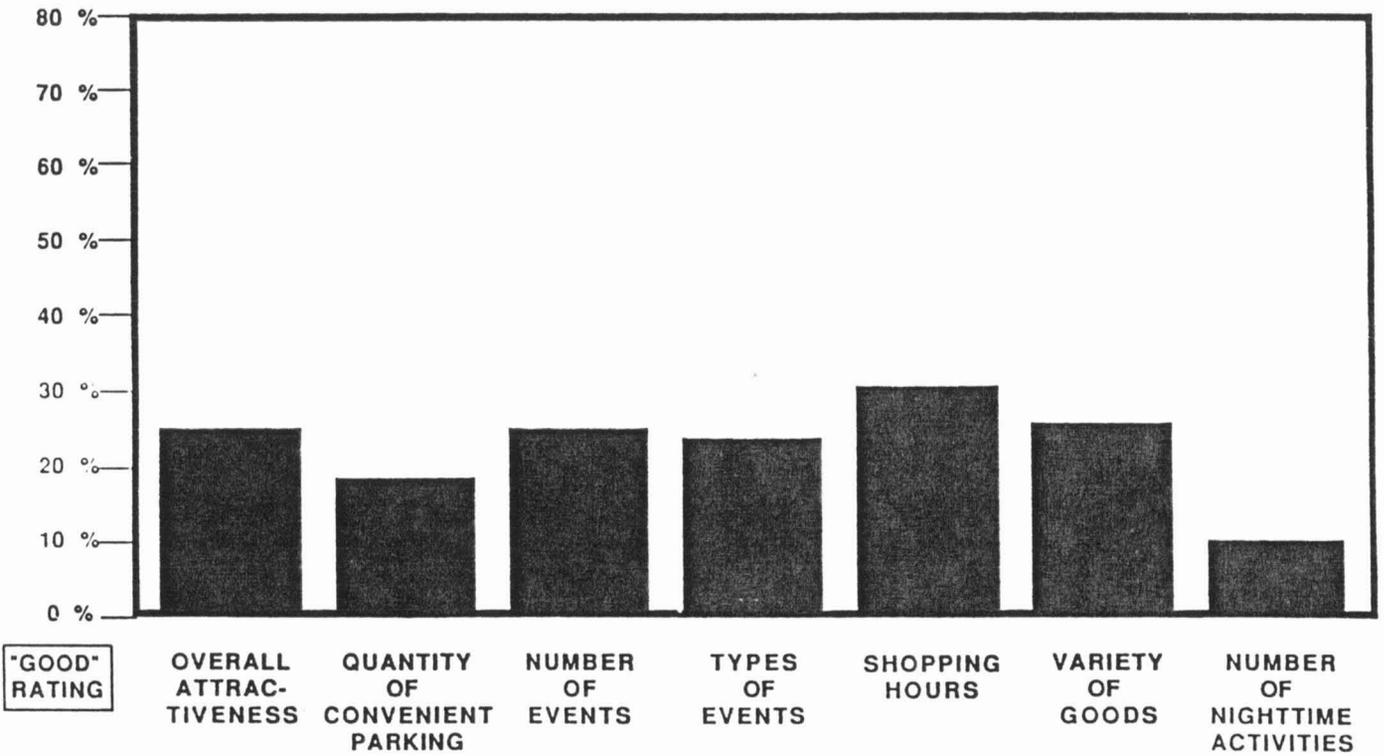


Figure D4
 Coeur d'Alene Pedestrian Survey:
 Pedestrian Ratings of Downtown

COEUR D ALENE PEDESTRIAN SURVEY - DECEMBER 1987

| | SHOP FOR MAJOR PURCHASE | | | | | |
|------------------------|-------------------------|------------------|------------------|--------------|--------------------|-------|
| | 3+ TIMES A WEEK | 1-2 TIMES A WEEK | 3+ TIMES A MONTH | ONCE A MONTH | UNDER ONCE A MONTH | NEVER |
| SATISFACTORY PKG SPACE | | | | | | |
| HARDLY EVER A PROB | | | | | | |
| Count..... | | 15 | 10 | 20 | 20 | 7 |
| ROW PERCENT..... | | 20.8% | 13.9% | 27.8% | 27.8% | 9.7% |
| SOMETIMES A PROB | | | | | | |
| Count..... | 2 | 20 | 23 | 34 | 22 | 7 |
| ROW PERCENT..... | 1.9% | 18.5% | 21.3% | 31.5% | 20.4% | 6.5% |
| USUALLY A PROBLEM | | | | | | |
| Count..... | 3 | 16 | 11 | 20 | 28 | 2 |
| ROW PERCENT..... | 3.8% | 20.0% | 13.8% | 25.0% | 35.0% | 2.5% |
| DONT PARK DNTN | | | | | | |
| Count..... | | | 5 | 1 | 2 | 1 |
| ROW PERCENT..... | | | 55.6% | 11.1% | 22.2% | 11.1% |
| DONT KNOW | | | | | | |
| Count..... | | 1 | | 4 | 7 | 3 |
| ROW PERCENT..... | | 6.7% | | 26.7% | 46.7% | 20.0% |

COEUR D ALENE PEDESTRIAN SURVEY - DECEMBER 1987

| | FREQUENCY OF QUICK ERRANDS | | | | | |
|--|----------------------------|------------------|------------------|--------------|--------------------|-------|
| | 3+ TIMES A WEEK | 1-2 TIMES A WEEK | 3+ TIMES A MONTH | ONCE A MONTH | UNDER ONCE A MONTH | NEVER |
| SATISFACTORY PKG SPACE HARDLY EVER A PROB | | | | | | |
| Count..... | 36 | 20 | 6 | 4 | 2 | 3 |
| ROW PERCENT..... | 50.7% | 28.2% | 8.5% | 5.6% | 2.8% | 4.2% |
| SOMETIMES A PROB | | | | | | |
| Count..... | 50 | 33 | 10 | 6 | 6 | 3 |
| ROW PERCENT..... | 46.3% | 30.6% | 9.3% | 5.6% | 5.6% | 2.8% |
| USUALLY A PROBLEM | | | | | | |
| Count..... | 36 | 23 | 10 | 7 | 1 | 2 |
| ROW PERCENT..... | 45.6% | 29.1% | 12.7% | 8.9% | 1.3% | 2.5% |
| DONT PARK DNTN | | | | | | |
| Count..... | 3 | 5 | 1 | | | |
| ROW PERCENT..... | 33.3% | 55.6% | 11.1% | | | |
| DONT KNOW | | | | | | |
| Count..... | 6 | 4 | 1 | 1 | 2 | 1 |
| ROW PERCENT..... | 40.0% | 26.7% | 6.7% | 6.7% | 13.3% | 6.7% |

Page 2 COEUR D ALENE PEDESTRIAN STUDY-12/87
 FREQUENCIES

LOCATION

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-----------------|-------|---------------|---------|---------------|-------------|
| SHERMAN AND 2ND | 1 | 93 | 31.6 | 31.6 | 31.6 |
| SHERMAN AND 4TH | 2 | 201 | 68.4 | 68.4 | 100.0 |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | 1.684 | Median | 2.000 | Mode | 2.000 |
| Std Dev | .466 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

THINGS1 WORKING

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 183 | 62.2 | 62.2 | 62.2 |
| YES | 1 | 111 | 37.8 | 37.8 | 100.0 |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .378 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .486 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

THINGS2 SHOPPING MAJOR PURCHASE

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 194 | 66.0 | 66.0 | 66.0 |
| YES | 1 | 100 | 34.0 | 34.0 | 100.0 |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .340 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .475 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

THINGS3 DOING QUICK ERRANDS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 172 | 58.5 | 58.5 | 58.5 |
| YES | 1 | 120 | 40.8 | 40.8 | 99.3 |
| | 2 | 1 | .3 | .3 | 99.7 |
| | 3 | 1 | .3 | .3 | 100.0 |
| TOTAL | | 294 | 100.0 | 100.0 | |
| Mean | .425 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .522 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

THINGS4 WAITING FOR THE BUS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 287 | 97.6 | 97.6 | 97.6 |
| YES | 1 | 5 | 1.7 | 1.7 | 99.3 |
| | 2 | 2 | .7 | .7 | 100.0 |
| TOTAL | | 294 | 100.0 | 100.0 | |
| Mean | .031 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .208 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

THINGS5 WINDOW SHOPPING

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 197 | 67.0 | 67.0 | 67.0 |
| YES | 1 | 95 | 32.3 | 32.3 | 99.3 |
| | 2 | 1 | .3 | .3 | 99.7 |
| | 3 | 1 | .3 | .3 | 100.0 |
| TOTAL | | 294 | 100.0 | 100.0 | |
| Mean | .340 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .503 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

THINGS6 EATING IN RESTAURANT OR T-0

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 170 | 57.8 | 57.8 | 57.8 |
| YES | 1 | 123 | 41.8 | 41.8 | 99.7 |
| | 3 | 1 | .3 | .3 | 100.0 |
| TOTAL | | 294 | 100.0 | 100.0 | |
| Mean | .429 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .516 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

THINGS7 MTG FRIENDS, SOCIALIZING

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 234 | 79.6 | 79.6 | 79.6 |
| YES | 1 | 60 | 20.4 | 20.4 | 100.0 |
| TOTAL | | 294 | 100.0 | 100.0 | |
| Mean | .204 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .404 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

THINGS8 PASSING THROUGH

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 260 | 88.4 | 88.4 | 88.4 |
| YES | 1 | 32 | 10.9 | 10.9 | 99.3 |
| | 2 | 2 | .7 | .7 | 100.0 |
| TOTAL | | 294 | 100.0 | 100.0 | |
| Mean | .122 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .349 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

THINGS9 VISITING PROF OFFICE

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 264 | 89.8 | 89.8 | 89.8 |
| YES | 1 | 28 | 9.5 | 9.5 | 99.3 |
| | 2 | 2 | .7 | .7 | 100.0 |
| TOTAL | | 294 | 100.0 | 100.0 | |
| Mean | .109 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .333 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

THINGS10 BANKING

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 222 | 75.5 | 75.5 | 75.5 |
| YES | 1 | 70 | 23.8 | 23.8 | 99.3 |
| | 2 | 2 | .7 | .7 | 100.0 |
| TOTAL | | 294 | 100.0 | 100.0 | |
| Mean | .252 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .450 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

THINGS11 OTHER ACTIVITIES DNTN

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 272 | 92.5 | 92.5 | 92.5 |
| YES | 1 | 21 | 7.1 | 7.1 | 99.7 |
| | 2 | 1 | .3 | .3 | 100.0 |
| TOTAL | | 294 | 100.0 | 100.0 | |
| Mean | .078 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .281 | | | | |
| Valid Cases | 294 | Missing Cases | 0 | | |

MAIN MAIN REASON FOR BEING DNTN

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|----------------------|-------|---------------|---------|---------------|-------------|
| WORKING | 1 | 94 | 32.0 | 34.3 | 34.3 |
| SHOPPING MAJOR PURCH | 2 | 43 | 14.6 | 15.7 | 50.0 |
| DOING QUICK ERRANDS | 3 | 30 | 10.2 | 10.9 | 60.9 |
| WAITING FOR THE BUS | 4 | 1 | .3 | .4 | 61.3 |
| WINDOW SHOPPING | 5 | 19 | 6.5 | 6.9 | 68.2 |
| EATING IN RESTAURANT | 6 | 17 | 5.8 | 6.2 | 74.5 |
| MTG FRIENDS, SOCIALI | 7 | 10 | 3.4 | 3.6 | 78.1 |
| PASSING THROUGH | 8 | 8 | 2.7 | 2.9 | 81.0 |
| VISITING PROF OFFICE | 9 | 12 | 4.1 | 4.4 | 85.4 |
| BANKING | 10 | 16 | 5.4 | 5.8 | 91.2 |
| OTHER ACTIVITIES DNT | 11 | 24 | 8.2 | 8.8 | 100.0 |
| | 99 | 20 | 6.8 | MISSING | |
| TOTAL | | 294 | 100.0 | 100.0 | |
| Mean | 4.150 | Median | 2.500 | Mode | 1.000 |
| Std Dev | 3.528 | | | | |
| Valid Cases | 274 | Missing Cases | 20 | | |

 TIME TIME SPEND DNTN TODAY

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|------------------|-------|---------------|---------|---------------|-------------|
| LESS THAN 15 MIN | 1 | 44 | 15.0 | 15.1 | 15.1 |
| 15-30 MIN | 2 | 45 | 15.3 | 15.5 | 30.6 |
| 31-60 MIN | 3 | 92 | 31.3 | 31.6 | 62.2 |
| 1-2 HRS | 4 | 76 | 25.9 | 26.1 | 88.3 |
| OVER 2 HRS | 5 | 33 | 11.2 | 11.3 | 99.7 |
| | 7 | 1 | .3 | .3 | 100.0 |
| | 9 | 3 | 1.0 | MISSING | |
| TOTAL | | 294 | 100.0 | 100.0 | |
| Mean | 3.045 | Median | 3.000 | Mode | 3.000 |
| Std Dev | 1.238 | | | | |
| Valid Cases | 291 | Missing Cases | 3 | | |

PARKING SATISFACTORY PKG SPACE

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|--------------------|-------|-----------|---------|---------------|-------------|
| HARDLY EVER A PROB | 1 | 72 | 24.5 | 25.3 | 25.3 |
| SOMETIMES A PROB | 2 | 108 | 36.7 | 37.9 | 63.2 |
| USUALLY A PROBLEM | 3 | 80 | 27.2 | 28.1 | 91.2 |
| DONT PARK DNTN | 4 | 10 | 3.4 | 3.5 | 94.7 |
| DONT KNOW | 5 | 15 | 5.1 | 5.3 | 100.0 |
| | 9 | 9 | 3.1 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |

Mean 2.256 Median 2.000 Mode 2.000
 Std Dev 1.042

Valid Cases 285 Missing Cases 9

MAJSHOP SHOP FOR MAJOR PURCHASE

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|--------------------|-------|-----------|---------|---------------|-------------|
| 3+ TIMES A WEEK | 1 | 5 | 1.7 | 1.7 | 1.7 |
| 1-2 TIMES A WEEK | 2 | 57 | 19.4 | 19.5 | 21.2 |
| 3+ TIMES A MONTH | 3 | 50 | 17.0 | 17.1 | 38.2 |
| ONCE A MONTH | 4 | 81 | 27.6 | 27.6 | 65.9 |
| UNDER ONCE A MONTH | 5 | 80 | 27.2 | 27.3 | 93.2 |
| NEVER | 6 | 20 | 6.8 | 6.8 | 100.0 |
| | 9 | 1 | .3 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |

Mean 3.799 Median 4.000 Mode 4.000
 Std Dev 1.270

Valid Cases 293 Missing Cases 1

ERRAND FREQUENCY OF QUICK ERRANDS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|--------------------|-------|-----------|---------|---------------|-------------|
| 3+ TIMES A WEEK | 1 | 133 | 45.2 | 45.7 | 45.7 |
| 1-2 TIMES A WEEK | 2 | 87 | 29.6 | 29.9 | 75.6 |
| 3+ TIMES A MONTH | 3 | 33 | 11.2 | 11.3 | 86.9 |
| ONCE A MONTH | 4 | 18 | 6.1 | 6.2 | 93.1 |
| UNDER ONCE A MONTH | 5 | 11 | 3.7 | 3.8 | 96.9 |
| NEVER | 6 | 9 | 3.1 | 3.1 | 100.0 |
| | 9 | 3 | 1.0 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | 2.017 | Median | 2.000 | Mode | 1.000 |
| Std Dev | 1.288 | | | | |

Valid Cases 291 Missing Cases 3

 RATE1 OVERALL ATTRACTIVENESS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|-----------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 68 | 23.1 | 24.4 | 24.7 |
| FAIR | 2 | 138 | 46.9 | 49.5 | 74.2 |
| POOR | 3 | 70 | 23.8 | 25.1 | 99.3 |
| DONT KNOW | 4 | 2 | .7 | .7 | 100.0 |
| | 9 | 15 | 5.1 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | 2.014 | Median | 2.000 | Mode | 2.000 |
| Std Dev | .734 | | | | |

Valid Cases 279 Missing Cases 15

RATE2 QUALITY OF EATING PLACES

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 102 | 34.7 | 36.8 | 37.2 |
| FAIR | 2 | 123 | 41.8 | 44.4 | 81.6 |
| POOR | 3 | 42 | 14.3 | 15.2 | 96.8 |
| DONT KNOW | 4 | 9 | 3.1 | 3.2 | 100.0 |
| | 9 | 17 | 5.8 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | 1.841 | Median | 2.000 | Mode | 2.000 |
| Std Dev | .801 | | | | |
| Valid Cases | 277 | Missing Cases | 17 | | |

RATE3 CLEANLINESS OF STREETS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 93 | 31.6 | 34.7 | 35.1 |
| FAIR | 2 | 145 | 49.3 | 54.1 | 89.2 |
| POOR | 3 | 28 | 9.5 | 10.4 | 99.6 |
| DONT KNOW | 4 | 1 | .3 | .4 | 100.0 |
| | 9 | 26 | 8.8 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | 1.757 | Median | 2.000 | Mode | 2.000 |
| Std Dev | .651 | | | | |
| Valid Cases | 268 | Missing Cases | 26 | | |

RATE4 COMFORT OF ADJ PKS & PLAZAS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 142 | 48.3 | 52.0 | 52.4 |
| FAIR | 2 | 88 | 29.9 | 32.2 | 84.6 |
| POOR | 3 | 28 | 9.5 | 10.3 | 94.9 |
| DONT KNOW | 4 | 14 | 4.8 | 5.1 | 100.0 |
| | 9 | 21 | 7.1 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | 1.678 | Median | 1.000 | Mode | 1.000 |
| Std Dev | .861 | | | | |
| Valid Cases | 273 | Missing Cases | 21 | | |

RATE5 QUANTITY OF CONVENIENT PARKING

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 48 | 16.3 | 17.6 | 17.9 |
| FAIR | 2 | 97 | 33.0 | 35.5 | 53.5 |
| POOR | 3 | 113 | 38.4 | 41.4 | 94.9 |
| DONT KNOW | 4 | 14 | 4.8 | 5.1 | 100.0 |
| | 9 | 21 | 7.1 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | 2.333 | Median | 2.000 | Mode | 3.000 |
| Std Dev | .837 | | | | |
| Valid Cases | 273 | Missing Cases | 21 | | |

RATE6 SAFETY DURING DAY

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|-----------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 181 | 61.6 | 65.8 | 66.2 |
| FAIR | 2 | 72 | 24.5 | 26.2 | 92.4 |
| POOR | 3 | 12 | 4.1 | 4.4 | 96.7 |
| DONT KNOW | 4 | 9 | 3.1 | 3.3 | 100.0 |
| | 9 | 19 | 6.5 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |

Mean 1.444 Median 1.000 Mode 1.000
 Std Dev .735

Valid Cases 275 Missing Cases 19

 RATE7 SAFETY DURING NIGHT

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|-----------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 92 | 31.3 | 33.3 | 33.7 |
| FAIR | 2 | 97 | 33.0 | 35.1 | 68.8 |
| POOR | 3 | 46 | 15.6 | 16.7 | 85.5 |
| DONT KNOW | 4 | 40 | 13.6 | 14.5 | 100.0 |
| | 9 | 18 | 6.1 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |

Mean 2.116 Median 2.000 Mode 2.000
 Std Dev 1.041

Valid Cases 276 Missing Cases 18

RATE8 NUMBER OF EVENTS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|-----------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 66 | 22.4 | 24.0 | 24.4 |
| FAIR | 2 | 108 | 36.7 | 39.3 | 63.6 |
| POOR | 3 | 55 | 18.7 | 20.0 | 83.6 |
| DONT KNOW | 4 | 45 | 15.3 | 16.4 | 100.0 |
| | 9 | 19 | 6.5 | MISSING | |

TOTAL 294 100.0 100.0

Mean 2.280 Median 2.000 Mode 2.000
 Std Dev 1.017

Valid Cases 275 Missing Cases 19

RATE9 TYPES OF EVENT

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|-----------|---------|---------------|-------------|
| | 0 | 2 | .7 | .7 | .7 |
| GOOD | 1 | 63 | 21.4 | 23.3 | 24.1 |
| FAIR | 2 | 105 | 35.7 | 38.9 | 63.0 |
| POOR | 3 | 58 | 19.7 | 21.5 | 84.4 |
| DONT KNOW | 4 | 42 | 14.3 | 15.6 | 100.0 |
| | 9 | 24 | 8.2 | MISSING | |

TOTAL 294 100.0 100.0

Mean 2.278 Median 2.000 Mode 2.000
 Std Dev 1.013

Valid Cases 270 Missing Cases 24

RATE10 SHOPPING HOURS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|-----------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 85 | 28.9 | 31.1 | 31.5 |
| FAIR | 2 | 107 | 36.4 | 39.2 | 70.7 |
| POOR | 3 | 70 | 23.8 | 25.6 | 96.3 |
| DONT KNOW | 4 | 10 | 3.4 | 3.7 | 100.0 |
| | 9 | 21 | 7.1 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |

Mean 2.011 Median 2.000 Mode 2.000
 Std Dev .855

Valid Cases 273 Missing Cases 21

RATE11 QUALITY OF GOODS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|-----------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 94 | 32.0 | 34.4 | 34.8 |
| FAIR | 2 | 140 | 47.6 | 51.3 | 86.1 |
| POOR | 3 | 34 | 11.6 | 12.5 | 98.5 |
| DONT KNOW | 4 | 4 | 1.4 | 1.5 | 100.0 |
| | 9 | 21 | 7.1 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |

Mean 1.802 Median 2.000 Mode 2.000
 Std Dev .711

Valid Cases 273 Missing Cases 21

RATE12 VARIETY OF GOODS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|-----------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 70 | 23.8 | 25.8 | 26.2 |
| FAIR | 2 | 119 | 40.5 | 43.9 | 70.1 |
| POOR | 3 | 75 | 25.5 | 27.7 | 97.8 |
| DONT KNOW | 4 | 6 | 2.0 | 2.2 | 100.0 |
| | 9 | 23 | 7.8 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |

Mean 2.055 Median 2.000 Mode 2.000
 Std Dev .799

Valid Cases 271 Missing Cases 23

RATE13 COST OF GOODS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|-----------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 53 | 18.0 | 19.4 | 19.8 |
| FAIR | 2 | 153 | 52.0 | 56.0 | 75.8 |
| POOR | 3 | 59 | 20.1 | 21.6 | 97.4 |
| DONT KNOW | 4 | 7 | 2.4 | 2.6 | 100.0 |
| | 9 | 21 | 7.1 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |

Mean 2.066 Median 2.000 Mode 2.000
 Std Dev .725

Valid Cases 273 Missing Cases 21

RATE14 NUMBER OF NIGHT ACTIVITIES

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|-----------|---------|---------------|-------------|
| | 0 | 1 | .3 | .4 | .4 |
| GOOD | 1 | 25 | 8.5 | 9.1 | 9.4 |
| FAIR | 2 | 65 | 22.1 | 23.6 | 33.0 |
| POOR | 3 | 137 | 46.6 | 49.6 | 82.6 |
| DONT KNOW | 4 | 47 | 16.0 | 17.0 | 99.6 |
| | 7 | 1 | .3 | .4 | 100.0 |
| | 9 | 18 | 6.1 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | 2.757 | Median | 3.000 | Mode | 3.000 |
| Std Dev | .896 | | | | |

Valid Cases 276 Missing Cases 18

PAT1 DRY CLEANERS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|-----------|---------|---------------|-------------|
| NO | 0 | 117 | 39.8 | 40.9 | 40.9 |
| YES | 1 | 168 | 57.1 | 58.7 | 99.7 |
| | 4 | 1 | .3 | .3 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .601 | Median | 1.000 | Mode | 1.000 |
| Std Dev | .532 | | | | |

Valid Cases 286 Missing Cases 8

PAT2 GROCERY STORE

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 135 | 45.9 | 47.2 | 47.2 |
| YES | 1 | 151 | 51.4 | 52.8 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .528 | Median | 1.000 | Mode | 1.000 |
| Std Dev | .500 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

PAT3 HOME FURNISHINGS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 235 | 79.9 | 82.2 | 82.2 |
| YES | 1 | 51 | 17.3 | 17.8 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .178 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .383 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

PAT4 DRUG STORE

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 145 | 49.3 | 50.7 | 50.7 |
| YES | 1 | 141 | 48.0 | 49.3 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .493 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .501 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

PAT5 RESTAURANTS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 75 | 25.5 | 26.2 | 26.2 |
| YES | 1 | 211 | 71.8 | 73.8 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .738 | Median | 1.000 | Mode | 1.000 |
| Std Dev | .441 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

PAT6 BANKS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 104 | 35.4 | 36.4 | 36.4 |
| YES | 1 | 182 | 61.9 | 63.6 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .636 | Median | 1.000 | Mode | 1.000 |
| Std Dev | .482 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

PAT7 HARDWARE

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 187 | 63.6 | 65.4 | 65.4 |
| YES | 1 | 99 | 33.7 | 34.6 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .346 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .477 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

PAT8 VARIETY STORE

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 168 | 57.1 | 58.7 | 58.7 |
| YES | 1 | 118 | 40.1 | 41.3 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .413 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .493 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

PAT9 BUSINESS OR PROF OFFICE

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 186 | 63.3 | 65.0 | 65.0 |
| YES | 1 | 100 | 34.0 | 35.0 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .350 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .478 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

PAT10 CLOTHING & ACCES

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 143 | 48.6 | 50.0 | 50.0 |
| YES | 1 | 143 | 48.6 | 50.0 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .500 | Median | .500 | Mode | 0.0 |
| Std Dev | .501 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

PAT11 MOVIE THEATER

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 208 | 70.7 | 72.7 | 72.7 |
| YES | 1 | 78 | 26.5 | 27.3 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .273 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .446 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

PAT12 GIFT & CRAFT SHOPS

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 153 | 52.0 | 53.5 | 53.5 |
| YES | 1 | 133 | 45.2 | 46.5 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .465 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .500 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

PAT13 OTHER

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|-------------|-------|---------------|---------|---------------|-------------|
| NO | 0 | 268 | 91.2 | 93.7 | 93.7 |
| YES | 1 | 18 | 6.1 | 6.3 | 100.0 |
| | 9 | 8 | 2.7 | MISSING | |
| | TOTAL | 294 | 100.0 | 100.0 | |
| Mean | .063 | Median | 0.0 | Mode | 0.0 |
| Std Dev | .243 | | | | |
| Valid Cases | 286 | Missing Cases | 8 | | |

BUSTYPES ADDITIONAL TYPES OF BUSINESSES NEEDED

| Value Label | Value | Frequency | Percent | Valid Percent | Cum Percent |
|----------------------|-------|-----------|---------|---------------|-------------|
| DEPT STORES | 1 | 37 | 12.6 | 27.8 | 27.8 |
| MOVIES | 2 | 14 | 4.8 | 10.5 | 38.3 |
| CLOTHING - DESIGNER | 3 | 12 | 4.1 | 9.0 | 47.4 |
| DIME STORE | 4 | 13 | 4.4 | 9.8 | 57.1 |
| CAFE | 5 | 1 | .3 | .8 | 57.9 |
| LIVE ENTERTAINMENT O | 6 | 12 | 4.1 | 9.0 | 66.9 |
| SPECIALTY SHOPS | 7 | 14 | 4.8 | 10.5 | 77.4 |
| FULL SERVICE STATION | 8 | 1 | .3 | .8 | 78.2 |
| THEME | 9 | 1 | .3 | .8 | 78.9 |
| FREE PARKING | 10 | 3 | 1.0 | 2.3 | 81.2 |
| MALL - LARGE | 11 | 2 | .7 | 1.5 | 82.7 |
| RESTAURANTS | 12 | 1 | .3 | .8 | 83.5 |
| FAST FOOD | 13 | 1 | .3 | .8 | 84.2 |
| CLOTHING | 14 | 1 | .3 | .8 | 85.0 |
| OTHER | 88 | 20 | 6.8 | 15.0 | 100.0 |
| | 99 | 161 | 54.8 | MISSING | |

| | | | |
|-------|-----|-------|-------|
| TOTAL | 294 | 100.0 | 100.0 |
|-------|-----|-------|-------|

| | | | | | |
|---------|--------|--------|-------|------|-------|
| Mean | 16.511 | Median | 4.000 | Mode | 1.000 |
| Std Dev | 30.323 | | | | |

| | | | |
|-------------|-----|---------------|-----|
| Valid Cases | 133 | Missing Cases | 161 |
|-------------|-----|---------------|-----|

Crosstabulation: PARKING SATISFACTORY PKG SPACE

By MAJSHOP SHOP FOR MAJOR PURCHASE

| MAJSHOP-> | Count Row Pct Col Pct | 3+ TIMES A WEEK 1 | 1-2 TIME S A WEEK 2 | 3+ TIMES A MONTH 3 | ONCE A M ONTH 4 | UNDER ON CE A MON 5 | NEVER 6 | Row Total |
|-----------------------|-----------------------------|-------------------------|---------------------------|--------------------------|-----------------------|---------------------------|--------------|--------------|
| PARKING | | | | | | | | |
| 1 HARDLY EVER A PR | 1 20.8 28.8 | 15 20.8 28.8 | 10 13.9 20.4 | 20 27.8 25.3 | 20 27.8 25.3 | 7 9.7 35.0 | 72 25.4 | |
| 2 SOMETIMES A PROB | 2 1.9 40.0 | 20 18.5 38.5 | 23 21.3 46.9 | 34 31.5 43.0 | 22 20.4 27.8 | 7 6.5 35.0 | 108 38.0 | |
| 3 USUALLY A PROBLE | 3 3.8 60.0 | 16 20.0 30.8 | 11 13.8 22.4 | 20 25.0 25.3 | 28 35.0 35.4 | 2 2.5 10.0 | 80 28.2 | |
| 4 DONT PARK DNTN | 4 | | 5 55.6 10.2 | 1 11.1 1.3 | 2 22.2 2.5 | 1 11.1 5.0 | 9 3.2 | |
| 5 DONT KNOW | 5 | 1 6.7 1.9 | | 4 26.7 5.1 | 7 46.7 8.9 | 3 20.0 15.0 | 15 5.3 | |
| Column Total | 5 1.8 | 52 18.3 | 49 17.3 | 79 27.8 | 79 27.8 | 20 7.0 | 284 100.0 | |

| Chi-Square | D.F. | Significance | Min E.F. | Cells with E.F.< 5 |
|------------|------|--------------|----------|--------------------|
| 33.16330 | 20 | .0324 | .158 | 15 OF 30 (50.0%) |

| Statistic | Value | Significance |
|----------------------------------|--------|--------------|
| Cramer's V | .17086 | |
| Pearson's R | .07870 | .0930 |
| Number of Missing Observations = | 10 | |

Crosstabulation: PARKING SATISFACTORY PKG SPACE By ERRAND FREQUENCY OF QUICK ERRANDS

| ERRAND--> | Count Row Pct Col Pct | 3+ TIMES A WEEK 1 | 1-2 TIME S A WEEK 2 | 3+ TIMES A MONTH 3 | ONCE A M ONTH 4 | UNDER ON CE A MON 5 | NEVER 6 | Row Total |
|-----------------------|-----------------------------|-------------------------|---------------------------|--------------------------|-----------------------|---------------------------|--------------|--------------|
| PARKING | | | | | | | | |
| 1 HARDLY EVER A PR | 36 50.7 27.5 | 20 28.2 23.5 | 6 8.5 21.4 | 4 5.6 22.2 | 2 2.8 18.2 | 3 4.2 33.3 | 71 25.2 | |
| 2 SOMETIMES A PROB | 50 46.3 38.2 | 33 30.6 38.8 | 10 9.3 35.7 | 6 5.6 33.3 | 6 5.6 54.5 | 3 2.8 33.3 | 108 38.3 | |
| 3 USUALLY A PROBLE | 36 45.6 27.5 | 23 29.1 27.1 | 10 12.7 35.7 | 7 8.9 38.9 | 1 1.3 9.1 | 2 2.5 22.2 | 79 28.0 | |
| 4 DONT PARK DNTN | 3 33.3 2.3 | 5 55.6 5.9 | 1 11.1 3.6 | | | | 9 3.2 | |
| 5 DONT KNOW | 6 40.0 4.6 | 4 26.7 4.7 | 1 6.7 3.6 | 1 6.7 5.6 | 2 13.3 18.2 | 1 6.7 11.1 | 15 5.3 | |
| Column Total | 131 46.5 | 85 30.1 | 28 9.9 | 18 6.4 | 11 3.9 | 9 3.2 | 282 100.0 | |

Chi-Square D.F. Significance Min E.F. Cells with E.F.< 5
 ----- ----- ----- ----- -----
 12.76666 20 .8872 .287 18 OF 30 (60.0%)

Statistic Value Significance
 ----- ----- -----

Cramer's V .10639
 Pearson's R .05144 .1948

Number of Missing Observations = 12

COEUR D'ALENE BUSINESS SURVEY

Q-1 Please specify your type of business. (circle one number)

| | | |
|-------|---|--|
| 3.3% | 1 | FOOD |
| 14.3% | 2 | FOOD SERVICE (Restaurants, etc) |
| 4.4% | 3 | GENERAL MERCHANDISE (i.e. variety and department stores) |
| 15.4% | 4 | CLOTHING AND ACCESSORIES |
| 1.1% | 5 | HOUSEHOLD GOODS (i.e. furniture, hardware, electronics) |
| 9.9% | 6 | CONVENIENCE RETAIL (i.e. liquor, florist, cards and gifts) |
| 13.2% | 7 | PROFESSIONAL SERVICES |
| 3.3% | 8 | PERSONAL SERVICES |
| 34.1% | 9 | OTHER (eg. art gallery, service/sales, jewelry) |

Q-2 Is the store part of a chain store operation? (circle number)

| | | |
|-------|---|-----|
| 10.0% | 1 | YES |
| 90.0% | 2 | NO |

Q-3 Approximately how much of your shop's space is selling and how much for storage?

SELLING SPACE: _____ SQUARE FEET

| | | |
|-------|---|---------------------|
| 13.6% | 1 | UNDER 200 sf |
| 12.3% | 2 | 200 sf - 399 sf |
| 9.9% | 3 | 400 sf - 599 sf |
| 9.9% | 4 | 600 sf - 799 sf |
| 7.4% | 5 | 800 sf - 999 sf |
| 8.6% | 6 | 1,000 sf - 1,199 sf |
| 6.2% | 7 | 1,200 sf - 1,400 sf |
| 32.1% | 8 | OVER 1,400 sf |

STORAGE AND WORKING SPACE: _____ SQUARE FEET

| | | |
|-------|---|---------------------|
| 25.0% | 1 | UNDER 200 sf |
| 19.7% | 2 | 200 sf - 399 sf |
| 15.8% | 3 | 400 sf - 599 sf |
| 7.9% | 4 | 600 sf - 799 sf |
| 3.9% | 5 | 800 sf - 999 sf |
| 5.3% | 6 | 1,000 sf - 1,199 sf |
| 1.3% | 7 | 1,200 sf - 1,400 sf |
| 21.1% | 8 | OVER 1,400 sf |

Q-4 Do you own or rent the premises? (circle number)

| | | |
|-------|---|------|
| 23.7% | 1 | OWN |
| 76.3% | 2 | RENT |

Q-5 How many years have you been in business at this location?
(circle number)

| | | |
|-------|---|------------------|
| 13.2% | 1 | UNDER ONE YEAR |
| 45.1% | 2 | ONE - FOUR YEARS |
| 20.9% | 3 | FIVE - TEN YEARS |
| 20.9% | 4 | OVER TEN YEARS |

Q-6A What days is your store open? (circle one number)

| | | |
|-------|---|----------------------------------|
| 59.6% | 1 | MONDAY THROUGH SATURDAY |
| 1.1% | 2 | TUESDAY THROUGH SUNDAY |
| 30.3% | 3 | EVERYDAY |
| 9.0% | 4 | OTHER (insignificant percentage) |

Q-6B If you are not open Sunday, would you consider doing so?

| | | |
|-------|---|-----|
| 36.2% | 1 | YES |
| 63.8% | 2 | NO |

Why or why not? _____

| | | |
|-------|---|--------------------------|
| 24.4% | 1 | FAMILY/RELIGION |
| 14.6% | 2 | NEED REST/TOO MANY HOURS |
| 14.6% | 3 | NO CUSTOMERS/NO TRAFFIC |
| 0.0% | 4 | CAN'T AFFORD TO |
| 14.4% | 5 | NOT PROFITABLE |
| 24.4% | 8 | OTHER |

Q-7A What are your usual store hours?

Time Open

| | | |
|-------|----|----------------------|
| 8.2% | 2 | 7:30 a.m. OR EARLIER |
| 12.8% | 3 | 8:00 a.m. |
| 5.8% | 4 | 8:30 a.m. |
| 11.6% | 5 | 9:00 a.m. |
| 22.1% | 6 | 9:30 a.m. |
| 20.9% | 7 | 10:00 a.m. |
| 1.2% | 8 | 10:30 a.m. |
| 4.7% | 9 | 11:00 a.m. |
| 1.2% | 10 | 11:30 a.m. |
| 1.2% | 11 | 5:30 p.m. |
| 5.9% | 12 | 12:00 a.m. |

Time Close

| | | |
|-------|----|-----------------------|
| 21.0% | 1 | 5:00 p.m. OR EARLIER |
| 1.2% | 2 | 5:15 p.m. |
| 17.4% | 3 | 5:30 p.m. |
| 16.3% | 4 | 6:00 p.m. |
| 2.3% | 5 | 7:00 p.m. |
| 3.5% | 6 | 8:00 p.m. |
| 1.2% | 7 | 8:09 p.m. |
| 2.3% | 8 | 9:00 p.m. |
| 4.7% | 9 | 10:00 p.m. |
| 6.9% | 10 | 11:00 p.m. OR LATER |
| 9.4% | 11 | 5:00 a.m. - 9:00 a.m. |

Q-7B If you are not open weekdays past 6 P.M., would you consider doing so if it were advertised?

| | | |
|-------|---|-----|
| 59.4% | 1 | YES |
| 34.4% | 2 | NO |

If yes, what one might be best for you?

| | | |
|-------|---|-----------|
| 7.4% | 1 | MONDAY |
| 3.7% | 2 | TUESDAY |
| 11.1% | 3 | WEDNESDAY |
| 25.9% | 4 | THURSDAY |
| 51.9% | 5 | FRIDAY |

If not, why not? _____

| | | |
|-------|---|--------------------------|
| 9.5% | 1 | NEED REST/TOO MANY HOURS |
| 19.0% | 2 | NO CUSTOMERS/NO TRAFFIC |
| 14.3% | 3 | CAN'T AFFORD TO |
| 42.9% | 4 | NOT PROFITABLE |
| 14.3% | 8 | OTHER |

Q-8 What is your busiest period of the year? (circle number)

| | | |
|-------|---|---------------------------|
| 9.8% | 1 | NOVEMBER THROUGH JANUARY |
| 0.0% | 2 | FEBRUARY THROUGH APRIL |
| 86.9% | 3 | MAY THROUGH AUGUST |
| 1.6% | 4 | SEPTEMBER THROUGH OCTOBER |

Q-11 How would you rate Sherman Avenue for the following?
(circle your answer)

[**Boldfaced** percentages represent a cumulative average from six medium-sized cities. This data is not intended for statistical analysis; it should only be used for rough comparison.]

GOOD
(6 Cities)

GOOD FAIR POOR DON'T KNOW

| | | | | | |
|-------|--------------------------------|-------|-------|-------|------|
| 20.3% | a. Overall attractiveness..... | 3.5% | 40.0% | 56.5% | 0.0% |
| 52.5% | b. Quality of eating places... | 34.5% | 48.3% | 17.2% | 0.0% |
| | c. Cleanliness of street | | | | |
| 27.5% | and sidewalks..... | 15.1% | 51.2% | 33.7% | 0.0% |
| | d. Number of convenient | | | | |
| 17.5% | parking spaces..... | 10.2% | 39.8% | 48.1% | 1.1% |
| 65.7% | e. Safety during day..... | 62.1% | 31.0% | 5.7% | 1.1% |
| 38.7% | f. Safety during evening..... | 39.1% | 46.0% | 11.5% | 3.4% |
| | g. Number of events, festi- | | | | |
| | vals, and special | | | | |
| 39.0% | promotions..... | 17.2% | 49.4% | 28.7% | 4.6% |
| | h. Types of events, festi- | | | | |
| | vals, and special | | | | |
| 52.0% | promotions..... | 17.0% | 54.5% | 26.1% | 2.3% |
| | i. Convenience of shopping | | | | |
| 58.3% | hours..... | 16.3% | 47.7% | 36.0% | 0.0% |
| | j. Quality of goods sold | | | | |
| 48.7% | and services offered..... | 34.1% | 52.9% | 12.9% | 0.0% |
| | k. Variety of goods sold | | | | |
| 36.8% | and services offered..... | 21.8% | 60.9% | 17.2% | 0.0% |
| | l. Cost of goods sold | | | | |
| 50.5% | and services offered..... | 29.9% | 57.5% | 11.5% | 1.1% |
| | m. Number of nighttime activ- | | | | |
| | ities (concerts, | | | | |
| 43.0% | theater, entertainment).. | 5.7% | 23.9% | 63.6% | 6.8% |

Q-10 Approximately what percentage of your customers do you think live in Coeur d' Alene? (circle number)

| | | |
|-------|---|-------------|
| 9.9% | 1 | 25% OR LESS |
| 26.4% | 2 | 26% - 50% |
| 41.8% | 3 | 51% - 75% |
| 22.0% | 4 | OVER 75% |

Q-11 Do you feel that your clientele has changed within the past five years? (circle number)

| | | |
|-------|---|-----|
| 60.5% | 1 | YES |
| 39.5% | 2 | NO |

Q-12 If "yes," in what way is there a difference? _____

| | | |
|-------|---|-----------------------------|
| 41.9% | 1 | SPEND LESS/BUDGET CONSCIOUS |
| 22.6% | 2 | SPEND MORE/AFFLUENT |
| 3.2% | 3 | YOUNGER |
| 3.2% | 4 | LESS TURNOVER |
| 9.7% | 5 | OLDER/MORE ADULTS |
| 0.0% | 6 | LESS FAMILIES |
| 6.5% | 7 | MORE FAMILIES |
| 12.9% | 8 | OTHER (unspecified) |

Q-13 How have you changed your business in the past few years, if at all?

| | | |
|-------|---|-------------------------------|
| 28.6% | 1 | INCREASED QUALITY OF SERVICES |
| 7.1% | 2 | PROMOTIONS |
| 10.7% | 3 | REDECORATED |
| 10.7% | 4 | INCREASED SALES |
| 3.6% | 5 | CHEAPER PRICES |
| 10.7% | 6 | UPSCALE |
| 17.9% | 7 | MOVED |
| 10.7% | 8 | OTHER (unspecified) |

Q-14 What has been the trend in your annual sales volume within the past five years? (circle number)

| | | |
|-------|---|-------------------------|
| 58.2% | 1 | INCREASED SALES |
| 19.0% | 2 | DECREASED SALES |
| 22.8% | 3 | SALES REMAINED THE SAME |

Q-15 Where do you feel that most of the major competition for your particular business is located?

| | | |
|-------|---|--|
| 7.2% | 1 | APPLEWAY |
| 14.5% | 2 | DOWNTOWN |
| 11.6% | 3 | MALLS |
| 7.2% | 4 | SPOKANE |
| 30.4% | 5 | CDA |
| 1.4% | 6 | NEW MEXICO |
| 1.4% | 7 | SEATTLE |
| 26.1% | 8 | OTHER (eg. all around/various places, specific stores) |

Q-16 How do you compete with this other location?

| | | |
|-------|---|---------------------------------|
| 0.0% | 1 | ADVERTISING |
| 48.3% | 2 | BETTER SERVICE AND QUALITY |
| 6.9% | 3 | BETTER MERCHANDISE |
| 0.0% | 4 | LARGER SELECTION |
| 6.9% | 5 | PRICES |
| 3.4% | 6 | FIXED STORE INTERIOR/EXTERIOR |
| 17.2% | 7 | CUSTOMER LOYALTY/"NEIGHBORHOOD" |
| 17.2% | 8 | OTHER (unspecified) |

Q-17 What do you think will be the overall trend for business in the next five years? (circle number)

BUSINESS WILL . . .

| | | |
|-------|---|---------------------|
| 4.7% | 1 | DECLINE |
| 10.2% | 2 | STAY ABOUT THE SAME |
| 64.0% | 3 | IMPROVE |
| 20.9% | 4 | DON'T KNOW |

Q-18 Would you consider participating in a group advertising program with other merchants? (circle number)

| | | |
|-------|---|------------------------------|
| 52.5% | 1 | YES |
| 33.8% | 2 | NO |
| 13.8% | 3 | WE CURRENTLY GROUP ADVERTISE |

Q-19 Are you currently a member of a merchant's organization? (circle number)

| | | |
|-------|---|-----|
| 69.4% | 1 | YES |
| 30.6% | 2 | NO |

Q-20 If "yes" what organization(s) are you a member of?

| | | |
|-------|---|--------------------------------|
| 26.3% | 1 | CHAMBER OF COMMERCE |
| 71.9% | 2 | DOWNTOWN BUSINESS ASSOCIATIONS |
| 1.8% | 3 | JOBS PLUS |

Q-21 If "no," why not?

| | | |
|-------|---|--------------------|
| 23.1% | 1 | DON'T WISH TO |
| 15.4% | 2 | NEW IN AREA |
| 53.8% | 3 | NO BENEFIT |
| 7.7% | 4 | HAVEN'T BEEN ASKED |

Q-22 Have you made any major renovations to your business in recent years? (circle number)

| | | |
|-------|---|-----|
| 50.6% | 1 | YES |
| 49.4% | 2 | NO |

Q-23 If "yes," what were they and approximately how much was spent?

What were they?

| | | |
|-------|---|---|
| 50.0% | 1 | TOTAL RENOVATION/OVERHAU |
| 11.1% | 2 | EXPAND/ENLARGE AREA |
| 5.6% | 3 | NEW FLOOR |
| 5.6% | 4 | NEW FACADE |
| 5.6% | 5 | SIGNAGE |
| 0.0% | 6 | NEW EQUIPMENT |
| 0.0% | 7 | PANELING |
| 22.2% | 8 | OTHER (eg. painted, moved, new windows) |

How much did they cost?

| | | |
|-------|---|----------------------|
| 50.0% | 1 | Under \$10,000 |
| 23.5% | 2 | \$10,000 - \$24,999 |
| 5.9% | 3 | \$25,000 - \$39,999 |
| 8.8% | 4 | \$40,000 - \$54,999 |
| 2.9% | 5 | \$55,000 - \$69,999 |
| 0.0% | 6 | \$70,000 - \$84,999 |
| 2.9% | 7 | \$85,000 - \$100,000 |
| 5.9% | 8 | Over \$100,000 |

Q-24 Do you plan to renovate or make any physical improvements to your business in the near future? (circle number)

| | | |
|-------|---|-----|
| 45.5% | 1 | YES |
| 53.2% | 2 | NO |

Q-25 If "yes," what types of improvements do you plan and how much do you think it will cost? _____

What were they?

| | | |
|-------|---|--|
| 17.9% | 1 | TOTAL RENOVATION/OVERHAUL |
| 28.5% | 2 | EXPAND/ENLARGE AREA |
| 0.0% | 3 | NEW FLOOR |
| 10.7% | 4 | NEW FACADE |
| 7.1% | 5 | SIGNAGE |
| 3.6% | 6 | NEW EQUIPMENT |
| 0.0% | 7 | PANELING |
| 32.1% | 8 | OTHER (eg. moved, new roof, "many things") |

How much will they cost?

| | | |
|-------|---|----------------------|
| 56.3% | 1 | Under \$10,000 |
| 18.8% | 2 | \$10,000 - \$24,999 |
| 6.3% | 3 | \$25,000 - \$39,999 |
| 0.0% | 4 | \$40,000 - \$54,999 |
| 6.3% | 5 | \$55,000 - \$69,999 |
| 0.0% | 6 | \$70,000 - \$84,999 |
| 6.3% | 7 | \$85,000 - \$100,000 |
| 6.3% | 8 | Over \$100,000 |

Q-26 What other types of businesses do you think are needed which would also help your own? _____

| | | |
|-------|---|---|
| 6.4% | 1 | FAST FOOD |
| 19.1% | 2 | DEPARTMENT STORES |
| 19.1% | 3 | VARIETY STORES |
| 17.0% | 4 | MORE SPECIALTY SHOPS |
| 6.4% | 5 | TOURISTS |
| 2.1% | 6 | FURNITURE |
| 4.3% | 7 | INDUSTRY |
| 25.5% | 8 | OTHER (eg. toy store, clothing store, restaurant) |

Q-27 What do you like most about Coeur d' Alene?

| | | |
|-------|----|----------------------------------|
| 41.3% | 1 | MOUNTAINS/LAKES |
| 5.3% | 2 | SIZE OF TOWN |
| 4.0% | 3 | RECREATION |
| 41.3% | 4 | PEOPLE AND LIFESTYLE |
| 4.0% | 88 | OTHER (insignificant percentage) |

Q-28 What do you like least about Coeur d' Alene?

| | | |
|-------|----|----------------------------------|
| 5.7% | 1 | NEEDS NEW BUSINESS |
| 7.1% | 2 | BETTER STREET MAINTENANCE |
| 1.4% | 3 | LACK OF PUBLIC FUNDING |
| 1.4% | 4 | BILLBOARDS |
| 7.1% | 5 | ECONOMY |
| 27.1% | 6 | PEOPLE ARE AFRAID OF CHANGE |
| 7.1% | 7 | WINTER |
| 12.9% | 8 | POLITICS |
| 7.1% | 9 | APATHY |
| 5.7% | 10 | LACK OF GOODS AND SERVICES |
| 2.9% | 11 | NO AIRPORTS |
| 2.9% | 12 | POLICE |
| 1.4% | 13 | SCHOOLS |
| 8.6% | 88 | OTHER (insignificant percentage) |

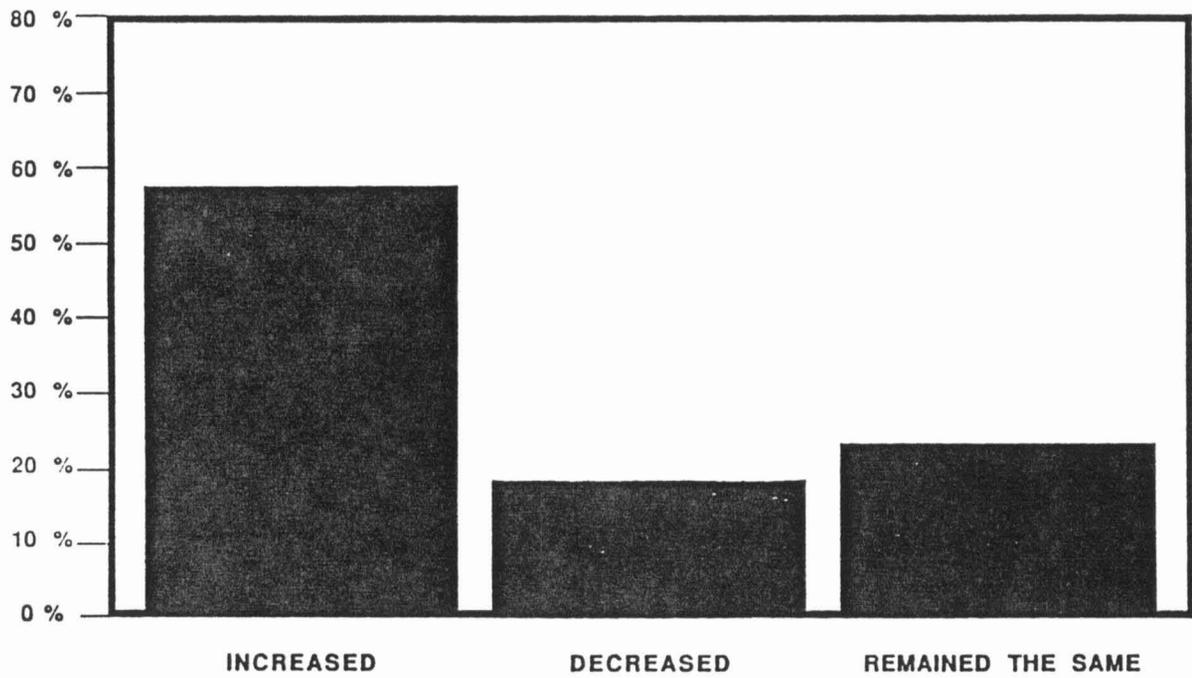


Figure D5
 Coeur d'Alene Merchants Survey:
 Sales Trend for Past Five Years

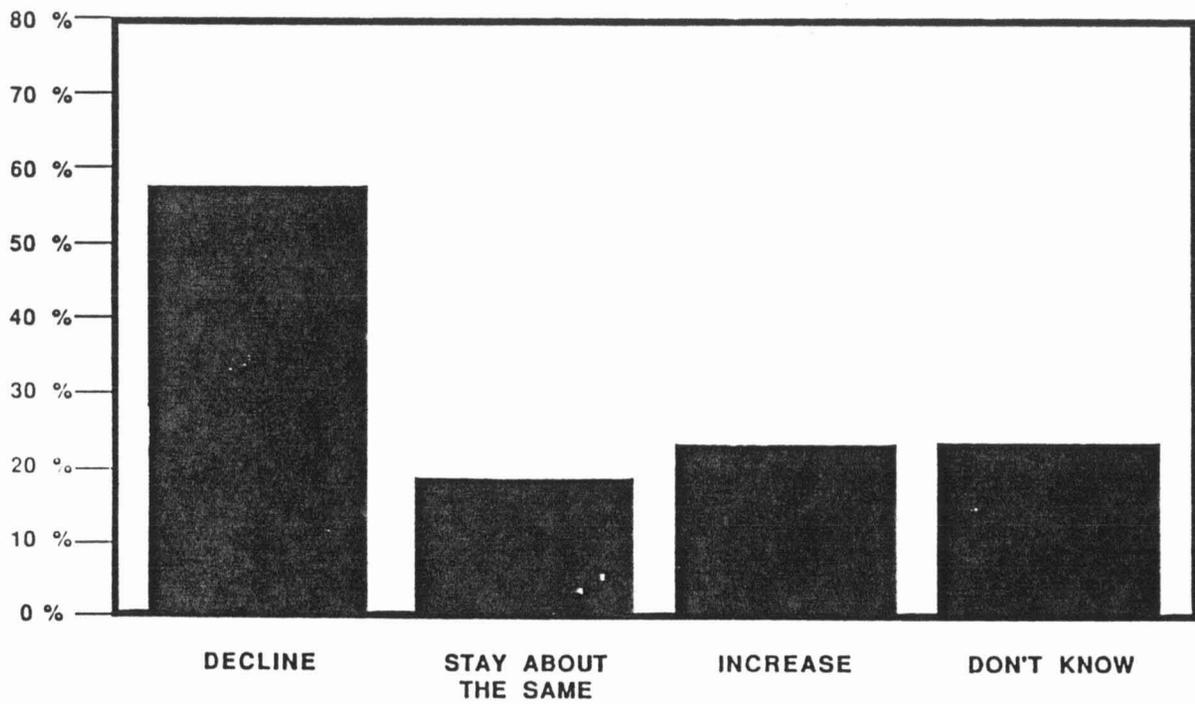


Figure D6
 Coeur d'Alene Merchants Survey:
 Sales Trend for Next Five Years

COEUR D ALENE MERCHANTS SURVEY - DECEMBER 1987

| | HAVE YOU CHANGED BUSINESS IN PAST FEW YRS | | | | | | | |
|--|---|------------|-----------------|--------------------|-------------------|---------|-------|-------|
| | INC QUALITY OF SVCE | PROMOTIONS | REDECORATE D | INCREASED SALES | CHEAPER PRICES | UPSCALE | MOVED | OTHER |
| YEARS BUSINESS AT THIS LOCATION UNDER 1 YEAR | | | | | | | | |
| Count..... | 1 | 1 | | | | | | 1 |
| ROW PERCENT..... | 33.3% | 33.3% | | | | | | 33.3% |
| 1-4 YEARS | | | | | | | | |
| Count..... | 2 | 1 | | 2 | 1 | 2 | 4 | 1 |
| ROW PERCENT..... | 15.4% | 7.7% | | 15.4% | 7.7% | 15.4% | 30.8% | 7.7% |
| 5-10 YEARS | | | | | | | | |
| Count..... | | | 2 | | | 1 | 1 | |
| ROW PERCENT..... | | | 50.0% | | | 25.0% | 25.0% | |
| 10+ YEARS | | | | | | | | |
| Count..... | 4 | | 1 | 1 | | | | 1 |
| ROW PERCENT..... | 57.1% | | 14.3% | 14.3% | | | | 14.3% |

COEUR D ALENE MERCHANTS SURVEY - DECEMBER 1987

| | PAST 5 YR ANNUAL SALES TREND | | | NEXT 5 YR ANNUAL SALES TREND | | | |
|---------------------------------|------------------------------|-----------------|-------------------------|------------------------------|---------------------|---------|-----------|
| | INCREASED SALES | DECREASED SALES | SALES REMAINED THE SAME | DECLINE | STAY ABOUT THE SAME | IMPROVE | DONT KNOW |
| YEARS BUSINESS AT THIS LOCATION | | | | | | | |
| UNDER 1 YEAR | | | | | | | |
| Count..... | 3 | 1 | | 1 | | 11 | |
| ROW PERCENT..... | 75.0% | 25.0% | | 8.3% | | 91.7% | |
| 1-4 YEARS | | | | | | | |
| Count..... | 27 | 3 | 7 | 1 | 4 | 26 | 7 |
| ROW PERCENT..... | 73.0% | 8.1% | 18.9% | 2.6% | 10.5% | 68.4% | 18.4% |
| 5-10 YEARS | | | | | | | |
| Count..... | 8 | 3 | 6 | 1 | 2 | 10 | 4 |
| ROW PERCENT..... | 47.1% | 17.6% | 35.3% | 5.9% | 11.8% | 58.8% | 23.5% |
| 10+ YEARS | | | | | | | |
| Count..... | 8 | 7 | 4 | 1 | 3 | 8 | 5 |
| ROW PERCENT..... | 42.1% | 36.8% | 21.1% | 5.9% | 17.6% | 47.1% | 29.4% |

COEUR D'ALENE MERCHANTS SURVEY - DECEMBER 1987

| | PAST 5 YR ANNUAL SALES TREND | | |
|---------------------------------|------------------------------|-----------------|-------------------------|
| | INCREASED SALES | DECREASED SALES | SALES REMAINED THE SAME |
| YEARS BUSINESS AT THIS LOCATION | | | |
| UNDER 1 YEAR | | | |
| Count..... | 3 | 1 | |
| ROW PERCENT..... | 75.0% | 25.0% | |
| 1-4 YEARS | | | |
| Count..... | 27 | 3 | 7 |
| ROW PERCENT..... | 73.0% | 8.1% | 18.9% |
| 5-10 YEARS | | | |
| Count..... | 8 | 3 | 6 |
| ROW PERCENT..... | 47.1% | 17.6% | 35.3% |
| 10+ YEARS | | | |
| Count..... | 8 | 7 | 4 |
| ROW PERCENT..... | 42.1% | 36.8% | 21.1% |

COEUR D ALENE MERCHANTS SURVEY - DECEMBER 1987

| | NEXT 5 YR ANNUAL SALES TREND | | | |
|--|------------------------------|------------------------|---------|-----------|
| | DECLINE | STAY ABOUT THE SAME | IMPROVE | DONT KNOW |
| YEARS BUSINESS AT THIS LOCATION UNDER 1 YEAR | | | | |
| Count..... | 1 | | 11 | |
| ROW PERCENT..... | 8.3% | | 91.7% | |
| 1-4 YEARS | | | | |
| Count..... | 1 | 4 | 26 | 7 |
| ROW PERCENT..... | 2.6% | 10.5% | 68.4% | 18.4% |
| 5-10 YEARS | | | | |
| Count..... | 1 | 2 | 10 | 4 |
| ROW PERCENT..... | 5.9% | 11.8% | 58.8% | 23.5% |
| 10+ YEARS | | | | |
| Count..... | 1 | 3 | 8 | 5 |
| ROW PERCENT..... | 5.9% | 17.6% | 47.1% | 29.4% |

COEUR D ALENE MERCHANTS SURVEY - DECEMBER 1987

| | HAVE YOU CHANGED BUSINESS IN PAST FEW YRS | | | | | | | |
|---------------------------------|---|------------|-----------------|--------------------|-------------------|---------|-------|-------|
| | INC QUALITY OF SVCE | PROMOTIONS | REDECORATE D | INCREASED SALES | CHEAPER PRICES | UPSCALE | MOVED | OTHER |
| PAST 5 YR ANNUAL SALES TREND | | | | | | | | |
| INCREASED SALES | | | | | | | | |
| Count..... | 5 | 2 | 2 | 3 | | 2 | 2 | |
| ROW PERCENT..... | 31.3% | 12.5% | 12.5% | 18.8% | | 12.5% | 12.5% | |
| DECREASED SALES | | | | | | | | |
| Count..... | 3 | | | | 1 | 1 | 1 | |
| ROW PERCENT..... | 50.0% | | | | 16.7% | 16.7% | 16.7% | |
| SALES REMAINED THE SAME | | | | | | | | |
| Count..... | | | 1 | | | | 2 | 2 |
| ROW PERCENT..... | | | 20.0% | | | | 40.0% | 40.0% |

COEUR D ALENE MERCHANTS SURVEY - DECEMBER 1987

| | HOW COMPETE WITH THESE | | | | | |
|------------------------------|------------------------|--------------------|--------|---------------------|-------------------------------|-------|
| | BETTER SVCE & QUALITY | BETTER MERCHANDISE | PRICES | FIXED STORE INT/EXT | CUSTOMER LOYALTY/NEIGHBORHOOD | OTHER |
| PAST 5 YR ANNUAL SALES TREND | | | | | | |
| INCREASED SALES | | | | | | |
| Count..... | 7 | | 1 | | 2 | 1 |
| ROW PERCENT..... | 63.6% | | 9.1% | | 18.2% | 9.1% |
| DECREASED SALES | | | | | | |
| Count..... | 3 | 1 | 1 | | | 1 |
| ROW PERCENT..... | 50.0% | 16.7% | 16.7% | | | 16.7% |
| SALES REMAINED THE SAME | | | | | | |
| Count..... | 1 | | | 1 | 2 | 2 |
| ROW PERCENT..... | 16.7% | | | 16.7% | 33.3% | 33.3% |

Crosstabulation: ESTAB YEARS BUSINESS AT THIS LOCATION By CHNGBUS HAVE YOU CHANGED BUSINESS IN

| CHNGBUS-> | Count Row Pct Col Pct | INC QUAL ITY OF S 1 | PROMOTIO NS 2 | REDECORA TED 3 | INCREASE D SALES 4 | CHEAPER PRICES 5 | UPSCALE 6 | MOVED 7 | OTHER 8 | Row Total |
|-----------------|-----------------------------|---------------------------|---------------------|----------------------|--------------------------|------------------------|-------------------|-------------------|-------------------|--------------|
| ESTAB | | | | | | | | | | |
| UNDER 1 YEAR | 1 33.3 14.3 | 1 33.3 14.3 | 1 33.3 50.0 | | | | | | 1 33.3 33.3 | 3 11.1 |
| 1-4 YEARS | 2 15.4 28.6 | 2 15.4 28.6 | 1 7.7 50.0 | | 2 15.4 66.7 | 1 7.7 100.0 | 2 15.4 66.7 | 4 30.8 80.0 | 1 7.7 33.3 | 13 48.1 |
| 5-10 YEARS | 3 | | | 2 50.0 66.7 | | | 1 25.0 33.3 | 1 25.0 20.0 | | 4 14.8 |
| 10+ YEARS | 4 57.1 57.1 | 4 57.1 57.1 | | 1 14.3 33.3 | 1 14.3 33.3 | | | | 1 14.3 33.3 | 7 25.9 |
| Column Total | 7 25.9 | 7 25.9 | 2 7.4 | 3 11.1 | 3 11.1 | 1 3.7 | 3 11.1 | 5 18.5 | 3 11.1 | 27 100.0 |

Chi-Square D.F. Significance Min E.F. Cells with E.F. < 5
 ----- ----- ----- ----- -----
 24.23830 21 .2817 .111 32 OF 32 (100.0%)

Statistic Value Significance
 ----- ----- -----
 Cramer's V .54703
 Pearson's R -.25112 .1032

Number of Missing Observations = 66

Crosstabulation: ESTAB YEARS BUSINESS AT THIS LOCATION By SALES PAST 5 YR ANNUAL SALES TREND

| SALES-> | Count Row Pct Col Pct | INCREASE D SALES 1 | DECREASE D SALES 2 | SALES RE MAINED T 3 | Row Total |
|-----------------|-----------------------------|--------------------------|--------------------------|---------------------------|--------------|
| ESTAB | | | | | |
| UNDER 1 YEAR | 1 75.0 6.5 | 3 25.0 7.1 | 1 8.1 21.4 | | 4 5.2 |
| 1-4 YEARS | 2 73.0 58.7 | 3 8.1 21.4 | 7 18.9 41.2 | | 37 48.1 |
| 5-10 YEARS | 3 47.1 17.4 | 3 17.6 21.4 | 6 35.3 35.3 | | 17 22.1 |
| 10+ YEARS | 4 42.1 17.4 | 7 36.8 50.0 | 4 21.1 23.5 | | 19 24.7 |
| Column Total | 46 59.7 | 14 18.2 | 17 22.1 | | 77 100.0 |

| Chi-Square | D.F. | Significance | Min E.F. | Cells with E.F. < 5 |
|------------|------|--------------|----------|---------------------|
| 10.90031 | 6 | .0915 | .727 | 7 OF 12 (58.3%) |

| Statistic | Value | Significance |
|-------------------------------------|--------|--------------|
| Cramer's V | .26605 | |
| Pearson's R | .21276 | .0316 |
| Number of Missing Observations = 16 | | |

Crosstabulation: ESTAB YEARS BUSINESS AT THIS LOCATION

By FUTURE NEXT 5 YR ANNUAL SALES TREND

| FUTURE-> | Count Row Pct Col Pct | DECLINE 1 | STAY ABOUT THE SAME 2 | IMPROVE 3 | DONT KNOW 4 | Row Total |
|-----------------|-----------------------------|------------------|--------------------------|--------------------|-------------------|--------------|
| ESTAB | | | | | | |
| UNDER 1 YEAR | 1 | 1 8.3 25.0 | | 11 91.7 20.0 | | 12 14.3 |
| 1-4 YEARS | 2 | 1 2.6 25.0 | 4 10.5 44.4 | 26 68.4 47.3 | 7 18.4 43.8 | 38 45.2 |
| 5-10 YEARS | 3 | 1 5.9 25.0 | 2 11.8 22.2 | 10 58.8 18.2 | 4 23.5 25.0 | 17 20.2 |
| 10+ YEARS | 4 | 1 5.9 25.0 | 3 17.6 33.3 | 8 47.1 14.5 | 5 29.4 31.3 | 17 20.2 |
| Column Total | | 4 4.8 | 9 10.7 | 55 65.5 | 16 19.0 | 84 100.0 |

| Chi-Square | D.F. | Significance | Min E.F. | Cells with E.F. < 5 |
|------------|------|--------------|----------|---------------------|
| 8.57487 | 9 | .4774 | .571 | 11 OF 16 (68.8%) |

| Statistic | Value | Significance |
|-----------|-------|--------------|
|-----------|-------|--------------|

Cramer's V .18446
 Pearson's R .04334 .3477

Number of Missing Observations = 9

Crosstabulation: SALES PAST 5 YR ANNUAL SALES TREND By CHNGBUS HAVE YOU CHANGED BUSINESS IN

| CHNGBUS-> | Count Row Pct Col Pct | INC QUAL ITY OF S 1 | PROMOTIO NS 2 | REDECORA TED 3 | INCREASE D SALES 4 | CHEAPER PRICES 5 | UPSCALE 6 | MOVED 7 | OTHER 8 | Row Total |
|-----------------------|-----------------------------|---------------------------|---------------------|----------------------|--------------------------|------------------------|-------------------|-------------------|--------------------|--------------|
| SALES | | | | | | | | | | |
| 1 INCREASED SALES | 5 31.3 62.5 | 2 12.5 100.0 | 2 12.5 66.7 | 3 18.8 100.0 | | | 2 12.5 66.7 | 2 12.5 40.0 | | 16 59.3 |
| 2 DECREASED SALES | 3 50.0 37.5 | | | | | 1 16.7 100.0 | 1 16.7 33.3 | 1 16.7 20.0 | | 6 22.2 |
| 3 SALES REMAINED T | | | | 1 20.0 33.3 | | | | 2 40.0 40.0 | 2 40.0 100.0 | 5 18.5 |
| Column Total | 8 29.6 | 2 7.4 | 3 11.1 | 3 11.1 | 1 3.7 | 3 11.1 | 5 18.5 | 2 7.4 | | 27 100.0 |

| Chi-Square | D.F. | Significance | Min E.F. | Cells with E.F.< 5 |
|------------|------|--------------|----------|--------------------|
| 21.44344 | 14 | .0908 | .185 | 24 OF 24 (100.0%) |

| Statistic | Value | Significance |
|-------------------------------------|--------|--------------|
| Cramer's V | .63016 | |
| Pearson's R | .44138 | .0106 |
| Number of Missing Observations = 66 | | |

Crosstabulation: SALES PAST 5 YR ANNUAL SALES TREND

By COMPETE2 HOW COMPETE WITH THESE

| COMPETE2-> | Count Row Pct Col Pct | BETTER S VCE & QU 2 | BETTER M ERCHANDI 3 | PRICES 5 | FIXED ST ORE INT/ 6 | CUSTOMER LOYALTY 7 | OTHER 8 | Row Total |
|-----------------------|-----------------------------|---------------------------|---------------------------|------------------|---------------------------|--------------------------|-------------------|--------------|
| SALES | | | | | | | | |
| 1 INCREASED SALES | 7 63.6 63.6 | | | 1 9.1 50.0 | | 2 18.2 50.0 | 1 9.1 25.0 | 11 47.8 |
| 2 DECREASED SALES | 3 50.0 27.3 | 1 16.7 100.0 | 1 16.7 50.0 | | | | 1 16.7 25.0 | 6 26.1 |
| 3 SALES REMAINED T | 1 16.7 9.1 | | | | 1 16.7 100.0 | 2 33.3 50.0 | 2 33.3 50.0 | 6 26.1 |
| Column Total | 11 47.8 | 1 4.3 | 2 8.7 | 1 4.3 | 4 17.4 | 4 17.4 | 23 100.0 | |

| Chi-Square | D.F. | Significance | Min E.F. | Cells with E.F.< 5 |
|------------|------|--------------|----------|--------------------|
| 11.66632 | 10 | .3080 | .261 | 17 OF 18 (94.4%) |

| Statistic | Value | Significance |
|-------------|--------|--------------|
| Cramer's V | .50360 | |
| Pearson's R | .39131 | .0324 |

Number of Missing Observations = 70

Appendix E

Sherman Avenue Streetscape Alternatives

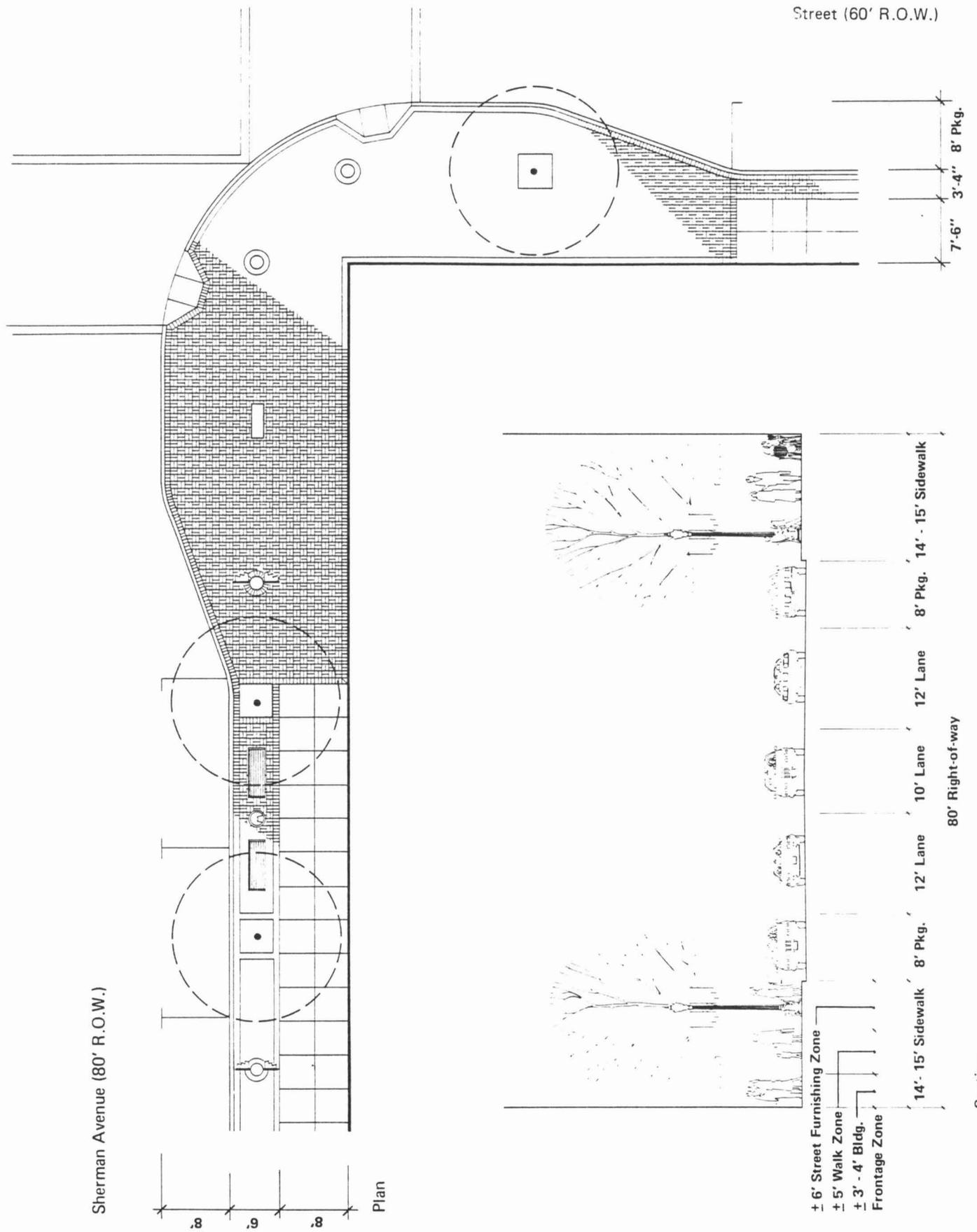


Figure E1
 Sherman Avenue - Alternative 'A':
 Brick Intersection and Pedestrian Furnishing Zone

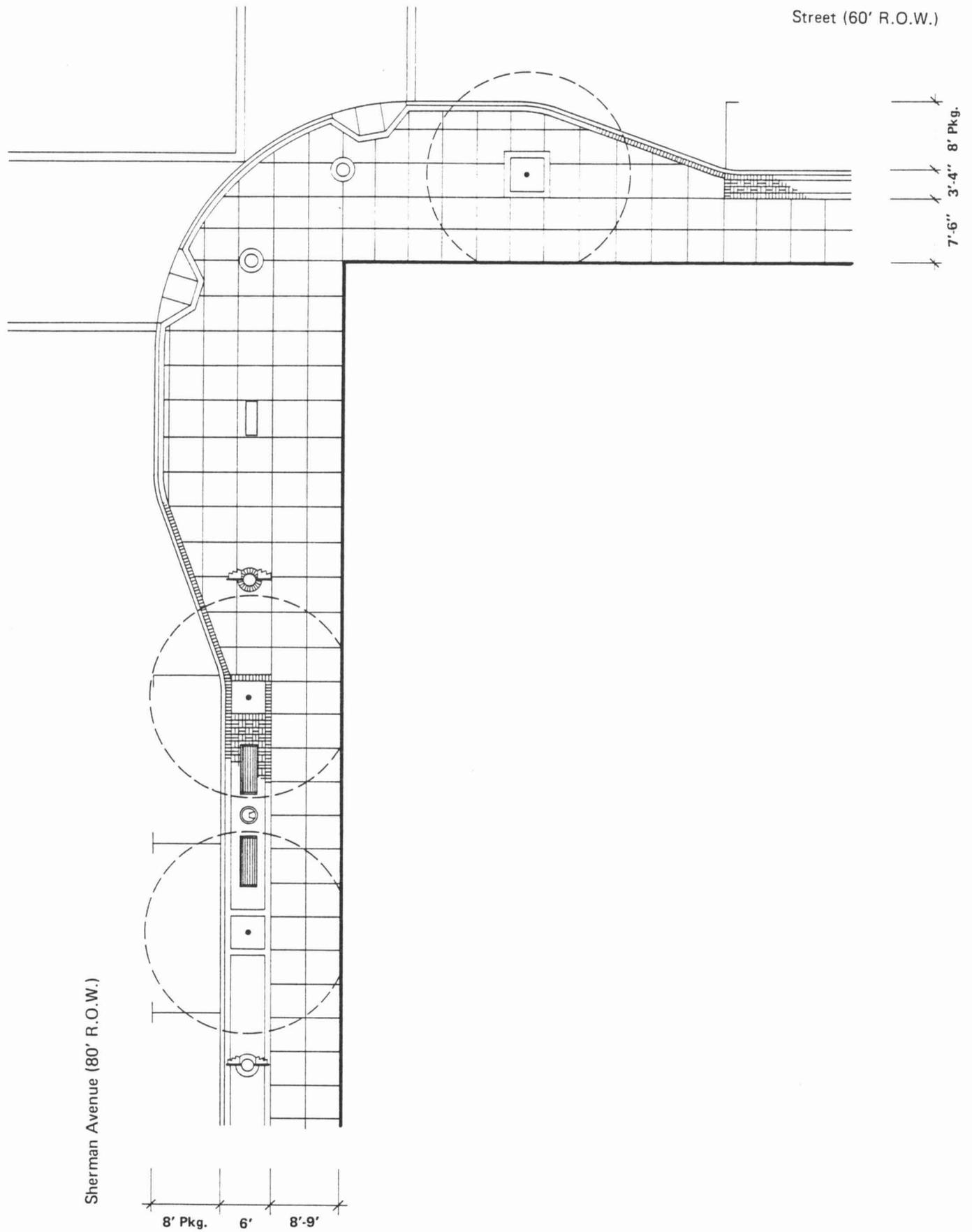


Figure E3
 Sherman Avenue - Alternative 'C':
 Brick Border and Pedestrian Furnishing Zone

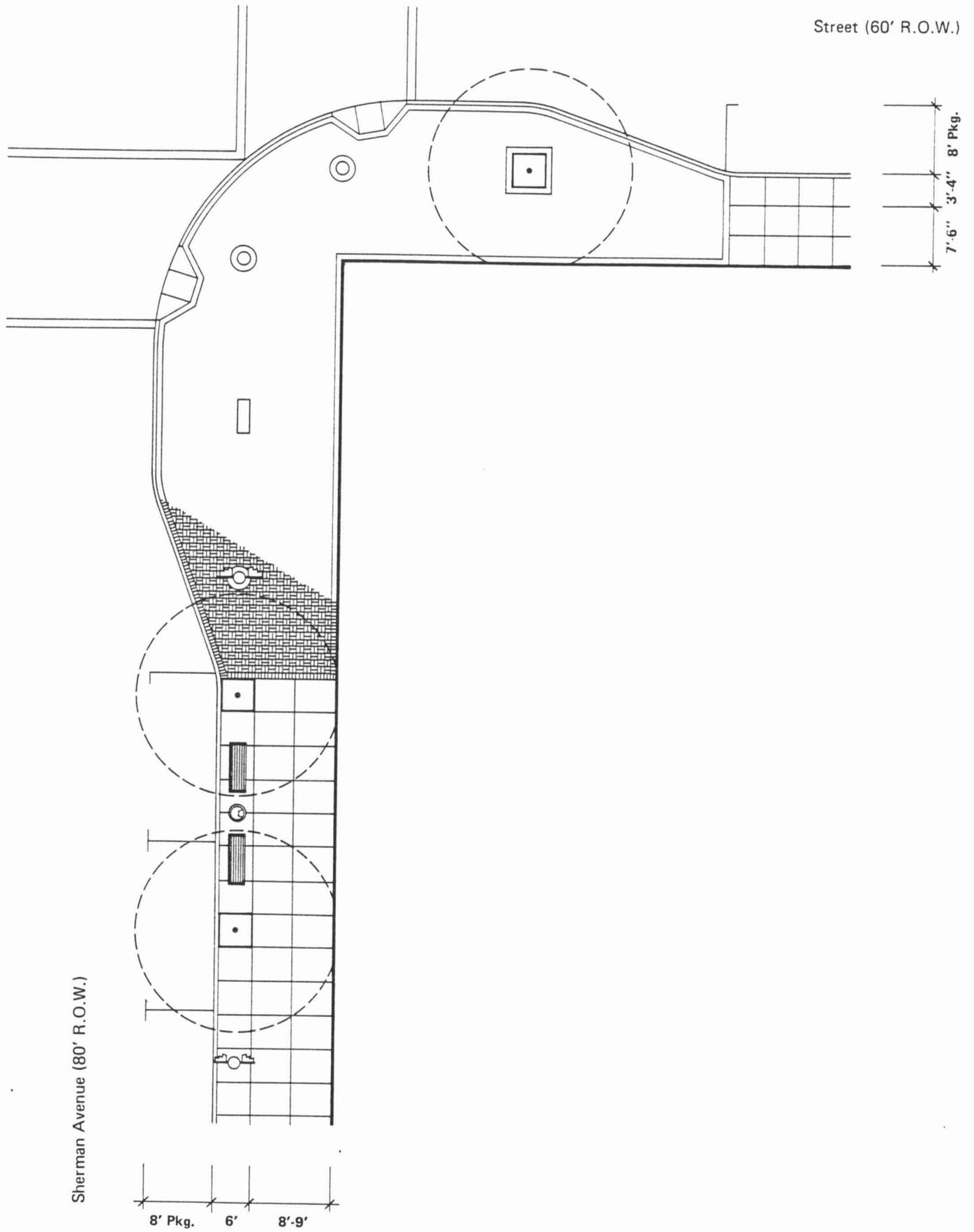


Figure E4
 Sherman Avenue - Alternative 'D':
 Brick Intersection

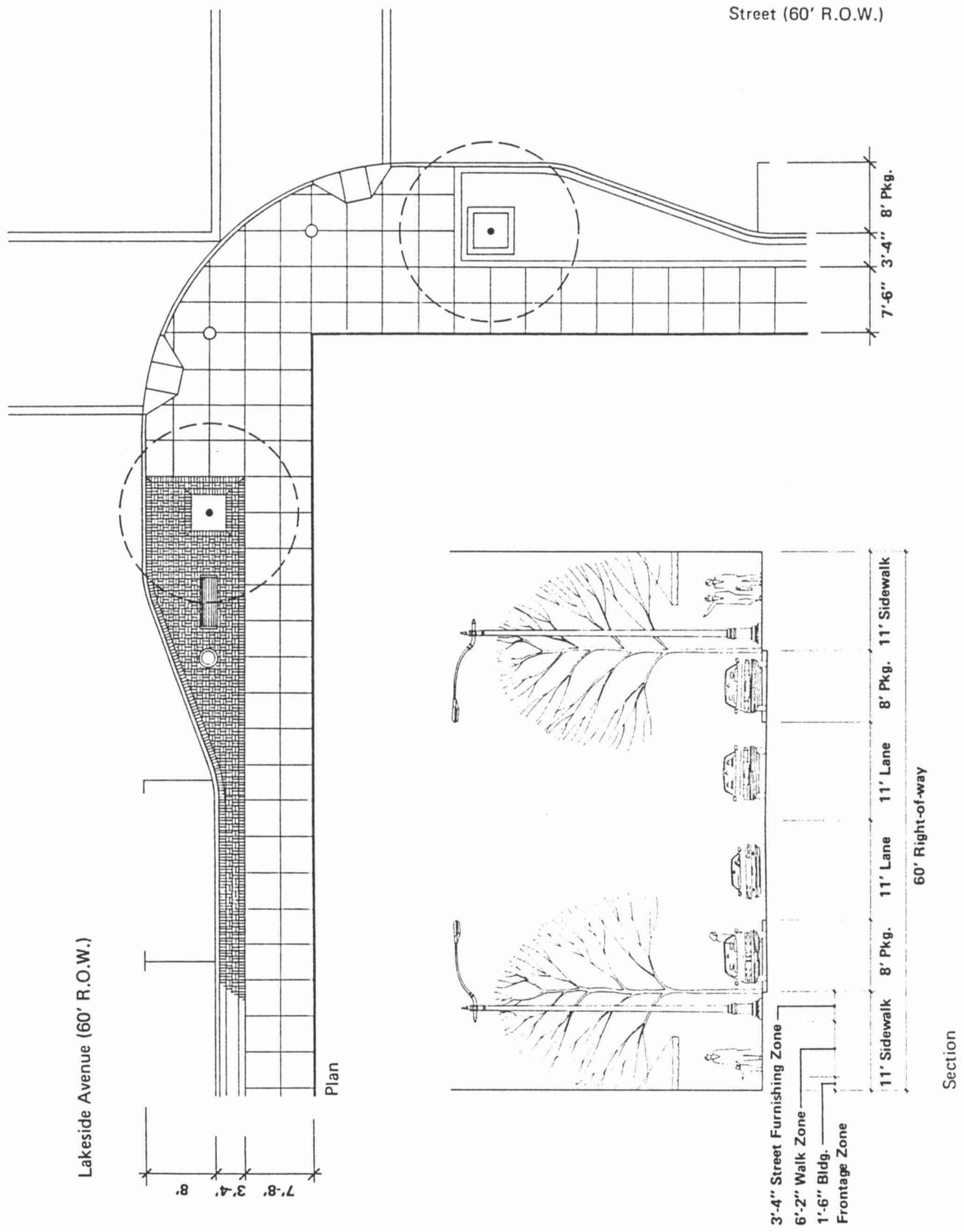


Figure E5
 Lakeside Avenue:
 Brick Furnishing Zone and Partial Intersection

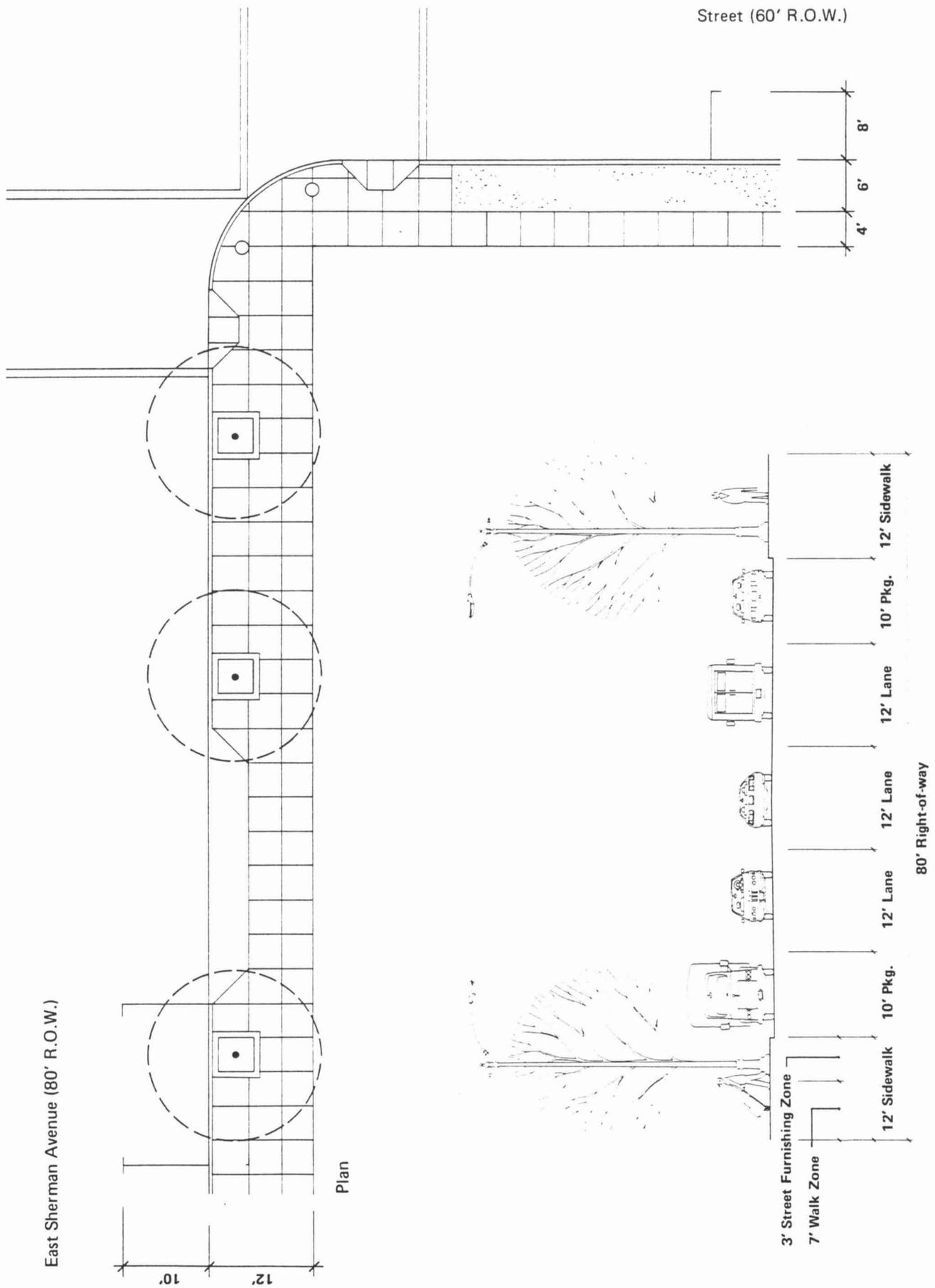


Figure E6
 East Sherman Avenue:
 Concrete or Grass Furnishing Zone

Appendix F
Cost Estimates

| | A | B | C | D | E | F | G |
|----|--|------------------|--------------------------------------|--|------|--------------|--------------|
| 1 | J-U-B ENGINEERS, Inc. | | | Suite 201, 2005 Ironwood Parkway, Coeur d'Alene, Idaho 83814 | | | |
| 2 | | | | | | | |
| 3 | ENGINEERS OPINION OF PROBABLE COST | | | | | | |
| 4 | | | | | | | |
| 5 | | | | | | | |
| 6 | | | | | | | |
| 7 | PROJECT: | | | | | | |
| 8 | CITY OF COEUR d'ALENE, DOWNTOWN REVITALIZATION PROJECT | | | | | | |
| 9 | PROJECT DESCRIPTION: | | | | | | |
| 10 | | | | | | | |
| 11 | TO: | | | | | | |
| 12 | CITY OF COEUR d'ALENE | | | | | | |
| 13 | L.I.D. | OWNER PROJ. NO.: | | | | | |
| 14 | SUM. | ITEM | DESCRIPTION | SCHEDULE OF VALUES | | | |
| 15 | ITEM | NO. | | QUAN. | UNIT | UNIT PRICE | EST. COST |
| 16 | 1 | 203 E | Removal of Concrete Pavement | 21,000 | S.Y. | \$4.00 | \$84,000.00 |
| 17 | 1 | 203 F | Removal of Bituminous Surface | 21,000 | S.Y. | \$1.50 | \$31,500.00 |
| 18 | 1 | 203 G | Removal of Base Course | | C.Y. | \$2.80 | |
| 19 | 2 | 203 H | Removal of Curb | 5,951 | L.F. | \$1.60 | \$9,521.60 |
| 20 | 3 | 203 K | Removal of Concrete Sidewalk | 6,588 | S.Y. | \$2.80 | \$18,446.40 |
| 21 | 1 | 203 P | Removal of Catch Basin | 12 | Each | \$150.00 | \$1,800.00 |
| 22 | 1 | 205 A | Excavation | 3,500 | C.Y. | \$2.80 | \$9,800.00 |
| 23 | 1 | 205 I | Water for Dust Abatement | 25 | M.G. | \$25.00 | \$625.00 |
| 24 | 1 | 303 A | 3/4" Aggregate for Base | 9,350 | Ton | \$8.65 | \$80,877.50 |
| 25 | 1 | | Aggregate for Subbase | 4500 | C.Y. | \$5.50 | \$24,750.00 |
| 26 | 1 | 304 C | Excavation for Soft Spot | 1,000 | C.Y. | \$5.60 | \$5,600.00 |
| 27 | 1 | 405 A | Plant Mix Surfacing (Commercial) | 4,350 | Ton | \$35.00 | \$152,250.00 |
| 28 | 1 | 602 A | 12" Pipe Culvert | 1,200 | L.F. | \$18.00 | \$21,600.00 |
| 29 | 1 | 605 B | Manhole Type ____ | | Each | \$1,275.00 | |
| 30 | 1 | 605 C | Catch Basin Type ____ | 32 | Each | \$900.00 | \$28,800.00 |
| 31 | 3 | 613 A | Concrete Sidewalk - Basic | 3,920 | S.Y. | \$14.25 | \$55,860.00 |
| 32 | 3 | 613A1 | Concrete Sidewalk - Specific | 4,464 | S.Y. | \$14.25 | \$63,612.00 |
| 33 | 3 | 614 A | Urban Approach | 9 | Each | \$110.00 | \$990.00 |
| 34 | 3 | 614 B | Concrete for Urban Approaches | 60 | C.Y. | \$94.00 | \$5,640.00 |
| 35 | 2 | 615 A | Vertical Curb | | L.F. | \$6.50 | |
| 36 | 2 | 615 C | Combination Curb and Gutter, Type A2 | 6,400 | L.F. | \$6.55 | \$41,920.00 |
| 37 | 5 | 616 A | Sign Type A | 0 | S.F. | \$17.80 | 0.00 |
| 38 | 5 | 616 D | Breakaway Steel Sign Post, Type ____ | 0 | lb. | \$2.65 | 0.00 |
| 39 | 5 | 616 F | Sign Foundation, Type ____ | | Each | | \$10,337.00 |
| 40 | 1 | 618 E | Street Monument | 7 | Each | \$185.00 | \$1,295.00 |
| 41 | 6 | 619 A | Illumination | 1 | L.S. | \$125,500.00 | \$125,500.00 |
| 42 | 4 | 620 C | Planting Tree | 126 | Each | \$355.00 | \$44,730.00 |
| 43 | 1 | 826 I | Temporary Pavement Striping Tape (W) | 1,000 | L.F. | \$1.02 | \$1,020.00 |
| 44 | 1 | 826 J | Temporary Pavement Striping Tape (Y) | 1,000 | L.F. | \$1.02 | \$1,020.00 |
| 45 | | | | | | | |
| 46 | 1 | SP - 1 | Construction Traffic Control | 1 | L.S. | \$40,000.00 | \$40,000.00 |
| 47 | 4 | SP - 2 | Irrigation System | 1 | L.S. | \$24,000.00 | \$24,000.00 |
| 48 | 1 | SP - 3 | Renovate Storm Manholes | 7 | Each | \$1,275.00 | \$8,925.00 |
| 49 | 1 | SP - 4 | Adjust Manhole | 26 | Each | \$150.00 | \$3,900.00 |
| 50 | 1 | SP - 5 | Adjust Water Valve | 23 | Each | \$75.00 | \$1,725.00 |

| | A | B | C | D | E | F | G |
|----|----|---------|---|--------|------|--------------|----------------|
| 51 | 8 | SP - 6 | Domestic Water System | 1 | L.S. | \$210,000.00 | \$210,000.00 |
| 52 | 7 | SP - 7 | Remove Sidewalk Vault and Construct | | | | |
| 53 | | | Basement Retaining Wall; Vault No. ___ | 1 | L.S. | \$68,227.80 | \$68,227.80 |
| 54 | 10 | SP - 8 | Renew Water Service Line | | L.F. | | |
| 55 | 10 | SP - 9 | Renew Fire Service Line, 6" | | L.F. | | |
| 56 | 10 | SP - 10 | Install Fire Service Line, 6" | | L.F. | | |
| 57 | 6 | SP - 11 | Street Light Circuit Undergrounding | 1 | L.S. | \$34,500.00 | \$34,500.00 |
| 58 | 5 | SP - 12 | Adjust and Relocate Existing Signal Poles, | | | | |
| 59 | | | Bases, and Junction Boxes | 1 | L.S. | \$65,000.00 | \$65,000.00 |
| 60 | 4 | SP - 13 | Decorative Brick Strip | 24,500 | S.F. | \$3.75 | \$91,875.00 |
| 61 | 4 | SP - 14 | Tree Grate, Frame & Root Barrier | 126 | Each | \$505.00 | \$63,630.00 |
| 62 | 1 | SP - 15 | Pavement Markings | 1 | L.S. | \$10,000.00 | \$10,000.00 |
| 63 | 1 | SP - 16 | 2nd St. Cv. Mod. | 1 | L.S. | \$12,500.00 | \$12,500.00 |
| 64 | 1 | SP - 17 | 7th St. Cv. Mod. | 1 | L.S. | \$25,000.00 | \$25,000.00 |
| 65 | 4 | SP - 18 | Street Furniture | 1 | L.S. | \$75,000.00 | \$75,000.00 |
| 66 | 9 | SP - 19 | Storm Sewer Trunk Line | 1 | L.S. | \$35,000.00 | \$35,000.00 |
| 67 | | | | | | | |
| 68 | | | | | | | |
| 69 | | | *Per Owner - Include concrete, steel | | | | |
| 70 | | | and 3/4" Backfill | | | | |
| 71 | | | | | | | |
| 72 | | | | | | | |
| 73 | | | TOTAL ESTIMATED CONSTRUCTION COST | | | | \$1,590,777.30 |
| 74 | | | | | | | |
| 75 | | | Design Engineering | 1 | L.S. | \$137,626.80 | \$137,626.80 |
| 76 | | | Construction Engineering/Admin. | 1 | L.S. | \$131,407.00 | \$131,407.00 |
| 77 | | | Grant Admin. & Planning | 1 | L.S. | \$32,000.00 | \$32,000.00 |
| 78 | | | Legal & Administration | 1 | L.S. | \$120,000.00 | \$120,000.00 |
| 79 | | | Contingency (5%) | 1 | L.S. | \$79,538.87 | \$79,538.87 |
| 80 | | | TOTAL ESTIMATED NON-CONSTRUCTION COSTS | | | | \$500,572.67 |
| 81 | | | TOTAL ESTIMATED COSTS | | | | \$2,091,349.97 |

Note: These estimates are subject to change as revisions are made during development of the plan.

Appendix G

Gravity Model Description

APPENDIX G

GRAVITY MODEL DESCRIPTION

The gravity model is a mathematical formula used in retail market analyses to calculate the shares of expenditures by shoppers in a retail trade area to be captured by competing retail centers serving that trade area. The competing retail centers are perceived as magnets that attract customers in direct proportion to the sizes of the centers (a center of 200,000 square feet would be twice as attractive as a center of 100,000 square feet), and an inverse proportion to the squares of the travel times between customer's homes and the competing centers.

Typically, in a retail market analysis:

- a. the trade area under study is divided into convenient sectors;
- b. potential expenditures are estimated for shoppers living in each sector (in dollars);
- c. average travel times for shoppers are estimated from each sector to each retail center (in minutes); and
- d. sizes are estimated for each retail center (in square feet).

Then:

- e. attraction factors are calculated for each retail center in relation to each trade sector (the retail center size over the sector-to-center travel time square);
- f. the attraction factors are assembled into the gravity model formula to calculate the shares of shoppers' expenditures to be captured from each trade area sector by each retail center;
- g. the capture rates from (f) are multiplied by the expenditures in each sector to produce the amount of sales dollars derived by each center from each sector; and
- h. the sales dollars derived from each sector are added up for each center to produce the total sales derived by each center from the entire trade area.

Appendix H

Sample Master Lease Agreement

MASTER LEASE AGREEMENT

SAMPLE

AGREEMENT made this _____ day of _____, 19____, by and between the FUTURE NEENAH DEVELOPMENT CORPORATION, a not-for-profit corporation created and existing under the laws of the State of Wisconsin, having its principal office at 104 East Wisconsin Avenue, Neenah, Wisconsin (hereinafter the "Corporation"), and _____, _____ having its principal office at _____ (hereinafter the "Owner").

RECITALS

A. The Corporation is a non-profit corporation created under the Wisconsin Non-Stock Corporation Laws, which has for one of its purposes, managing, improving, and promoting the downtown shopping district ("District") in the City of Neenah, Wisconsin ("City"), consisting of all of the buildings along Wisconsin Avenue between Walnut and Main Streets.

B. Downtown Neenah Action Committee (hereinafter "DNAC") is that division of the Corporation which has primary responsibility for the management of the District as described herein. The rights and obligations of the Corporation, as described in this Agreement shall be enforced and be performed by the Executive Committee of the Board of Directors of the Corporation or the Board's representative (hereinafter the "Executive Committee"). The Executive Director of the DNAC is appointed (or affirmed annually) by the Executive Committee. The Executive Director of the DNAC and the President of the DNAC shall be assisted and advised in the performance of their duties by the members of the DNAC. The makeup of the DNAC is more fully illustrated in Exhibit B attached hereto, and made a part hereof.

C. The Owner is the owner in a fee-simple of that certain real property located in the District, and described in Exhibit A attached hereto (the "Property").

D. The Owner desires to obtain the benefits offered by the Corporation as are described herein.

E. The Owner desires to cooperate with the Corporation and other District property owners to enhance the physical appearance and commercial success of the District.

In consideration of the mutual covenants contained herein, the parties agree:

1. OWNER COVENANT - Owner shall incorporate into any lease which Owner grants with respect to the Property, the Master Lease Covenants ("Covenants") contained in Exhibit A, attached hereto, and made a part hereof. In the event that the Property is presently subject to a lease which does not include such Covenants, Owner shall include the Covenants in any new lease granted by Owner with respect to the Property, and that renewal of any existing lease shall be conditioned upon incorporation of the Covenants into such lease to the extent permitted thereunder.

2. OWNER-TENANT - In the event Owner currently occupies the Property, or shall occupy the Property at any time during the term of this Agreement, Owner shall be bound by Covenants as if the Owner were a lessee of the Property pursuant to a lease containing the Covenants, and the provisions of the Covenants shall be read to substitute the word "Owner" for the word "Tenant" wherever the latter may appear.

3. ENFORCEMENT OF MASTER LEASE COVENANTS - Owner shall use its best efforts to enforce the Covenants against any Tenant of the property, and shall not waive or modify any provision of the Covenants without the prior approval of the Executive Committee. Owner hereby designates the Executive Director of the DNAC as its agent with full power to enter upon the Property for the purposes of inspecting the same, and assuring compliance with the Covenants. In consideration of the services provided by the Corporation hereunder, the Corporation is deemed to be a third party beneficiary of the Covenants, with full power to enforce the Covenants in Owner's name, or in its own name against any tenant or occupant of the Property; provided, however, that the Corporation's powers to enforce the provisions of the Covenants shall be limited to a suit for specific performance thereof or other appropriate equitable remedy; and provided further, that the Corporation shall not be obligated to enforce any term or provision of any lease granted by Owner with respect to the Property.

4. PHYSICAL ALTERATIONS - Owner shall not make or permit any changes, modification, or alterations to the Property, except as shall be permitted under Section 3A of Exhibit A, or as approved by the Executive Committee. Procedures for Owner's changes, modifications or alterations shall be as described in Section 4 of Exhibit A. Owner shall cooperate with any comprehensive plan of property improvement implemented by the

SAMPLE

Corporation affecting the Property, including any plan for renovation of the exteriors of properties located in the District; provided, however, that Owner shall not be obligated to perform renovation or repair work to the Property exceeding that required by applicable City building codes, unless funds for such renovation or repair are made available through the Corporation.

5. COMPLIANCE WITH LAWS - Owner shall comply with all applicable ordinances and regulations of the City with respect to the use of commercial properties in the District.

6. ASSIGNMENT AND SUBLETTING - Owner shall not permit subleasing of the Property or assignment of any lease of the Property without the prior approval of the Executive Committee, which approval shall not be unreasonably withheld if the sub-leases or assignee agree to be bound by the Covenants.

7. RIGHT OF FIRST REFUSAL - Owner shall not sell, transfer or convey the Property to any person or entity unless such person or entity has agreed, in writing, for itself and its successors and assigns, to assume all of Owner's obligations under this Agreement and to be subject to all of the terms and conditions contained herein. In the event Owner receives a bona-fide offer to purchase the Property, Owner shall not sell the Property to any person or entity making such offer without having first offered to the Corporation, through its Executive Committee, the opportunity to purchase the Property on the same terms and conditions as contained in such offer. Upon receiving written notice from Owner of the terms of any offer to purchase the Property, the Corporation shall have fifteen (15) days in which to notify Owner that it intends to purchase the Property on such terms. In the event that the Corporation fails to notify Owner of its intention to purchase the Property within said fifteen (15) day period, Owner may sell the Property on the terms and conditions on which the Property was offered to the Corporation. Any subsequent offer to Owner to purchase the Property shall be subject to the Corporation's right of first refusal described in this Section 7.

8. SERVICES OF CORPORATION - The Corporation shall provide the following services to the District, owners of District properties, and tenants of such owners:

(a) In cooperation with the DNAC, the Corporation shall organize and manage special promotional functions from time to time.

(b) The Corporation, through the DNAC, shall provide common advertising for the District.

(c) The Corporation, through the DNAC, shall serve as Owner's agent with respect to management and disbursement of funds provided by the City for services to the District.

(d) The Corporation, through the DNAC, shall provide consulting services to owners of District properties and their tenants with regard to retailing techniques and business practices.

9. LEASING

(a) Owner shall consult with the DNAC with respect to leasing of the Property.

(b) Prior to entering into any lease for the Property, Owner shall provide to the Corporation, through the DNAC, in writing, a description of the terms of the proposed lease and the business of the proposed tenant. The Corporation shall have five (5) days from receipt of such notice in which to notify the Owner whether the proposed tenant is compatible with the retailing standards adopted by the District. In the event that the Corporation deems a proposed tenant to be incompatible with the retailing standards of the District, the Corporation shall have six (6) months from the date of its notice to owner to obtain a tenant for Owner's Property on at least the same terms and conditions contained in the lease rejected by the Corporation. Corporation, through the DNAC, agrees to use its best efforts to consult with owner, regarding the tenant proposed by the Corporation for Owner's property. Owner agrees to enter into a lease with any tenant procured by the Corporation on such terms and conditions. During the aforesaid six (6) month period, the Corporation shall pay to the Owner eighty percent (80%) of the median rent per square foot in the District times the number of square feet in the lease. If the Corporation fails to procure a tenant within the allotted six-month period, Owner shall be free to lease the Property to any party of its choice.

10. AMENDMENTS - This Agreement may be amended if such amendment(s) is approved in writing by the Corporation and Owners representing fifty-one percent (51%) of those who have signed this agreement.

11. TERMINATION - This Agreement shall terminate on December 30, 1994.

SAMPLE

IN WITNESS WHEREOF, the parties have executed this Agreement at Neenah, Wisconsin, on the day and year set forth above.

OWNER

FUTURE NEENAH DEVELOPMENT CORPORATION

BY:

Edward J. Scherrer, President
