

COEUR D'ALENE | EDUCATION CORRIDOR



MASTER PLAN

MIG, INC.



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EXECUTIVE SUMMARY

The Coeur d'Alene Education Corridor Master Plan is the product of an intensive stakeholder-driven process that began in September of 2006 and lasted nearly 18 months. Stimuli for the planning process included ideas for an "education corridor" and the possibility of acquiring the DeArmond mill site. The planning area included the area bounded by Highway 95, Northwest Boulevard, the Spokane River, and Lake Coeur d'Alene. Stakeholders involved in the planning process included representatives of North Idaho College (NIC), University of Idaho–Coeur d'Alene (UI CdA), Lewis-Clark State College (LCSC), the Fort Grounds Homeowners Association (FGHA), Lake City Development Corporation (LCDC), and the City of Coeur d'Alene. The resulting Master Plan outlines a vision for the Education Corridor.

The shared vision for the Education Corridor is "to establish a collaborative college/university environment built on strong partnerships, which provides high quality academic opportunities, student services, and shared facilities for the residents of Northern Idaho. Development of the Education Corridor will capitalize on multiple opportunities for synergy. Future development will improve multi-modal access, circulation, and parking for the Education Corridor, adjacent neighborhoods, and the waterfront." The Master Plan details the built form of this vision, several supporting strategies, and actions necessary for implementation.

The vision for the Education Corridor is built upon the framework of River Road, a new alignment of Hubbard Road, and College Drive. River Road will become the Education Corridor campus main street that will help stimulate the energy and interaction created by the cooperation of the partner institutions. The streetscape environment will promote walking and biking and provide places to sit and gather. Connections to Northwest Boulevard, Hubbard Road, and College Drive will receive special attention to ensure connectivity and legibility. The intersection of River Road with Northwest Boulevard will become a major gateway entry into the Education Corridor.

Hubbard Road improvements will include realignment and a new streetscape environment. The new alignment will extend from the existing intersection with Northwest Boulevard to a new intersection with River Road while meandering through what is now the DeArmond mill site. The intersection of Hubbard Road

with Northwest Boulevard will also become a major gateway into the campus with signalization, signing, and landscaping. The entry into Hubbard Road will be very grand with a wide raised median, bike lanes, wide planting strips, and comfortable walkways. The experience of travelling along Hubbard Road will be characterized by elaborate landscaping, the meandering roadway, and institutional buildings nestled in stands of tall pines.

Supporting strategies to help realize the vision include signage and wayfinding; bicycles, pedestrians, and transit improvements; public space improvements; and measures to strengthen and market the image and identity of the Education Corridor. A signage and wayfinding hierarchy should be established that clearly delineates that students, staff, and visitors are on the Education Corridor campus while identifying the individual institutions. It will be important to build the Education Corridor brand without losing the individual identities of the partner institutions.

Bicycle, pedestrian, and transit improvements include a new alignment for the Centennial Trail, additional multi-use pathways, improved bus stops, and increased service to the campus. A comprehensive transportation demand management plan will help control traffic and the demand for parking while encouraging people to utilize other transportation options. Public space improvements include the new streetscapes, new multi-use paths, a corridor of pine trees, and better connections to the Spokane River. Finally, marketing the Education Corridor will be critical to the future success of the partnership and the participating institutions.

Implementation will include developing college/university collaborations; land acquisitions; public realm improvements; construction of buildings; and changes to existing City standards and guidelines. It is likely that the vision will take at least ten to twenty years to implement. With that said, several implementation steps can be initiated immediately. When realized, the Education Corridor will provide North Idaho residents with increased opportunities for post-secondary and community education that is high-quality, cost-efficient, and convenient.

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CHAPTER 1

PROJECT PURPOSE

The Lake City Development Corporation (LCDC) – in cooperation with the City of Coeur d’Alene, the Fort Grounds Homeowners Association (FGHA), Lewis-Clark State College (LCSC), North Idaho College (NIC), the University of Idaho–Coeur d’Alene (UI CdA), Idaho State University (ISU), and Boise State University (BSU) – has led the effort to create a Master Plan for the Coeur d’Alene Education Corridor that coordinates and extends the presence and outreach of the respective higher educational institutions.

The primary aims of the Coeur d’Alene Education Corridor Master Plan include: enhancing collaboration among the educational institutions; creating a cohesive vision; and determining the appropriate reuse for the Stimson Lumber Company’s DeArmond Mill site. Black Rock Development has agreed to sell the remediated (i.e. clean) mill site to one or more of the Education Corridor partner entities. The railroad right-of-way also presents an opportunity for acquisition and redevelopment when the mill ceases operation. The primary challenge in redevelopment of the study area is the presence and planned expansion of the wastewater treatment plant. The City has decided to keep this facility in its present location, despite the obvious adjacency issues with nearby land uses, but has committed to major improvements to the facility to make it a better neighbor. These improvements are already underway, along with major upgrades to treatment capacity to meet stronger State of Washington water standards for the Spokane River.

Coeur d’Alene’s traditional resource-based economy is changing and receding. The community is increasingly attractive to residents who are seeking an active outdoor lifestyle, and to those who are drawn to Coeur d’Alene’s spectacular natural setting. To ensure the community’s economic future, it is a priority to the City, and the educational institutions, that the community’s evolving population is supported by an educational infrastructure that is as strong as the landscape. The Coeur d’Alene Education Corridor can provide an environment that capitalizes on an outstanding riverfront location, leverages limited resources and shared demand, and becomes a major economic driver for the community.



Harbor Center, as seen from Highway 95, is the current home of Coeur d’Alene Education Corridor.

PLANNING CONTEXT

The City of Coeur d'Alene is located in northern Idaho, at the southern end of the Idaho panhandle (see Figure 1.1). Situated in the center of Kootenai County, Coeur d'Alene is bounded by the Canfield Mountains to the east, Lake Coeur d'Alene to the south, and the Spokane River to the west. The cities of Post Falls and Hayden are located ten miles west and seven miles north of Coeur d'Alene, respectively. The rural lands once separating these three cities are gradually infilling with suburban residential development. Coeur d'Alene is linked to the larger metropolis of Spokane, which is thirty miles west, via Interstate 90. Connections to smaller towns in Idaho, Montana, and Washington are also provided via Interstate 90, as well as via State Highway 95.

As the largest city in northern Idaho, Coeur d'Alene holds a position of regional economic importance. According to 2002 Economic Census Data (U.S. Census Bureau), over half of the retail trade, accommodation, and food service establishments of Kootenai County are based in Coeur d'Alene. The City also plays a primary role in the provision of health care, arts, entertainment, and recreation services. Given the city's recent physical growth and future redevelopment plans, Coeur d'Alene will continue to serve as a regional commercial, cultural, and recreation hub for northern Idaho in future years.

Coeur d'Alene has a strong demand for residential development, and growth has been strong in recent years. While the market is likely to slow in the immediate future, as the housing market slows nationwide, Coeur d'Alene will continue to attract new residents. Both Kootenai County and the City of Coeur d'Alene are expected to double in population over the next 25 years. In addition, LCDC is projecting strong revenue growth for the Lake Urban Renewal District. In 2005, the District generated about \$1 million in tax revenue. Based on estimates for future assessed value, estimated property tax revenue for the Lake District in 2007 will be roughly \$2 million.

Several previous planning efforts have bearing on the Coeur d'Alene Education Corridor planning effort. The most pertinent plans include the City's Comprehensive Plan, CdA 2020, plans for the wastewater treatment plant, and the Four Corners Plan. The 1995 Coeur d'Alene Comprehensive Plan provides a 15-year planning road map for

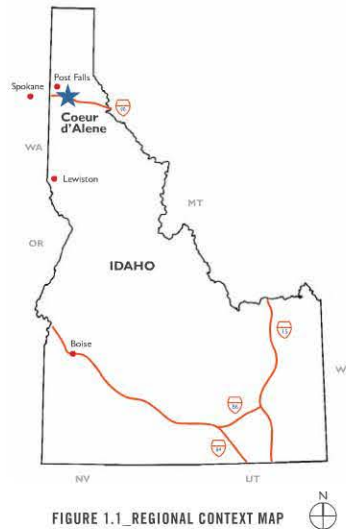


FIGURE 1.1 REGIONAL CONTEXT MAP



growth and change in Coeur d'Alene and areas impacted by the City. Relevant direction derived from the Plan's goals and policies includes: growing public services to meet future needs; providing safe and efficient traffic circulation; protecting and enhancing areas of beauty; providing better public transportation; encouraging pedestrian districts; protecting public sight lines to the lake; and protecting the Fort Grounds neighborhood.

Zoning designations within the planning area include Residential, Commercial, Manufacturing, and Navigable Water (see Figure 1.2). Approximately 70 percent of land within the Coeur d'Alene Education Corridor is zoned Commercial. These areas include the wastewater treatment plant, the land currently occupied by UI CdA, the North Military residential area, and the central portion of the rail corridor. The portion of the mill site with a zoning designation is zoned Light Manufacturing, and the southern tip of the site, at Four Corners, is zoned Residential.

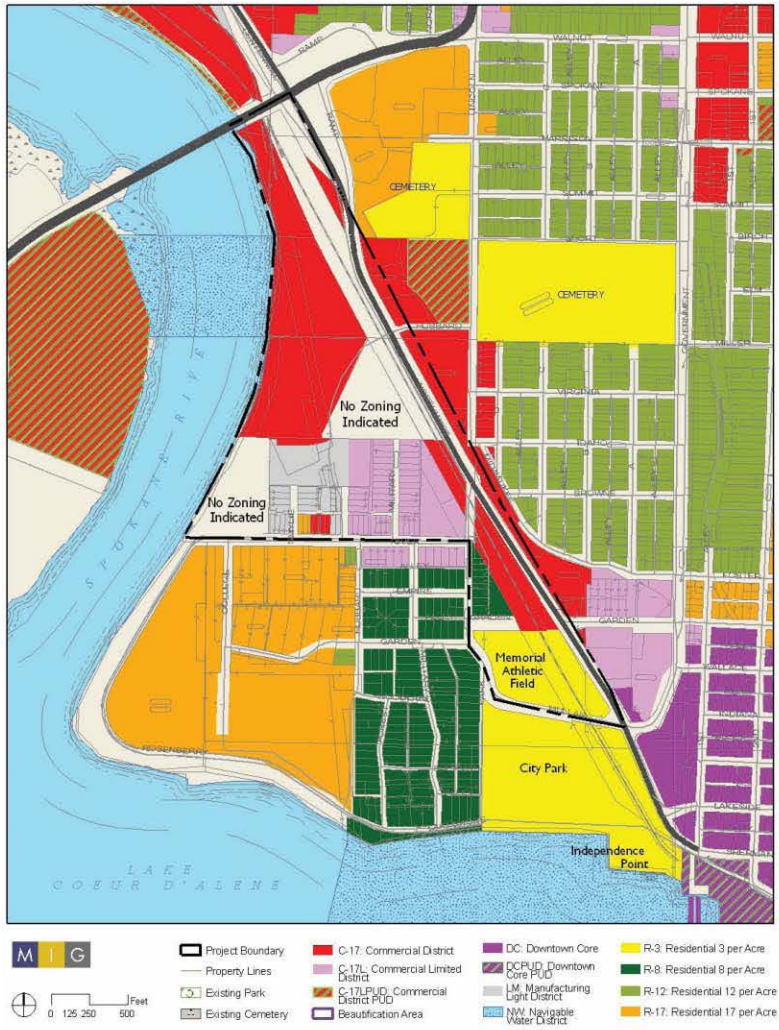


FIGURE 1.2 EXISTING ZONING

In 2000, a group of Coeur d'Alene residents led CdA 2020, a community process to determine the 20-year vision for Coeur d'Alene and its impacted areas. Specific objectives that were considered in the current planning process include: creating more post-secondary education; improving coordination related to public and commercial use of the waterfront; and emphasizing bicycle and pedestrian needs and opportunities.

The wastewater treatment plant will need to expand in the future. Depending on final designs, this expansion may impact access to the northern section of the site (see Figure 1.3). Additionally, this expansion may substantially impact the Hubbard Street entrance to the site. Expansion plans include the possibility of growing east of Hubbard Street and/or north into land currently leased by UI CdA. All expansion scenarios include adding a tree stand buffer around the entire site and a formal landscaped entry, and there are opportunities that relate to the treatment plant regarding research and education.

The Four Corners Project is a plan that was created to enhance access, circulation, and recreational amenities west of Northwest Boulevard at the intersection of Northwest Boulevard and Mullan Road, at the southern tip of the planning area (see Figure 1.4). The plan includes a reconstructed memorial field, a reconfigured skate park, parking, a potential Human Rights/Museum of North Idaho Center, and a traffic circle at the intersection of Mullan and Park Street.



FIGURE 1.3_TREATMENT PLANT PLAN



FIGURE 1.4_FOUR CORNERS PROJECT

PLANNING AREA

The Coeur d'Alene Education Corridor is a 49-acre site located on the east bank of the Spokane River, about a half-mile north of downtown Coeur d'Alene, west of Northwest Boulevard, and just south of US 95. The entire planning area is located in the Lake Urban Renewal District (see Figure 1.5). The 44-acre campus of North Idaho College lies immediately south of the site. The University of Idaho–Coeur d'Alene occupies considerable space in the Harbor Center building along the western edge of the site and leases additional classroom space on the NIC campus. Lewis-Clark State College uses some space in the Harbor Center building, and leases classrooms in several private buildings in the area. The three schools are already sharing facilities and student transfers among them are common.

A considerable portion of the site is wooded with mature pine trees. One entire edge of the site fronts the Spokane River, and offers remarkable views along the river and toward the hills to the west. Potential exists for river access and/or relocation of the Centennial Trail, but there are concerns about the viability of the existing seawall. The North Idaho Centennial Trail currently uses one of the railroad rights-of-way to the east of the lumber mill and wastewater treatment facility.

The Spokane River and Lake Coeur d'Alene constrain access to the site from the west and the south. Access to the Coeur d'Alene Education Corridor is off Northwest Boulevard, and the existence of only three ingress and two egress locations, in combination with limited pedestrian, bicycle, and transit access, contributes to poor circulation and issues with both traffic and parking.

The Fort Grounds neighborhood is immediately south of the Coeur d'Alene Education Corridor site and east of the North Idaho College campus. A small portion of the neighborhood, a group of homes along North Military, is located within the planning area. The Fort Grounds Homeowners Association is actively involved in the various area planning projects, with the goals of maintaining the integrity of the neighborhood; limiting encroachment by the various institutions; creating buffer zones between the neighborhood and surrounding uses; and ensuring neighborhood safety and aesthetics.

There is a combination of on-street and off-street parking facilities within and near the planning area. All off-street parking facilities are



The Centennial Trail currently traverses the site with a combination of paved paths and on-street facilities.

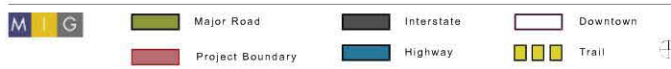


FIGURE 1.5 SITE CONTEXT

surface parking lots. In addition to the surface parking lots, almost all of the existing streets surrounding the area allow for on-street parking. In the Fort Grounds Neighborhood, parking is by permit only. Stakeholder interviews revealed that the existing parking supply is adequate, but users express frustration that there is not adequate parking close to their destinations. This is particularly true on the NIC campus.

Downtown Coeur d'Alene is immediately southeast of the Coeur d'Alene Education Corridor and is the major commercial and employment district near the planning area. Improvements to the Education Corridor should retain or improve access and connectivity to downtown, and avoid detracting from the economic success the downtown has achieved.

SRM Development is redeveloping a former lumber mill and gravel pit immediately north of the Coeur d'Alene Education Corridor as a pedestrian-oriented riverfront village. The Village at Riverstone includes retail shops, restaurants, entertainment options, offices, and residences. The centerpiece of the neighborhood is the five-acre Riverstone Park and six-acre lake (see Figure 1.6 below).



FIGURE 1.6 THE VILLAGE AT RIVERSTONE

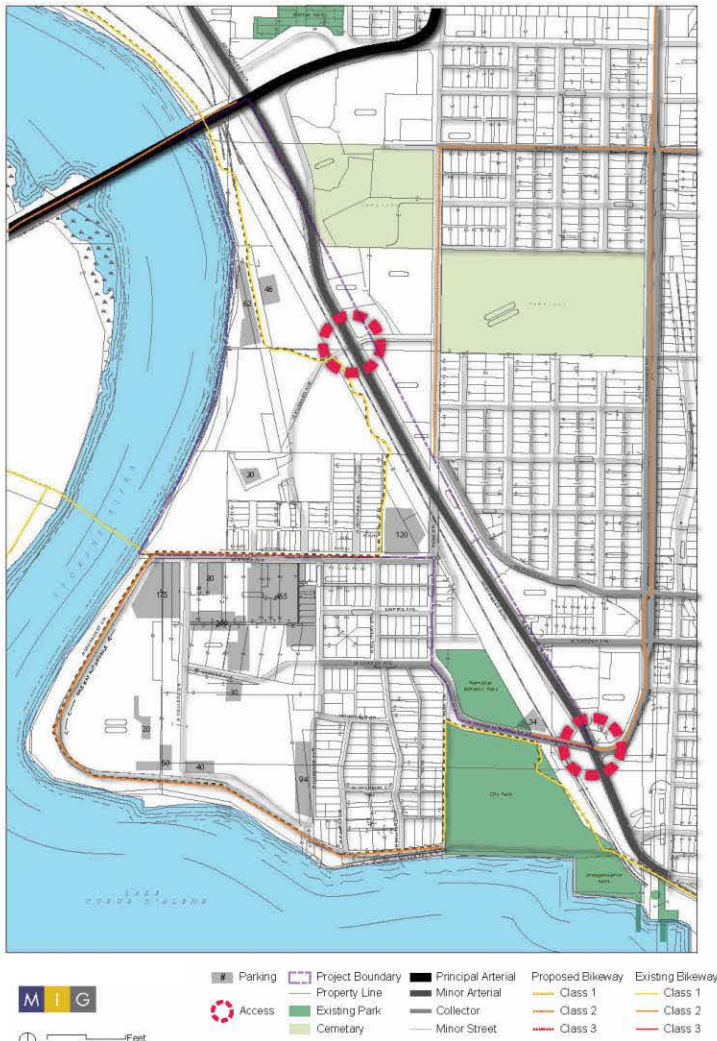


FIGURE 1.7_CIRCULATION, ACCESS, AND PARKING

Upon completion, the development will be worth approximately \$475 million and include 1,000 units of housing (including higher-end housing that will be built by Black Rock developer Marshall Chesrown), 500,000 square feet of office space, and 320,000 square feet of retail space. SRM Development is receiving about \$8 million in tax increment financing for public improvements to the 160 acres, including roads and the park. The first residents began moving into condominiums, priced between \$300,000 and \$550,000, in the summer of 2007.

The primary opportunities afforded by the physical planning area include:

- Several redevelopment opportunity sites, such as the DeArmond Mill site, the Burlington Northern and Union Pacific rail corridors, and the northernmost section of the study site;
- Pedestrian and bicycle access and connectivity anchored by Centennial Trail;
- A proposed pedestrian bridge across the Spokane River, extending west from River Road;
- Connections and synergies with downtown and the new Village at Riverstone;
- Recreational redevelopment opportunity at Four Corners; and
- Potential for new waterfront access and views.

PLANNING PROCESS

Because of the political and institutional nature of this planning and design project, a focused stakeholder-driven approach was adopted involving the NIC, LCSC, UI CdA, LCDC, the Fort Grounds Homeowners Association, and the City.

Stakeholders played a hands-on role in each phase of the project, with the consultant team providing facilitation, planning, and design expertise, as well as a safe environment for collaborative decisions. The process centered on a series of stakeholder events: workshops focusing on visioning, opportunities, constraints, and programming needs; a three-day Coeur d'Alene Education Corridor planning and design charrette; and a public presentation.

Each of the institutions involved have financial, programmatic, and political realities that must be considered. Planning for one institution without direct involvement by the others is likely to overlook or underestimate important issues. As such, the Coeur



A three-day charrette helped stakeholders examine options for design and development.

d’Alene Education Corridor Master Plan strives to balance the vision and goals of the individual institutions, the Fort Grounds Neighborhood, and the larger Coeur d’Alene community.

DOCUMENT OVERVIEW

The Coeur d’Alene Education Corridor Master Plan is organized into four chapters, which are:

Chapter One: Introduction;
Chapter Two: Vision, Goals, and Preliminary Concepts;
Chapter Three: Concept Plan; and
Chapter Four: Implementation.

Three appendices are included to provide further background and support for recommendations made in the body of the Master Plan. The appendices are:

Appendix A: Existing Conditions; and
Appendix B: Transportation and Utilities.

"WE ARE LIMITED, NOT BY OUR ABILITIES, BUT BY OUR VISION."

– Anonymous

CHAPTER 2

INDIVIDUAL VISIONS & GOALS

A critical step in the Master Planning process was assessing the individual visions and goals of the primary stakeholder partners. Two stakeholder workshops and a series of interviews and questionnaires were devoted to assessing the needs and long-range objectives of the individual stakeholder groups. The core stakeholder group includes Lake City Development Corporation (LCDC), North Idaho College (NIC), University of Idaho Coeur d'Alene (UI CdA), Lewis-Clark State College (LCSC), Idaho State University (ISU), Boise State University (BSU), the City of Coeur d'Alene, and the Fort Grounds Homeowners Association. The Director of the Northern Idaho Center for Higher Education (NICHE) was also included in establishing visions and goals.

The following sections summarize the visions and goals from these early workshops and interviews/questionnaires, and provide some preliminary projections that were done as part of the master planning process. Since the completion of this process, however, Economic Modeling Specialists, Inc (EMSI) has prepared a more detailed analysis of the projected enrollment numbers as is noted below. A copy of this Regional Impact Scenario and Analysis for Education Corridor Expansion report is available at the LCDC website (www.lcdc.org) under the Reports and Documents section.

North Idaho College

In 2006-2007, NIC served approximately 6,300 students (unduplicated headcounts) in its academic programs (100 and 200 level courses), and had 7,399 students in various non-credit courses. Currently, the NIC Campus has 500,000 square feet of space for instructional and other uses on a 45-acre campus.

North Idaho College has been proactive in its planning efforts. NIC engaged in a vision planning exercise for expansion onto the DeArmond Mill site (see Figure 2.1) some time ago and that plan is currently being updated. A new strategic plan was approved in May of 2008 which outlines goals and actions for 2008 through 2013. Two recommendations from the strategic plan that are especially relevant to the current effort are:

- Acquire properties that become available to meet the needs for higher education in the region. Expansion will consider the



FIGURE 2.1_NORTH IDAHO COLLEGE VISION

importance of maintaining the existing college campus feel and support services for students and NIC employees; and

- Develop acquired properties in support of the college mission.

Other relevant action steps include: collaborate with community groups; increase enrollment in proportion to community growth; provide the infrastructure to accommodate growth; and develop a comprehensive space-utilization plan.

Key Considerations

- Training programs (especially medical and workforce training) are booming and consideration for additional space for these programs is a primary concern.
- NIC recently built a state-of-the-art dormitory facility with 206 units. This facility is at capacity, with additional students on the waiting list. Administrators stated a willingness to explore the possibility of additional student housing on campus, although these dorms would be expected to bring in positive cash flow, without subsidy.
- Students perceive a parking shortage on the NIC campus because they cannot find parking close to their destinations. This is the only factor that students consistently rate as poor at NIC.
- The main portion of the NIC campus is not in the Corridor planning area. While some of the land NIC owns is currently on the table for discussion, the formal campus was excluded from the planning area.

University of Idaho–Coeur d’Alene

The University of Idaho Coeur d’Alene (UI CdA) serves as a lead for undergraduate and graduate programs in northern Idaho and currently offers six undergraduate, 12 graduate, and five certificate programs. Enrollment at UI CdA in 2006-2007 was 1,215 students (unduplicated headcount).

Currently the UI CdA is housed in a 29,582 square foot facility known as the Harbor Center. This building houses offices and some instructional space. UI CdA also owns five classrooms and office space in the NIC Library. An additional 30,000 square feet of space is located at the Post Falls Research Park located on the Spokane River in Post Falls, less than ten miles away. Campus administrators indicate that additional space will be needed to accommodate expected growth. Slow-growth estimates show a need for 3,600 square feet of additional space by 2010, growing to an additional 21,000 square feet in anticipated need by 2025.

The University of Idaho–Coeur d’Alene also created a vision plan that involved partial expansion on to the DeArmond Mill site (see Figure 2.2). The plan included expansion of the existing campus north to Highway 95 and east to Northwest Boulevard. The expansion plan indicated that there was room for four new buildings, with a total square footage of 114,400 and 410 new parking spaces. The UI CdA Vision Plan includes the two buildings and adjacent parking that were also included in the NIC Vision Plan.

Key Considerations

- Administration has stated that a key priority for the UI CdA is to maintain its status as the premier land grant and research institution in the state. Maintaining a clear identity that is distinct from the other partner institutions is important for funding and fundraising.
- UI is interested in pursuing public-private partnerships for new development/s that may include non-educational uses, thereby leveraging University construction funding with private investments.
- School administrators are interested in sharing common facilities with the other schools for a wide array of needs, including library, dormitory, and auditorium space.



FIGURE 2.2 UNIVERSITY OF IDAHO–COEUR D’ALENE VISION

Lewis-Clark State College

Lewis-Clark State College serves as a lead baccalaureate institution in northern Idaho and provides NIC transfer students with upper division coursework in 13 baccalaureate degree programs. Enrollment in 2006-2007 was 358 students (unduplicated headcount). Currently, LCSC leases Harbor Center office space (approximately 4,000 square feet) from UI and additional classroom space (2,040 square feet) in a retail/commercial mall along Northwest Boulevard. At this time, LCSC will continue to serve Region I students as a tenant in public and/or private facilities. Campus administrators indicate that additional space will be needed to accommodate expected growth.

Key Considerations

- LCSC is integrated in public/private partnerships that will assure the College of adequate office and classroom space in order to serve transfer students.
- NIC and UI CdA classes and office assignments take precedence on their respective campuses, which could result in insufficient space for LCSC faculty, staff, and students. (e.g. In 2005, LCSC classes were held in the Coeur d'Alene City Hall, the Library, and the City newspaper offices because neither NIC nor UI CdA could accommodate LCSC's space needs.
- LCSC administrators are interested in exploring the possibility of constructing a co-managed facility. This would allow LCSC to be a full partner in scheduling and management.
- LCSC is committed to building strong inter-institutional partnerships for the delivery of programs, student services, and community development.

Projected Enrollments

Total enrollment of all institutions in 2006-2007 was 15,296 with about 51% credit based students. In collaboration with EMSI and based on historical enrollment and other economic factors, the institutions have projected student enrollments to increase approximately 2 percent per year for a total 10-year increase of roughly 3,420 students and a 20-year increase of 7,580 students (see EMSI report for additional detail).

Total build out of the Mill site is expected to accommodate a total of 12,000 students. Since this enrollment scenario includes academic and workforce development enrollments, both enrollment groups and corresponding enrollment growth were incorporated into the



Lewis-Clark State College currently has space in the Harbor Center and Northwest Boulevard.

calculated infrastructure and development needs. Additionally, since many of the enrollees are part-time and in workforce development, total Credit Hour Equivalents (CHE) completion was projected and a full-time equivalent (FTE) enrollment was calculated based on CHE value. When adjusted, the 10-year and 20-year FTE enrollment values are 960 and 2,160 students, respectively. Development to accommodate the increase in FTEs is expected to occur in four phases over the next 20 years. Phases one and two will see an expansion of 960 FTE students per semester and phases three and four will include an expansion of 1,200 students per semester.

The Northern Idaho Center for Higher Education

The Idaho State Board of Education created NICHE in 1999 to serve as a consolidated resource center for higher education needs in the area. The Center includes North Idaho College, the University of Idaho, Lewis-Clark State College and Idaho State University. NICHE was designed to provide information to prospective students about the programs offered by the partner institutions. NIC, UI CdA, and LCSC all expressed an interest in strengthening and improving their partnership, and would like to maximize opportunities for a “one-stop shop” for student services, counseling, and registration.

City of Coeur d’Alene/Lake City Development Corporation

LCDC is the urban redevelopment agency serving the City of Coeur d’Alene. The LCDC board is chartered by the State of Idaho, and its board is appointed by the Mayor of Coeur d’Alene. The LCDC administers two urban renewal districts: the Lake District and the River District. The Coeur d’Alene Education Corridor is located within the Lake District Urban Renewal Area. This district was formed in 1997, and encompasses 729 acres of Coeur d’Alene, including portions of Midtown, Downtown, and Northwest Boulevard. The Lake District is a large and relatively well-financed urban renewal district. Additionally, the City and LCDC have been working aggressively to acquire property in the Education Corridor study area, with the intention of using this land to augment the Coeur d’Alene Education Corridor based upon future needs.

Fort Grounds Homeowners Association

The Homeowners Association has a relatively friendly relationship with NIC and the other partner institutions. The southern section of the neighborhood is designated as an historic district, but the northern portion is not. NIC owns several properties along Military Road in the northernmost section of Fort Grounds. The FGHA is opposed to additional educational expansion into their neighborhood, including North Military Road.

Traffic is another concern in the neighborhood. There are few routes for traffic to take from Northwest Boulevard to the NIC campus, and a high volume of traffic cuts through the neighborhood on West Garden Street, often at high speeds. The FGHA is interested in traffic calming methods and/or new access.

Idaho State University/Boise State University

ISU, a partner with NIC, LCSC, and UI CdA, has a nursing program that is hosted on the UI CdA campus. Boise State University (BSU) offers a compressed Master's in Social Work program in partnership with LCSC. Both programs are small, and these institutions currently have a relatively low profile in the planning area.

SHARED VISION

The stakeholder partners have expressed a high level of commitment to collaboration and cooperation. All parties involved are interested in developing an excellent and unique educational environment, allowing students to progress from community college through a four-year degree, technical training, or master's and doctoral level coursework in as seamless and efficient a manner as possible. The stakeholders are open to exploring new ideas and possibilities, including creative management solutions. These would serve to ensure effective integration of program offerings, and provide a single entity for handling common needs such as student academic counseling and registration, security, physical plant needs, and classroom and event scheduling.



The traditional development pattern on the campuses has been defined by large, stand-alone buildings and large surface parking lots.

Stakeholders identified several shortcomings of the current configuration of the planning area and the NIC campus. First of all, there is currently no sense of arrival on campus. Students and visitors should know when they have entered the Coeur d'Alene Education Corridor, and when they have arrived on the grounds of individual institutions. A recurring theme throughout the planning process was the desire for increased collaboration that does not compromise individual institutional identities. Secondly, cars and surface parking lots dominate the current landscape. Stakeholders want sufficient parking to meet the needs of their students, but would like to give greater priority to the pedestrian.

Stakeholders also identified issues with existing circulation and access. Limited access to the site create unnecessary congestion at peak arrival and departure times. Travel between UI CdA and the NIC campus is difficult, and NIC traffic traveling along Garden Avenue divides the Fort Grounds neighborhood. While the Spokane River and Lake Coeur d'Alene are the site's greatest assets, access and views are currently limited.



The shores of the Spokane River and Lake Coeur d'Alene are major recreation destinations.

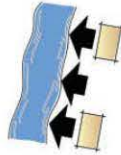
Thus, the shared vision for the Coeur d'Alene Education Corridor is:

to establish a multi-institution campus that is built on strong partnerships and provides high quality academic opportunities, joint student services, and shared facilities and management responsibilities for the residents of Northern Idaho by capitalizing upon pooled demand and opportunities for synergy and efficiency. Future development will improve multi-modal access, circulation, and parking for the Coeur d'Alene Education Corridor, adjacent neighborhoods, and the waterfront.

DESIGN STRATEGIES

While the shared vision provides a clear desired outcome, it does not provide clear direction as to the best means to achieving that vision. Based upon stakeholder input and site analysis, the MIG Team synthesized nine urban design strategies that guided its work during the three-day planning and design charrette. These include:

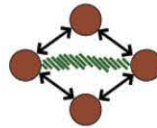
1. *Take advantage of river connection for buildings and spaces.* As previously mentioned, the Spokane River is one of the greatest assets of the planning area. A plan involving redevelopment and reconfiguration of the site should build upon this asset. This includes orienting buildings and open spaces to the River, providing view corridors, and providing physical access to the waterfront.



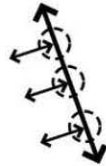
2. *Design road network to maximize buildable areas.* Acquisition of the DeArmond Mill site provides an opportunity to establish a new road network through this portion of the planning area. The road(s) should be configured in a manner that allows for the greatest developable area.



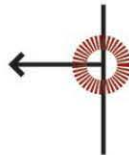
3. *Create a network of identifiable focal points/open spaces.* While the built form can help create a sense of place, activity centers and open spaces provide legibility to that place. Nodes of activity and strategically located public spaces serve as landmarks that contribute to maintaining institutional identity, attract people, and help users navigate.



4. *Create multiple points of entry/exit to diffuse traffic.* To address existing issues with congestion and circulation, a hierarchy of entry/exit points should be established. Providing users of the Education Corridor with more and better options will improve traffic flow and circulation.



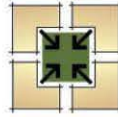
5. *Strengthen sense of arrival through gateways.* Formal and informal gateways provide users with cues signaling when they have entered a unique place. A gateway can come in the form of signage, landscaping, distinctive architecture, and streetscape features. The Education Corridor should employ multiple gateway treatments to signal arrival to the campus and the individual school grounds.



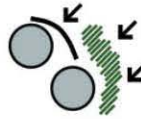
6. *Orient retail along Northwest Boulevard and River Road.* A true campus has components of live, work, and play. Office space and classrooms provide the stage for educational work. Living and playing in the Coeur d'Alene Education Corridor will require an increase in retail amenities including small shops, restaurants, and entertainment venues. The locations and roles of Northwest Boulevard and River Road make these streets ideal locations for retail uses.



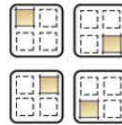
7. *Use building form to shape and activate public spaces.* The most active and enjoyable public spaces are well defined by adjacent active uses. Well-articulated edges and a sense of enclosure can make a space into a place. The best public spaces act as large rooms and have "eyes" overlooking them. Edges that are active with people create a convenient audience, interesting people-watching, and an element of safety and security.



8. *Screen the waste water treatment plant using landscape and hardscape elements.* The wastewater treatment plant will not be relocated in the foreseeable future. Thus, any redevelopment or new development in the Education Corridor must exist harmoniously with the existing treatment plant and any future expansion. Visual impacts of the wastewater treatment plant can be mitigated with a buffer of landscape and hardscape elements.



9. *Intensify use of land.* A pedestrian-friendly, active campus atmosphere with a strong sense of place will require a more intense use of land than is the current practice in the planning area. A moderate increase in density will significantly increase walkability between destinations. A denser development pattern will also create greater concentrations of users and a more active street life.



DEVELOPMENT ALTERNATIVES

The two preliminary development scenarios presented here are based on extensive input from the six major stakeholders and sixteen different stakeholder interviews. Phase I of this project included exploration and analysis of the existing conditions, vision, and programming needs of the current and potential users of the Coeur d'Alene Education Corridor.

Two alternative development scenarios were developed on the second day of the charrette. Both alternatives were created to accommodate the 2025 program and maximum build-out.

In Alternative A, the Education Corridor is developed using existing development standards and assuming the location of NIC, UI CdA, and the treatment plant are fixed. Thus, expansion would extend from existing facilities. The entire study area would be needed to accommodate the long-term programming needs of the entities (see Figure 2.3).

The key aspects of Alternative A include expansion of UI CdA north towards Highway 95, and expansion of NIC north and east toward the treatment plant and Northwest Boulevard. This growth would be framed by an enhanced entrance to the site at Hubbard Road, and a formal north-south connection to the Education Corridor along Hubbard. North-south connections would also be enhanced by improving/realigning Centennial Trail through the site and creating a north-south axis marked by a "River of Pines." River Road would be extended east to create a new access point along Northwest Boulevard. A similar access point could be added by extending Garden east to Northwest Boulevard. Major nodes (centers of activity) would be created at four points throughout the campus: Harbor Center, and the intersections of Hubbard and Rosenberry, River and Rosenberry, and College and Garden. Mixed-use neighborhood commercial uses would be encouraged to develop along Northwest Boulevard between River Road and the planned Four Corners recreation area.



FIGURE 2.3 DEVELOPMENT ALTERNATIVE A

In Alternative B, the Education Corridor is developed using a higher density development model and assuming the location of NIC, UI CdA, and the treatment plant and subsequent expansion are flexible. This development scheme accommodates long-term programming needs while preserving land for future expansion and the potential of commercial development (see Figure 2.4).



The key aspects of Alternative B include relocation of UI CdA south between River Road and the treatment plant and expansion of NIC northeast toward Northwest Boulevard. Similarly to Alternative A, growth would be framed by an enhanced entrance to the site at Hubbard and a new curvilinear roadway alignment running diagonally across what is now the Stimson Mill site. Like Alternative A, north-south connections would also be enhanced by improving and realigning Centennial Trail and creating a north-south axis marked by a "River of Pines." River Road would be extended east to create a new access point along Northwest Boulevard and River Road would become the major axis of activity in the corridor. A similar access point could be added by extending Garden east to Northwest Boulevard. Major nodes (centers of activity) would be created at four intersections throughout the corridor: River and Northwest, River and the new extension of Hubbard, River and Rosenberry, and Hubbard and Rosenberry. Mixed-use neighborhood commercial uses would be encouraged to develop along Northwest Boulevard between River Road and the planned Four Corners recreation area.

A key difference between Alternatives A and B is the trade-off between future density and the development footprint. Alternative A assumes that the current development pattern is continued into the future with relatively low development densities and large footprints. In Alternative A, activity nodes are distributed throughout the site and there is no land reserved for future expansion. Alternative B assumes a denser model of development (three-story construction and some structured parking). A denser development model results in a smaller footprint, land for future expansion, and a concentration of activity nodes.



FIGURE 2.4 DEVELOPMENT ALTERNATIVE B

TABLE 2.1_COMPARISON OF ALTERNATIVES

	ALTERNATIVE A	ALTERNATIVE B
KEY ELEMENTS	 <ul style="list-style-type: none"> • Expansion of UI CdA north towards Highway 95 • Expansion of NIC north and east toward the Treatment Plant and Northwest Boulevard • Main entrance to the site at Hubbard • North-south axis marked by a "River of Pines" • New access point at River Road • Four major activity nodes • NICHE located at Hubbard entrance 	 <ul style="list-style-type: none"> • Relocation of UI CdA south between River Road and the Treatment Plant • Expansion of NIC northeast toward Northwest Boulevard • An enhanced entrance at Hubbard • Major entrance at River Road • North-south axis marked by a "River of Pines" • River Road is major axis of activity • Four major activity nodes • Residential development on the northern tip of the site • NICHE located at River Road entrance
OPPORTUNITIES	<ul style="list-style-type: none"> • Moves NIC's center of gravity (and associated traffic) north • Increases number of access points • Accommodates envisioned build-out 	<ul style="list-style-type: none"> • Allows for private investment • Increases number of access points • Creates a shared campus center • A more contiguous greenway
CHALLENGES	<ul style="list-style-type: none"> • Uses all available land for schools – no private investment • Creates two distinct centers • Significant distance between campus centers 	<ul style="list-style-type: none"> • Alters wastewater treatment plant
CONCLUSION	<ul style="list-style-type: none"> • Does not allow for desired collaboration 	<ul style="list-style-type: none"> • Promotes desired collaboration and creates synergy between partner institutions

EVALUATION OF DEVELOPMENT ALTERNATIVES

An evaluation of the preliminary alternatives was completed during the charrette design process and presented along with Alternatives A and B (refer to Table 2.2). The alternatives were evaluated according to how successfully they would accomplish several objectives. The objectives were derived from the shared vision for the Coeur d'Alene Education Corridor, the design strategies, and the programming needs of NIC, UI CdA, and LCSC.

Both alternatives would successfully accomplish the set of objectives presented above. Still, Alternative B would outperform Alternative A on several key factors. First, the smaller footprint and concentration of activity nodes in Alternative B would create more synergy among the educational institutions than would be created by Alternative A. Alternative B would also create more mixed-use development than Alternative A. Mixed-use development should result in a more vibrant Coeur d'Alene Education Corridor. Finally, Alternative B creates more opportunities for private investment. While private development is not a high priority for the partners, the land along Northwest Boulevard is best suited to commercial development and private investment may help to fund public improvements.

TABLE 2.2 EVALUATION OF ALTERNATIVES

OBJECTIVES	ALTERNATIVE A	ALTERNATIVE B
Accommodate 2025 education program	+	+
Accommodate "maximum build-out"	+	+
Create synergy among entities	+	+++
Enhance sense of identity	+	+
Improve access to the Coeur d'Alene Education Corridor site	+	+
Create mixed-use development	+	+++
Create opportunities for private investment (residential and/or commercial)	+	+++

* based on programming needs expressed in interviews and questionnaires
 ** based on existing development standards used in previous visioning efforts

After presentation of the preliminary alternatives and evaluation, the design team was given clear direction to further explore Alternative B. The stakeholder partners liked the potential synergy and sense of place created in Alternative B.

CHAPTER 3

The preferred concept and accompanying recommendations were based upon analyses and feedback on the two Alternative Development Scenarios created during the charrette process. The refinement of alternatives and the development of the preferred alternative were guided by the vision expressed by the key stakeholders, the design strategies developed by the design team, and the programming needs of the three major educational entities. An iterative process resulted in a preferred concept plan that maximizes opportunities for cooperation and synergy among the Coeur d'Alene Education Corridor partners.

A VISION OF COOPERATION

Since its original inception, the concept of a multi-institution educational area has evolved from simple physical adjacency in an educational corridor to a cooperative, shared use campus. It is also anticipated that the three initial education partners (University of Idaho-Coeur d'Alene, Lewis-Clark State College, and North Idaho College) will be joined by Idaho State University and Boise State University. North Idaho College (NIC) will retain its existing campus, participate in the partnership, and make improvements to its current campus to improve integration with the rest of the Coeur d'Alene Education Corridor. The five partner institutions will fulfill their collective vision for the Education Corridor by offering high-quality academic programs, providing joint student services, and sharing facilities and management responsibilities.

The Coeur d'Alene Education Corridor is envisioned to meet the post-secondary needs of Northern Idaho residents. The main goal of the collaboration is to provide high-quality academic programs and services in Coeur d'Alene. These will likely include undergraduate and graduate degrees, general education, professional development, and cultural enrichment courses delivered on-site and via advanced technology. It is important to note that the agreement among the partner institutions will need to outline a strong collaboration while stressing the importance of each institution's designated role, mission, and identity.

The collaborative options for post-secondary education may include:

1. Collaborative degrees carrying the names of two or more institutions;
2. Cooperative degrees offered by one institution which indicate by name the collaborating institutions;
3. Distinctive degrees offered by one institution which rely on service courses offered by the partner institutions; and
4. Stand-alone programs and courses.

In addition to academics, other key areas of collaboration may include student services, management, maintenance, and operations. Student services can be provided in shared facilities and the institutions can provide a common admissions application, computer registration system, course schedule, telephone registration, and/or photo identification. Decisions regarding management, maintenance, and operations will be critical to the success of the Education Corridor, but are outside the scope of this project.

PREFERRED CONCEPT PLAN: COEUR D'ALENE EDUCATION CORRIDOR

The preferred concept plan for the Coeur d'Alene Education Corridor provides a physical framework for the redevelopment of the DeArmond mill site and the creation of a campus that will be shared by the partner institutions (see Figure 3.1). The main elements of the preferred concept are outlined in this section and described throughout the remainder of this chapter. The key elements of the concept plan include:

- Major north-south and east-west axes: a college main street and the River of Pines;
- Access, circulation, and parking;
- Signage, wayfinding, and gateways;
- Transportation options;
- Public space improvements; and
- Image, identity, and marketing.



FIGURE 3.1 _ THE COEUR D'ALENE EDUCATION CORRIDOR CONCEPT PLAN

An overarching theme at the core of the Education Corridor Master Plan is environmental sustainability, and efforts to incorporate green building principles into the build-out can include cleaning up the mill site and siting and orienting buildings to take advantage of passive heating and cooling, natural drainage patterns, and existing vegetation. In addition, new construction can utilize recycled and sustainable materials, alternative energy sources, and high efficiency systems. Standards can be instituted to ensure that the footprints of impervious surfaces (buildings and parking lots) are minimized, and roadway improvements can include “green street” design elements, such as pervious paving materials, bioswales, and native plantings. The transportation and parking system can be improved to encourage use of and access by alternative modes of transportation, and the River of Pines (which is described in more detail below) can help to restore natural vegetation and wildlife habitat. Finally, systems can be instituted for operations and management to maximize sustainable practices and minimize energy use, consumption, and waste.

The major north-south and east-west axes through the site will be River Road and a River of Pines. A pedestrian-friendly main street environment will be created along River Road with major activity nodes at Northwest Boulevard, Hubbard Road, and College Drive. The activity node at or near Northwest Boulevard will be a one-stop student services center where potential and existing students can receive information and guidance in one place from all of the partner institutions. The intersection of River Road and Hubbard Road will be the major activity node for the entire area with a concentration of shared facilities. The intersection of River Road and College Drive will also be an important activity node as it is the intersection of NIC’s existing “main street” and the main street envisioned for the Coeur d’Alene Education Corridor. These activity nodes will punctuate the length of River Road and help define the roadway as the main street of the Coeur d’Alene Education Corridor.

The major north-south axis through the campus will extend from the northern tip of the site south to Hubbard Road, down through the NIC campus, and south to Rosenberry Drive and Lake Coeur d’Alene. The River of Pines envisioned for this axis will build upon the existing stand of pines in the northern section of the site near the Harbor Center. The introduction of pines along Hubbard Road and through the NIC campus will provide a strong physical and visual



An example of pervious pavers in the parking lane to facilitate stormwater infiltration.



Currently, the Hubbard entrance of Northwest Boulevard has heavy truck traffic.

connection throughout the entire campus and link the existing and planned segments of the Coeur d'Alene Education Corridor.

Signalized intersections are envisioned along Northwest Boulevard at Hubbard Road, River Road, and Mullan Road. These three intersections, along with an egress-only point at Garden Avenue, will provide access to the Education Corridor. The access points at Hubbard Road and River Road will eventually become the major access points to the site. Access will continue to be provided at Mullan Road, but auto thru-traffic along Garden Avenue will be discouraged with traffic calming measures.

Traffic calming measures are just one way that the concept plan for the Education Corridor is envisioned to enhance the neighborly relationship between the Fort Grounds Homeowners Association and the partner institutions. It was important to all parties involved in the planning process to maintain the portion of the Fort Grounds neighborhood along North Military Drive north of River Road. While ownership of these properties may change over time, it is envisioned that this pocket will remain residential in nature. The realignment of Hubbard Road will maximize developable area while minimizing the impact of new development on the homes along North Military Avenue. In addition, the creation of a full functioning entrance at River Road and the connection through the site provided by Hubbard Road should redirect the majority of traffic away from residential streets.

Finally, the western edge of Northwest Boulevard is envisioned as mixed-use commercial development. This development will need to be planned and executed carefully to ensure a positive relationship with the rest of the Coeur d'Alene Education Corridor and avoid competition with downtown Coeur d'Alene. Residents and visitors will associate any development along Northwest Boulevard with the Education Corridor. Therefore, the uses that occupy space along Northwest Boulevard should be complementary to post-secondary education and help convey a positive image for the entire area. In addition, the collection of uses along this corridor should complement, rather than compete with, the mix of uses in downtown. Access control will be an important consideration along Northwest Boulevard considering projected traffic volumes and the role of the roadway in the larger transportation system. The number of driveways should be minimized and a frontage road configuration should be explored.



North Military Drive is a vital piece of the Fort Grounds neighborhood.

Recasting River Road

A key element of the preferred concept plan for the Coeur d'Alene Education Corridor is the transformation of River Road into a campus "main street" (see Figure 3.2). The location and orientation of River Road provides an unbeatable opportunity to knit the existing NIC campus to the Education Corridor and make it an integral sub-area of the larger whole. The ability of institutional partners to capitalize on co-location, efficiencies, and synergy requires physical adjacency, and this convergence point will become the heart of the Education Corridor. A traditional main street is often thought of as the heart of a community, occupying an iconic position within the typical American small town. The form of the traditional main street is typically a local commercial corridor along the main thoroughfare through town, with buildings organized in storefront blocks and parking on the street.

The campus main street envisioned along River Road will represent the main thoroughfare through the Coeur d'Alene Education Corridor. The physical and symbolic convergence of the partner institutions along River Road will create the strongest center of activity throughout the entire site. What are typically retail storefronts along a traditional main street will be a diverse mix of academic offices, classrooms, retail stores, restaurants, academic-related office space, and a combination of for sale and for rent housing. The ground floor will be characterized by academic offices and commercial uses. The upper floors will contain a mix of classrooms, housing, and offices.

There are important differences between a traditional main street and the campus main street envisioned as the heart of the Education Corridor. The most important difference will be the quantity and type of retail uses located along River Road. A traditional main street is made up of storefronts, with large display windows on the ground floor and one or more stories above. These buildings tend to be long and narrow to accommodate a large number of shops on one block. The rear of buildings provide storage and allow delivery of goods from alleys and secondary streets. New development along River Road should accommodate the needs of retailers, but will likely be constructed of larger modules. While one or two buildings may occupy an entire block face, it will be important to design the structures with an active ground floor and a variety of fenestration, setbacks, and textures.



Looking west along River Road today.



FIGURE 3.2_A CAMPUS MAIN STREET ALONG RIVER ROAD

The key to creating an active and inviting main street environment will be human-scale architecture and design. Traditional institutional buildings should be located away from River Road along Hubbard Road and on the existing NIC campus. Key elements of designing human-scale buildings include:

- Siting buildings close to the street near on-street parking;
- Creating active ground floor uses;
- Creating building transparency through frequent inclusion of doors and large windows; and
- Providing sun and rain protection through canopies, alcoves, etc.

While access to off-street parking should be provided from River Road, surface parking lots and ground floor structured parking should not be located along the main street. On-street parking will provide short-term parking opportunities along River Road and provide a buffer from motor vehicles for pedestrians. Creating safe and comfortable crossing conditions will be essential to a successful connection of existing and future uses. Stamped concrete or unit pavers should be used in crosswalks and a variety of traffic control options should be explored.

Three points along River Road will become the major nodes, or activity centers, along the main street and of the Coeur d'Alene Education Corridor. A major benefit of the envisioned agreement among the educational partners will be the added efficiency and effectiveness in offering students a single point of service. A shared Education Corridor Student Services Center located at or near Northwest Boulevard will provide students with a single place for admissions, counseling, financial aid, academic advising, and career counseling. The second activity center will be located at the intersection of River Road and Hubbard Road. This convergence of the two primary access points to the Education Corridor should be the focal point for shared facilities. A third major activity center will be created by the intersection of North College Drive with River Road. This represents the intersection of two college main streets, one that currently exists on the NIC campus and another that is envisioned for the overall Education Corridor.



Sherman Avenue in Downtown Coeur d'Alene provides a good example of human-scale elements.

Reinventing Hubbard Road

As already mentioned, the realignment of Hubbard Road will be a key element of realizing the vision for the Coeur d'Alene Education Corridor (see Figure 3.3). Realignment westward and south through what is now the mill site will minimize the impact of new development on residents living on North Military Road. It will also provide for the major node at River Road as described above and provide a strong pedestrian and bicycle connection north and south through the site. Through the central portion of the site Hubbard Road will also serve as the spine for the River of Pines.

While River Road will provide for the activity, energy, and interaction sought by students, Hubbard Road will be the grand institutional entrance that attracts donors, faculty, and administrators. The streetscape will be characterized by long sweeping curves, large medians and planting strips, wide sidewalks, and the River of Pines. New development along Hubbard Road will be set back from the roadway with ample landscaping and a more institutional scale and style of development.

Development along the west side of Hubbard Road will be limited by the wastewater treatment plant and its likely expansion. A new multi-use trail should be developed along this edge that will provide an additional link to Centennial Trail through the Coeur d'Alene Education Corridor and the existing NIC campus. The wastewater treatment plant should be encouraged to continue efforts to minimize visual and odor impacts on the campus and adjacent neighborhoods. A pedestrian and bicycle connection should also be considered between an improved Hubbard Road and the north end of North Military Drive.



The wastewater treatment plant is taking steps to mitigate visual and odor impacts on its neighbors.



Hubbard Road is currently poorly defined through the mill site.



FIGURE 3.3_A CAMPUS ENTRY ALONG HUBBARD ROAD

ACCESS, CIRCULATION, AND PARKING

The transportation system for the Education Corridor will be comprised of a mix of motorized and non-motorized uses. It is the goal to make the Education Corridor transportation facilities truly “multi-modal.” All travel mode users will be accommodated through a mix of relevant transportation facilities. When contemplating substantial land use changes along a corridor, a long-term plan becomes necessary. Extensive traffic engineering investigations are not made during a long-term master plan development. These investigations are better left to individual engineering studies and/or citywide transportation planning efforts. However, within the context of the master planning process, general travel infrastructure needs are assessed, so that during plan implementation a blueprint for transportation infrastructure is known. This gives the community something to work towards as development scenarios are realized.



The Education Corridor will safely and efficiently accommodate all modes of transportation.

Access

Access to the site will be provided off of Northwest Boulevard at four strategic locations:

- Northwest Boulevard and Hubbard Road (see Figure 3.4);
- Northwest Boulevard and River Road (see Figure 3.5);
- Northwest Boulevard and Garden Avenue (see Figure 3.6); and
- Northwest Boulevard and Mullan Road (no graphic provided).

The intersection of Northwest Boulevard with Hubbard Road will provide a major access point to the Coeur d’Alene Education Corridor. The intersection of Northwest Boulevard with River Road will be a major activity node and also provide a major entrance to the Education Corridor. The intersection at Garden Avenue will be a one-way egress access only (eastbound) on the west side of Northwest Boulevard, while on the east side of Northwest Boulevard two-way travel will be allowed. No geometric changes are proposed at the intersection of Northwest Boulevard and Mullan Road, but traffic calming should be explored for Garden Avenue to encourage use of the access points at Hubbard Road and River Road.

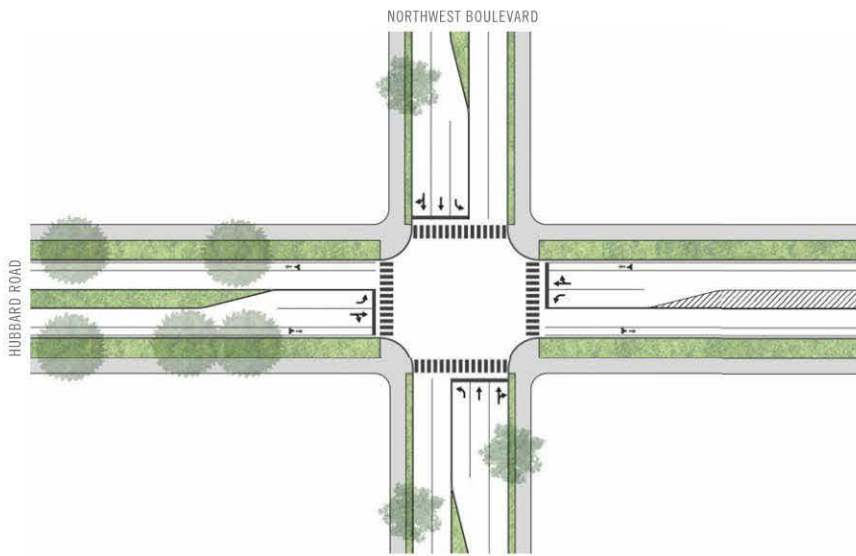


FIGURE 3.4_CONCEPT FOR NORTHWEST BOULEVARD & HUBBARD ROAD INTERSECTION

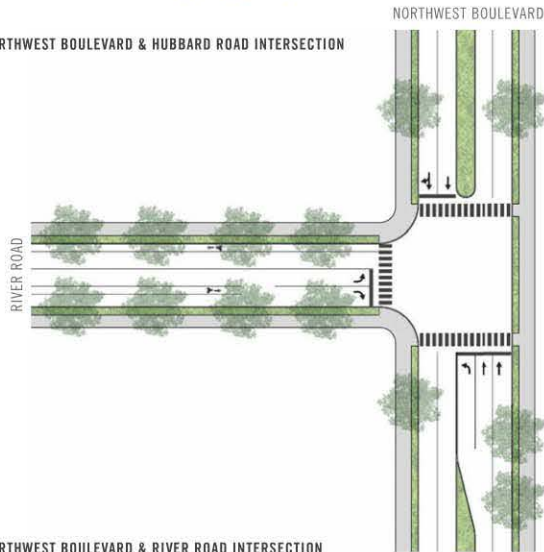


FIGURE 3.5_CONCEPT FOR NORTHWEST BOULEVARD & RIVER ROAD INTERSECTION

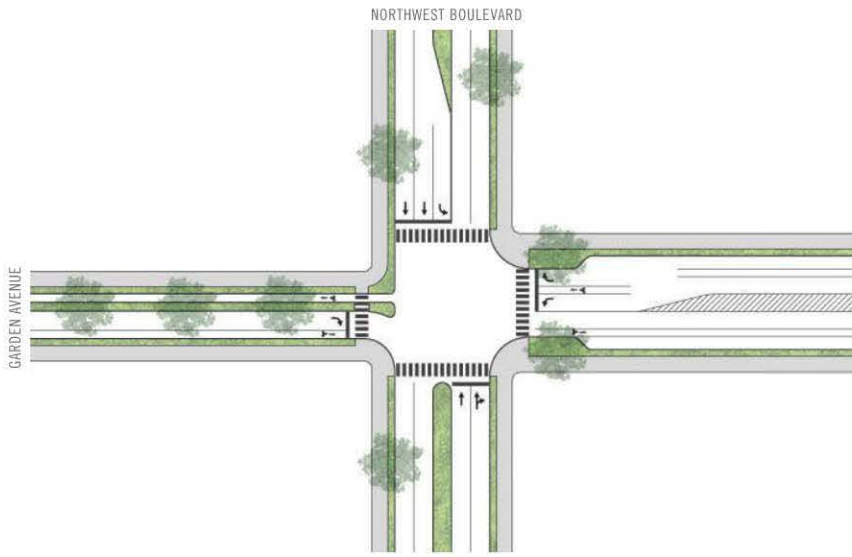


FIGURE 3.6 CONCEPT FOR NORTHWEST BOULEVARD & GARDEN AVENUE INTERSECTION

Circulation

Historically, the mode of operation to vehicular travel has been to build “bigger and better” facilities. This philosophy has resulted in more lane-miles in expanding existing roadways, the addition of new roadway corridors, as well as a primary focus on transportation system management (i.e. smaller projects to tweak the system). These have all been performed under the guise of moving more cars. Increasingly, though, a trend has emerged of diverting from this and focusing on moving people, improving the quality of the travel environment, and shortening travel distances in an effort to extend available resources and get away from the “bigger is better” philosophy. This trend will be especially important for the Master Plan, and is an overriding philosophy of transportation recommendations for the planning area. The Coeur d’Alene community has always been very proactive in providing for all travel modes. Current roadway facilities in the area provide for the travel needs of bicyclists, drivers, pedestrians, transit, and the disabled community. Future planning efforts and implementation strategies should continue to recognize all travel modes and incorporate their needs accordingly.

Improving the quality of travel in a community is in direct opposition to the “bigger and better” theory of focusing on quantity. It relies on changing the roadside environment in an effort to slow vehicles down, create a perception of the neighborhood characteristics and desirable amenities, increase roadside visibility, and create a sense of place. This can be accomplished by applying context-sensitive planning and design principles, implementing traffic calming policies and procedures, providing a safe and secure personal space along the roadway, and designing all future improvements with user comfort in mind.

The goal of moving more people in shorter distances is at the heart of the connection between land use and transportation. By providing a good mixture of uses within a roadway environment, overall trips on a transportation system can be reduced. Complementary land uses consisting of residential, commercial and retail facilities, within walking distances, can remove vehicle trips from the overall system. By creating urban, compact environments, and focusing on pedestrian-oriented facilities, a tendency to get people out of their

Typical Cross-Sections

The two main roadway corridors that provide the core of the Master Plan are River Road and Hubbard Road. These major circulation facilities are described herein, along with the relevant typical section to show what the facility can become.

River Road

River Road will be one of two major gateways to the Education Corridor's "Main Street" concept. It is expected that two typical sections would be implemented between Northwest Boulevard and East Rosenberry Drive to accommodate existing right-of-way constraints. The existing right-of-way width varies somewhat significantly along the length of River Road (see Figure 3.7). The eastern segment, between Hubbard Road and Lincoln Avenue, has a width ranging from 68 feet and 73 feet. The middle segment of River Road, between Fort Sherman (just east of College Drive) and Hubbard Road, has a width ranging from 76 feet and 81 feet. The western segment, between East Rosenberry Drive and Fort Sherman, has a width of approximately 53 feet. It is assumed that approximately 23 feet of additional right-of-way can be carved off of the mill site to provide a consistent minimum right-of-way width of 76 feet between Hubbard Road and East Rosenberry. Thus, two typical sections have been developed for River Road.

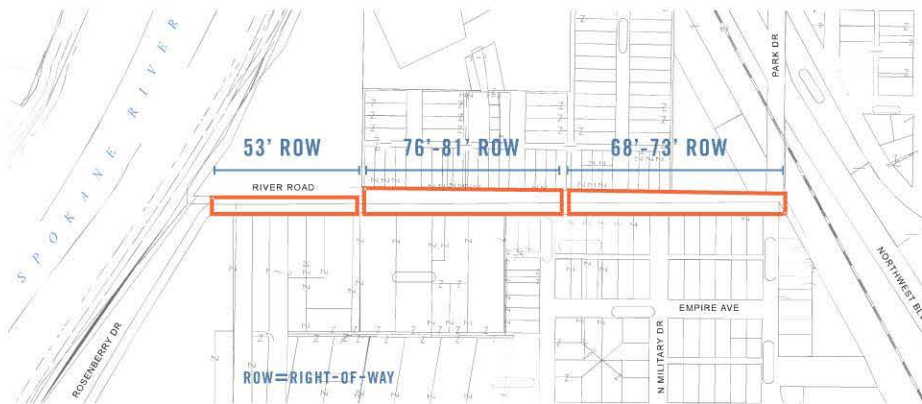


FIGURE 3.7_EXISTING RIGHT-OF-WAY ALONG RIVER ROAD

The first typical section, envisioned for the segment of River Road between Northwest Boulevard and the southern segment of Hubbard Road, would contain two travel lanes (one in each direction), two on-street bike lanes (one in each direction) and on-street parking (on the south side of the roadway). This would comprise the roadway prism, and outside the prism it is envisioned that several amenities will be utilized to help create a sense of place and make the adjacent land use vital and attractive. At a minimum, the amenities outside of the roadway prism should include at least an 8-foot sidewalk (on each side), separated from the roadway prism by a 4.5-foot minimum landscaped buffer (see Figure 3.8).

The second typical section, for the western segment of River Road, will add on-street parking to the north side of the roadway. Therefore, the typical section will include two travel lanes (one in each direction), two on-street bike lanes (one in each direction) and on-street parking (on both sides of the roadway) within the roadway prism. At a minimum, the amenities outside of the roadway prism should include at least two 10-foot sidewalks (one on each side), separated from the roadway prism by 4-foot minimum landscaped buffers. This can be in concert with items such as appropriate street furnishings, lamp posts, colored and/or textured concrete, and other features. Locating the future buildings as close as possible to this roadway edge will encourage walkability and retain the visibility of the multi-modal concept to the transportation system (see Figure 3.9).

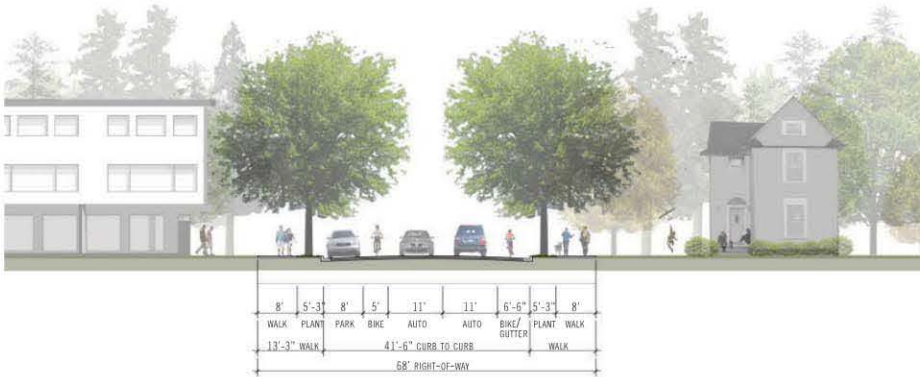


FIGURE 3.8_RIVER ROAD TYPICAL SECTION (EASTERN SEGMENT)



FIGURE 3.9_RIVER ROAD TYPICAL SECTION (WESTERN SEGMENT)

Hubbard Road

The creation of the Hubbard Road corridor through the site will be much different from the type of facility created with River Road. Dubbed the “River of Pines” during the Education Corridor planning charrette, the corridor will seek to build upon the natural setting and forested environment so important to the community and prevalent elsewhere within the city of Coeur d’Alene. The roadway will tie into the existing intersection of Hubbard Road with Northwest Boulevard, and traverse in a southwesterly direction to the intersection with the re-created River Road. At this terminus, it is envisioned that a modern roundabout and/or large traffic circle will be the appropriate form of traffic control. This new intersection will be a “three-legged” intersection in that no vehicular traffic will be allowed to travel south of River Road, although this will be a major pedestrian promenade to reach the North Idaho College campus buildings. It is envisioned that the newly built Hubbard Road (i.e. River of Pines) will be a tree-lined parkway, consisting of a center raised median, a single travel lane in each direction, with on-street bike lanes (in each direction; see Figure 3.10). Outside of the roadway prism, a landscaped boulevard section will be provided on each side to offer a buffer between the roadway and the “off-street” pedestrian facilities. This parkway will extend from Northwest Boulevard to the Education Corridor’s major activity node at the intersection with River Road.

It is important to note that roadway capacities are a function of the level of access control along the roadway, the prevalence of different types of intersection controls, travel speeds, and lane widths. If the long-range Master Plan for the Education Corridor area is viewed as a “clean slate,” appropriate controlling measures to extend roadway capacity and create the desired roadside environment should be implemented for the newly created River Road and Hubbard Road. Pertinent to this discussion is the concept of lane widths.

In many Western communities, there is a trend to implement narrow lane widths to slow traffic and reduce pedestrian crossing distances. In some urban areas, the desired lane widths have been as narrow as 10 feet for major streets. A reduction in lane widths from the typical width of 12 feet should be carefully thought out before implementation. Factors that influence the lane width discussion include the need for truck delivery, emergency service response time, the presence of snow and ice in the winter, and

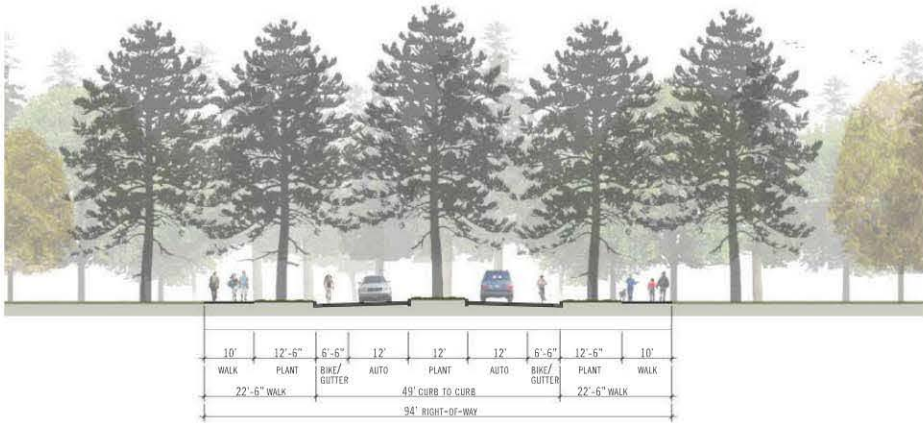


FIGURE 3.10_HUBBARD ROAD TYPICAL SECTION

overall pedestrian/bicyclist issues. The typical sections contained within this Concept Plan suggest the typical lane width of 12 feet for the roadway travel lane sections, however a narrower width may be acceptable as design of the facilities progresses and exact land uses are defined.

Parking

The parking strategy within the Education Corridor must meet the needs of students, employees, visitors, customers, and residents. A comprehensive parking management strategy should be adopted for the Education Corridor that includes short-term and long-term parking, shared parking, and a combination of surface and structured parking. Opportunities for shared parking solutions should be continuously explored throughout the Education Corridor. The best opportunities for shared parking are:

1. Between land uses that have opposite parking demand by hour, by day, or by season; and
2. Among land uses that result in visiting multiple land uses on the same auto trip.

As outlined in other sections of this chapter, parking location is also an important consideration. In the more mixed-use areas of the Education Corridor it will be important to locate parking between and behind buildings and avoid locating surface parking lots along the street frontage. It will also be important to consider long term build out and the impacts of both surface and structured parking on existing and future development and open spaces.



Existing development patterns are suburban, with a heavy reliance on surface parking.

The number of parking spaces, type, and configuration will be analyzed in greater detail during the design phase for individual building construction projects. Again, during the planning and design of individual projects, the relationship to adjacent structures and open space will be vital to the overall sense of place envisioned for the Education Corridor.

SUPPORTING STRATEGIES

Several physical and programmatic strategies are required to support the preferred concept plan. The strategies will be important in ensuring that the Coeur d'Alene Education Corridor serves as a cohesive educational experience for current and future students. For example, a new shared-use building alone will not ensure success. Any new project must connect to its surroundings, have identification through signage and wayfinding, be linked to open space and transportation amenities, and play a role in the overall image and marketing of the Coeur d'Alene Education Corridor. This integrated approach will support the long-term success and vibrancy of the Education Corridor as well as the individual educational partners. The four supporting strategies outlined below include:

- Signage, Wayfinding, and Gateways;
- Transportation Options: Bicycles, Pedestrians and Transit;
- Public Space Improvements; and
- Image, Identity, and Marketing.

Signage, Wayfinding, and Gateways

Many people unfamiliar with post-secondary education in Coeur d'Alene travel along Northwest Boulevard today without realizing that several schools offer a myriad of educational opportunities. A hierarchy of directional signs can help students, community members, and visitors choose the Education Corridor and navigate the cooperative campus. When strategically placed at key entry points to the Education Corridor, and at more distant locations such as along the freeways and downtown, signage can tell students, residents, and visitors where to go, what they will find, and where to park.

A signage and gateway program will inform students and visitors of the existence and location of student services, classroom space, recreational opportunities, student housing, retail shops, restaurants, parking, restrooms, and other information. A signage and gateway program will also support the creation of a cohesive identity for the Coeur d'Alene Education Corridor that honors the unique identities of institutional partners. The partners in Coeur d'Alene should explore using this signage program and how it can be augmented to accommodate a larger physical area.



The kiosk on the University of Akron campus provides wayfinding and identity.

Gateway features are related to signage in helping to identify the Education Corridor and signal the start of a unique area. At a minimum, gateway features should be considered for entrances along Northwest Boulevard at Hubbard Road, River Road, Garden Avenue, and Mullan Road. Such features can be created through a combination of landscaping, directional signage, lighting, and public art. They can range from subtle to monumental in scale, but all gateways should fit with the overall character and image of the Coeur d'Alene Education Corridor.

Transportation Options: Bicycles, Pedestrians, and Transit

Like all college campus environments, the desire to provide for bicycle, pedestrian and transit transportation choices is an overriding principle of the the Coeur d'Alene Education Corridor Master Plan. The importance of this to students, employees, visitors, and the community as a whole cannot be understated. These uses will be accommodated as the concept plan is implemented to create a truly unique and functioning transportation system that provides visionary modal choices.

Bicycles and Pedestrians

Perhaps the most visible feature to the non-motorized transportation system for the Education Corridor Master Plan is the Centennial Trail. The Centennial Trail is a bi-state trail that runs from Coeur d'Alene, Idaho to Riverside State Park in Spokane, Washington. The trail is over 37 miles in total length and will be accessible for use by people of all ages and physical capabilities when completed. Presently, the portion of the Centennial Trail dissecting the Education Corridor planning area is somewhat disconnected in that it is a mixture of off-street and on-street facilities. The existing portion of the trail is located under Highway 95 (northern study area boundary) and parallels the Spokane River to just north of the Harbor Center. At this location, the existing trail travels southeasterly to close to the intersection of River Road and Northwest Boulevard, where it ends and users have to enter the roadway prism along River Road. Traveling west to Rosenberry Drive, along River Road, will get the user to the continuation of the Centennial Trail along Rosenberry Drive.

With the new Master Plan, the extension of the Centennial Trail is envisioned such that the link can be completed south of the Harbor Center, past the expanding wastewater treatment plant, to



The Centennial Trail provides a major bikeway through the area.

the intersection of Rosenberry Drive and River Road. Also at this location, the long-term plan allows for a designated pedestrian/bicycle bridge crossing across the Spokane River near the area of the old timber bridge abutments still located in place across the river. This long-term project would serve to perpetuate a connected non-motorized system, and also allow for limited emergency evacuation (non-motorized only) by the general public using the city park in the area.

In addition, all improvements within the planning area should be created with a primary focus of pedestrian and bicycle mobility. Along River Road, in addition to on-street bicycle lanes in both directions, wide sidewalks outside of the roadway prism and adjacent to building faces will provide for ample pedestrian movements. Along Hubbard Road (i.e. the River of Pines), on-street bicycle lanes will also be provided. Again, outside of this roadway prism, sidewalks will be located adjacent to a landscaped roadside buffer to facilitate pedestrian movements.

Lastly, a wide, landscaped promenade will be provided south of the intersection of River Road and Hubbard Road to create the linkage between the “Main Street” concept and the existing North Idaho College campus. This pedestrian promenade will capitalize on the surrounding natural amenities, provide a relevant viewshed for users of both Hubbard Road and River Road, and be the pedestrian infrastructure connection that ties the existing campus buildings to the planned land uses contained in the Coeur d’Alene Education Corridor Master Plan.

Note that all intersections created as a result of this vision must have pedestrian amenities built into the infrastructure. These can include:

- Raised intersection tables;
- Curbside bulb-outs (to reduce crossing distances);
- Textured and/or colored crosswalks; and
- Proper signing and pavement markings to increase visibility.



A grand landscaped promenade is envisioned as a non-motorized extension of Hubbard Road.

Transit

This section of the Master Plan describes the general condition of transit services in the community, as documented in the recently adopted Kootenai County Coordinated Public Transit Plan (June 7th, 2007). This Plan describes the state of transit service in the Coeur d'Alene service area.

Existing Transit Service in the Area

Essentially, there is only one transit service open and affordable to all members of the general public – the Kootenai Area Transportation System (KATS)/ North Idaho Community Express (NICE). The KATS/NICE system is the only transit provider in the area that currently receives FTA Section 5307 Urbanized Funds. Prior to 2003, KATS operated exclusively under the NICE name. Services operating outside the designated urban area still operate under the NICE name. KATS service is available in the Coeur d'Alene/Hayden, Rathdrum, and Post Falls areas on weekdays from 7:00 a.m. to 5:00 p.m. Medical facilities are the predominant trip destination. Regular customers account for about 30% of ride requests. KATS provided transportation to almost 41,000 passengers from January 2006 to January 2007. NICE operates an intercity line between Coeur d'Alene and Sandpoint, making three round trips per day. In addition, the agency operates on-demand dial-a-ride services for all other general public and service trips in the county.

A second transit provider that serves the area is administered by the Coeur d'Alene Tribe and is called CityLink. The tribe operates a gaming casino in Worley, 25 miles south of Coeur d'Alene. The tribe provides daily bus transportation for visitors and workers traveling to the casino. CityLink came to full service on Nov. 1, 2005, and is a result of a \$1.38 million grant to Kootenai County from the Federal Transit System. Covering the Coeur d'Alene Reservation and urban areas of Coeur d'Alene, Post Falls, and Hayden, CityLink brings unprecedented free transportation to all people in the region. The service makes five daily round trips between the casino and Coeur d'Alene, Monday through Thursday and seven on Friday. On Saturday there are eight round trips made between the casino and Coeur d'Alene and five on Sunday. The system offers 23 stops, including the Student Union Building at the North Idaho College (NIC) campus. CityLink represents the first time in the United States that a tribal government and a local government have collaborated to create free public transportation.

In development of the recently adopted Coordination Plan, several unmet needs were identified. Those pertinent to the Coeur d'Alene Education Corridor Concept Plan area are noted below:

- Over 85% supported the development of new park-and-ride facilities near I-90 in Coeur d'Alene and Post Falls that would connect residents to vanpools and informal carpools.
- Need for tourist-oriented transportation, both around Coeur d'Alene and to other potential attractions throughout the county, was highlighted.
- Public school and college student transportation needs were identified as unmet or underserved markets in the Coeur d'Alene-Post Falls area.
- New fixed route service in Coeur d'Alene and Post Falls would be the most desirable public transportation improvement.
- New service destinations in the Coeur d'Alene-Post Falls area dominated the responses, with North Idaho College (NIC) being the third most significant area out of the nineteen areas identified in the survey being in need of new service.

Through the Coordination Plan, the following needs were identified as priorities regarding transit service in the Coeur d'Alene area.

- **Medical/Medicaid transportation:** There is significant demand for medical transportation in Kootenai County, which is relatively well served by White Tail transportation and the Kootenai Medical Center shuttle. However, advanced care facilities are lacking at KMC and many local residents travel regularly to Spokane for medical appointments. These inter-county medical trips were cited frequently as unmet needs.
- **Fixed route service:** New fixed route service in Coeur d'Alene and Post Falls would be the most desired public transportation improvement. The Americans with Disabilities Act (ADA) requires paratransit service within three-quarters mile of any fixed bus route. For any fixed route service in the urban area that does not deviate upon request or for any intercity service that does not operate under a closed-door policy, complimentary paratransit service will be required.
- **Job access:** Access to jobs for low-income and disabled residents was a major concern.



CityLink is one of two public transit providers in Coeur d'Alene.

- Stakeholders indicated there are a high number of juvenile and young adult offenders in the county who are unable to drive and have difficulties improving their lives because they do not have reliable access to employment.
- Rural services: The depressed economy in rural areas of Kootenai County combined with increasing housing prices in Coeur d'Alene and Post Falls has led to increased levels of poverty in rural communities. Many of these households cannot afford to operate a car. Transportation between rural areas and job centers was cited as a priority need.
- Intercountry/interstate and commute transportation: After meeting transit needs in the Coeur d'Alene-Post Falls area, intercounty connections to Spokane were the second greatest priority.
- Senior and disabled transportation: Senior center employees and senior citizens indicated that lack of transportation is a concern, however not a prevalent one.
- Students: Public school and college student transportation needs were identified as unmet or underserved markets in the Coeur d'Alene-Post Falls area. While school bus services are very good in the rural areas, many students in urban areas do not have access to these services. The Director of Transportation for Coeur d'Alene Public Schools indicated that the district is currently able to meet only about 50 to 65 percent of the demand for disabled student transportation. CityLink currently meets needs around the colleges, but the larger challenge is for rural residents traveling to higher education facilities in Coeur d'Alene.



Public school and college student transit needs are currently unmet in Coeur d'Alene.

Transit Impact on the Coeur d'Alene Education Corridor Master Plan

It becomes very clear that the transit service in the Coeur d'Alene area can play an important role for the Coeur d'Alene Education Corridor Master Plan. Providing expanded transit routes and connecting the rural areas of the community to the Education Corridor will help to lessen the increasing burden on the community's roadway network, and serve to provide choices. Although much work remains to be done outside the planning realm of the Education Corridor vision, several key themes should be incorporated into all future planning efforts as the Education Corridor vision is implemented:

- Provide for transit considerations with all new on-street and off-street parking infrastructure. This can include bus pull-outs, bus shelters, and rider staging areas of sufficient dimensions to promote transit use.
- Aggressive marketing campaigns should be explored by both the college and city community in an effort to heighten visibility of the transit system. Many users queried through the Coordination Plan stated they were unaware of the scope or breadth of the community's transit program.
- In transit systems, ridership is everything. To elevate ridership, convenience is important, so that the frequency of available bus trips is high enough that students will not have undue wait times. As the community's transit system grows, careful attention should be paid to scheduling routes to complement classroom dismissal times for convenience to the students.
- Marketing to the numerous University employees should also commence in hopes of reducing vehicles on the roadway system and parking needs within the Education Corridor planning area.

Public Space Improvements

Public open space and streetscape improvements should support and enhance both the built and natural environments while providing clean and safe places for people to meet and interact. Public space improvements to the study area should focus on Hubbard Road, River Road, Centennial Trail, the River of Pines, and traffic calming along Garden Avenue.

Key elements to improving Hubbard Road include:

- Establishment of a realigned right-of-way that maximizes developable area, minimizes impacts on residences along North Military Drive, and creates a major focal point at River Road;
- Implementation of the River of Pines concept including retention of existing pines and introduction of new pines; and
- Design of a meandering streetscape that accommodates all modes of travel comfortably and safely.

Key elements to improving River Road include:

- Expanded sidewalks that accommodate a wide travel area, café seating, and large street trees;
- Street furnishings, sidewalk paving materials, and trees; and
- Improved crossing opportunities for pedestrians and cyclists, especially at Hubbard Road and College Drive.

Key elements to improving Centennial Trail through the study area include:

- Provision of a public trail easement along the Spokane River that connects the Centennial Trail north of the Harbor Center to Rosenberry Drive;
- Creation of an additional trail that would wind through the River of Pines along Hubbard Road and through the NIC campus; and
- Improved lighting, signage, and trailheads.

Key elements to implementing the River of Pines include:

- Retention of existing trees where possible, especially in the northern end of the site; and
- Addition of new pine trees along Hubbard Road and through the NIC campus.



The North Idaho College campus has great examples of public spaces.

Key elements to traffic calming along Garden Avenue include:

- Calming thru traffic while still allowing sufficient emergency access; and
- Utilization of a combination of methods that may include decreased speed limits, traffic controls, speed bumps, traffic circles, speed tables, and intersection pavement treatments.

Image, Identity, & Marketing

Promoting a clear identity for the Coeur d'Alene Education Corridor is fundamental to the concept's success. A strong identity for the Education Corridor will build pride and enrollment among local residents, and can distinguish the Education Corridor from other alternatives in post-secondary education. Successful branding will make it clear that the Education Corridor is the most diverse and complete opportunity for post-secondary education in Northern Idaho.

It will be important to establish and promote the identity of the Education Corridor as well as the individual institutional partners. Similar to signage and wayfinding, there are opportunities to establish an identity hierarchy through streetscape improvements, architecture, gateways, signage, and wayfinding. The streetscape improvements described elsewhere in this chapter in collaboration with the River of Pines and Centennial Trail will serve as the overarching armature and a symbol of the cooperation between the various partner institutions. The materials, landscaping, and forms within the public right-of-way will draw from one palette while not being identical throughout the Education Corridor. As previously described, the experiences when entering at Hubbard Street, River Avenue, and Mullan Road will be distinct.

The architecture and landscape architecture on individual sites should reflect the identity of the respective institution. Materials, scale, design, setbacks, stepbacks, and plantings can all be used to distinguish one institution from another. The built form and landscape design are well established for North Idaho College, so select elements should be reflected in new construction and renovations. The other institutions are currently leasing space that was not designed for them, so it will be important that new construction with a primary institutional tenant be designed and constructed in way that reflects the school's unique identity.

Finally, the gateways and signage created for the Education Corridor should reflect both cooperation and institutional identity. Formal gateways at the major entrances to the Education Corridor should signify the entry into the shared, cooperative campus. Informal gateways can be created at major intersections or transition areas to signal distinct areas of the larger Education Corridor campus with unique paving, landscaping, and building setbacks. Signage can be applied with a more formal hierarchy with a uniform size, shape, and armature throughout the Education Corridor. Areas that are primarily or entirely used by one institution, such as the North Idaho College campus, can be uniquely identified through the use of color, fonts, and logos.

“PLANS ARE ONLY GOOD INTENTIONS UNLESS THEY IMMEDIATELY DEGENERATE INTO HARD WORK.”

– Peter F. Drucker

CHAPTER 4

This final chapter outlines recommendations for implementation of the shared vision for the Coeur d'Alene Education Corridor. Some implementation steps can begin immediately, while others will not occur for a decade or longer.

Therefore, this chapter is divided into four main sections that outline:

- Envisioned improvements for the Education Corridor;
- Priority action items;
- Zoning and design guidelines; and
- Estimated costs in today's dollars.

ENVISIONED IMPROVEMENTS

The key elements of the Coeur d'Alene Education Corridor were described in Chapter 3 and are only listed here. It is important to note several important factors when discussing envisioned improvements. First, North Idaho College (NIC) will retain its existing campus, participate in the partnership, and make improvements to its current campus to improve the connections with the rest of the Coeur d'Alene Education Corridor. Also, University of Idaho-Coeur d'Alene (UI CdA) and Lewis-Clark State College (LCSC) will remain in the Harbor Center complex until a replacement facility, or facilities, is constructed that can accommodate student services, administration, and class needs. The Harbor Center property should be retained long-term for potential educational partnerships with the wastewater treatment plant. Finally, site planning should minimize potential nuisances on residents of the Fort Grounds Homeowners Association, including the homes located along North Military Drive.

The envisioned improvements for the Education Corridor can be broken into several different categories. These categories include:

- Roadway and intersection design and construction;
- River of Pines protection, restoration, and introduction; and
- Building design and construction.

New roadway segments and intersections as described in Chapter 3 include modest improvements to River Road, new infrastructure for Hubbard Road, new signalized intersections at the intersections of River Road and Hubbard Road with Northwest Boulevard, a new egress point at Garden Avenue and Northwest Boulevard, and traffic calming along West Garden Avenue through the Fort Grounds



The pines defining the north end of the site will be extended south through the Coeur d'Alene Education Corridor.

neighborhood. These improvements will require the approval of the City of Coeur d'Alene and funding from the City and LCDC. The River of Pines and the accompanying trail improvements will be the responsibility of the City and NIC, depending upon the segment. Retention of the pine trees north of Hubbard Road will be the responsibility of the City. In addition, the City should include a trail and pine trees in improvements for Hubbard Road. NIC should create a strong pedestrian and bicycle connection through its existing campus that is lined with pine trees and aligned trail created along Hubbard Road.

New buildings include a large variety of types in a variety of locations. Mixed-use, main street-style buildings would be found along River Road, with the shared Student Services Center located near Northwest Boulevard, and the main shared academic buildings located at the intersection of River Road and the new alignment of Hubbard Road. A combination of surface parking and structured parking is envisioned behind these structures. Dormitory, recreation, and more institutional-style academic buildings would be built along Hubbard Road, with mixed-use development along Northwest Boulevard.

PRIORITY ACTION ITEMS

A general listing and prioritization of implementation steps is provided in this section. Non-academic buildings can be developed at any time throughout the implementation process and are therefore omitted from the following list. The priority action items, from highest priority/shortest term to lowest priority/longest term, include:

- Continuation of existing partnerships, including those at the Harbor Center and the NIC campus (library, student union, and classroom space);
- Land acquisition and entitlement;
- Presentation and input from the Coeur d'Alene community;
- Creation, approval, and ratification of a partnership agreement between participating institutions (potentially UI, LCSC, NIC, Idaho State University, and Boise State University);
- Implementation of signage, wayfinding, and gateway scheme;
- Design of public right-of-way improvements;
- Design of first phase facilities (those located along River Road);
- Construction of new Hubbard Road and trail alignment through



The DeArmond mill site will be redeveloped with a diverse mix of uses, new connections, and recreation amenities.



The Harbor Center is part of the long term vision for the Coeur d'Alene Education Corridor.

- the old mill site;
- Construction of shared facilities at the intersection of River Road and the new section of Hubbard Road;
- Movement/expansion of Harbor Center operations to new shared facilities;
- Construction of shared Student Services Center at or near the intersection of River Road and Northwest Boulevard;
- Design of second phase facilities (dormitories, recreation facilities);
- Additional shared academic buildings located along Hubbard Road; and
- Construction of second phase facilities.

ZONING AND DESIGN GUIDELINES

Another key element of implementation will be changing a portion of the existing zoning and design guidelines that apply to the area. A large portion of the planning area can retain its existing zoning designation. With that said, a significant portion of the area has zoning that is incongruent with the vision for the Coeur d'Alene Education Corridor (see Figure 4.1). In addition, several segments of the lumber mill site lack a zoning designation. This discussion will focus on the area north of River Road and a parcel deep on the south side of River Road. The remaining area south of River Road already has appropriate zoning designations.

A large tract along the western edge of Northwest Boulevard currently lacks a zoning designation. Based upon the vision for the Coeur d'Alene Education Corridor, the most appropriate zoning for this land, once acquired from the railroad, is Commercial District (C-17). This zoning designation is intended as a broad spectrum commercial district that permits limited service, wholesale/retail, and heavy commercial, in addition to allowing residential development at a density of seventeen units per gross acre. Designating this area as C-17 Commercial would create a unified land use corridor flanking Northwest Boulevard.

There is currently a large pocket of parcels designated Commercial Limited District (C-17L) at and near the intersection of North Military Drive and River Road. The C-17L District is intended as a low density commercial and residential mix district. This district permits residential development at a density of seventeen units per gross acre as specified by the R-17 District and limited service



A major element of the vision is to extend Centennial Trail along the Spokane River.



The Fort Grounds Grill is appropriately zoned as Commercial Limited (C-17L).

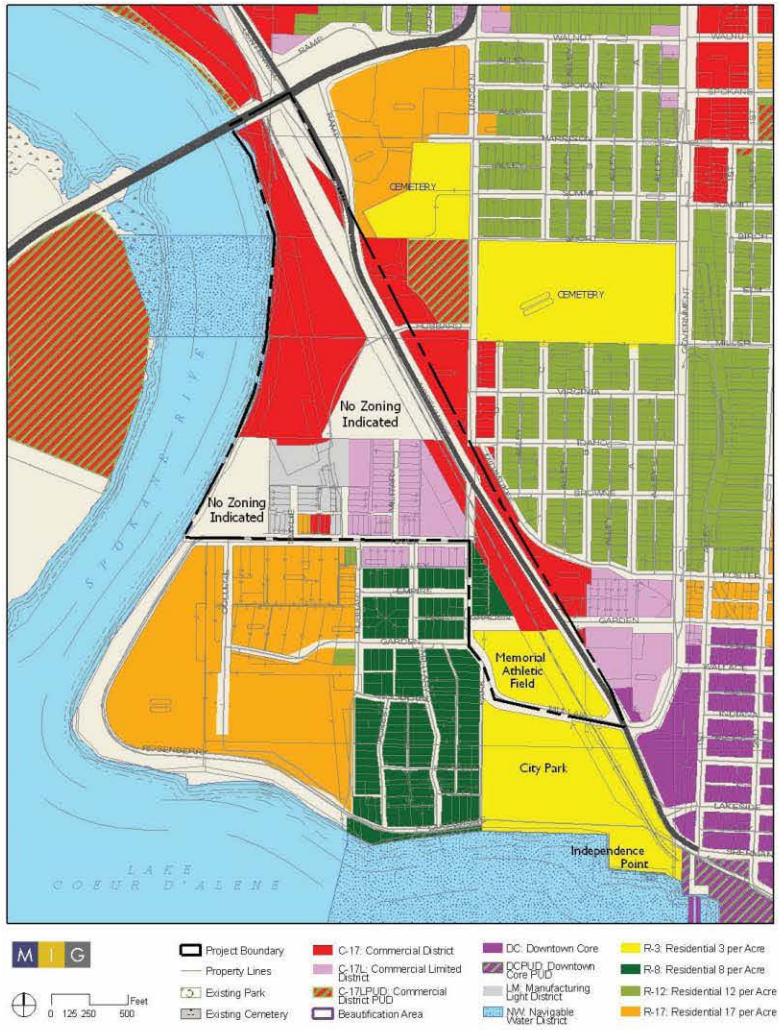


FIGURE 4.1_EXISTING ZONING

commercial businesses whose primary emphasis is on providing a personal service. This designation is very appropriate for the parcels fronting River Road between West Park Drive and North Hubbard Street. It will allow higher density residential uses and local serving commercial for the residents of the Fort Grounds neighborhood.

The parcels fronting River Road between North Hubbard Street and East Rosenberg Drive should be rezoned to facilitate the campus main street environment envisioned as the heart of the Education Corridor. While it may be inappropriate to use the Downtown Core zoning district designation outside of downtown Coeur d'Alene, its intent and purposes are appropriate for the campus main street envisioned along this segment of River Road.

According to Chapter 17 of the City Code, it is the purpose of the Downtown Core District to:

- Create a distinct, strong identity for the downtown core, preserving a civic heart for Coeur d'Alene;
- Encourage private and public investment, attract shoppers and visitors, and appeal to existing and new residents;
- Produce a concentration and a mixture of commercial, office, retail, residential, and public uses within the downtown;
- Develop a downtown that supports pedestrian movement and use of public transit; and
- Implement the City's Comprehensive Plan.

Therefore, the City should consider applying the Downtown Core designation, or some similar alternative, to this segment of River Road. No other existing zoning designation supports the type of development envisioned along the campus main street. It may be necessary to create a unique main street zoning district designation or an overlay to the Commercial District (C-17) designation to support the envisioned development and land use pattern.

The remaining area north of River Road should be rezoned to Residential (R-17) to reflect the zoning designation on the NIC campus. This zoning designation is intended as a medium/high density residential district that permits a mix of housing types at a density not greater than seventeen units per gross acre. Community education is a principal permitted use, and uses requiring a special permit include community assembly, public recreation, automobile parking, and higher residential densities. This is also the zoning



The Downtown Core zoning designation promotes the character of the development that is envisioned for the campus main street.

designation assigned to the NIC campus. It promotes the traditional campus style of development that is envisioned for this northern section of the Coeur d'Alene Education Corridor.

Design guidelines should be developed to further guide development along River Road and Hubbard Road. These two streets, along with College Drive and Garden Avenue, will provide the major thoroughfares through the Education Corridor. The character of development along these roadways is therefore vital to the identity and function of the Education Corridor. Guidelines should be developed that encourage character-defining elements of the types of roadways envisioned for these alignments.

For River Road, design guidelines should promote the main street feel and character envisioned for the heart of the Coeur d'Alene Education Corridor. First of all, a guideline should be created that promotes locating parking behind buildings and in parking structures and minimizing driveway access points along River Road. Yard requirements should be minimal and a maximum setback or build-to line should be established to ensure that buildings have an intimate relationship with the sidewalk and street. Buildings that are set back from the public right-of-way should have a straight pedestrian path between the sidewalk and the main entry. The main entry and primary building façade should face River Road. The building frontage along River Road should be limited to 50 feet when possible. Buildings with longer façades should be required to articulate the structure through a combination of varied materials, colors, and setbacks.

Design guidelines for development along Hubbard Road should have the intent of creating the traditional campus feel that is envisioned for this area. Standards associated with the Residential (R-17) District are appropriate for guiding building density and siting. With that said, guidelines should be developed to discourage parking between Hubbard Road and new construction. In addition, parking should be discouraged within 50 feet of the public right-of-way. The primary building entries should be visible from Hubbard Road and pedestrian walkways should provide a straight path between the sidewalk and the primary entrance. Driveway access points along Hubbard Road should be limited to approximately one per 200 lineal feet on each side of the roadway. Vehicular connections between parking lots should be encouraged to decrease traffic volumes on



Signage currently marking the entry to the Harbor Center.

Hubbard Road. Landscaping guidelines should encourage retaining existing trees and adding additional trees. Hard surfaces (structures, parking lots, and walkways) should be limited to no more than 40 percent of the lot area. Signage guidelines should also be developed for the entire the Education Corridor campus to promote a unified aesthetic of signs and fixtures.

ESTIMATED COSTS

The last section of this implementation discussion is devoted to estimating the magnitude of costs for public realm improvements. The cost estimates do not include right-of-way acquisition costs, but do include construction and installation costs from back of sidewalk to back of sidewalk, a 20 percent contingency, and all project development/engineering costs. Lump sum cost estimates were developed for intersection improvements, per lineal foot costs were developed for streetscape improvements based upon the typical sections, and per square foot costs were developed for trail and pathway improvements. Cost estimates are summarized in Table 4.1.

The overall cost estimate for public realm improvements is nearly \$3.5 million and includes considerations for grading, paving, striping, planting, traffic controls, sidewalk furnishings, and lighting. Intersection improvements are relatively inexpensive, once the improved roadways are extended to Northwest Boulevard. Trail and pathway improvements are also relatively inexpensive considering the large impact they will have on connectivity, access, and overall aesthetics. The most costly improvements include streetscape improvements to River Road and Hubbard Road. These roadway segments will require a significant investment to create the envisioned campus main street and grand entry. Cost estimates also include sidewalk furnishings and lighting, items that typically cost more than one would expect. Overall, the price tag for public realm improvements is reasonable considering the tremendous impact the changes will make towards realizing the vision for the Coeur d'Alene Education Corridor.

TABLE 4.1 SUMMARY OF COST ESTIMATES

IMPROVEMENT	DESCRIPTION	COST ESTIMATE
Intersection of Northwest Boulevard and Hubbard Road	Four-way signalized intersection with curb extensions and crosswalks	\$215,000
Intersection of Northwest Boulevard and River Road	Three-way signalized intersection with curb extensions and crosswalks	\$255,000
Hubbard Road Streetscape	Planted median, two travel lanes, two bike lanes, two planting strips, and two asphalt sidewalks from Northwest Boulevard to River Road (approx. 1,570 lineal feet)	\$965,000
River Road Streetscape (68-foot right-of-way)	Two travel lanes, two bike lanes, one parking lane, two planting strips, and two asphalt sidewalks from Northwest Boulevard to existing Hubbard Road (approx. 975 lineal feet); sidewalk furnishings and lighting	\$525,000
River Road Streetscape (76-foot right-of-way)	Two travel lanes, two bike lanes, two parking lanes, two planting strips, and two asphalt sidewalks from existing Hubbard Road to Newberry Drive (approx. 1,075 lineal feet); sidewalk furnishings and lighting	\$735,000
Garden Avenue Extension to Northwest Boulevard	One travel lane, one striped bike lane, one channelized bike lane, and raised median between West Park Drive and Northwest Boulevard (approx. 560 lineal feet); channelized right turn lane onto southbound Northwest Boulevard	\$100,000
Traffic calming on along Garden Avenue	A combination of signage, traffic circles, speed tables, curb extensions, and/or speed bumps between West Park Drive and North Hubbard Street.	\$75,000
Centennial Trail Alignment	12-foot wide asphalt multi-use trail with base rock and gravel shoulders along Spokane River from Harbor Center to Newberry Drive (approx. 2,400 lineal feet); striping along entire length; signage and bollards at intersection with Newberry Drive	\$260,000
Multi-Use Pathway	10-foot wide asphalt multi-use trail with base rock and gravel shoulders (approx. 925 lineal feet)	\$85,000
Campus Promenade	Two 8-foot asphalt walkways separated by a 5 foot landscaped area (approx. 1,500 lineal feet)	\$255,000
TOTAL		\$3,470,000

Note: All estimates include construction and installation costs from back of sidewalk to back of sidewalk, a 20 percent contingency, and all project development/engineering costs, but do not include the costs of right-of-way acquisition.

APPENDIX A

INTRODUCTION

It is important to understand the planning context and physical conditions of the study area and adjacent land uses. This appendix is divided into four components of existing conditions, including:

- Demographics;
- Physical Characteristics;
- Planning Context; and
- Development Economics.

DEMOGRAPHICS

Table A.1 shows population growth trends since 1990 in Idaho, Northern Idaho, Kootenai County, and Coeur d'Alene. Kootenai County and Coeur d'Alene are growing at a faster rate than surrounding counties in northern Idaho and the entire state. Coeur d'Alene grew from fewer than 25,000 people to over 40,000 people in just 15 years.

TABLE A.1_HISTORICAL POPULATION FOR IDAHO AND SUB-GEOGRAPHIES, 1990-2005

	1990	2000	2005	% CHANGE 1990-2005	AVG. ANNUAL GROWTH RATE
Idaho	1,006,749	1,293,953	1,429,096	42%	2.4%
Northern Idaho	126,617	178,333	201,570	59%	3.2%
Kootenai County	69,795	108,685	127,668	83%	4.1%
Coeur d'Alene	24,563	34,514	40,059	63%	3.3%

Source: Population Division, U.S. Census Bureau, Idaho Commerce and Labor Department: <http://cl.idaho.gov/dnn/idcl/StatisticsResearch/Census/tabid/754/Default.aspx> Notes: The April 1, 2000 Population Estimates base reflects changes to the Census 2000 population from the Count Question Resolution program and geographic program revisions. Northern Idaho is made up of Benewah, Bonner, Boundary, Kootenai, and Shoshone Counties. Information collected by ECNorthwest.

Table A.1 shows population projections for Kootenai County and Coeur d’Alene. The projections were calculated by ECONorthwest based on a simple method of applying past average annual growth rates (AAGR) to existing populations. For Kootenai County, the AAGR for 1980 to 2005, 3.08%, was used. For Coeur d’Alene, a lower and upper bound were created. The lower bound is based on the AAGR for 1970 to 2005 and is 2.62% while the upper bound is based on the AAGR for 2000 to 2005 and is 3.02%. This creates rough estimates of population projections.

According to simple population projections, Kootenai County will more than double over the next 25 years. Projections for Coeur d’Alene suggest that the City’s population will approximately double over the same 25-year period (see Table A.2).

TABLE A.2 POPULATION PROJECTIONS, KOOTENAI COUNTY AND COEUR D’ALENE, 2005-2030

YEAR	KOOTENAI COUNTY	LOWER BOUND (1970-2005 AAGR)	UPPER BOUND (2000-2005 AAGR)
2005	127,668	40,059	40,059
2010	148,594	45,579	46,495
2015	172,950	51,859	53,965
2020	201,299	59,005	62,635
2025	234,294	67,135	72,697
2030	272,697	76,385	84,377

Source: Population Division, U.S. Census Bureau. Idaho Commerce and Labor Department: <http://ci.idaho.gov/dnn/idcl/StatisticsResearch/Census/tabid/754/Default.aspx>. Calculated by ECONW. Notes: Based on Idaho Commerce and Labor Department population numbers. Since Coeur d’Alene is a “small area,” the uncertainty in the forecast becomes greater. A range of forecasted values is given to cater to this uncertainty.

PHYSICAL CHARACTERISTICS

The City of Coeur d'Alene is located in northern Idaho, at the southern end of the Idaho panhandle. Situated in the center of Kootenai County, Coeur d'Alene is bounded by the Canfield Mountains to the east, Lake Coeur d'Alene to the south, and the Spokane River to the west. The cities of Post Falls and Hayden are located ten miles west and seven miles north of Coeur d'Alene, respectively. The rural lands once separating these three cities are gradually infilling with suburban residential development.

Coeur d'Alene is linked to the larger metropolis of Spokane, thirty miles west, via Interstate 90. Connections to smaller towns in Idaho, Montana, and Washington are also provided via Interstate 90, as well as State Highway 95. Both Union Pacific and Burlington Northern Santa Fe run rail lines between Post Falls and Coeur d'Alene along the Spokane River, terminating near the northern edge of downtown. These lines are scheduled to be abandoned and the surrounding urban areas redeveloped within the next several years.

As it is the largest city in northern Idaho, Coeur d'Alene holds a position of regional economic importance. According to 2002 Economic Census Data (U.S. Census Bureau), over half of the retail trade, accommodation and food service establishments of Kootenai County are based in Coeur d'Alene. The city also plays a primary role in health care provision, as well as the provision of arts, entertainment and recreation services. Given the city's recent physical growth and future redevelopment plans, Coeur d'Alene will continue to serve as a regional commercial, cultural, and recreation hub in northern Idaho in future years.

The area of Coeur d'Alene near the Spokane River and Lake Coeur d'Alene is lowland, rising swiftly to over 4000 feet at Canfield Mountain, directly east of the city. Tubbs Hill is the highest point in Coeur d'Alene proper at just over 2500 feet.

The most visible water resource within the Coeur d'Alene area is Lake Coeur d'Alene. The Saint Joe, Saint Marie's and Coeur d'Alene Rivers feed the lake; its elevation is kept constant by the Post Falls Dam on the Spokane River, which drains from its northwest corner. Readers of travel and recreation magazines consistently vote Lake Coeur d'Alene as a top water recreation destination in the United States. Downtown Coeur d'Alene is nestled at the northern edge of

the lake, encouraging both visitors and residents to use the lake's beaches, waterfront pathways, and docks. Boating, swimming, fishing, and water skiing are among the most popular recreation activities on this lake.

While Lake Coeur d'Alene is the most visible water resource in the area, other resources do exist. The Spokane River is also popular for boating, trout fishing, and swimming. The regional Centennial Trail also runs through the study area.

PLANNING CONTEXT

The current project will only be successful if it considers and builds upon previous and concurrent planning efforts. The following includes an overview of relevant plans and planning documents and highlights of key points that are especially relevant to the current effort.

1995 Comprehensive Plan

The City is in the process of completing an updated Comprehensive Plan. The 2008 Update was not ready for review in time for review and inclusion in this Master Plan, thus the 1995 Plan was used. The 1995 Coeur d'Alene Comprehensive Plan provides a 15-year planning roadmap for growth and change in Coeur d'Alene and areas impacted by the City. According to the plan, it is "intended to facilitate the land use decision-making process by covering the major categories of physical development in relation to the needs of the citizens." The 15-year vision for Coeur d'Alene is addressed through a hierarchy of elements, goals, and policies.

Pertinent goals include:

- Public services should fulfill present needs and anticipated future needs;
- Environmental quality and our natural resources are important assets of Coeur d'Alene and should be preserved;
- Urban development should occur at a minimum impact to the general public and individual property owners while ensuring the wise use of Coeur d'Alene's land resources.;
- Provide for the safe and efficient circulation of vehicular traffic;
- To maintain and promote the residential character of Coeur d'Alene while providing a variety of housing situations;
- Preserve, protect and enhance areas of public interest and/or beauty; and
- Coeur d'Alene's visual and physical environment should be comfortable, rich in variety, of unique and identifiable character, expressive of the city's functions, history, technology, culture and natural setting, and capable of being shaped by its inhabitants.

Specific policies that are relevant to the current planning process include:

- Promote the orderly development of land use at locations that are compatible with public facilities and adjacent land uses;

- Provide a better system of public transportation;
- Encourage development of circulation patterns and/or parking that would make pedestrian-oriented business districts feasible;
- Protect and preserve neighborhoods, both old and new;
- Identify, acquire, and preserve scenic easements to protect public sight lines of surrounding hills, lakes, and landmarks;
- Encourage the protection and enhancement of the shoreline areas;
- Examine all new developments for appropriateness in regards to the character of the proposed area. Inform developers of city requirements and encourage environmentally harmonious projects;
- Coeur d'Alene should preserve its variety of contrasting physical environments;
- The uniqueness of the City, and the unique characteristics of special areas and districts should be reinforced; and
- The Fort Grounds residential neighborhood, which is bounded on the west by Hubbard Street, on the east by Park Drive and Lincoln Way, on the north by River Avenue with the exception of North Military Drive, is a residential neighborhood that should be protected and preserved.

The Comprehensive Plan Map included in the 1995 plan is intended to graphically depict areas of preferred growth and the relative intensity of development over the life of the plan (15 years; see Figure A.1). The plan divides land into three categories that include:

- Stable Established (SE) – Areas where character is established and should be maintained;
- Transition Areas (T) – Areas where character is in transition and development should occur with care; and
- Urban Reserve (UR) – Areas where development should be discouraged.

In the current study area, land south of the wastewater treatment plant, including NIC, Fort Grounds Neighborhood, City Park, North Military residents, and portions of the mill site and railroad right-of-way, is designated as Stable Established. The north portion of the site is designated as Transition Area. This includes the wastewater treatment plant, the east portion of the mill site, the land that UI CdA leases, and the north portion of the railroad right-of-way.

Other relevant designations include Northwest Boulevard as a Medium Intensity Corridor and downtown Coeur d'Alene as the major Center. The medium intensity corridor designation of Northwest Boulevard makes it appropriate for a residential/commercial mix that is defined by landscaping and street trees, and is sympathetic to neighboring Stable Established neighborhoods. Downtown Coeur d'Alene is immediately southeast of the Education Corridor and is designated as the major commercial and employment district for the planning area. The current plan should retain or improve access and connectivity to downtown and avoid detracting from the economic success the downtown has achieved.

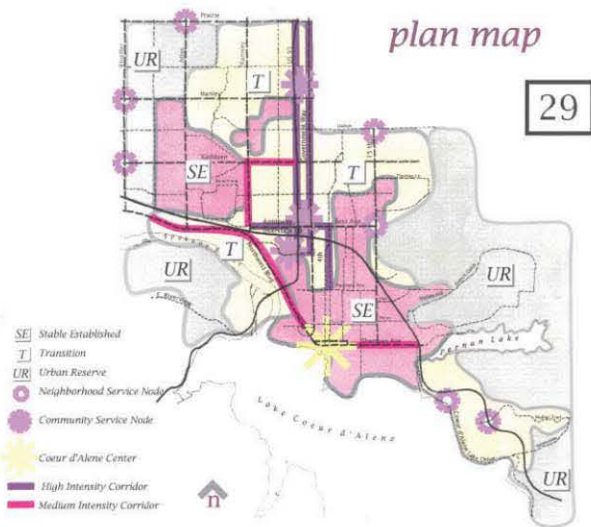


FIGURE A.1_1995 COMPREHENSIVE PLAN MAP

Zoning

Figure A.2 on page 80 of this appendix depicts the current zoning in and near the Education Corridor. Land within a ¼-mile radius of the study area falls into one of five major zoning categories. Categories can be modified with a number and/or letter. A number indicates that residential development is allowed in the zone with a maximum density of (X) units per gross acre. The letter modifier can be (L) meaning that the zoning designation is “light” or “limited,” or (PUD) meaning that the zone can include a planned unit development.

The five categories include:

- Residential District (R) – This includes a mix of housing types (with the exception of R-3 which only allows single-family, detached housing).
- Commercial District (C) – This includes a wide variety of commercial and residential uses.
- Manufacturing District (M) – This includes manufacturing, warehousing, and industry.
- Navigable Water District (NW) – This includes appropriate use and protection of surface water resources.
- Downtown Core (DC) – This includes high density commercial and residential uses.

Zoning designations within the study area include Residential, Commercial, Manufacturing, and Navigable Water. Table A.3 demonstrates that approximately 70 percent of land within the study area is zoned Commercial. These areas include the wastewater treatment plant, the land currently occupied by UI CdA, the North Military residential area, and the central portion of the rail corridor. The portion of the mill site with a zoning designation is zoned Light Manufacturing, and the southern tip of the site, at Four Corners, is zoned Residential.

Applying a ¼-mile buffer to the study area includes adding NIC (zoned R-17), the Fort Grounds Neighborhood (zoned R-8), City Park (zoned R-3), and a ¼-mile strip east of Northwest Boulevard (variety of zoning). Of this adjacent land, nearly 66 percent is zoned Residential and approximately 23 percent is zoned Commercial.

TABLE A.3_ZONING WITHIN ¼ -MILE BUFFER OF EDUCATION CORRIDOR STUDY AREA

ZONING CATEGORY	WITHIN STUDY AREA (acres)	1/4 MILE BUFFER OF STUDY AREA (acres)	TOTAL (acres)	PERCENT OF TOTAL AREA
R	8.9	189.1	198	58.4%
C	33.6	66.6	100.2	29.5%
M	6.0	1.3	7.3	2.2%
NW	0.1	13.4	13.5	4.0%
DC	0	20.3	20.3	5.9%
TOTAL	48.6	290.7	339.3	100.0%