TONIGHT:

• Brief project background and purpose
• Health Corridor Master Plan – overview and detail
• Implementation & Financing
PROJECT PURPOSE:

• Create a master plan for a vibrant health-based community development

• Evaluate economic feasibility of an implementable Urban Renewal District (URD) that delivers community value

• Complete study by fall 2019 in order for URD to be created by end of the year
HEALTH CORRIDOR MASTER PLAN

PUBLIC ENGAGEMENT

Summary of PUBLIC ENGAGEMENT
HDR in coordination with spiro cda, conducted community outreach as part of the planning process. At the Visioning workshops, our team became very aware of residents’ concerns about neighborhood preservation and feared the plan could lead to gentrification or the use of eminent domain to reshuffle deteriorating area. Respect for those concerns, and a desire to alloy unnecessary harm, is reflected in the concept designs which avoid impacts to adjacent neighborhoods.

- SWOT Analysis
- Prioritization with data exercise
- Mapping Exercise

Design Workshops Invitation Letter & Email
- Mailed to 165 addresses in the district boundary
- June 13, 2019

Invite to Stakeholder Interviews
- Mailed to 124 people
- May 23, 2019

Survey/Questionnaires
- Given to stakeholders at interviews
- June 12-28, 2019
- 105 responses

Stakeholder Interviews
- Interviewed 31 people
- June 12 & 13, 2019

Visioning
- 33 participants
- June 26, 2019

Door-to-door distribution of Design Workshop and Summary Results
- Distributed 150 flyers and comments forms
- July 8 & 9, 2019

Design Workshops/Charrettes
- 21 attendees
- July 8, 2019
- 35 attendees
- July 9, 2019
- 6:30 - 8:30 p.m. at NC Student Union Building

Design Workshops/Charrette final options presentation
- 27 attendees
- July 10, 2019
- 5:00 - 6:00 p.m. at NC Student Union Building

Participants of various backgrounds including developers, business owners, EMS providers, community leaders, and residents of the neighborhood.
WHY REDEVELOPMENT:

• Take a proactive role in shaping the community
• Preserve and attract jobs
• Grow tax base
• Attract private investment
• Accommodate changing market conditions
BARRIERS IN THE HEALTH CORRIDOR:

- Obsolete buildings
- Parcelization
- Limited road network
- Bike/ped infrastructure
- Few amenities for workers or residents
HEALTH CORRIDOR MASTER PLAN

HEALTH-ORIENTED DEVELOPMENT
HEALTH CORRIDOR MASTER PLAN

TRADITIONAL HOSPITAL CAMPUS

Isolated health campus

CDA HEALTH CORRIDOR OPPORTUNITY

Integrated into community and mutually supportive

HEALTH-ORIENTED DEVELOPMENT
HEALTH CORRIDOR MASTER PLAN

MOBILITY IMPROVEMENTS

- Street hierarchy
- Wayfinding clarity
- Connectivity and permeability
- Developable parcels
HEALTH CORRIDOR MASTER PLAN

DENSITY AND PLACEMAKING
HEALTH CORRIDOR MASTER PLAN

MOBILITY IMPROVEMENTS

- Increase connectivity in/out of Corridor
- Improve traffic flow within Corridor
- Create multi-modal options
- Pedestrian safety

I-90 Overpass – 2 location options
US Hwy 95 - Potential new access points
Ironwood – Realign and Re-link
HEALTH CORRIDOR MASTER PLAN

NEIGHBORHOOD STABILIZATION

• Retain block structure and residential priority
• Improve pedestrian safety and access
Ironwood Drive – realignment, streetscape and multi-modal improvements

MOBILITY IMPROVEMENTS
HEALTH CORRIDOR MASTER PLAN

MOBILITY IMPROVEMENTS

Lakewood Dr. new extension with park

New “Health Drive”

New “Shopko Ave”

Emma Ave – ped improvements
HEALTH CORRIDOR MASTER PLAN

KEYS TO IMPLEMENTATION

• Respond to market demand
• Partnership with hospital
• Partnerships with private development
• Parking
• Early project successes
The "Build Out" of this Vision will take well beyond 20 years – URD duration

Numerous challenges, barriers, issues with an endeavor of this size, scope and duration

Opportunities as well

ECONOMIC FEASIBILITY
To realize success with this plan will require

- Long-term public/private collaboration with many individual transactions
  - Some small
  - Some large and complex
- Public and private financing
"There are known knowns. These are things we know that we know. There are known unknowns. That is to say, there are things that we know we don't know. But there are also unknown unknowns. There are things we don't know we don't know."

- Secretary Donald Rumsfeld
• Developers will develop properties if economically feasible given risk & return
• Development will be consistent with the framework established or as modified
• Absent a framework, development will more individualized and less structured
• With a framework, development will be consistent with a plan, reducing costs, increasing efficiency
HEALTH CORRIDOR MASTER PLAN

- Present boundary includes Garden Inn site
- Early potential development
- Estimated TIF from site - ~ $4 million
- Estimated costs to district - $100k-$680k
- Considerable benefit financially to district
- Very visible project
- Presently in Lake District
- Will require de-annexation to include
- Historical precedence in Idaho and CDA

GARDEN INN SITE IMPACT
~$150 million – full build-out
- Create the street Grid
  - Right-of-way acquisition
  - Street construction costs
- Additional transportation access in/out
- Structured parking costs
- Cultural amenities
Opportunities

- Housing
  - Range of price points
  - Senior
  - Ownership and rental
- Retail
  - Food and services to support workers and visitors
- Office
  - Medical office only
- Lodging
### HEALTH CORRIDOR MASTER PLAN

**Market Demand/Forecast**  
**2021-2040**

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>Value in millions</th>
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</thead>
<tbody>
<tr>
<td>Hotel</td>
<td>370 rooms</td>
<td>66.6</td>
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<tr>
<td>Apartments</td>
<td>750</td>
<td>121.9</td>
</tr>
<tr>
<td>Townhomes/condos</td>
<td>200</td>
<td>67.5</td>
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<tr>
<td>Medical office</td>
<td>256,000 sq. ft.</td>
<td>61.4</td>
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<tr>
<td>Retail</td>
<td>158,000 sq. ft</td>
<td>35.6</td>
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<tr>
<td>Converted space</td>
<td>85,000 sq. ft.</td>
<td>8.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>361.5</strong></td>
</tr>
</tbody>
</table>

**PRIVATE SECTOR DEVELOPMENT**
HEALTH CORRIDOR MASTER PLAN

IMPLEMENTATION - COMBINED
• Tax Increment funding
• Early significant private sector projects
• Potential for federal and state assistance
• Large engaged property owners
• PILOT – (payment in lieu of taxes)
• Developer contributions
• Grants
• Development likely will not optimize sites
• Even with a "Strategic Plan" or vision, very likely that development will take considerably longer and be more costly
• More likely that development will stagnate and there will be more challenging situations in the future related to traffic, building vacancies
• Unable to fund enhancements for community benefits
• Missed opportunity to increase future tax base for overlapping taxing districts

WHAT IF NO URBAN RENEWAL?
The creation of this Vision, Master Plan and Economic Feasibility Study was a collaborative effort, including contributions from stakeholders, community leaders and the HDR design team.

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Mic Armon
Jim Chapkis
Sarah Garcia
Dan English
Steve Widmyer (recused from process)
Brad Jordan
Brinnon Mandel
Alvia Metts

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