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**Downtown
Coeur d'Alene**

**Economic
Enhancement
Strategy
1997**

HyettPalma

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November 3, 1997

Coeur d'Alene City Council
-and-
The Lake City Coalition
c/o City of Coeur d'Alene
710 Mullan
Coeur d'Alene, ID 83814-3958

RE: **DOWNTOWN COEUR D'ALENE ECONOMIC ENHANCEMENT
STRATEGY 1997**

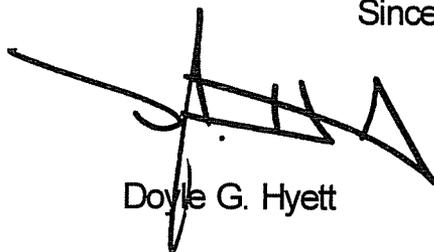
Dear City Council and Coalition Members:

In accordance with our contract for professional services, HyettPalma, Inc., is pleased to present the following report titled: *DOWNTOWN COEUR D'ALENE ECONOMIC ENHANCEMENT STRATEGY 1997*.

The document presents the findings of a comprehensive analysis of Downtown Coeur d'Alene's commercial markets. These findings were used to define a specific economic enhancement strategy for Downtown. The recommended strategy was tailored to enable Coeur d'Alene's Downtown to attain the community's defined vision as well as the identified market opportunities.

Thank you for the opportunity to lend our firm's expertise to this very important project. We hope you will keep us informed of your success and know that we stand ready to assist in any way we can as you proceed with your Downtown enhancement effort.

Sincerely,



Doyle G. Hyett



Dolores P. Palma

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Overview

OVERVIEW

This document presents the findings of a market analysis conducted for Downtown Coeur d'Alene, Idaho. The results of this analysis formed the foundation used to develop an economic enhancement strategy to further strengthen Downtown and to guide its future development. The boundaries of the Downtown project area are shown on the following page of this document.

The assignment was commissioned by the Coeur d'Alene City Council. The project was jointly completed, between August and November 1997, by the City of Coeur d'Alene, the Lake City Coalition, and HyettPalma, Inc.

The market analysis portion of the project was conducted for the following purposes:

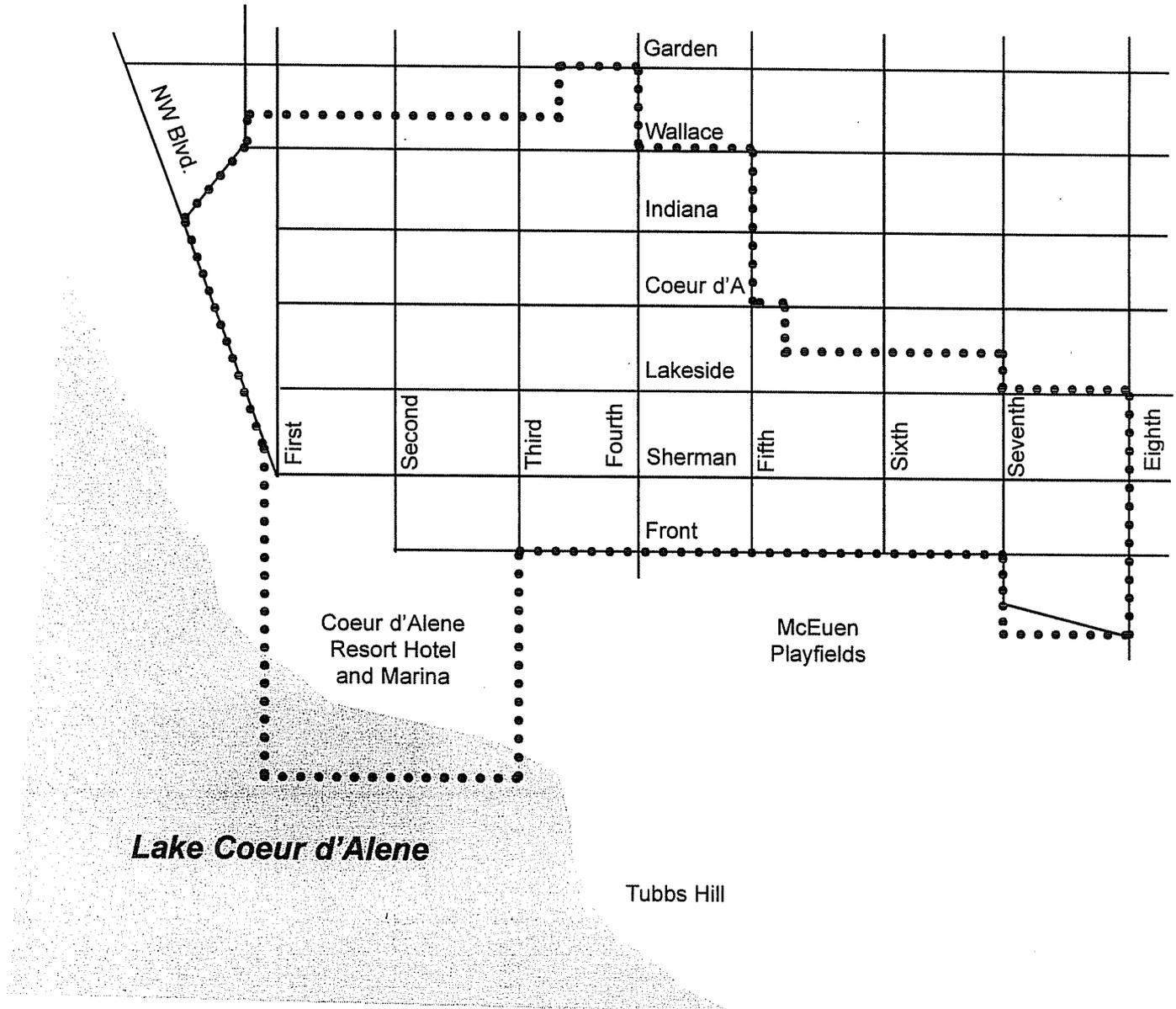
- To gain a higher level of knowledge concerning the business operations and market orientation of Downtown;
- As the basis for developing an economic strategy to enhance existing businesses currently operating in Downtown;
- To attract additional businesses which complement Downtown's existing businesses; and
- To guide the further enhancement and development of Downtown.

The recommended strategies were developed in accordance with the findings of the market analysis and are presented in the second part of this document.

The research completed in association with this assignment included:

- A review of all available and previously completed planning studies and market analyses;
- The findings of Downtown customer and employee focus group sessions;

Downtown Coeur d'Alene



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- The findings of a community forum open to the public;
- The findings of a trade area resident survey;
- The findings of a Downtown business owner survey;
- The findings of a hotel guest survey;
- An inventory of retail space, office space, and housing in Downtown;
- An assessment of Downtown's current business environment;
- An assessment of commercial districts which represent some degree of competition for the commercial offerings found in Downtown;
- Analysis of a demographic and socio-economic profile of primary trade area residents prepared by CACI;
- Review of all relevant statistical information published by the U.S. Department of Commerce; and
- Field research conducted by the City of Coeur d'Alene, the Lake City Coalition, and HyettPalma, Inc.

The research model employed in this assignment was developed by HyettPalma, Inc., and has been extensively used throughout the United States.

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Executive Summary

***A Downtown of natural beauty and prosperous businesses
that is user-friendly, welcoming to everyone and
celebrates cultural diversity.***

***Where a great many people live and work and
where everyone gathers for great festivals and events.***

***A Downtown of great vitality where
something is always going on that you don't want to miss and
where everything that's done is done first-class.***

***Downtown Coeur d'Alene
– the heart of our lively city by the lake –
and the economic and cultural heart of North Idaho.***

• ***Downtown's Retail Growth Potential***

Taking steps to further enhance Downtown Coeur d'Alene, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 7% to between 7.5% and 8% by the year 2003.

This increase in total retail sales could potentially support the development of between approximately 22,000 and 45,000 net square feet of additional retail space within Downtown Coeur d'Alene by the year 2003. This retail space could include expansions or sales increases by existing Downtown Coeur d'Alene retail businesses, the filling of existing vacant space in the project area by new retail businesses, and/or the construction of new retail space.

• ***Downtown's Office Market Opportunities***

A conservative goal for additional office space demand in Downtown Coeur d'Alene, based on the further enhancement of the area between now and the year 2003, is estimated to be between approximately 50,000 and 75,000 square feet. This represents an increase in demand of between approximately 10% and 15% during the next 6 years, based on an anticipated demand for office space resulting from the further enhancement of the area – and an anticipated increase in area households during the same time period.

- ***Downtown's Housing Market Opportunities***

As in similar commercial districts throughout the nation, as Downtown Coeur d'Alene is further enhanced, the demand for additional housing in and in proximity to Downtown will likely increase. This is especially likely due to the proximity of Downtown to Lake Coeur d'Alene and the Coeur d'Alene resort facilities.

Particular emphasis should be placed on the development of:

- Condominium units in high- and mid-rise buildings located near the lakefront, which afford views of the lake, and which enable the preservation of vistas to view the lake from other portions of Downtown;
- Condominium and rental units on the upper floors of low- and mid-rise buildings with retail and/or office units located on the lower floors throughout Downtown; and
- Townhouse units in the northwestern, north and northeastern sectors of Downtown.

The development of additional housing within Downtown Coeur d'Alene will make the commercial district more of a neighborhood – which is highly desired by local residents and tourists in commercial districts throughout the world.

RECOMMENDED STRATEGIES

The document titled ***DOWNTOWN COEUR D'ALENE ECONOMIC ENHANCEMENT STRATEGY 1997***, includes three sets of recommended enhancement strategies. The first set describes ***guiding principles*** that should be embodied by the enhancement effort. The second set outlines a ***development framework*** for managing the future growth and enhancement of Downtown Coeur d'Alene. And, the third set of recommended strategies outlines a pro-active ***course of action*** to enhance Downtown. The three sets of recommended enhancement strategies are summarized in the following pages.

GUIDING PRINCIPLES

The following principles should be used to guide and shape the overall Downtown enhancement effort.

Nothing But Excellence

Admirably high standards of excellence have been set by the Coeur d'Alene Resort. Now, for economic success, both the Downtown business community and the City government must live up to these standards. Downtown business owners, property owners, and investors – as well as City Hall – must consider anything less than excellence and quality as being unacceptable, since it will be viewed this way by Downtown's potential patrons.

The Truth Is . . .

A Downtown that locals love is also a Downtown that draws visitors. Therefore, Downtown business owners and investors should ensure that Downtown Coeur d'Alene is a "real" Downtown – filled with goods and services that people want as well as need, rather than one filled with t-shirt and souvenir shops.

Be Magnetic

Downtown must make itself compelling to local residents and visitors alike. In this regard, Downtown Coeur d'Alene business owners, property owners and investors – and City Hall – must live by the following adage:

***Visual distinctiveness
+ economic distinctiveness =
a magnetic Downtown.***

Get Aggressive

Downtown Coeur d'Alene is facing a challenging situation. And, therefore, changes must be made if Downtown is to recapture the local market and continue to appeal to the visitor market. However, these changes will not be realized if a "good enough" attitude prevails. Instead, Downtown business owners, property owners, investors, and City Hall must be aggressive in bringing about the needed changes.

Balance

A major goal of the enhancement strategy must be to respect both Lake Coeur d'Alene and Downtown commerce – and to link these two assets more closely together – as the point where nature and the community's hub are joined.

Leadership is Key

Downtown's, and the community's, many volunteer groups and citizen activists must be united – through impassioned private and public sector leadership – so that Downtown can move forward to a brighter future. Leadership will be a key factor affecting the community's ability to claim Downtown's unmet potential – through majority rule – and create change that is for the greater community good.

DEVELOPMENT FRAMEWORK

The following development framework should be used to manage the future growth of Downtown Coeur d'Alene and to guide the overall Downtown enhancement effort.

Downtown Overall

Downtown Coeur d'Alene should be positioned, within the broad regional marketplace, as:

***A multi-faceted area,
that serves both locals
and visitors alike --***

***where you can live,
work, shop, dine,
be entertained, play, and gather.***

Therefore, Downtown should boast a mixture of uses including residential, offices, retail businesses, restaurants, cultural facilities, marine facilities, and open space.

Bring Downtown to the Water

The single most significant economic – and environmental – asset of Downtown Coeur d'Alene is the commercial district's location at the edge of Lake Coeur d'Alene. To take maximum advantage of Downtown's location on beautiful Lake

Coeur d'Alene, a stronger link must be made between a more substantial portion of Downtown and the lake – to position Downtown as a lakefront Downtown.

Downtown Districts

Uses should be clustered within specific Downtown Coeur d'Alene development districts, consistent with the recommendations presented below. The districts are shown on the map presented on the next page.

- ***The Heart***

The Heart District of Downtown Coeur d'Alene includes the historic core of the commercial district – extending along the spine of Sherman Avenue from Second Street to Sixth Street – and includes the nucleus of retail development on Lakeside Avenue from Second Street to Fourth Street. The district also includes the Coeur d'Alene Resort Hotel and Marina, which connects the district with Lake Coeur d'Alene.

This district should contain specialty retail, food, and entertainment uses in the first floors of buildings, with small office spaces and, as feasible, market rate housing located in the upper floors. The resort hotel and marina should continue to provide a broad range of lodging, meeting, dining, entertainment, specialty retail, marine facilities and resort services.

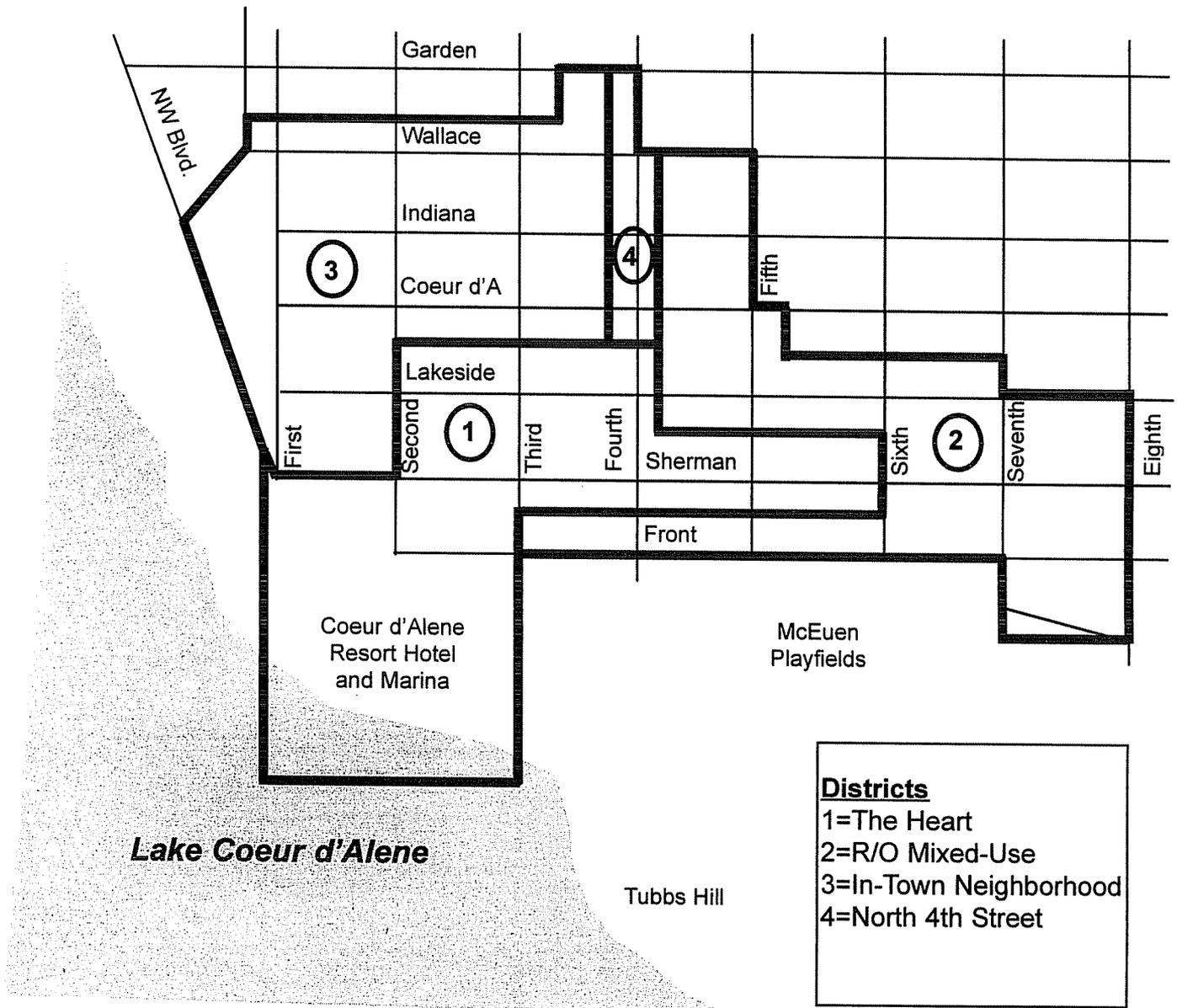
- ***R/O Mixed-Use***

The R/O (Residential and Office) Mixed-Use District is located in the eastern portion of Downtown Coeur d'Alene. The district should contain small professional offices and corporate headquarters offices, with limited services located on the lower floors of buildings throughout the district. Market-rate residential development, providing views of Lake Coeur d'Alene, would be appropriate in upper floors of buildings throughout the district.

- ***In-Town Neighborhood***

The In-Town Neighborhood District is located in the western portion of Downtown Coeur d'Alene. The district should contain a high number of market-rate, affordable multi-family housing units, with a limited mixture of offices and service uses. The area should be developed, to the greatest extent possible, as an urban village, consistent with the neo-traditional style.

Downtown Coeur d'Alene Development Districts



- ***North 4th Street***

The North 4th Street District should be developed as a neighborhood business district, with an assortment of convenience retail and service uses. Offices should be limited to the upper floors of buildings.

The Community's Park

The Coeur d'Alene community's park facility – including the area from Tubbs Hill and the boat ramp through McEuen Playfields to the City Hall complex – should always be protected and maintained for public use as a park, with the maximum protection of views to Lake Coeur d'Alene. This is a critical piece of real estate – one of the most valuable in the entire City. What happens here

**will impact the quality-of-life
of the entire City
and all its residents
for centuries to come.**

This highly valuable public asset should be afforded the greatest access to the widest cross-section of Coeur d'Alene's residents and visitors alike. The question of the use of this land is not solely a Downtown issue or project – it is a community issue of tremendous magnitude. Therefore, in order to protect and ensure the appropriate future use of this extremely valuable public asset, a master plan of world class design is needed. The goal of the master plan should be:

To make the park the element that unites:

Nature and commerce;

Locals and visitors; and

***Coeur d'Alene's past and
present for a brighter future.***

COURSE OF ACTION

To effectively and successfully attract both the local and resort markets on a repeat basis – the leadership of Coeur d'Alene must:

- Clarify and convey an alluring Downtown image;
- Establish a clear economic niche for Downtown – or purpose for being; and
- Develop and sustain a clear Downtown marketing strategy – and deliver on the promises made via that strategy.

The following recommendations were crafted to give Coeur d'Alene's private and public sector leaders the tools that will enable them to do just that.

Physical Improvements

Several physical improvements should be implemented in order to make Downtown as pedestrian-friendly and physically magnetic as possible.

- ***Maintenance and Beautification***

Downtown must be pristine and beautiful to meet the standards set by the Coeur d'Alene Resort. Therefore, the maximum amount of flowers should be added to the heart of Downtown and sidewalks should be pressure washed on a regular basis to ensure their continual cleanliness.

- ***Buildings***

Ensuring Downtown's visual distinctiveness is a very important part of enhancing its economy. Buildings having architectural character add to a Downtown's uniqueness and quaintness and, therefore, to its ability to appeal to and attract consumers. Therefore, a stronger "preservation ethic" – an understanding and appreciation of Downtown's older structures and distinct visual style – should be cultivated.

- ***Banners***

All along Sherman, in the heart of Downtown, banners should be hung to visually connect Downtown to the lakefront and to lead pedestrians from one to the other. Downtown's banners should not be a "stock" design, should be creatively designed to reflect Downtown's image and to complement its architecture, and be comprised

of seasonal banners that are changed two to three times during the calendar year.

- **Public Art**

Public art – particularly in the form of sculpture – should become a major element of Downtown's visual appeal and uniqueness.

- **City Ordinances**

The City government of Coeur d'Alene must be seen as pro-business and pro-quality. This is very important since investors have many options and opportunities within the region, regarding where they might place their resources. Therefore, the City of Coeur d'Alene should continue to review all regulations and processes related to Downtown to determine ways to make them more user-friendly, City staff should exert greater flexibility in code and ADA enforcement regarding Downtown's older structures – while continuing to protect life safety, City staff should embrace a "can do" attitude when it comes to quality investors, and the City government and the Downtown Association should broadly publicize the message that City Hall is aggressively pro-business and pro-quality.

Business Development

Considerable emphasis should be placed on business development – ensuring that Downtown offers the most appropriate mixture of goods and services. The goal of the business development effort should be to make the heart of Downtown a destination that local residents and visitors alike find indisputably compelling.

- **Business Retention**

The first priority of the business development effort should be business retention – helping Downtown's current businesses help themselves so that they are able to capture a larger share of consumer dollars by appealing to consumer needs, desires, and concerns. The business retention initiative should include the following.

- **One-On-Ones**

One-on-one technical assistance should be offered to each Downtown business owner – in an effort to develop a lasting relationship with owners and to assist businesses in becoming more profitable and market savvy.

- ***Inclement Weather***

Interior doorways should be created in walls shared by adjacent businesses – and kept open during all operating business hours. This is a quick, easy, and low-cost method of providing customers with shelter from inclement weather.

- ***Business Hours***

All of Downtown's business owners should conduct extensive discussions with their customers regarding business hours. This is the most progressive way to determine appropriate business hours since it enables a business to operate during market-driven hours – rather than arbitrary hours.

- ***Customer Service***

Coeur d'Alene's Downtown businesses cannot afford to provide anything less than excellent, memorable, and exemplary customer service. This is the standard that has been established by the Coeur d'Alene Resort – and, therefore, it is the standard that both local residents and visitors enjoy and have come to expect.

- ***Price***

Downtown cannot be – and should not be – the discount shopping center of the community. Instead, Downtown – and every Downtown business – should stress the fact that Downtown is the premier business district offering quality for money along with excellent customer service.

- ***Safety***

To ensure that Downtown retains its feeling of safety and security, the City should be encouraged to continue its highly popular foot, bike and civilian patrols.

- ***City Ordinances***

The City's efforts to ensure that ordinances are pro-business and pro-quality should be continued. As they relate to business development, City ordinances and procedures should continue to allow Downtown outdoor dining and allow retail and service businesses in the heart of Downtown to place chairs and flower pots on sidewalks.

- ***Parking***

A major goal of the Downtown business development effort should be to make Downtown's parking system more user-friendly for Downtown patrons and to eliminate repeat parking offenses by Downtown employees and other all day

parkers. This should be accomplished by the City turning over management of Downtown's public parking supply, both on- and off-street, to the Downtown Association at the earliest possible date, by focusing parking regulations and enforcement on eliminating and discouraging repeat offenses by Downtown business owners and their employees, by getting the word out about Downtown parking – where it is located and regulations that apply, and by considering quaint and entertaining ways to make Downtown parking more convenient – such as pedi-cabs, horse drawn carriages and central valet drop points.

- ***Business Recruitment***

The primary business attraction goals for Downtown Coeur d'Alene should be to:

- Seek out and work with private investors, showing them the vast economic opportunities which exist in Downtown Coeur d'Alene, and encouraging them to undertake projects and open businesses which have been identified as appropriate by the market analysis findings and the overall economic enhancement strategy for Downtown Coeur d'Alene;
- Direct and leverage the considerable investor interest already being shown in Downtown so that Downtown's business mix is improved;
- Work with property owners and real estate representatives to fill vacancies with appropriate businesses; and
- Work with property owners and real estate representatives – when deemed appropriate – to replace marginal, problematic businesses with stronger ones that better serve the market, fit Downtown's new image, and meet the identified market needs.

- ***Real Estate Development***

Several specific initiatives should be undertaken in order to encourage the highest level of quality real estate development within the future Downtown Coeur d'Alene.

- ***North Front Avenue Office Development***

Property located on the north side of Front Avenue – within the R/O Mixed-Use District – is extremely attractive property for the continued development of quality office space, particularly corporate headquarters buildings. And, when the intent

to complete a master plan for the community park is announced, it is anticipated that this property will become even more attractive for redevelopment.

The URA should take the lead in working with property owners and real estate investors in developing quality office and mixed-use buildings in this area of Downtown – as determined appropriate based on the needs and merits of each project.

- ***Stimulate More Housing Development***

In conjunction with the overall Downtown enhancement effort, the URA should initiate discussions with quality housing developers and local lenders to determine actions, incentives or other steps which could be employed to encourage the development of more market-rate housing – both owner occupied and rental units – in Downtown Coeur d'Alene within the immediate future.

- ***Work with Developers***

The City of Coeur d'Alene, the URA and the CDA Downtown Association – with maximum support from the Lake City Coalition – should always maintain an open door to discuss quality real estate development projects with investors interested in undertaking quality projects in Downtown Coeur d'Alene – consistent with the economic enhancement strategy.

- ***Downtown Building Height/View Corridor Analysis***

In order to ensure that all areas of Downtown are developed to the highest level of quality possible, and that all quality projects are ensured views of Coeur d'Alene's natural assets, it is suggested that consideration be given to the completion of an analysis of height and view corridors within the immediate future.

The analysis should determine if height limits and view corridor protection should be considered in Downtown Coeur d'Alene and, if so, what steps should be taken to institute appropriate regulations.

Marketing

Downtown Coeur d'Alene currently has a great deal of appeal that can be more strongly marketed. And, this appeal is expected to grow as the enhancement strategy is implemented. Therefore, a marketing campaign should be put into place to "tell the world" about Downtown's allure.

- ***Professional Campaign***

The Downtown Association and the Coeur d'Alene Resort should come together to craft an overall campaign that is highly professional, mutually beneficial, and aimed at recruiting local residents and visitors to both Downtown and the resort's facilities.

- ***Image Development***

A predominant element of the marketing campaign should be image development. This entails getting positive stories about Downtown – its appeal, uniqueness, offerings, enhancement, etc. – placed in print and electronic media. Again, the Downtown Association and resort management should jointly define a list of specific media to contact and a process for doing so.

- ***Downtown Brochure***

To effectively market Downtown – and its wide array of businesses and attractions – a beautifully designed "lure brochure" should be produced that includes a listing of *all* Downtown businesses and attractions, includes a map that shows the location of parking, and that is widely distributed.

- ***Internal Communications***

In highly activist communities, such as Coeur d'Alene, it is very important to communicate with – and keep up-to-date – Downtown's primary constituents. This should be accomplished through the following two forms of internal communication

- ***Newsletter***

The CDA Downtown Association currently prints a monthly newsletter. This should be applauded, continued on a monthly basis, and distributed widely. In addition, the Chamber of Commerce should be requested to regularly include "Downtown CDA Updates" in its newsletter.

- ***Community Forums***

Open community forums should be held approximately 2 to 3 times a year. The forums should be structured to provide updates and "progress reports" to those attending, allow opportunities for those attending to ask questions and offer suggestions, get out accurate and timely information, and respond to questions and concerns raised by providing information about the best techniques being used nationally to resolve issues found in similar Downtowns.

- **Web Site**

Downtown should be featured as a special section of the CDA community home page. The Downtown section should be used as a marketing and economic development tool that helps Downtown attract both consumers and investors.

- **Events**

A well-rounded and successful program of special events is currently held in Downtown Coeur d'Alene. These should be continued and viewed as one element of Downtown's marketing campaign.

Management

There are currently a number of organizations directly working on – or peripherally involved in – the further enhancement of Downtown Coeur d'Alene. To succeed, Downtown's enhancement effort must be managed in a business-like manner, keeping the vision and economic opportunities facing Downtown at the forefront. The goal of creating a stronger management thrust in Downtown should be to:

divide responsibilities and bring groups together in order to implement this enhancement strategy in partnership.

There are four primary entities involved in the enhancement of Downtown Coeur d'Alene. It is suggested that these groups assume the following roles and responsibilities regarding the enhancement strategy's implementation.

- **URA**

The URA should be the lead entity which spearheads and stimulates the recommended development along the north side of Front Avenue and in the In-Town Neighborhood District.

- **CDA Downtown Association**

The CDA Downtown Association should be the lead entity which:

- Implements the recommended Downtown marketing campaign;
- Continues to implement maintenance initiatives;
- Assumes the responsibility of implementing the recommended business retention/recruitment initiatives; and

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- Enters into a contract with the City to manage Downtown's off-street and on-street public parking supply.

- ***Lake City Coalition***

This entity should continue as the initiator and stimulator of efforts to further enhance the entire redevelopment project area.

- ***The City***

The City of Coeur d'Alene should ensure that a master plan is created for Downtown's park. And, while the City should be responsible for ensuring that the plan is created, the Lake City Coalition should partner with the City to build community consensus and a constituency for the master plan process itself.

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I. Retail Market Opportunities

I. RETAIL MARKET OPPORTUNITIES

Following is an analysis of the retail operations of Downtown Coeur d'Alene and of the primary retail market which is served by Downtown. The purpose of this analysis was to, first, identify significant economic indicators which characterize the retail potential of Downtown, and second, to identify economic factors which should guide efforts to enhance retail operations in Downtown Coeur d'Alene.

Boundaries of Retail Trade Area

For the purposes of this retail market analysis, Downtown Coeur d'Alene's primary retail trade area is defined, as:

- The geographic area from which the majority of retail customers are currently drawn; and
- The geographic area which presents the greatest potential in the immediate future for gaining additional retail customers.

Based on current customer travel patterns, discussions with local business leaders and government officials, and the opinion of HyettPalma, Inc., Downtown's primary trade area has been identified as that shown on the following page.

Key Retail Market Indicators

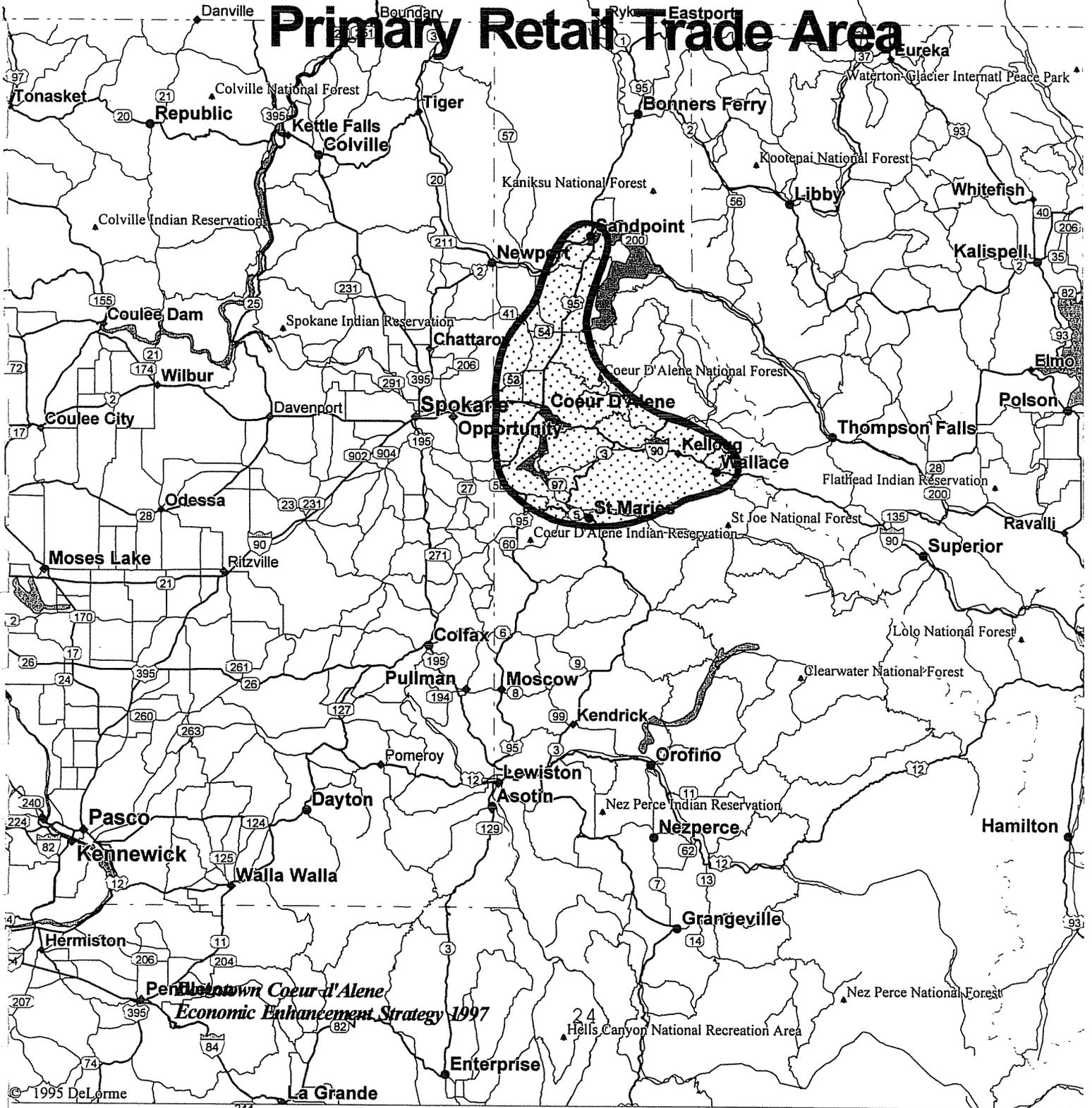
Following are the key demographic and socio-economic indicators which characterize Downtown Coeur d'Alene's retail customer base. These indicators are based on the most current information available as of October 1997.

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 133,410 – WITH AN ESTIMATED 51,434 HOUSEHOLDS
(Source: CACI estimate)

THE AVERAGE HOUSEHOLD SIZE IS 2.57 PERSONS, WHICH IS SLIGHTLY LESS THAN THE NATIONAL AVERAGE OF 2.68
(Source: CACI estimate)

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Downtown Coeur d'Alene Primary Retail Trade Area



THE TOTAL ESTIMATED ANNUAL INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$2,111,000,000 (Source: CACI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS \$40,994 (Source: CACI estimate)

Inventory of Retail Uses

As noted in the table on the following pages, Downtown Coeur d'Alene currently contains approximately 131 retail businesses, which occupy approximately 324,000 square feet of building space. The retail inventory was completed by the City of Coeur d'Alene.

Downtown Coeur d'Alene Retail Businesses by Standard Industrial Classification

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
52-	<u>BUILDING MATERIALS AND GARDEN SUPPLIES</u>		
5211	Lumber/Building Materials	1	1,976
5231	Paint/Glass/Wallpaper	1	1,800
54-	<u>FOOD STORE</u>		
5441	Candy/Nut/Confections	1	1,620
5451	Dairy Products		
5499	Miscellaneous Food	1	1,600
55-	<u>AUTOMOTIVE DEALERS & SERVICE STATIONS</u>		
5511	New/Used Cars	1	5,376
5521	Used Cars	2	1,328
5531	Auto/Home Supply	6	22,521
56-	<u>APPAREL/ACCESSORIES</u>		
5621	Women's	11	16,265
5651	Family	9	20,005
5661	Shoes	1	2,500
57-	<u>FURNITURE/HOME FURNITURE</u>		
5714	Drapery/Upholstery	1	7,500
5719	Misc. Home Furnishings	2	4,000
5731	Radio/TV/Electronics	1	1,000
58-	<u>EATING/DRINKING</u>		
5812	Eating Places	22	68,816
5813	Drinking Places	6	21,648
59-	<u>MISCELLANEOUS RETAIL</u>		
5932	Used Merchandise/Antiques	7	47,500
5941	Sporting/Bikes	5	7,500
5942	Books	4	4,900
5944	Jewelry	6	11,430
5945	Hobby/Toy/Games	2	1,565
5946	Camera/Supply	1	1,250
5947	Gift/Novelty	13	23,863
5961	Catalog/Mail Order	1	600
5992	Florists	1	1,500
5999	Miscellaneous Retail	12	19,555

**Downtown Coeur d'Alene Retail Businesses
by Standard Industrial Classification (Continued)**

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
<u>SELECT SUPPORT SERVICES</u>			
-7231	Beauty Shops	8	15,235
<u>AMUSEMENT & RECREATION SERVICES</u>			
-7991	Physical Fitness Facilities	2	9,300
-7993	Coin-Operated Amusements	1	1,200
-7999	Misc. Amusement/Entertainment	2	700
TOTAL # OF RETAIL BUSINESSES			131
TOTAL SQUARE FEET OF OCCUPIED RETAIL SPACE DOWNTOWN			324,053

Source: City of Coeur d'Alene

Downtown Vision 2003

As part of this project, a series of meetings was held to engage the community in defining their shared, preferred vision of what Downtown Coeur d'Alene should be like in the year 2003. The compilation of comments made at those sessions is shown below.

By the year 2003, residents of the community would boast of Downtown Coeur d'Alene as being "our town:" a quaint, friendly, welcoming, warm, and homey Downtown that welcomes visitors but serves – and appeals to – local residents. It would be a "working Downtown" where local residents can shop and where the entire community gathers to socialize. Downtown's business mix would include a combination of "general, basic needs" (such as the post office and small grocery stores) and "quaint shops not found at malls."

Downtown would be a multi-dimensional center that offers a great mixture of uses, including:

- Retail and service businesses;
- Restaurants (upscale, value, specialty, outdoor);
- Residential units (multi-family housing, artist lofts, etc. – so people would be Downtown all the time);
- Professional offices (by creating additional – and enhancing existing – office space so that more people are working Downtown);
- Services that Downtown businesses need (post office, banks, accountants, etc.);
- A year-round farmers market (in a nice facility, not just on a parking lot);
- A first class visitor center and restrooms;
- Government services;
- More civic functions (meeting rooms, a library, etc.);

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- Art (enhanced cultural vitality, public art – permanent and not – a performing arts series);
- Entertainment (live theater, movie theater, etc.);
- Special events and festivals;
- Open space; and
- Additional attractions (a skating rink, unique trolleys, things for kids to do, etc.).

Downtown would have "a special look" that emphasizes its history and historic buildings – along with new buildings that fit in with the old. Downtown's buildings would be painted, clean, and attractive. All storefronts would be occupied and Downtown's businesses would have the financial ability to meet this historic theme. Eyesore buildings – vacant or not – would be fixed-up and well-maintained. Downtown would be further beautified with more landscaping, trees, seating areas, benches, and fountains. The overall affect would be a special Downtown of historic buildings – plus interesting new buildings – that is clean and pleasant.

Downtown Coeur d'Alene would be extremely welcoming and friendly. Business owners would work together to ensure that Downtown feels homey and welcoming. This would include:

- Businesses being open after dinner, which is when visitors – and local residents who work – want to shop;
- Business owners finding ways to make people comfortable in bad weather; and
- Downtown businesses providing delivery services to Downtown residents.

Downtown would also be more welcoming to motorists. Parking would be adequate and user-friendly. And, a good public transportation system might be in place to lessen the possibility of traffic jams Downtown.

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Downtown would also be made more friendly by:

- Being safe for bicyclists;
- Offering an overall safe and clean environment;
- Having police officers on foot;
- Having "Welcome to Downtown" signs at its entrances;
- Creating the "look of activity" on the street – by having flower pots, flags, banners, sidewalk cafes;
- Affording greater access to Tubbs Hill and the water.

In terms of Downtown open space:

- "Tubbs Hill would be kept the way it is;"
- Better use would be made of the public space on the lakefront – so it receives "greater use by the public;" and
- Views of the lake would be protected.

The enhanced Downtown Coeur d'Alene described above would be able to attract a variety of users, including:

- Local residents;
- Residents of Downtown and nearby neighborhoods;
- Downtown workers;
- Museum-goers;
- People who live on the lake and river;
- Young people;
- College-related individuals;
- People of all ages;
- Resort guests;
- Visitors who are residents of the Pacific Northwest (Spokane, Seattle, Canada, Missoula, etc.); and

- Visitors from beyond the Pacific Northwest.

By the year 2003, Downtown Coeur d'Alene would be known far and wide for having the following image.

***A vibrant, progressive Downtown
that looks to the future
and remembers its past.***

***An exciting, warm and flourishing Downtown
of unique shops, historic buildings, and great service
that is friendly, safe, clean.***

***A Downtown of natural beauty and prosperous businesses
that is user-friendly, welcoming to everyone and
celebrates cultural diversity.***

***Where a great many people live and work and
where everyone gathers for great festivals and events.***

***A Downtown of great vitality where
something is always going on that you don't want to miss and
where everything that's done is done first-class.***

***Downtown Coeur d'Alene
– the heart of our lively city by the lake –
and the economic and cultural heart of North Idaho.***

Results of Surveys

As part of this market analysis, three types of opinion surveys were conducted. These were a random sampling of primary trade area residents by telephone, a self-administered survey of Downtown business owners, and a sampling of hotel guests. The results of those surveys follow.

Use of Downtown

Residents of Downtown's primary trade area report coming to Downtown with considerable frequency – 46% of those surveyed said they currently come Downtown between 1 and 7 times a week. An additional 32% of those surveyed

said they come to Downtown with moderate frequency, defined as from 3 times a month to once every other month. And, 22% of those surveyed come to Downtown infrequently – ranging from 5 times a year to never.

When asked the reasons they come Downtown, 51% of residents said they are coming either to eat in restaurants (20%), to shop (19%), or for recreation (12%). The remaining 49% of residents said they come to Downtown for a wide variety of reasons, including:

- Banking (8%);
- Post office (8%);
- Work (5%);
- Walking/jogging (5%);
- Passing through (5%);
- Service businesses (4%);
- Entertainment (4%);
- Visiting friends (3%);
- Live Downtown (3%);
- Personal business (2%); and
- Visiting family (2%).

Shopping Area of Choice

Those surveyed were asked where they do most of their family shopping at this time, other than grocery shopping. The largest percentage, 33%, said they currently do most of their shopping at Silverlake Mall. And, an additional 34% said they do most of their shopping in businesses near the mall – Target (13%), Shopko (11%), K-Mart (7%), and Fred Meyer (3%). Therefore, 67% of those surveyed said they do most of their family shopping in the Silverlake Mall area.

The remaining 33% of residents said they do most of their family shopping in:

- Spokane (15%);
- Sandpoint (5%);
- Factory outlets (4%);
- Coeur d'Alene (3%);
- Downtown (2%);
- Midtown (2%); and
- Other venues (2%), such as mail order.

When asked why they choose a particular shopping area, residents said the deciding factor is:

- Variety and selection (32%);
- Convenience (22%);
- Price (20%);
- Parking (10%);
- Closeness to home (8%);
- Closeness to work (2%);
- Service offered (2%); and
- Other factors (2%), such as family members living close to the shopping area.

Downtown Characteristics

Residents and business owners surveyed were asked to rate a list of 19 Downtown characteristics as being "good," "fair," or "poor" at this time. Overall, residents were much more favorable in their ratings of the characteristics than were Downtown business owners.

Eleven of the characteristics were rated good by a majority of residents while only 5 were rated good by a majority of business owners. The characteristics rated good by a majority of residents and business owners were:

- Cleanliness of area, rated good by 84% of residents and 70% of business owners;
- Attractiveness of area, 75% residents and 72% business owners;

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- Feeling of safety, 72% residents and 72% business owners;
- Quality of retail goods, 68% residents and 54% business owners;
- Quality of restaurants, 67% residents and 65% business owners;
- Quality of service businesses, 66% residents and 39% business owners;
- Helpfulness of salespeople, 60% residents and 47% business owners;
- Knowledge of salespeople, 60% residents and 40% business owners;
- Attractiveness of buildings, 59% residents and 24% business owners;
- Prices at restaurants, 57% residents and 54% business owners; and
- Variety of restaurants, 54% residents and 46% business owners.

While not a majority, a significant percentage – 50% – of residents rated business hours as being good, as opposed to 16% of business owners who said hours are good.

Therefore, it is clear that business owners were much more critical than residents of:

- Attractiveness of Downtown buildings;
- Business hours;
- Quality of service businesses;
- Knowledge of salespeople;
- Cleanliness of the area;

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- Quality of retail goods;
- Helpfulness of salespeople; and
- Variety of restaurants.

Ironically, many of the characteristics that received harsh ratings by business owners are items that can be improved by Downtown proprietors.

Residents surveyed were most critical of:

- Parking availability, rated good by 12% of residents and 19% of business owners;
- Parking convenience, 13% residents and 16% of business owners; and
- Price of retail goods, 13% of residents and 31% of business owners.

Downtown Improvements

When asked to rate a list of possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time, a majority of residents said it is very important to make only 4 improvements. These are:

- Improve parking availability, rated very important by 66% of residents and 65% of business owners;
- Improve parking convenience, 64% residents and 66% business owners;
- Increase retail variety, 62% of residents and 64% business owners; and
- Recruit additional retail businesses, 51% of residents and 75% of business owners.

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A majority of business owners rated one additional improvement as being very important at this time. This was physically improve Downtown buildings, rated very important by 52% of business owners and 23% of residents.

When asked what else could be done to make Downtown more appealing, residents reiterated their desire for increased business variety in Downtown. In addition, residents stressed the importance of adding entertainment venues, making prices more competitive, and improving parking.

And, when asked what types of specific businesses/activities they would personally like to see added to Downtown's mix, residents expressed a desire primarily for additional entertainment/cultural venues, restaurants, and apparel shops.

Visitor Responses

As part of this market analysis, a survey of hotel guests was also conducted. This survey revealed the following.

Most of the hotel guests responding to the survey said they live in the western portion of this country. However, when asked where their home is, visitors also cited Canada, the northeast, the southeast, and the mid-section of the US, as follows:

- 27% Washington;
- 14% California;
- 10% Idaho;
- 7% Montana;
- 19% other western states;
- 8% mid-western states;
- 6% southeastern states;
- 5% northeastern states; and
- 4% Canada.

When asked the reason for their current trip to Coeur d'Alene, 58% said pleasure, 37% said business, and 5% cited other reasons – which included passing through and considering relocating to the city.

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In terms of frequency of visits, the largest percentage of respondents said they come to Coeur d'Alene once a year (48%). Another 18% said this was their first visit and an additional 16% said they generally come to the city twice a year. And, when asked the length of their current visit, 92% of respondents said they would be staying in the city primarily between one and five days, as follows.

- One day 11%
- Two days 31%
- Three days 18%
- Four days 22%
- Five days 10%

The remaining 8% said their current visit would last between 5 and 8 days.

Those surveyed said they were traveling solo or in small groups on their current visit to Coeur d'Alene – 55% said they were traveling with one other person, 15% said they were traveling alone, and 7% said they were traveling with two other people.

When asked about their use of Downtown on this trip, almost two-thirds (64%) said they had or would be doing shopping in Downtown and a full three-quarters (75%) said they had or would be eating in Downtown's restaurants.

Downtown shopping by those surveyed primarily involved the purchase of clothing (42%) and souvenirs (26%). The remaining 32% of those surveyed said they purchased a variety of items in Downtown Coeur d'Alene on this trip, including jewelry, art, antiques, crafts, bath accessories, and books. And those surveyed said they would primarily like to see additional specialty shops, restaurants and specialty food shops, and apparel stores located in Downtown.

When asked what they would be doing in Downtown on this visit – other than shopping and eating – respondents primarily cited outdoor activities (walking around, swimming, boating, jogging, window shopping, taking pictures, etc.).

Visitors surveyed were asked to give an estimate of the number of dollars they would be spending during this visit on shopping, eating out, and entertainment in Downtown.

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The total anticipated expenditures at Downtown restaurants – and the percentage of hotel guests who said they would be spending these amounts during this trip – were:

- 32% under \$100;
- 38% between \$100 and \$199; and
- 30% between \$200 and \$500.

The total anticipated expenditures on Downtown shopping – and the percentage of hotel guests who said they would be spending these amounts – were:

- 16% under \$100;
- 29% between \$100 and \$199;
- 31% \$200; and
- 24% between \$201 and \$700.

The total anticipated expenditures on entertainment in Downtown – and the percentage who said they would be spending these amounts – were:

- 39% under \$100;
- 35% between \$100 and \$199;
- 18% \$200; and
- 8% between \$201 and \$1,000.

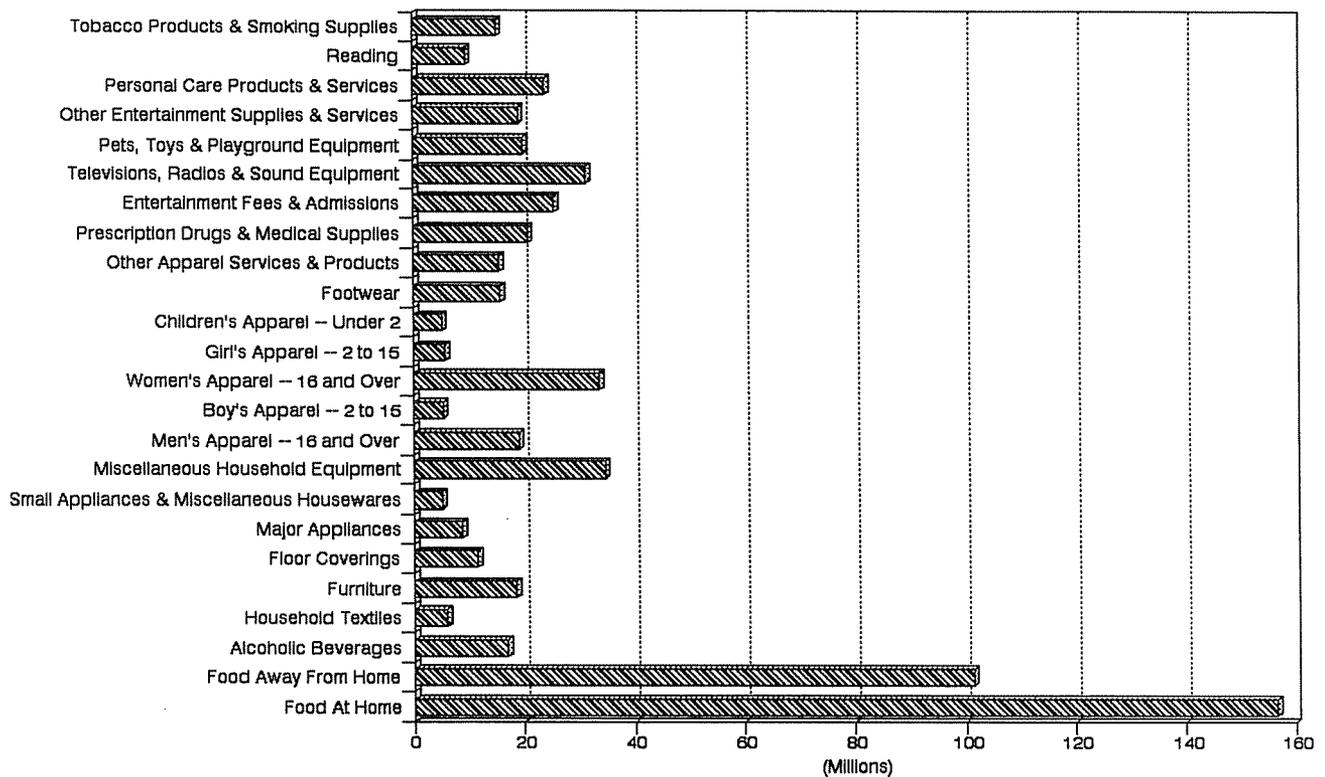
When asked what other types of activities would attract them to spend time in Downtown Coeur d'Alene, those surveyed cited cultural and entertainment opportunities (movies, live music, live theater, dance clubs, etc.) and outdoor activities (street fairs, art shows, parades).

Downtown's Retail Growth Potential

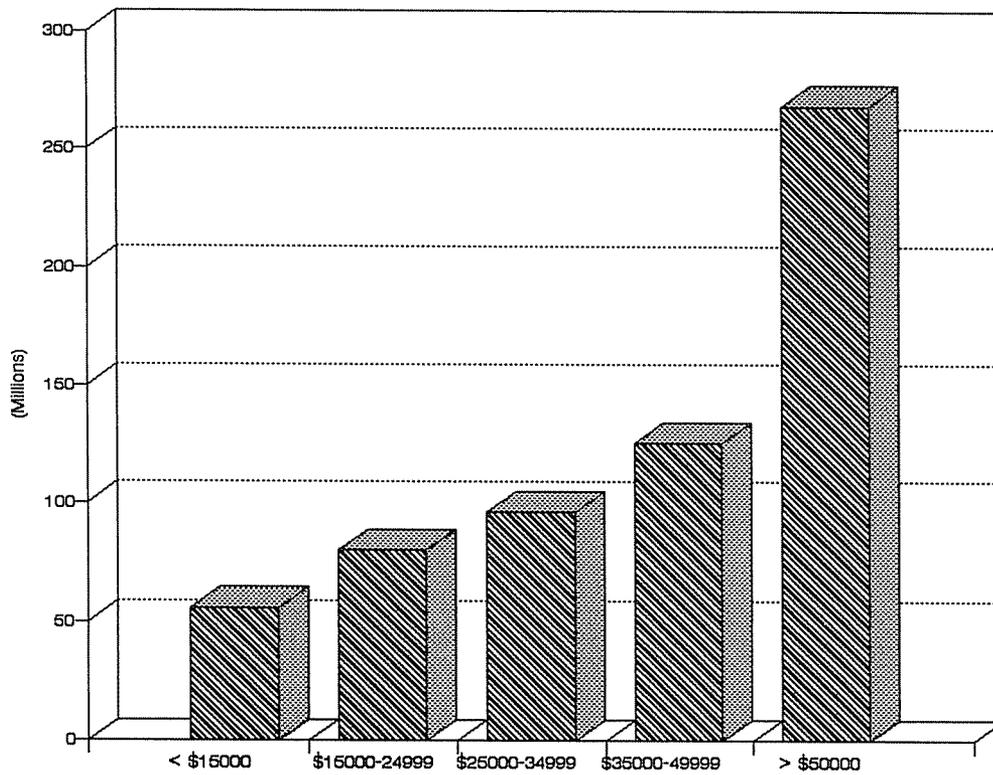
As noted by the graphs on the next two pages, the total estimated demand for retail products in Downtown's primary trade area is approximately \$626,000,000 per year. **{NOTE: A complete presentation of retail product demand – by product type – is presented in THE RETAIL REPORT contained in the Appendix of this document.}**

It is assumed, as a conservative estimate, that Downtown Coeur d'Alene retail businesses are now generating an average (blended figure) of approximately \$135 per year per square foot in retail sales (sales of the types of products presented on the next page). Downtown Coeur d'Alene should currently be generating approximately \$44,000,000 in retail sales per year.

TOTAL PRODUCT DEMAND BY PRODUCT TYPE



TOTAL PRODUCT DEMAND BY INCOME GROUP



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By dividing the project area's estimated annual retail sales – \$44,000,000 – by the total estimated demand for retail products within the primary trade area – \$626,000,000 – it can be concluded that Downtown Coeur d'Alene may currently be capturing approximately 7% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas.

Taking steps to further enhance Downtown Coeur d'Alene, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 7% to between 7.5% and 8% by the year 2003. While this goal of share increase, between .5% and 1%, is relatively modest, it is a reasonable goal for Downtown Coeur d'Alene at this time.

If Downtown Coeur d'Alene is able to increase its market share to between 7.5% and 8% by the year 2003, it is possible that the project area may be able to increase its total capture of retail sales to between \$47,000,000 and \$50,000,000 by the year 2003 – considered in constant 1997 dollars.

This increase in total retail sales could potentially support the development of between approximately 22,000 and 45,000 net square feet of additional retail space within Downtown Coeur d'Alene by the year 2003. This retail space could include expansions or sales increases by existing Downtown Coeur d'Alene retail businesses, the filling of existing vacant space in the project area by new retail businesses, and/or the construction of new retail space.

VERY IMPORTANT NOTE: Downtown Coeur d'Alene's ability to gain a larger market share will be contingent on efforts to enhance the area's business climate, to enhance and expand existing businesses, and to recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented, on an on-going basis, the actual growth in Downtown Coeur d'Alene's market share could potentially be **much higher** than projected. Conversely, by the year 2003, Downtown Coeur d'Alene's market share could be **much less** than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

Potential Retail Business Types for Enhancement, Expansion and Recruitment

Based on the findings of this retail market analysis, an opportunity exists for the enhancement or expansion of certain types of existing retail businesses in – as well as the recruitment of additional businesses to – Downtown Coeur d'Alene. A list of the types of existing retail businesses which may enhance their revenues through expansion or merchandise line reorientation – and a list of the types of businesses which may be recruited to Downtown – is shown in the strategy chapter of this document.

II. Office Market Opportunities

II. OFFICE MARKET OPPORTUNITIES

Following is an assessment of Downtown Coeur d'Alene's current office potential. The purposes of the assessment are:

- To identify key economic indicators which affect the office tenant potential of Downtown;
- To identify the office space development potential of Downtown; and
- To identify the types of office end-users that should be targeted for recruitment and expansion in Downtown.

Key Office Market Indicators

Following is an overview of key economic indicators which characterize the current office operations within Downtown Coeur d'Alene.

- Downtown Coeur d'Alene currently has a significant base of office development, with a total of approximately 196 various office occupants which occupy approximately 510,000 square feet.
- The vast majority of Downtown's occupied office space serves the personal and household needs of those who live within the primary trade area.
- Downtown Coeur d'Alene contains a number of office users requiring smaller office space – and presents an opportunity to accommodate the office needs of additional office users requiring smaller office space.
- Located on Lake Coeur d'Alene, Downtown is an excellent location for the continued development of corporate offices of firms that employ workers who desire a high level of aesthetic quality and natural amenities.

Inventory of Office Uses

The variety of office occupants found in Downtown can be seen in the following table, in which office tenants are listed by SIC numbers.

Downtown Coeur d'Alene Office Businesses by Standard Industrial Classification

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
<u>27-</u> PUBLISHING			
271	Newspapers	3	30,800
272	Periodicals	3	7,025
<u>47-</u> TRANSPORTATION SERVICES			
472	Passenger Transportation Arrangement	5	5,950
<u>48-</u> COMMUNICATIONS			
483	Radio & Television Broadcasting	5	16,185
<u>60-</u> DEPOSITORY INSTITUTIONS			
602	Commercial Banks	6	53,012
<u>61-</u> NON-DEPOSITORY CREDIT INSTITUTIONS			
614	Personal Credit Institutions	1	1,200
616	Mortgage Bankers and Brokers	1	750
<u>62-</u> SECURITY & COMMODITY BROKERS			
622	Commodity Contracts Brokers/Dealers	2	2,000
<u>63/64-</u> INSURANCE			
636	Title Insurance	1	7,821
641	Insurance Agents, Brokers, Service	6	18,000
<u>65-</u> REAL ESTATE			
651	Operators and Lessors	1	350
653	Real Estate Agents and Managers	4	7,200
655	Subdividers and Developers	2	1,150
<u>72-</u> PERSONAL SERVICES			
722	Photographic Studios	4	3,370
723	Beauty School	2	5,000
<u>73-</u> BUSINESS SERVICES			
731	Advertising	2	4,425
732	Credit Reporting and Collection	2	5,500
733	Mailing, Commercial Art, Photo/Repro and Steno Svcs	4	15,500
738	Miscellaneous Business Services	12	12,993

Downtown Coeur d'Alene Office Businesses by Standard Industrial Classification (Continued)

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
80-	<u>HEALTH SERVICES</u>		
804	Offices of Other Health Practitioners	9	3,400
808	Home Health Care Services	1	150
809	Health and Allied Services	1	500
81-	<u>LEGAL SERVICES</u>		
811	Legal Services	50	49,190
83-	<u>SOCIAL SERVICES</u>		
832	Individual and Family Services	1	1,000
833	Job Training and Related Services	1	250
86-	<u>MEMBERSHIP ORGANIZATIONS</u>		
861	Business Associations	1	456
864	Civic and Social Associations	5	19,242
866	Religious Organizations	1	500
869	Other Membership Organizations	2	1,210
87-	<u>ENGINEERING & MANAGEMENT SERVICES</u>		
871	Engineering, Architectural Services	7	11,230
872	Accounting, Auditing, Bookkeeping	3	1,766
873	Research, Development and Testing	2	1,265
89-	<u>SERVICES, NOT ELSEWHERE CLASSIFIED</u>		
899	Services	20	48,949
91-	<u>EXECUTIVE, LEGISLATIVE, & GENERAL</u>		
911	Executive Offices	1	668
913	Legislative, Executive Combined	8	6,750
919	General Government, NEC	3	62,987
92-	<u>JUSTICE, PUBLIC ORDER, & SAFETY</u>		
921	Courts	2	52,421
922	Public Order and Safety	1	1,000
93-	<u>FINANCE, TAXATION, & MONETARY POLICY</u>		
931	Finance, Taxation and Monetary Policy	5	2,660

**Downtown Coeur d'Alene Office Businesses
by Standard Industrial Classification (Continued)**

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
94-	ADMINISTRATION OF HUMAN SERVICES		
941	Admin. of Educational Programs	1	348
944	Admin. of Social/Manpower Programs	1	2,500
	OFFICES, NOT ELSEWHERE CLASSIFIED		
	4	43,200
TOTAL # OF OFFICE BUSINESSES			196
TOTAL SQUARE FEET OF OCCUPIED OFFICE SPACE DOWNTOWN			509,873

Source: City of Coeur d'Alene

Downtown's Office Market Opportunities

It is anticipated that most of Downtown's office market growth will continue to consist of office uses which, primarily, serve the personal and household needs of those who live in, or live in proximity to, Downtown Coeur d'Alene's primary trade area, as is currently the case. In addition, it is also anticipated that a higher level of small corporations which desire locations with exceptional environmental quality will also seek locations in Downtown Coeur d'Alene in the future.

With the further enhancement of Downtown Coeur d'Alene, as has been found in other similar commercial districts which have embarked upon a progressive enhancement program, as improvements are made in the overall economic and physical conditions of Downtown, an associated increase in demand for office space normally follows. A conservative goal for additional office space demand in Downtown Coeur d'Alene, based on the further enhancement of the area between now and the year 2003, is estimated to be between approximately 50,000 and 75,000 square feet. This represents an increase in demand of between approximately 10% and 15% during the next 6 years, based on an anticipated demand for office space resulting from the further enhancement of the area – and an anticipated increase in area households during the same time period.

VERY IMPORTANT NOTE: The potential for office space growth in Downtown Coeur d'Alene is based on increased demand resulting from the further enhancement of Downtown and from area household growth. This is a conservative method of projecting office space demand. However, the actual growth in demand can be much higher if Downtown: attracts headquarter offices, general offices, or back office operations from outside the area; attracts the relocation of office occupants currently located elsewhere in the community; or experiences significant expansion by current Downtown office operations.

Potential Office Types for Expansion and Recruitment

A listing of office types recommended for recruitment and expansion in Downtown Coeur d'Alene is shown in the strategy chapter of this document.

III. Housing Market Opportunities

III. HOUSING MARKET OPPORTUNITIES

Downtown Coeur d'Alene currently has a large number of housing units located within the boundaries of the commercial district. Based on information compiled by the City of Coeur d'Alene, Downtown currently contains a total of approximately 231 housing units, including:

- 39 single-family housing units;
- 83 condominium units; and
- 109 apartment units.

These units are currently occupied by a total of approximately 500 residents.

As in similar commercial districts throughout the nation, as Downtown Coeur d'Alene is further enhanced, the demand for additional housing in and in proximity to Downtown should increase. This is especially likely due to the proximity of Downtown to Lake Coeur d'Alene and the Coeur d'Alene resort facilities.

Housing near water, of virtually any type, is in high demand throughout the world. And, due to the overall allure of Lake Coeur d'Alene and the resort, quality housing which affords a view of the lake – or housing which is simply in proximity to the lake – should always be in high demand.

Based on discussions with local housing developers and real estate professionals, existing quality housing in Downtown – rental and owner occupied – is in demand. And, in every input session conducted in association with this enhancement strategy, additional quality housing was noted as a desired use in the future Downtown Coeur d'Alene.

It is understood, based on discussions with local housing developers, that the feasibility of developing additional market-rate rental housing near the lakefront in Downtown Coeur d'Alene is difficult. The point which is made – over and over – is that projects do not "pencil out."

While this may be true – at least it may be true that deals may not currently produce the return that some developers may seek to justify the risk – more housing is needed and must be a priority for the future Downtown Coeur d'Alene.

If rental units near the lakefront are not possible at this time, emphasis should be placed on the development of condominium units. While Downtown likely needs more rental units – particularly affordable rental units for local residents – it likely will always be more feasible to develop rental units in non-lakefront areas of Downtown.

In conjunction with the overall Downtown enhancement effort, discussions should be held with quality housing developers to determine actions, incentives or other steps which could be employed to encourage the development of more market-rate housing – both owner occupied and rental units – in Downtown Coeur d'Alene within the immediate future.

Particular emphasis should be placed on the development of:

- Condominium units in high- and mid-rise buildings located near the lakefront, which afford views of the lake, and which enable the preservation of vistas to view the lake from other portions of Downtown;
- Condominium and rental units on the upper floors of low- and mid-rise buildings with retail and/or office units located on the lower floors throughout Downtown; and
- Townhouse units in the northwestern, north and northeastern sectors of Downtown.

The development of additional housing within Downtown Coeur d'Alene will make the commercial district more of a neighborhood – which is highly desired by local residents and visitors to commercial districts throughout the world.

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IV. Recommended Strategies

IV. RECOMMENDED STRATEGIES

This chapter includes three sets of recommended enhancement strategies. The first set describes ***guiding principles*** that should be embodied by the enhancement effort. The second set outlines a ***development framework*** for managing the future growth and enhancement of Downtown Coeur d'Alene. And, the third set of recommended strategies outlines a pro-active ***course of action*** to enhance Downtown – a course of action that should be implemented by a partnership of the private and public sectors. A discussion of that partnership is included at the end of this chapter.

All three sets of recommended enhancement strategies were specifically tailored to enable Downtown Coeur d'Alene to:

- Attain the community's defined vision; and
- Capture the economic opportunities revealed in the market analysis.

Overall, both the development framework and the course of action recommended below are designed to allow Coeur d'Alene's private and public sector leaders to gain greater control over Downtown's future – its quality of businesses and development; its mixture of uses and the location of those uses; its physical design, appeal, and ambience; and its perception and appeal in the marketplace.

DOWNTOWN COEUR D'ALENE TODAY

Today, Downtown Coeur d'Alene is facing what other communities have faced long ago – malls, discounters, and big boxes have located in Downtown's back yard . . . and they're here to stay.

At the same time that competing commercial venues were built north of Downtown, the Coeur d'Alene Resort on the Lake heightened its Downtown presence – and the presence of the Resort's guests, as Downtown patrons, was also heightened.

Therefore, Downtown's economy experienced a dual shift simultaneously –

Local residents took their shopping dollars north, while Downtown experienced an influx of visitors.

The good news is that, in the face of this dual economic shift, many of Downtown's businesses were able to adapt. The bad news is that, in adapting to the loss of one market and the influx of another, Downtown experienced a back lash from local residents who felt Downtown abandoned them as customers.

This backlash is very serious – and of great concern to Downtown business owners – since Downtown businesses cannot function solely on a tourist market, but instead, need a year-round customer base in order to be truly successful.

This all culminates in the following situation being faced by Downtown Coeur d'Alene:

- Due to the new shopping venues north of Downtown, local residents no longer **need** to shop Downtown – therefore, Downtown must make local residents **want** to shop there; and
- The Coeur d'Alene Resort on the Lake has set very high standards of quality which their guests have come to expect – therefore, Downtown must live up to this standard of excellence if it hopes to enjoy the repeat patronage of this market.

To effectively deal with this situation – and to successfully attract both the local and resort markets on a repeat basis – the leadership of Coeur d'Alene must:

- Clarify and convey an alluring Downtown image;
- Establish a clear economic niche for Downtown – or purpose for being; and
- Develop and sustain a clear Downtown marketing strategy – and deliver on the promises made via that strategy.

The following recommendations were crafted to give Coeur d'Alene's private and public sector leaders the tools that will enable them to do just that.

GUIDING PRINCIPLES

The following principles should be used to guide and shape the overall Downtown enhancement effort.

Nothing But Excellence

Admirably high standards of excellence have been set by the Coeur d'Alene Resort. Now, for economic success, both the Downtown business community and the City government must live up to these standards. Downtown business owners, property owners, and investors – as well as City Hall – must consider anything less than excellence and quality as being unacceptable, since it will be viewed this way by Downtown's potential patrons.

The Truth Is . . .

A Downtown that locals love is also a Downtown that draws visitors. Therefore, Downtown business owners and investors should ensure that Downtown Coeur d'Alene is a "real" Downtown – filled with goods and services that people want as well as need, rather than one filled with t-shirt and souvenir shops. This is essential due to the following truth:

***The repeat patronage of local residents
+ the repeat patronage of visitors =
Downtown's year-round economic prosperity.***

Be Magnetic

Downtown must make itself compelling to local residents and visitors alike. Across the country, it has been found that a Downtown can become compelling by emphasizing and treasuring its uniqueness. In this regard, Downtown Coeur d'Alene business owners, property owners and investors – and City Hall – must live by the following adage:

***Visual distinctiveness
+ economic distinctiveness =
a magnetic Downtown.***

Get Aggressive

Downtown Coeur d'Alene is facing a challenging situation. And, therefore, changes must be made if Downtown is to recapture the local market and continue to appeal to the visitor market. However, these changes will not be realized if a "good enough" attitude prevails. Instead, Downtown business owners, property owners, investors, and City Hall must be aggressive in bringing about the needed changes. Complacency – and a good enough attitude – cannot be tolerated in Downtown where the following are concerned:

- Customer service;
- Physical appearance of private and public property;
- Variety and quality of goods and services; and
- Marketing of Downtown.

Balance

Downtown Coeur d'Alene is fortunate to be located at the edge of a magnificent lake. Lake Coeur d'Alene – which is both a tremendous natural resource and a tremendous community asset – must be respected. At the same time, a flourishing Downtown Coeur d'Alene is also a tremendous community asset, and one that can complement the lake's appeal. Therefore, Downtown must be respected as a center of commerce. A major goal of the enhancement strategy must be to link these two assets more closely together – as the point where nature and the community's hub are joined.

Leadership is Key

Coeur d'Alene is a highly activist community where many volunteer groups are hard at work, addressing quality-of-life issues through the enthusiastic participation of local residents. This should be valued and applauded. At the same time, there is a need to unite these various interest groups – through impassioned private and public sector leadership – and move Downtown forward to a brighter future. Leadership will be a key factor affecting the community's ability to claim Downtown's unmet potential – through majority rule – and create change that is for the greater community good.

DEVELOPMENT FRAMEWORK

The following development framework should be used to manage the future growth of Downtown Coeur d'Alene and to guide the overall Downtown enhancement effort.

Downtown Overall

Downtown Coeur d'Alene should be positioned, within the broad regional marketplace, as:

***A multi-faceted area,
that serves both locals
and visitors alike --***

***where you can live,
work, shop, dine,
be entertained, play, and gather.***

Therefore, Downtown should boast a mixture of uses including residential, offices, retail businesses, restaurants, cultural facilities, marine facilities, and open space.

Bring Downtown to the Water

The single most significant economic – and environmental – asset of Downtown Coeur d'Alene is the commercial district's location at the edge of Lake Coeur d'Alene. As is seen in similar commercial districts adjacent to attractive bodies of water throughout the world

***Water
+
Commerce =
Attraction of Spenders,
Investors and
Dwellers.***

To take maximum advantage of Downtown's location on beautiful Lake Coeur d'Alene, a stronger link must be made between a more substantial portion of Downtown and the lake – to position Downtown as a lakefront Downtown. Downtown must literally be "brought to the water."

Downtown Districts

Uses should be clustered within specific Downtown Coeur d'Alene development districts, consistent with the recommendations presented below.

It is suggested that the City of Coeur d'Alene consider revising the City's zoning ordinance, accordingly, so that the districts described below can be created and reinforced over time. Other uses, if deemed appropriate, should be considered through the special use permit process.

The districts are shown on the map presented on the next page.

- ***The Heart***

The Heart District of Downtown Coeur d'Alene includes the historic core of the commercial district – extending along the spine of Sherman Avenue from Second Street to Sixth Street – and includes the nucleus of retail development on Lakeside Avenue from Second Street to Fourth Street. The district also includes the Coeur d'Alene Resort Hotel and Marina, which connects the district with Lake Coeur d'Alene.

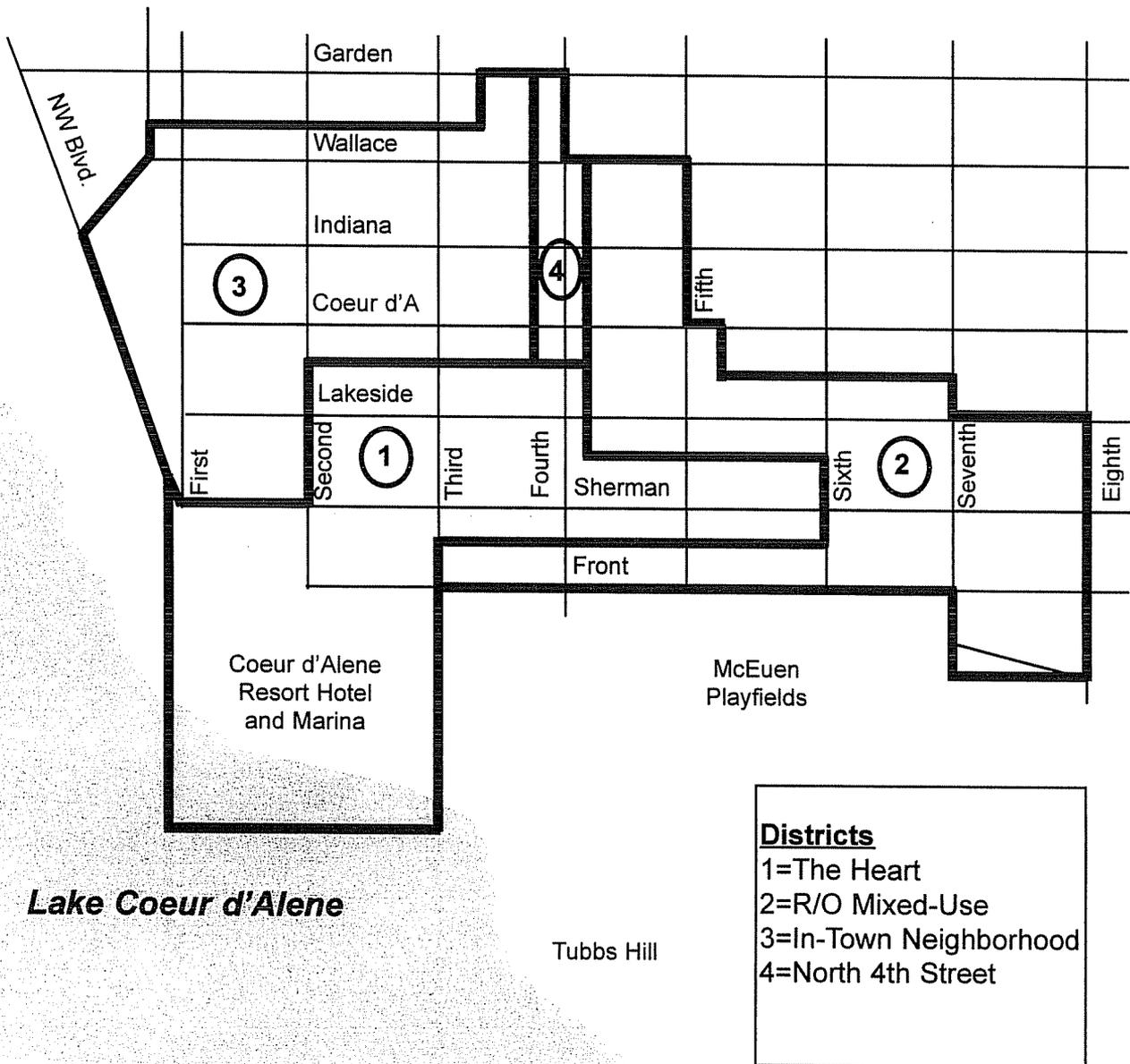
This district should contain specialty retail, food, and entertainment uses in the first floors of buildings, with small office spaces and, as feasible, market rate housing located in the upper floors. The resort hotel and marina should continue to provide a broad range of lodging, meeting, dining, entertainment, specialty retail, marine facilities and resort services.

Uses that should be clustered in The Heart District include:

Prepared Food

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Outdoor Dining;
- Sandwich Shops;
- Bistros;
- Coffee Houses;
- Deli;
- Brew Pubs;
- Bakeries;
- Candy/Ice Cream/Yogurt Shops;
- Pubs/Taverns – with Atmosphere/Operation Welcoming to Families; and
- Ethnic Foods – i.e., Italian, Greek, French, Chinese, etc.

Downtown Coeur d'Alene Development Districts



Entertainment (The Heart District Continued)

- Entertainment in Restaurants – i.e., piano player, guitarist, small combos, dancing, etc.

Specialty Retail

- Antiques;
- Art Galleries, Framing and Supplies;
- Bike Shop (Sales and Rental);
- Books;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Children's Apparel;
- Florist;
- Gifts, Stationery and Cards;
- Home Decorating Products and Design Services;
- Men's Apparel;
- Music (Recorded and Sheet);
- Newsstand;
- Optical Products;
- Shoes, Dress and Casual;
- Small Variety Store;
- Sporting Goods and Marine Supply;
- Tobacco Shop;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry; and
- Women's Casual Apparel and Accessories.

Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Commercial Banks;
- Engineering, Architectural Services;
- Fire, Marine Casualty Insurance;
- Legal Services;
- Life Insurance;
- Management and Public Relations;
- Newspapers;
- Passenger Transportation Arrangement;
- Photographic Studios;
- Real Estate Agents and Managers;
- Savings Institutions
- Security Brokers and Dealers;
- Subdividers and Developers; and
- Tax Services.

Housing/Lodging

- Above first floor uses;
- Mixed with office uses above first floor; and
- Hotel facilities.

• **R/O Mixed-Use**

The R/O (Residential and Office) Mixed-Use District is located in the eastern portion of Downtown Coeur d'Alene. The district should contain small professional offices and corporate headquarters offices, with limited services located on the lower floors of buildings throughout the district. Market-rate residential development, providing views of Lake Coeur d'Alene, would be appropriate in upper floors of buildings throughout the district.

Uses that should be clustered in the R/O Mixed-Use District include:

Prepared Food

- Fine Dining Restaurants;
- Moderate Priced Restaurants; and
- Ethnic Foods – i.e., Italian, Greek, French, Chinese, etc.

Convenience Select Services

- Barber Shops;
- Beauty Shops;
- Dance Studio;
- Dry Cleaners/Tailor Shop; and
- Gas Service Station/Convenience Foods (on Sherman).

Offices

- Accounting, Auditing, Bookkeeping;
- Administration of Educational Programs;
- Administration of Public Health Programs;
- Administration of Veterans' Affairs;
- Administration of Economic Programs;
- Administration of Utilities;
- Advertising;
- Child Care Services;
- Commercial Banks;
- Computer and Data Processing;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices and Clinics;

The R/O Mixed-Use District Offices (Continued)

- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- Executive Offices of Government;
- Fire, Marine Casualty Insurance;
- General Government;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Library;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Newspapers;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Print Shops;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Housing/Lodging

- Above first floor uses;
- Mixed with office uses above first floor;
- Multi-family residential buildings; and
- Hotel facilities.

• *In-Town Neighborhood*

The In-Town Neighborhood District is located in the western portion of Downtown Coeur d'Alene. The district should contain a high number of market-rate, affordable multi-family housing units, with a limited mixture of offices and service uses. The area should be developed, to the greatest extent possible, as an urban village, consistent with the neo-traditional style.

Uses that should be clustered in the In-Town Neighborhood District include:

Convenience Select Services

- Barber Shops;
- Beauty Shops;
- Dry Cleaners/Tailor Shop; and
- Physical Fitness Facility.

Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Child Care Services;
- Dentists Offices;
- Doctors Offices;
- Engineering, Architectural Services;
- Legal Services;
- Life Insurance;
- Management and Public Relations;
- Newspapers;
- Passenger Transportation Arrangement;
- Real Estate Agents and Managers;
- Residential Care; and
- Tax Services.

Housing

- Above first floor uses;
- Mixed with office uses above first floor; and
- Multi-family residential buildings.

• **North 4th Street**

The North 4th Street District should be developed as a neighborhood business district, with an assortment of convenience retail and service uses. Offices should be limited to the upper floors of buildings.

Uses that should be clustered in the North 4th Street District include:

Prepared Food

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Deli;
- Pubs/Taverns – with Atmosphere/Operation Welcoming to Families; and
- Ethnic Foods – i.e., Italian, Greek, French, Chinese, etc.

Food for Home

- Convenience Grocery;
- Green Grocer;
- Gourmet Grocer;
- Health Foods;
- Meat/Fish Market; and
- Wine/Cheese Shops.

Convenience Retail/Select Services

- Auto/Home Supply;
- Barber Shops;
- Beauty Shops;
- Dry Cleaners/Tailor Shop;
- Florist;
- Newsstand;
- Pharmacy;
- Shoe Repair/Shine; and
- Video Rental.

Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Dentists Offices;
- Doctors Offices;
- Engineering, Architectural Services;
- Legal Services;
- Life Insurance;
- Management and Public Relations;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Real Estate Agents and Managers; and
- Tax Services.

Housing

- Above first floor uses; and
- Mixed with office uses above first floor.

The Community's Park

The Coeur d'Alene community's park facility – including the area from Tubbs Hill and the boat ramp through McEuen Playfields to the City Hall complex – should always be protected and maintained for public use as a park, with the maximum protection of views to Lake Coeur d'Alene.

This is a critical piece of real estate – one of the most valuable in the City.

What happens here

**will impact the quality-of-life
of the entire City
and all its residents
for centuries to come.**

This highly valuable public asset should be afforded the greatest access to the widest cross-section of Coeur d'Alene's residents and visitors alike.

The question of the use of this land is not solely a Downtown issue or project – it is a community issue of tremendous magnitude.

In order to protect and ensure the appropriate future use of this extremely valuable public asset, a master plan of world class design is needed. The master plan should be prepared by a nationally/internationally known design firm or firms – chosen through a design competition – to create a magnificent park for the City of Coeur d'Alene. The master plan and the resulting park should receive national and international attention.

The goal of the master plan should be:

To make the park the element that unites:

Nature and commerce;

Locals and visitors; and

***Coeur d'Alene's past and
present for a brighter future.***

The master plan process should include considerable, broad-based public participation in determining what the park will include. While it is understood that a considerable amount of public discussion has centered on the use of the park

to date, the public and private sectors must have the political will and courage to tackle this project in order to create a magnificent park out of this open space which has been treated in a piece meal fashion up to this point. Not doing so is a great injustice and disservice to the people of Coeur d'Alene.

The following guidelines should be used to direct the master plan process.

- Include and protect Tubbs Hill as the community's natural "wilderness" sanctuary in the city.
- Phase out use of the Third Street boat launch as alternate facilities become available. Until that time, charge a fee for use of the launch, based on boat size. Consider earmarking launch fee revenues for improvements to Tubbs Hill.
- Discontinue allowing boat trailers to be parked in the City parking lot. Use of that lot should be reserved for those who use Downtown.
- Replace the tennis courts and ball fields with state-of-the-art facilities elsewhere in the community.
- Relocate the Parks and Recreation Department office to another appropriate location in the community – perhaps into the main City Hall building.
- Reclaim and redesign the use of the park to include:
 - Multi-purpose pavilion with restaurants;
 - Amphitheater;
 - Open plaza for community gatherings, farmers market, etc.;
 - Multi-purpose library/performing arts building;
 - Ice skating rink;
 - Decorative fountains;

HyettPalma

- Public art that radiates from here out into all parts of the community;
- Multi-purpose open space for community festivals, picnics, walking, etc.;
- Public docks for short-term mooring; and
- Sub-surface parking.

The park should be designed to include facilities that allow family-oriented activities, entertainment, events, and gatherings. A limited number of eateries should be allowed in the park – operated from public owned, leased facilities – but general retail uses should not be located in the park.

The park should be funded through the Tax Increment Financing Program and from community-wide endowments and sponsorships.

COURSE OF ACTION

The following course of action should be aggressively and diligently implemented in order to create a unique personality in and for Downtown Coeur d'Alene.

Physical Improvements

Several physical improvements should be implemented in order to make Downtown as pedestrian-friendly and physically magnetic as possible.

- ***Maintenance and Beautification***

As was said earlier, Downtown must be pristine and beautiful to meet the standards set by the Coeur d'Alene Resort. Therefore, steps should be taken to:

- Add the maximum amount of flowers in The Heart District of Downtown – in planters and hanging baskets – during season; and
- Pressure wash sidewalks on a regular basis to ensure their continual cleanliness.

- ***Buildings***

As was stated earlier, ensuring Downtown's visual distinctiveness is a very important part of enhancing its economy. Buildings having architectural character add to a Downtown's uniqueness and quaintness and, therefore, to its ability to appeal to and attract consumers. Therefore, a stronger "preservation ethic" – an understanding and appreciation of Downtown's older structures and distinct visual style – should be cultivated by:

- Developing design standards that detail – and are used to assist property and business owners in making – exterior improvements that will add value to their real estate and attract consumers;
- Offering design assistance to building and property owners – who comply with the design standards – by retaining a preservation architect on a case-by-case basis to work directly with owners on preliminary exterior design schemes;

- Using the design standards and design assistance for new buildings as well as existing buildings in The Heart District of Downtown – to bring about new construction that adds to Downtown's visual appeal, rather than infill that is generic and devoid of interesting details; and
- Prohibiting the additional loss of buildings on Sherman for the creation of parking facilities.

- ***Banners***

All along Sherman, in The Heart District of Downtown, banners should be hung to visually connect Downtown to the lakefront and to lead pedestrians from one to the other. Downtown's banners should:

- Not be a "stock" design – meaning generic banners ordered from a catalogue – but should be creatively designed to reflect Downtown's image and to complement its architecture; and
- Be comprised of seasonal banners that are changed two to three times during the calendar year.

- ***Public Art***

Public art – particularly in the form of sculpture – should become a major element of Downtown's visual appeal and uniqueness. Plans should be made to:

- Use the Downtown park as the focal point and starting point of a community-wide public art effort;
- Radiate public art from the park throughout Downtown;
- Place particular emphasis on locating public art along Sherman, as Downtown's major pedestrian spine; and
- Design signs that welcome individuals to Downtown Coeur d'Alene – to be placed at Downtown's major entrances – and integrate public art, landscaping, and lighting for evening viewing into these Downtown welcome signs.

- **City Ordinances**

The City government of Coeur d'Alene must be seen as pro-business and pro-quality. This is very important since investors have many options and opportunities within the region, regarding where they might place their resources. And, investors will choose to go elsewhere if they perceive the City as being difficult to work with or unreasonable in its requirements. Therefore, the following steps should be taken to ensure that the City of Coeur d'Alene is – and is regarded as being – pro-business and pro-quality:

- The City is currently undertaking a review of all regulations and processes related to Downtown to determine ways to make them more user-friendly – this effort should be commended and continued;
- City staff should exert greater flexibility in code and ADA enforcement regarding Downtown's older structures – while continuing to protect life safety;
- City staff should embrace – and become widely known for having – a "can do" attitude when it comes to quality investors who propose quality projects for Downtown; and
- The City government and the Downtown business community should broadly publicize the message that City Hall is aggressively pro-business and pro-quality.

While the City should strive to make all business-related regulations and processes user-friendly, there is one regulation that should be tightened:

Business owners should not be allowed to place merchandise on sidewalks, on a daily basis, or to hang merchandise from the exterior of storefronts.

This restriction should not include or be applied to decorative banners or balloons that adorn storefronts and business signs.

Business Development

Considerable emphasis should be placed on business development – ensuring that Downtown offers the most appropriate mixture of goods and services. The goal of the business development effort should be to make Downtown a destination that local residents and visitors alike find indisputably compelling.

- ***Business Retention***

The first priority of the business development effort should be business retention – helping Downtown's current businesses help themselves so that they are able to capture a larger share of consumer dollars by appealing to consumer needs, desires, and concerns. The business retention initiative should include the following.

- ***One-On-Ones***

One-on-one technical assistance should be offered to each Downtown business owner – in an effort to develop a lasting relationship with owners and to assist businesses in becoming more profitable and market savvy. Continual contact and follow-up should be maintained with each business owner.

Specific assistance and information offered to business owners during the one-on-one consultations should include:

- Providing business owners with the findings of this Downtown market analysis – and with assistance in interpreting and applying those findings to their own particular business's potentials;
- Aggressively promoting and offering any available incentives – such as design standards and design assistance – to assist owners in upgrading their business operations; and
- Making business owners aware of – and putting them in touch with – area-wide service providers, such as a SCORE chapter, a Small Business Development Center, professional marketers and designers, etc.

- ***Inclement Weather***

There is some concern locally that Downtown is not an appealing destination at certain times of the year due to inclement weather. This should be addressed by creating interior doorways in the walls shared by adjacent businesses – and keeping them open during all operating business hours. This is a quick, easy, and low-cost method of providing customers with shelter from the elements.

- ***Business Hours***

The community is fortunate to have a number of Downtown business owners who have adjusted their business hours to ensure that they are open during times which are the most convenient for their targeted customers and the broad buying public. All of Downtown's business owners should conduct extensive discussions with their customers – regarding business hours. This is the most progressive way to determine appropriate business hours since it enables a business to operate during market-driven hours – rather than arbitrary hours. Often, keeping market-driven hours results in fewer – not longer – operating hours, since market-driven hours are *smarter* operating hours.

The goal of discussing hours of operation with customers, and adjusting hours accordingly, would be to ensure that Downtown's businesses are open during the times that are the most convenient for their customers – both local residents and visitors.

- ***Customer Service***

Coeur d'Alene's Downtown businesses cannot afford to provide anything less than excellent, memorable, and exemplary customer service. This is the standard that has been established by the Coeur d'Alene Resort – and, therefore, it is the standard that both local residents and visitors enjoy and have come to expect. Therefore, every Downtown business owner must examine their own current level of customer service and determine how to improve upon and add to that amenity.

- ***Price***

Downtown cannot be – and should not be – the discount shopping center of the community. Instead, Downtown – and every Downtown business – should stress the fact that Downtown is the premier business district offering quality for money along with excellent customer service. In fact, it should be noted that retail goods offered in Downtown are no more expensive than they would be in a quality department store.

- **Safety**

To ensure that Downtown retains its feeling of safety and security, the City should be encouraged to continue its highly popular foot, bike and civilian patrols.

- **City Ordinances**

As was stated earlier, the review of City ordinances – to ensure that they are pro-business and pro-quality – should be continued. As they relate to business development, City ordinances and procedures should:

- Continue to allow outdoor dining – with alcohol consumption by seated patrons – at businesses that obtain outdoor seating permits;
- Not allow food establishments, with outdoor seating permits, to place service stations on sidewalks;
- Continue to issue outdoor seating permits as an administrative function that does not require planning commission review;
- Consider waiving outdoor seating fees for the first year a business is permitted to have such seating – as a means of encouraging more outdoor activity in The Heart District of Downtown; and
- Allow businesses in The Heart District of Downtown to place flower pots on sidewalks.

- **Parking**

A major goal of the Downtown business development effort should be to better manage Downtown's existing parking supply. The intent of this goal would be to make Downtown's parking system more user-friendly for Downtown patrons and to eliminate repeat parking offenses by Downtown employees and other all day parkers. This should be accomplished through the following.

- **Parking Management**

The national trend in this country is to have the management of Downtown's public parking supply – including both on-street and off-street spaces – handled by those most effected by Downtown parking – namely, the Downtown organization. Therefore, it is strongly suggested that:

- The City turn over management of Downtown's public parking supply, both on- and off-street, to the CDA Downtown Association at the earliest possible date;
- The Downtown Association should not be required to compete for or bid on the parking management contract; and
- Any profits resulting from the management of Downtown parking – after expenses – should be equally shared by the CDA Downtown Association and City on an annual basis.

- ***Parking Enforcement***

The goal of enforcing Downtown parking regulations should be to make Downtown's parking spaces available and convenient for Downtown patrons. Therefore, parking regulations and enforcement should focus on eliminating and discouraging repeat offenses by Downtown business owners and their employees. To accomplish this, hand held computers should be used to record the license plate numbers of parking limit violators. And, using this information, an escalating fine system should be instituted that targets repeat offenders. As part of this system, consideration should be given to "forgiving" one parking ticket per month that is issued to each offender.

- ***Marketing Parking***

The effort to make Downtown's parking more user-friendly should include getting the word out about Downtown parking – where it is located and regulations that apply. The following steps should be taken to better market Downtown's parking supply:

- The Downtown directory – discussed later in this chapter – should be designed to include a map showing the location of Downtown parking;
- Decorative signs – that lead motorists to and mark the location of – Downtown public parking lots should be designed and erected to replace the standard green and white signs now located in Downtown; and

- "Free Customer Parking" signs should be erected on sidewalks in The Heart District of Downtown to mark on-street parking spaces.

- ***Parking Convenience and Quaintness***

A number of methods that make Downtown parking more convenient – and, at the same time, that add an element of quaintness to Downtown – should be considered. These include:

- Instituting a valet parking program that allows Downtown patrons to leave and retrieve their vehicles at central drop points in the heart of Downtown;
- Operating a pedi-cab system in Downtown that affords patrons a convenient and fun way of getting to and from parking lots; and
- Introducing horse drawn carriages Downtown, during season, to provide both a means of transportation and entertainment.

- ***Business Recruitment***

The following actions should be taken to attract additional businesses to Downtown Coeur d'Alene.

- ***Primary Goals***

The primary business attraction goals for Downtown Coeur d'Alene should be to:

- Seek out and work with private investors, showing them the vast economic opportunities which exist in Downtown Coeur d'Alene, and encouraging them to undertake projects and open businesses which have been identified as appropriate by the market analysis findings and the overall economic enhancement strategy for Downtown Coeur d'Alene;
- Direct and leverage the considerable investor interest already being shown in Downtown so that Downtown's business mix is improved;
- Work with property owners and real estate representatives to fill vacancies with appropriate businesses; and

- Work with property owners and real estate representatives – when deemed appropriate – to replace marginal, problematic businesses with stronger ones that better serve the market, fit Downtown's new image, and meet the identified market needs.

- **Targets**

Any type of business which has been identified as appropriate for Downtown Coeur d'Alene – consistent with this market analysis and economic enhancement strategy – and that shows an interest in locating in Downtown Coeur d'Alene should be extended assistance in finding appropriate building space in the commercial district. Particular emphasis should be placed on the attraction of businesses which will broaden the base of goods and services for the year-round and local market, such as apparel, home furnishings and broader prepared food offerings.

- **Process**

The following process should be used to recruit additional businesses for Downtown Coeur d'Alene.

- In cooperation with Downtown property owners and/or their agents, CDA Downtown Association staff should develop and maintain an inventory of available space in Downtown Coeur d'Alene. This inventory should be kept on computer so that it can be sorted by a variety of parameters of interest to prospects.
- In cooperation with the real estate community and property owners – and using the recommendations found in this document – staff should identify specific businesses to be recruited.
- Once prospects are identified, staff should arrange to meet with the prospects.
- During these meetings, prospects should be given the recruitment packet – described below – and invited to visit Downtown Coeur d'Alene.

- When prospects visit Downtown Coeur d'Alene, staff and, as deemed appropriate, members of the CDA Downtown Association should serve as their escort. Specific business owners, bankers, and City representatives should be alerted to the visits so that they can be "on call" to assist prospects in any manner possible during their visit to Downtown Coeur d'Alene.
- During these visits, staff should take prospects on a tour of Downtown Coeur d'Alene and of appropriate and available space in Downtown.
- If a prospect shows interest in one or more of the appropriate spaces, a meeting should be arranged between the prospect, the appropriate party responsible for leasing or selling the property, staff, and, if deemed appropriate, other CDA Downtown Association representatives.
- Following this meeting, if a prospect shows interest in a property, and if deemed appropriate, the prospect should be transferred to the owner or agent of the property for final negotiations and closing of the deal.
- CDA Downtown Association staff should follow-up with owners or agents and prospects to determine if additional assistance is needed and to ensure that the deal is closed in a timely manner.
- ***Working with Realtors***

Every effort should be made to engage the local real estate community in the business attraction effort. The intent of this is to encourage the full participation of the real estate community in focusing on and identifying appropriate prospects, placing prospects in targeted properties, and in obtaining the cooperation of property owners.

As a first step in engaging the real estate community, a meeting should be held with agents and owners of commercial property in Downtown Coeur d'Alene. The purpose of the meeting would be twofold. First, to discuss the enhancement effort and the business attraction strategy in terms of types of businesses that are being targeted, the mix of businesses that is being created in each district, and the

business attraction process that is being used. Second, to discuss how the CDA Downtown Association and the real estate community can most effectively work together to fill vacancies with appropriate businesses.

In return for their cooperation, assistance should be extended to cooperating real estate agents and owners in their efforts to find appropriate prospects and lease space in Downtown Coeur d'Alene.

- ***Working with Building Owners***

In addition to the above, the CDA Downtown Association should enlist property owners to cooperate in and assist with business attraction efforts. Cooperation on the part of property owners should entail:

- Getting space ready to show by cleaning windows, sweeping entryways and lobby areas, removing old interior fixtures and trash, removing old signs installed by previous businesses, ensuring that HVAC systems are in working order, and having adequate lighting to view;
- Being flexible and realistic regarding terms of a lease or sale, if needed, such as offering three to five year leases which allow lower lease rates during the first year with progressive increases in subsequent years; and
- Allowing tenant improvements to be made that enhance the prospective business and which respect the exterior visual appeal of the property.

Again, in return for this cooperation, the CDA Downtown Association should assist property owners in their efforts to find appropriate prospects for their Downtown Coeur d'Alene building space.

- ***Prospecting for Businesses***

CDA Downtown Association staff – along with assistance from the CDA Downtown Association – should identify prospects for Downtown Coeur d'Alene using the following "inside-out" approach.

- **Existing Business Expansion/Additional Business Opening** – CDA Downtown Association staff should work closely with existing, successful Downtown business owners throughout the business attraction process. These owners should be given the first chance to provide merchandise and services recommended in the market analysis. Existing business owners could provide these goods and services either by expanding merchandise lines or services offered in their current locations or by opening additional businesses in Downtown Coeur d'Alene.

This form of business development is very cost-effective since it normally requires minimum time and expense on the part of staff. In addition, current Downtown business owners are familiar with the market and should be in the best position to respond to identified market needs.

- **Existing Business Repositioning** – As part of the business attraction strategy, consideration should be given to encouraging existing businesses to relocate from other portions of the community into appropriate space in Downtown. This should be done if relocation would increase their chances of economic success.
- **The Trade Area** – Business prospects should be sought from within the trade area. This entails, first, identifying existing businesses that:
 - Are well-managed;
 - Are well-capitalized;
 - Have a loyal customer base; and
 - Are similar to the types of businesses recommended in the market analysis.

Once this has been done, the owners of those businesses should be encouraged to consider opening additional operations in Downtown Coeur d'Alene – or to relocate in Downtown – consistent with the process described above. Specific targets should be business

owners who have already opened more than one store – these are normally very productive prospects since they have already made the decision to expand on one or more occasions.

- ***Beyond the Trade Area*** – Recruitment of businesses located outside the trade area may be necessary if success is not experienced within the trade area. If the steps outlined above have not yielded the desired results, then prospects should be sought from outside the trade area – through personal contact, not cold calling.
- ***Recruitment Packet***

The CDA Downtown Association should prepare a personalized packet of information for each business prospect. Each packet of information should include data which is desired by the prospect – as determined through consultation with prospects.

Information concerning the opportunities found in Downtown and the overall enhancement effort – which is contained in this document – should also be given to prospects. And, information concerning specific properties which are available should also be given to prospects.

To the greatest extent possible, information should be personalized – including the prospect's name and specific information requested by prospects.

Real Estate Development

Several specific initiatives should be undertaken in order to encourage the highest level of quality real estate development within the future Downtown Coeur d'Alene.

- ***North Front Avenue Office Development***

Property located on the north side of Front Avenue – within the R/O Mixed-Use District – is extremely attractive property for the continued development of quality office space, particularly corporate headquarters buildings. And, when the intent to complete a master plan for the community park is announced, it is anticipated that this property will become even more attractive for redevelopment.

The URA should take the lead in working with property owners and real estate investors in developing quality office and mixed-use buildings in this area of Downtown – as determined appropriate based on the needs and merits of each project.

The URA role should be:

- To stimulate developer interest by promoting the intent of the community to develop quality office and mixed-use buildings in this area of Downtown Coeur d'Alene;
- To assist developers in their efforts to obtain all local building approvals for the development of appropriate projects in this area of Downtown; and
- To solicit the help of and work with Jobs Plus to illicit corporate interest in locating headquarters buildings in this area of Downtown.

Specific emphasis should be placed on the development of:

- 4-6 story buildings, in order to afford lake views from taller buildings which may be developed to the north in the future;
- Corporate headquarter offices in lower floors with residential above, if deemed feasible; and

- Maximum flexibility in the use of any incentives which may be created to assist in the development of projects in this area, such as land assembly assistance, design assistance, etc.

The City Manager and other appropriate City of Coeur d'Alene staff members should be available to assist the URA in any manner appropriate and possible in their efforts to ensure the initiation of appropriate projects in this area of Downtown.

- ***Stimulate More Housing Development***

As previously noted, based on discussions with local housing developers and real estate professionals, existing quality housing in Downtown – rental and owner occupied – is in demand. And, in every input session conducted in association with the completion of this enhancement strategy, additional quality housing was noted as a desired use in the future Downtown Coeur d'Alene.

In conjunction with the overall Downtown enhancement effort, the URA should initiate discussions with quality housing developers and local lenders to determine actions, incentives or other steps which could be employed to encourage the development of more market-rate housing – both owner occupied and rental units – in Downtown Coeur d'Alene within the immediate future.

As appropriate and feasible, incentives should be designed and offered, including financial incentives and tax relief, if necessary and possible.

Particular emphasis should be placed on the development of:

- Condominium units in high- and mid-rise buildings located near the lakefront, which afford views of the lake, and which enable the preservation of vistas to view the lake from other portions of Downtown;
- Condominium and rental units on the upper floors of low- and mid-rise buildings with retail and/or office units located on the lower floors throughout Downtown; and
- Townhouse units in the northwestern, north and northeastern sectors of Downtown.

- ***Work with Developers***

The City of Coeur d'Alene, the URA and the CDA Downtown Association – with maximum support from the Lake City Coalition – should always maintain an open door to discuss quality real estate development projects with investors interested in undertaking quality projects in Downtown Coeur d'Alene – consistent with the economic enhancement strategy. This message should be broadly transmitted throughout the investment and development community.

- ***Downtown Building Height/View Corridor Analysis***

There is currently no limit on the height of structures built in Downtown Coeur d'Alene – except as required by life safety or Uniform Building Codes. And, view corridors are not considered in conjunction with the City's review and approval of Downtown development projects.

While this will likely help make more quality real estate projects feasible, it may, at some point in the future, limit the development of quality projects in the northern portions of Downtown, if view corridors to the lake are not protected.

In order to ensure that all areas of Downtown are developed to the highest level of quality possible, and that all quality projects are ensured views of Coeur d'Alene's natural assets, it is suggested that consideration be given to the completion of an analysis of height and view corridors within the immediate future. The analysis should be completed by a qualified architect, with extensive experience in resort lakefront development and building regulation.

The analysis should determine if height limits and view corridor protection should be considered in Downtown Coeur d'Alene and, if so, what steps should be taken to institute appropriate regulations.

Marketing

Downtown Coeur d'Alene currently has a great deal of appeal that can be more strongly marketed. And, this appeal is expected to grow as the enhancement strategy is implemented. Therefore, the following marketing campaign should be put into place to "tell the world" about Downtown's allure.

- ***Professional Campaign***

The Downtown Association and the Coeur d'Alene Resort should come together to craft an overall campaign that is:

- Highly professional;
- Mutually beneficial; and
- Aimed at recruiting local residents and visitors to both Downtown and the resort's facilities.

- ***Image Development***

A predominant element of the marketing campaign should be image development. This entails getting positive stories about Downtown – its appeal, uniqueness, offerings, enhancement, etc. – placed in print and electronic media. Media in the following geographic areas should be targeted for the image development effort:

- The City of Coeur d'Alene;
- The greater Coeur d'Alene region;
- Idaho; and
- The Pacific Northwest.

At the same time, magazines – having a national and international readership – should also be a prime target of the image development effort. Specifically, the following types of magazines should be top priorities for story placement:

- General travel;
- Boating;
- Food and wine;
- Outdoor; and
- Skiing.

Again, the Downtown Association and resort management should jointly define a list of specific media to contact and a process for doing so.

- ***Downtown Brochure***

To effectively market Downtown – and its wide array of businesses and attractions – a beautifully designed "lure brochure" should be produced. This Downtown brochure should:

- Include a listing of *all* Downtown businesses and attractions;
- Include a map that shows the location of parking;
- Not include advertisements;
- Be widely distributed;
- Be placed in every guest room of the Coeur d'Alene Resort;
- Be placed at all area lodging facilities, restaurants, marinas, visitor centers, ski lodges, and other locations where visitors gather; and
- Be on hand at all Downtown businesses, banks, the post office, City Hall, and other locations throughout the community where local residents gather.

- ***Internal Communications***

In highly activist communities, such as Coeur d'Alene, it is very important to communicate with – and keep up-to-date – Downtown's primary constituents. This should be accomplished through the following two forms of internal communication.

- ***Newsletter***

The CDA Downtown Association currently prints a monthly newsletter. This should be:

- Applauded and recognized as a tremendous opportunity for keeping Downtown's constituents apprised of the overall Downtown enhancement effort – in addition to covering the specific projects of the Downtown Association;

- Continued on a monthly basis;
- Distributed widely to all Downtown constituents – Downtown business owners, property owners, real estate developers, investors, employers, and residents; and
- Distributed to individuals and entities that might be involved/interested in Downtown (although they might not be located in Downtown), such as the Mayor, City Council, City Manager, Lake City Coalition, Chamber of Commerce, area media, area financial institutions, etc.

In addition, the Chamber of Commerce should be requested to regularly include "Downtown CDA Updates" in its newsletter.

- ***Community Forums***

With its highly activist residents, there is great interest in opportunities that would enable Coeur d'Alene residents to have "input" into the enhancement effort. Therefore, it is suggested that open community forums be held approximately 2 to 3 times a year. The forums should be structured to:

- Provide updates and "progress reports" to those attending – regarding what has been accomplished since the last forum, what is slated for the next 4 to 6 months, etc.,
- Allow opportunities for those attending to ask questions and offer suggestions;
- Get out accurate and timely information; and
- Respond to questions and concerns raised by providing information about the best techniques being used nationally to resolve issues found in similar Downtowns.

It is important to note that the forums should not be used to simply compile a list of questions and issues raised by attendees. Instead, the purpose of the forums is to answer questions, address concerns, and put issues to rest – on the spot – as much as possible.

Therefore, it is essential that the forums be led by a moderator – someone knowledgeable about the "how-to's" of Downtown enhancement, able to put issues into perspective, and able to shed light on the best way to address issues raised – as opposed to a facilitator. This will keep the forums from becoming "gripe sessions."

- **Web Site**

Currently, Coeur d'Alene has a "community home page" on the Internet. It is strongly suggested that Downtown be featured as a special section of this site. The Downtown section should be used as a marketing and economic development tool by featuring:

- All there is to see and do in Downtown, for both local residents and visitors;
- The natural beauty of the lake and park;
- Downtown's unique image and identity; and
- The overall quality-of-life appeal found in Downtown.

By doing so, the Web site will help Downtown attract both consumers and investors.

- **Events**

A well-rounded and successful program of special events is currently held in Downtown Coeur d'Alene. These should be continued and viewed as one element of Downtown's marketing campaign.

Management

There are currently a number of organizations directly working on – or peripherally involved in – the further enhancement of Downtown Coeur d'Alene. To succeed, Downtown's enhancement effort must be managed in a business-like manner, keeping the vision and economic opportunities facing Downtown at the forefront. The goal of creating a stronger management thrust in Downtown should be to:

***divide responsibilities and bring groups together
in order to implement this enhancement strategy
in partnership***

- **Roles**

There are four primary entities involved in the enhancement of Downtown Coeur d'Alene. It is suggested that these groups assume the following roles and responsibilities regarding the enhancement strategy's implementation.

- **URA**

The URA should be the lead entity which spearheads and stimulates the recommended development along the north side of Front Avenue and the recommended housing development in Downtown's In-Town Neighborhood District.

- **CDA Downtown Association**

The CDA Downtown Association should be the lead entity which:

- Implements the recommended Downtown marketing campaign;
- Continues to implement maintenance initiatives;
- Assumes the responsibility of implementing the recommended business retention/recruitment initiatives; and
- Enters into a contract with the City to manage Downtown's off-street and on-street public parking supply.

- **Lake City Coalition**

This entity should continue as the initiator and stimulator of efforts to further enhance the entire redevelopment project area. As such, the Lake City Coalition should:

- Act as the umbrella organization that unites all organizations and entities involved;
- Foster communication among all involved entities – and among the private and public sectors;
- Enable all involved groups – through communication and coordination – to leverage their resources and avoid duplication; and
- Troubleshoot, at any point along the way, if progress is stalled in implementing the Downtown enhancement strategy or the overall redevelopment effort.
- ***The City***

The City of Coeur d'Alene should ensure that a master plan is created and implemented for the community's Downtown park. And, while the City should be responsible for ensuring that the plan is created, the Lake City Coalition should partner with the City to build community consensus and a constituency for the master plan process itself.

- ***CDA Downtown Association Changes***

In trying to fill the role suggested above, the Downtown Association will find that several organizational changes are needed. First, the Downtown Association will not be able to effectively fill the suggested role without hiring a full-time, professional director. The individual hired should have demonstrable experience in the area of Downtown economic development.

Second, the Downtown Association should consider redesigning its committee structure to reflect the four types of initiatives suggested above – marketing, maintenance, business retention/recruitment and parking. Doing so will position the Downtown Association as being more of an economic development organization, as opposed to a civic association.

Third, it is suggested that the Downtown Association consider broadening the composition of its board of directors to:

- Include community leaders from outside of Downtown; and
- Include City officials.

Doing so will allow the Downtown enhancement effort to become a true community-wide effort and private-public partnership – both of which will enable the Downtown Association to garner the leadership, support, and resources necessary for implementation.

- **Funding**

The Downtown Association should continue to operate with funds generated by the BID and special events. However, the Downtown Association will need a considerably higher budget in order to hire a professional, full-time staff director. Therefore, it is suggested that this become possible by diverting to the Downtown Association 50% of Downtown parking management profits and fees received from Downtown outdoor seating permits.

In addition:

- The City should continue to pursue Tax Increment Financing;
- Endowments should be sought for large Downtown improvements, such as facilities within the community's Downtown park; and
- If there is a need to financially augment either operating revenues or programmatic revenues – so that the enhancement strategy can be implemented in a timely and quality manner – annual financial contributions should be sought community-wide.

When considering funding sources it is important to remember that:

***As Downtown goes,
so goes the entire community of Coeur d'Alene.***

Therefore, any entity, group or individual that stands to benefit from an improved Downtown Coeur d'Alene should be considered a potential and appropriate funding source.

V. Action Agenda

V. ACTION AGENDA

The chart on the following pages shows a twelve-month Action Agenda recommended for implementation by:

- The URA;
- The CDA Downtown Association;
- The Lake City Coalition;
- The City of Coeur d'Alene; and
- Downtown Coeur d'Alene business and property owners.

The Action Agenda should be updated annually and used to guide overall implementation of the Downtown enhancement strategy. The Action Agenda should also be used as a budgeting tool, with funds allocated for the next year's actions at the time the Action Agenda is updated each year.

DOWNTOWN COEUR D'ALENE YEAR-1 ACTION AGENDA

Actions	Responsible Parties
<u>Management Actions</u>	
Formal Adoption of the Downtown Coeur d'Alene Economic Enhancement Strategy and Assumption of Responsibilities As Per Recommendations of Enhancement Strategy	City of Coeur d'Alene (City) URA CDA Downtown Association (CDA) Lake City Coalition (LCC)
Redesign CDA Committee Structure to Reflect Four Initiatives of Enhancement Strategy	CDA
Broaden Composition of CDA Board	CDA
CDA Seek Additional Funding, As Per Recommendations of Enhancement Strategy – with Initial Funding Extended by City if Necessary and Deemed Appropriate	CDA City
CDA Hire Full-Time Professional Director	CDA
Prepare Year-2 Action Agenda	City URA CDA LCC

DOWNTOWN COEUR D'ALENE YEAR-1 ACTION AGENDA (Continued)

Actions	Responsible Parties
<u>Guiding Principles Actions</u>	
Implement Enhancement Strategy Consistent with Guiding Principles	City URA CDA LCC
<u>Development Framework Actions</u>	
Manage Downtown Growth and Development Consistent with Recommendations of Development Framework	City URA CDA LCC
Revise Zoning Ordinance, as Appropriate, to Implement Development Framework	City
Retain Services of World Class Designer to Prepare Master Plan for Community Park, Prepare Plan, Implement As Soon As Possible	City LCC
<u>Physical Improvements Actions</u>	
• <i>Maintenance and Beautification</i> Add More Flowers to The Heart District During Season – In Planters and Baskets	CDA
Regularly Pressure Wash Sidewalks	CDA
• <i>Buildings</i> Prepare Design Standards	City CDA

DOWNTOWN COEUR D'ALENE YEAR-1 ACTION AGENDA (Continued)

Actions	Responsible Parties
<u>Physical Improvements Actions</u> (Continued)	
<ul style="list-style-type: none"> • Banners Retain Designer to Prepare Designs for Banners, Prepare Banners and Place 	<p>City CDA</p>
<ul style="list-style-type: none"> • Public Art Prepare Placement Plan for Public Art, Commission and Place Art As Possible {NOTE: This Placement Plan Could Be Prepared in Conjunction with the Design of the Community Park} 	<p>City CDA LCC</p>
<p>Design and Place Downtown Welcome Signs {NOTE: This Placement Plan Could Be Prepared in Conjunction with the Design of the Community Park}</p>	<p>City CDA LCC</p>
<ul style="list-style-type: none"> • City Ordinances Institute Pro-Business and Pro-Quality Recommendations, As Per Enhancement Strategy Recommendations 	<p>City</p>
<p>Publicize that City is Pro-Business and Pro-Quality</p>	<p>City CDA</p>

DOWNTOWN COEUR D'ALENE YEAR-1 ACTION AGENDA (Continued)

Actions	Responsible Parties
<u>Business Development Actions</u>	
• <i>Business Retention</i>	
Conduct One-On-One Sessions on Continuous Basis	CDA
As Appropriate, Work with Business/ Building Owners to Create Interior Doorways – Using Design Services When Such Service is Instituted	CDA
Work with Business Owners to Determine Customer Preferences for Hours of Operation and Make Adjustments as Appropriate	CDA
Work with Business Owners to Enhance Customer Service	CDA
Continue Foot, Bike and Civilian Patrol	City
• <i>City Ordinances</i>	
Modify City Regulations – As Per Recommendations of Enhancement Strategy – for Alcohol Consumption at Outdoor Dining Tables, Waving Seating Fee for First Year, and Allow Flower Pots on Sidewalks in Heart District without Fee	City

DOWNTOWN COEUR D'ALENE YEAR-1 ACTION AGENDA (Continued)

Actions	Responsible Parties
<u>Business Development Actions</u> (Continued)	
• <i>Parking</i>	
Transfer Parking Management to CDA	City
Institute Hand Held Computer Enforcement System for On-Street Parking Enforcement	CDA
Place Map of Downtown Parking in Downtown Directory	CDA
Design and Install Decorative Parking Signs	City CDA
Install "Free Customer Parking" Signs On-Street in the Heart District	City
Consider Parking Convenience and Quaintness Recommendations – Institute As Deemed Appropriate	CDA
• <i>Business Recruitment</i>	
Prepare Recruitment Materials and Initiate Recruitment Process, As Per Recommendations of Enhancement Strategy	CDA
<u>Real Estate Development Actions</u>	
• <i>North Front Avenue Office Development</i>	
Work with Property Owners and Investors to Stimulate Development, As Per Recommendations of Enhancement Strategy	URA

DOWNTOWN COEUR D'ALENE YEAR-1 ACTION AGENDA (Continued)

Actions	Responsible Parties
<u>Real Estate Development Actions</u> (Continued)	
<ul style="list-style-type: none"> • <i>Stimulate More Housing Development</i> Initiate Discussions and Design Incentives, If Needed, to Stimulate More Downtown Housing Development, As Per Recommendations of Enhancement Strategy. 	URA
<ul style="list-style-type: none"> • <i>Work with Developers</i> Continue to Work with Developers of Quality Projects 	City URA CDA LCC
<ul style="list-style-type: none"> • <i>Downtown Building Height/View Analysis</i> Undertake Analysis with Qualified Architect, As Deemed Necessary 	City
<u>Marketing Actions</u>	
<ul style="list-style-type: none"> • <i>Professional Campaign</i> Design Campaign with Resort 	CDA Resort
<ul style="list-style-type: none"> • <i>Image Development</i> Target Positive Stories, As Per Recommendations of Enhancement Strategy 	CDA Resort
<ul style="list-style-type: none"> • <i>Downtown Brochure</i> Produce and Place Lure Brochure 	CDA

DOWNTOWN COEUR D'ALENE YEAR-1 ACTION AGENDA (Continued)

Actions	Responsible Parties
<u>Marketing Actions</u> (Continued)	
• <i>Internal Communications</i> Continue Production and Distribution of Newsletter, As Per Recommendations of Enhancement Strategy	CDA
• <i>Community Forums</i> Conduct Community Forums	CDA
• <i>Web Site</i> Establish and Maintain Downtown Special Section on Community Home Page	CDA
• <i>Events</i> Continue to Support Events, As Appropriate	CDA

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VI. Appendix

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THE RETAIL REPORT®

**Downtown Coeur d'Alene
Primary Retail Trade Area**



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Alexandria, Virginia 22314

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THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Coeur d'Alene, Idaho. This document presents information concerning the characteristics of the Downtown Coeur d'Alene primary retail trade area. The report was prepared by HyettPalma, Inc.

THE RETAIL REPORT presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Coeur d'Alene primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Coeur d'Alene primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Coeur d'Alene primary retail trade area spend on retail goods; and
- A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Coeur d'Alene primary retail trade area.

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DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS

DEMOGRAPHIC AND INCOME FORECAST

DOWNTOWN COEUR D'ALENE SITE: Polygon Polygon Points: 73
 IDAHO PRIMARY RETAIL Latitude: 45,40,20 Degrees North: 45.67
 TRADE AREA (EXCLUDES WA) Longitude: 118,47,19 Degrees West: 118.79

SNAPSHOT	1990 CENSUS	1997 UPDATE	2002 FORECAST
Population	97972	133410	157724
Households	38032	51434	60582
Families	27284	34936	39603
Median Age	35.3	37.2	38.7
Per Capita Income	\$ 11860	\$ 15906	\$ 19041
Median Household Income	\$ 24322	\$ 32558	\$ 39243
Average Household Income	\$ 30208	\$ 40994	\$ 49318
Average Household Size	2.55	2.57	2.59

TRENDS	ANNUAL PERCENT CHANGE FOR 1997-2002		
	Area	State	National
Population	3.41	2.28	0.98
Households	3.33	2.24	0.99
Families	2.54	1.47	0.87
Median Age	0.79	0.86	0.71
Per Capita Income	3.66	3.92	2.84
Average Household Size	0.10	0.08	0.02

HOUSEHOLDS BY INCOME	1990 CENSUS		1997 UPDATE		2002 FORECAST	
	Number	%	Number	%	Number	%
Less than \$15,000	11111	29	9261	18	7880	13
\$15,000-\$24,999	8428	22	9024	18	8582	14
\$25,000-\$34,999	7039	18	9159	18	9755	16
\$35,000-\$49,999	6260	16	10151	20	12133	20
\$50,000-\$74,999	3522	9	8156	16	11731	19
\$75,000-\$99,999	971	3	3265	6	5701	9
\$100,000-\$149,999	481	1	1836	4	3706	6
\$150,000+	275	1	582	1	1094	2

POPULATION BY AGE	1990 CENSUS		1997 UPDATE		2002 FORECAST	
	Number	%	Number	%	Number	%
0-4	6840	7	8796	7	9746	6
5-14	15515	16	19452	15	22899	15
15-19	6928	7	10250	8	12211	8
20-24	5261	5	8184	6	9935	6
25-34	13932	14	15575	12	16532	10
35-44	16033	16	21067	16	22735	14
45-64	19743	20	31301	23	41573	26
65-74	8010	8	10386	8	11281	7
75-84	4451	5	6377	5	8095	5
85+	1256	1	2022	2	2718	2

RACE AND ETHNICITY	1990 CENSUS		1997 UPDATE		2002 FORECAST	
	Number	%	Number	%	Number	%
White	96093	98	130543	98	154203	98
Black	129	0	237	0	345	0
Asian/Pacific	402	0	639	0	828	1
Other Races	1348	1	1992	1	2349	1
Hispanic (any race)	1475	2	2515	2	3386	2

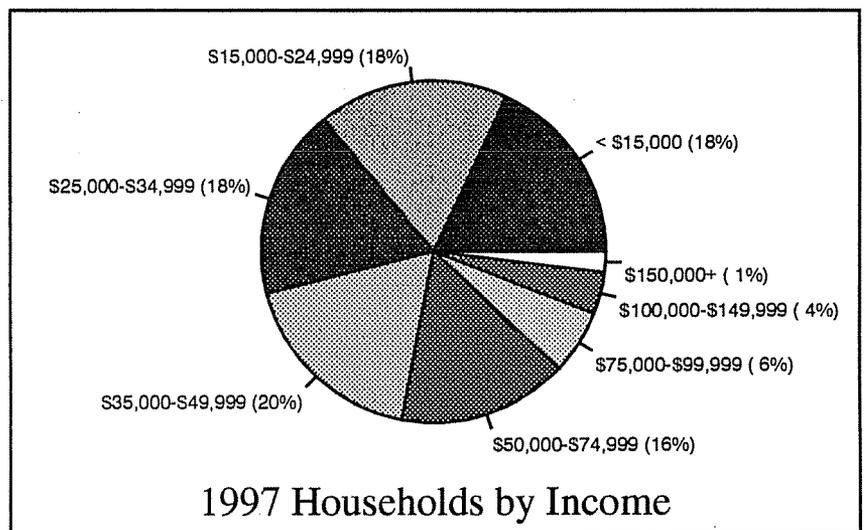
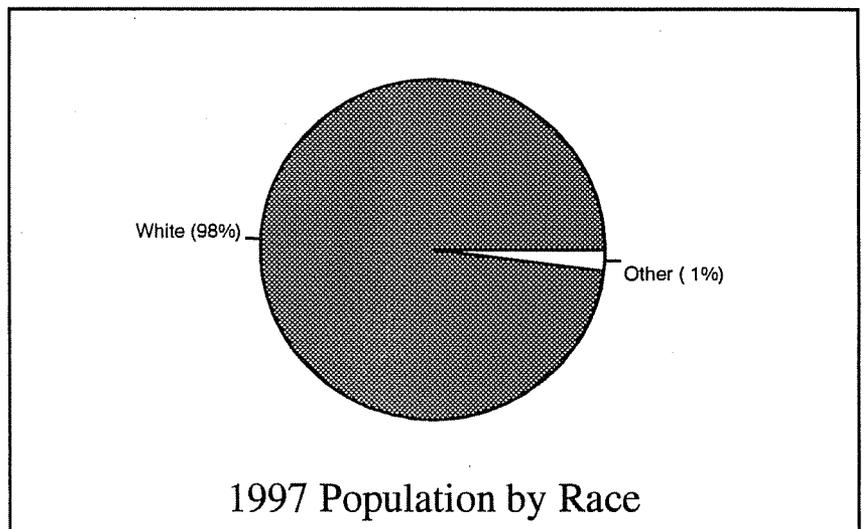
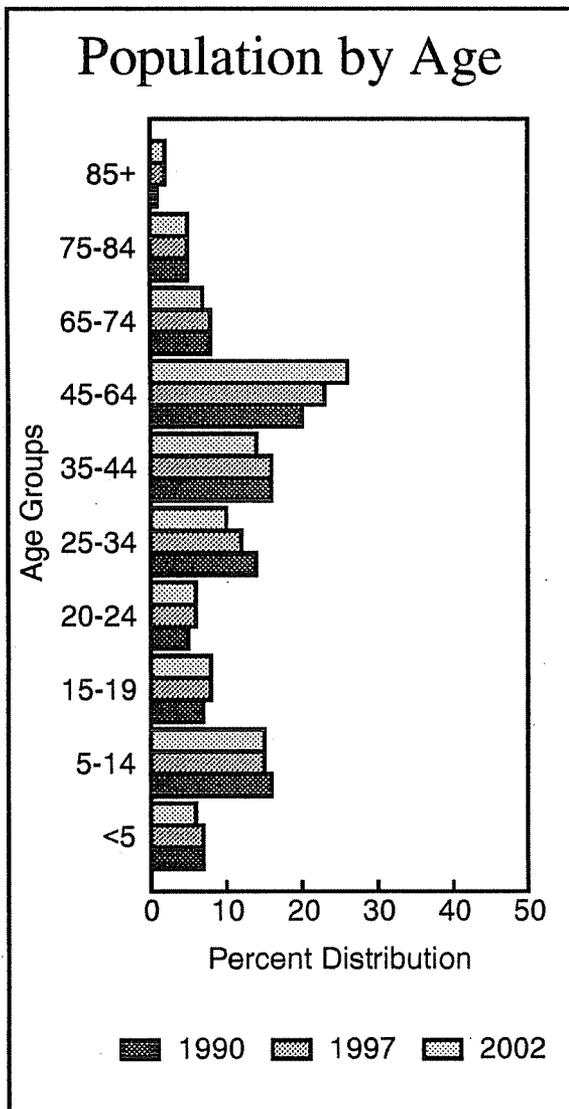
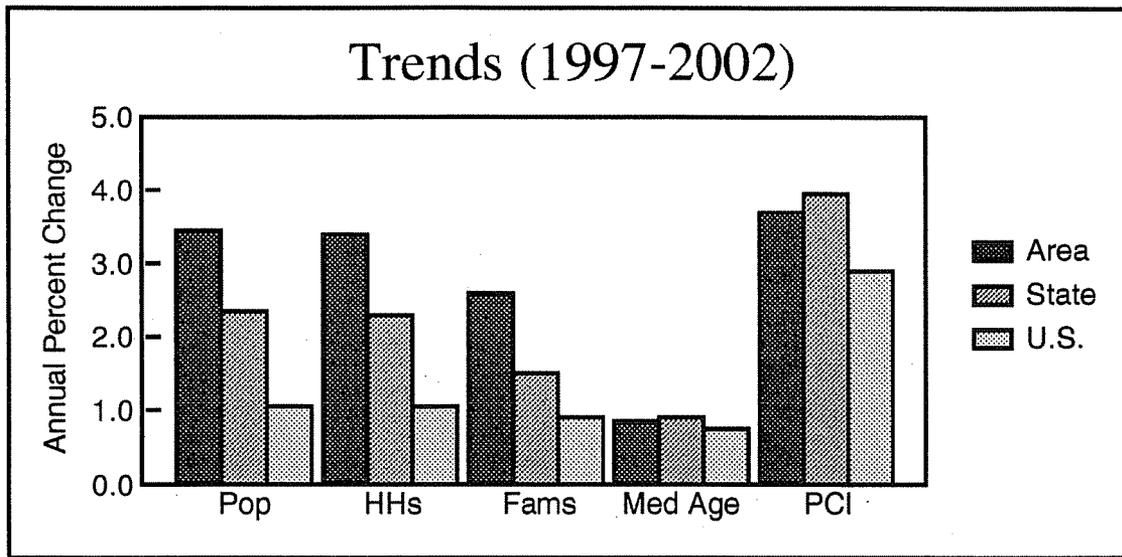
Income is expressed in current dollars.

Sources: 1990 Census and CACI forecasts for 1997 and 2002.

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Demographic and Income Forecast

DOWNTOWN COEUR D'ALENE
IDAHO PRIMARY RETAIL
TRADE AREA (EXCLUDES WA)



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PRODUCT DEMAND BY INCOME GROUP



**DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY INCOME GROUP**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	6,016	55,714,176
\$15000-24999	9,024	8,900	80,313,600
\$25000-34999	9,159	10,499	96,160,341
\$35000-49999	10,151	12,353	125,395,303
> \$50000	13,839	19,368	268,033,752
TOTAL DEMAND FOR PRODUCT			= \$625,617,172

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, play-ground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

PRODUCT DEMAND BY PRODUCT TYPE

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY PRODUCT TYPE

PRODUCT	DEMAND
Food At Home	156,918,985
Food Away From Home	101,590,921
Alcoholic Beverages	16,771,520
Household Textiles	6,073,179
Furniture	18,476,205
Floor Coverings	11,467,525
Major Appliances	8,868,786
Small Appliances & Miscellaneous Housewares	5,182,779
Miscellaneous Household Equipment	34,740,225
Men's Apparel -- 16 and Over	19,161,831
Boy's Apparel -- 2 to 15	5,454,410
Women's Apparel -- 16 and Over	33,544,843
Girl's Apparel -- 2 to 15	5,839,821
Children's Apparel -- Under 2	5,046,552
Footwear	15,766,867
Other Apparel Services & Products	15,381,184
Prescription Drugs & Medical Supplies	20,827,774
Entertainment Fees & Admissions	25,580,266
Televisions, Radios & Sound Equipment	31,302,869
Pets, Toys & Playground Equipment	19,826,001
Other Entertainment Supplies & Services	19,060,224
Personal Care Products & Services	23,848,896
Reading	9,768,718
Tobacco Products & Smoking Supplies	15,116,791
TOTAL DEMAND BY PRODUCT TYPE	= \$625,617,172

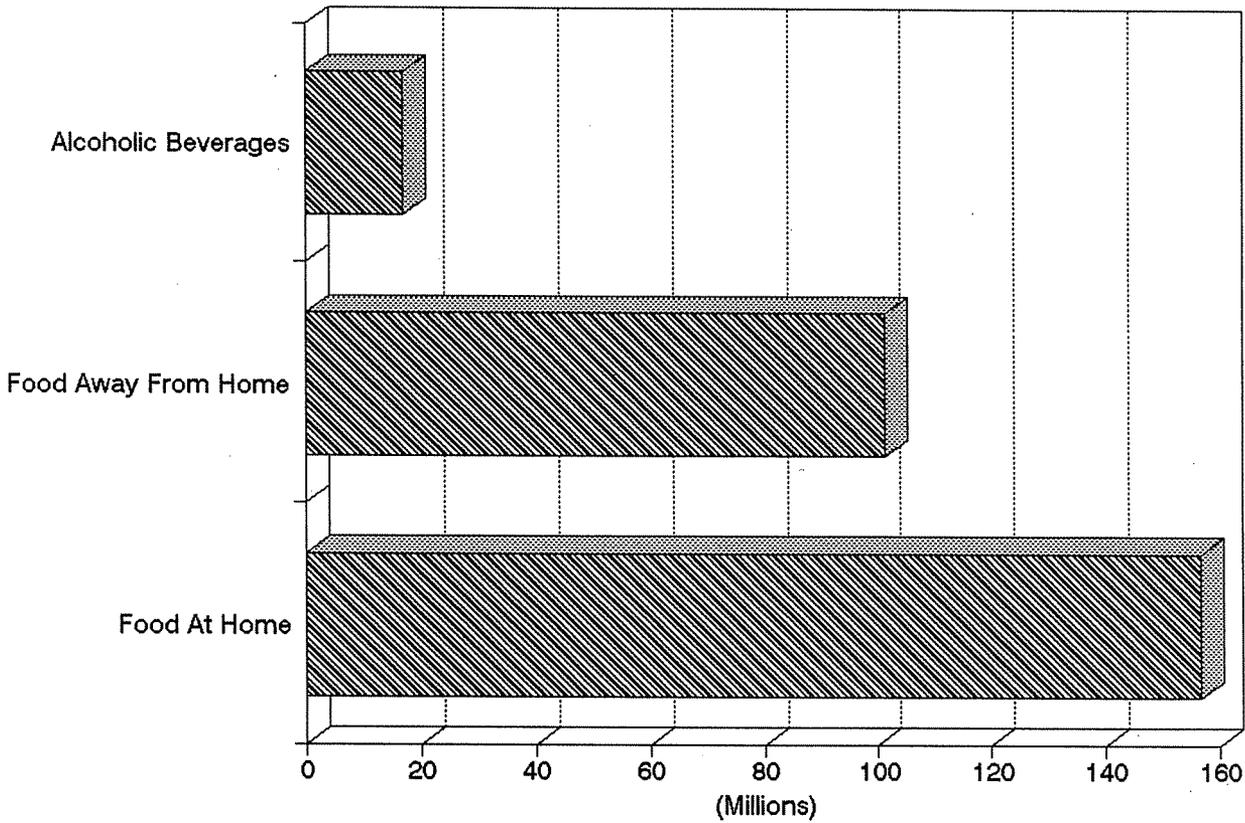
SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

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DEMAND FOR FOOD PRODUCTS

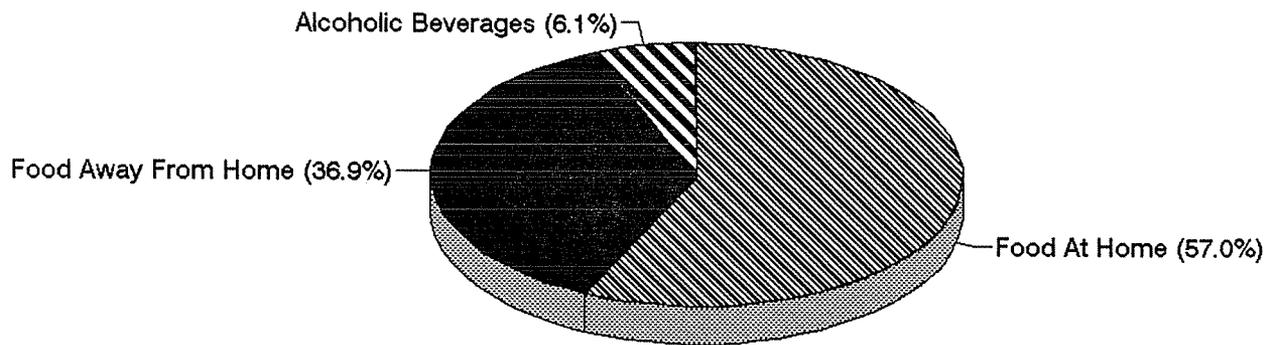
FOOD PRODUCTS

\$ DEMAND BY PRODUCT TYPE



FOOD PRODUCTS

% DEMAND FOR EACH DOLLAR



DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	1,970	18,244,170
\$15000-24999	9,024	2,730	24,635,520
\$25000-34999	9,159	2,850	26,103,150
\$35000-49999	10,151	3,230	32,787,730
> \$50000	13,839	3,985	55,148,415
TOTAL DEMAND FOR PRODUCT =			\$156,918,985

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	762	7,056,882
\$15000-24999	9,024	1,341	12,101,184
\$25000-34999	9,159	1,678	15,368,802
\$35000-49999	10,151	2,030	20,606,530
> \$50000	13,839	3,357	46,457,523
TOTAL DEMAND FOR PRODUCT =			\$101,590,921

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.



DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	153	1,416,933
\$15000-24999	9,024	205	1,849,920
\$25000-34999	9,159	237	2,170,683
\$35000-49999	10,151	319	3,238,169
> \$50000	13,839	585	8,095,815
TOTAL DEMAND FOR PRODUCT =			\$16,771,520

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

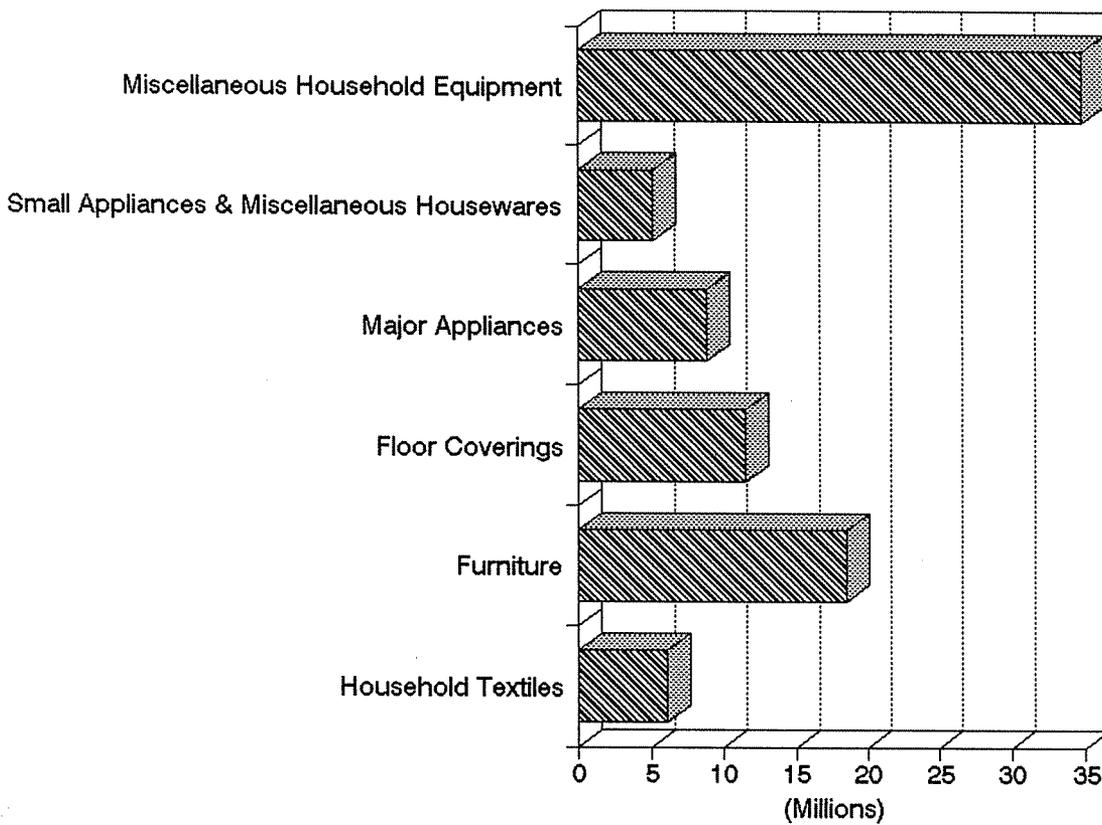
All alcoholic beverages.

HyettPalma

DEMAND FOR HOME PRODUCTS

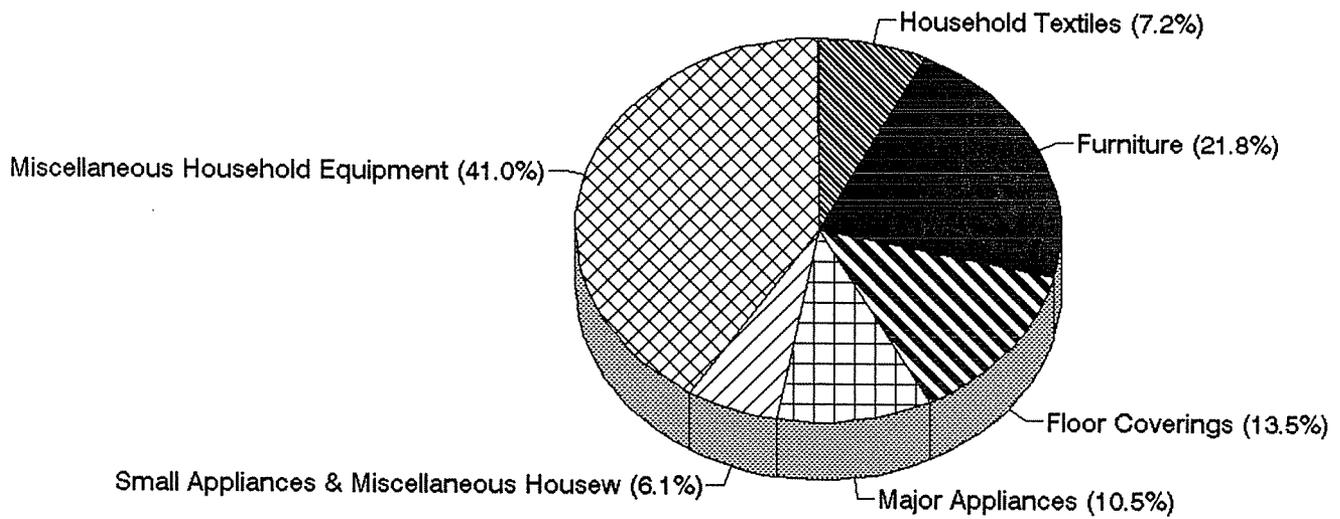
HOME PRODUCTS

\$ DEMAND BY PRODUCT TYPE



HOME PRODUCTS

% DEMAND FOR EACH DOLLAR





DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	54	500,094
\$15000-24999	9,024	68	613,632
\$25000-34999	9,159	80	732,720
\$35000-49999	10,151	126	1,279,026
> \$50000	13,839	213	2,947,707
TOTAL DEMAND FOR PRODUCT =			\$6,073,179

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Bathroom, bedroom, kitchen, dining room, and other linens,
curtains and drapes, slipcovers, pillows and sewing
materials.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	146	1,352,106
\$15000-24999	9,024	215	1,940,160
\$25000-34999	9,159	319	2,921,721
\$35000-49999	10,151	360	3,654,360
> \$50000	13,839	622	8,607,858
TOTAL DEMAND FOR PRODUCT =			\$18,476,205

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	85	787,185
\$15000-24999	9,024	98	884,352
\$25000-34999	9,159	103	943,377
\$35000-49999	10,151	110	1,116,610
> \$50000	13,839	559	7,736,001
TOTAL DEMAND FOR PRODUCT =			\$11,467,525

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	88	814,968
\$15000-24999	9,024	152	1,371,648
\$25000-34999	9,159	175	1,602,825
\$35000-49999	10,151	180	1,827,180
> \$50000	13,839	235	3,252,165
TOTAL DEMAND FOR PRODUCT =			\$8,868,786

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Refrigerators, freezers, dishwashers, stoves, ovens, garbage disposals, vacuum cleaners, microwaves, air conditioners, sewing machines, washing machines, dryers, and floor cleaning equipment.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	40	370,440
\$15000-24999	9,024	65	586,560
\$25000-34999	9,159	96	879,264
\$35000-49999	10,151	102	1,035,402
> \$50000	13,839	167	2,311,113
TOTAL DEMAND FOR PRODUCT =			\$5,182,779

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	203	1,879,983
\$15000-24999	9,024	348	3,140,352
\$25000-34999	9,159	502	4,597,818
\$35000-49999	10,151	633	6,425,583
> \$50000	13,839	1,351	18,696,489
TOTAL DEMAND FOR PRODUCT =			\$34,740,225

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

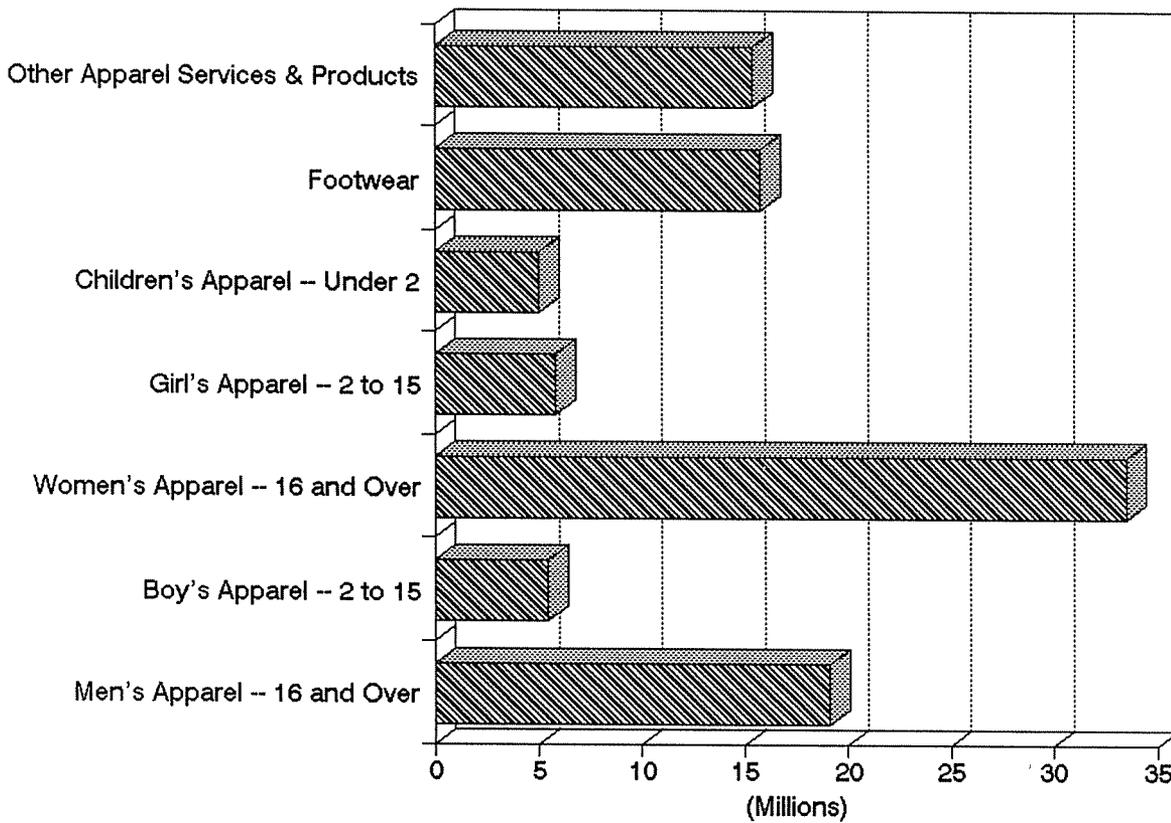
Typewriters, luggage, lamps, light fixtures, window coverings, clocks, lawnmowers, garden equipment, hand and power, tools, telephone devices, computers, office equipment, house plants, outdoor equipment, and small miscellaneous furnishings.

HyettPalma

DEMAND FOR APPAREL PRODUCTS

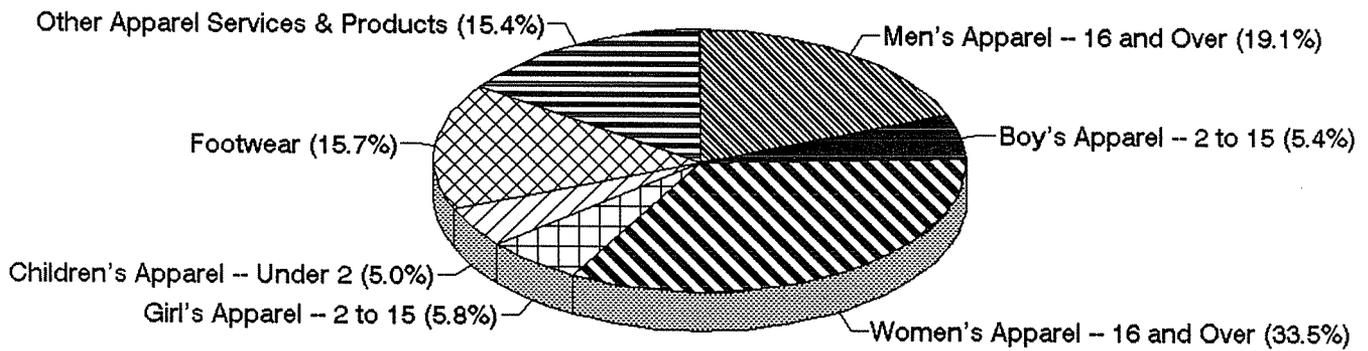
APPAREL PRODUCTS

\$ DEMAND BY PRODUCT TYPE



APPAREL PRODUCTS

% DEMAND FOR EACH DOLLAR





DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	101	935,361
\$15000-24999	9,024	264	2,382,336
\$25000-34999	9,159	311	2,848,449
\$35000-49999	10,151	360	3,654,360
> \$50000	13,839	675	9,341,325
TOTAL DEMAND FOR PRODUCT =			\$19,161,831

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	52	481,572
\$15000-24999	9,024	72	649,728
\$25000-34999	9,159	75	686,925
\$35000-49999	10,151	91	923,741
> \$50000	13,839	196	2,712,444
TOTAL DEMAND FOR PRODUCT =			\$5,454,410

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	262	2,426,382
\$15000-24999	9,024	435	3,925,440
\$25000-34999	9,159	530	4,854,270
\$35000-49999	10,151	701	7,115,851
> \$50000	13,839	1,100	15,222,900
TOTAL DEMAND FOR PRODUCT =			\$33,544,843

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	54	500,094
\$15000-24999	9,024	87	785,088
\$25000-34999	9,159	118	1,080,762
\$35000-49999	10,151	120	1,218,120
> \$50000	13,839	163	2,255,757
TOTAL DEMAND FOR PRODUCT =			\$5,839,821

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	52	481,572
\$15000-24999	9,024	63	568,512
\$25000-34999	9,159	90	824,310
\$35000-49999	10,151	108	1,096,308
> \$50000	13,839	150	2,075,850
TOTAL DEMAND FOR PRODUCT =			\$5,046,552

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	187	1,731,807
\$15000-24999	9,024	268	2,418,432
\$25000-34999	9,159	270	2,472,930
\$35000-49999	10,151	305	3,096,055
> \$50000	13,839	437	6,047,643
TOTAL DEMAND FOR PRODUCT =			\$15,766,867

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All footwear, except for children under 2 and special footwear used for sports such as bowling or golf shoes.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	135	1,250,235
\$15000-24999	9,024	206	1,858,944
\$25000-34999	9,159	250	2,289,750
\$35000-49999	10,151	269	2,730,619
> \$50000	13,839	524	7,251,636
TOTAL DEMAND FOR PRODUCT =			\$15,381,184

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

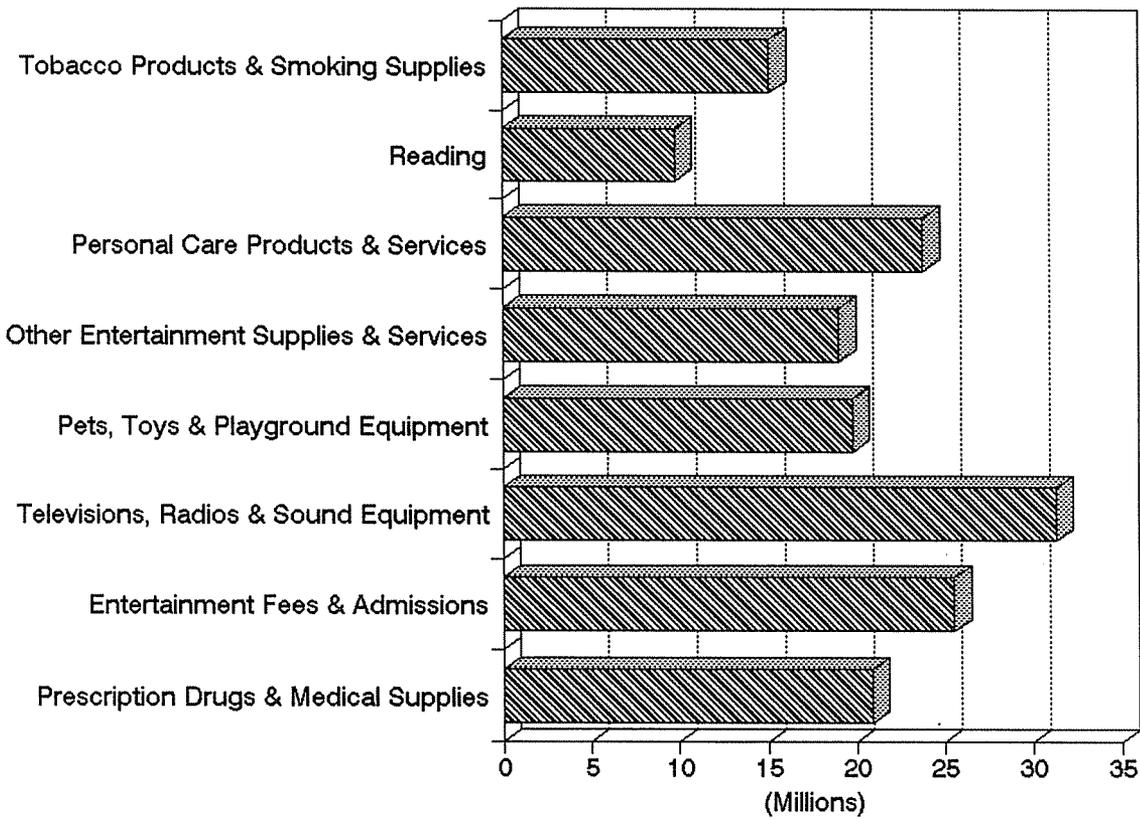
DEFINITION OF PRODUCT:

Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

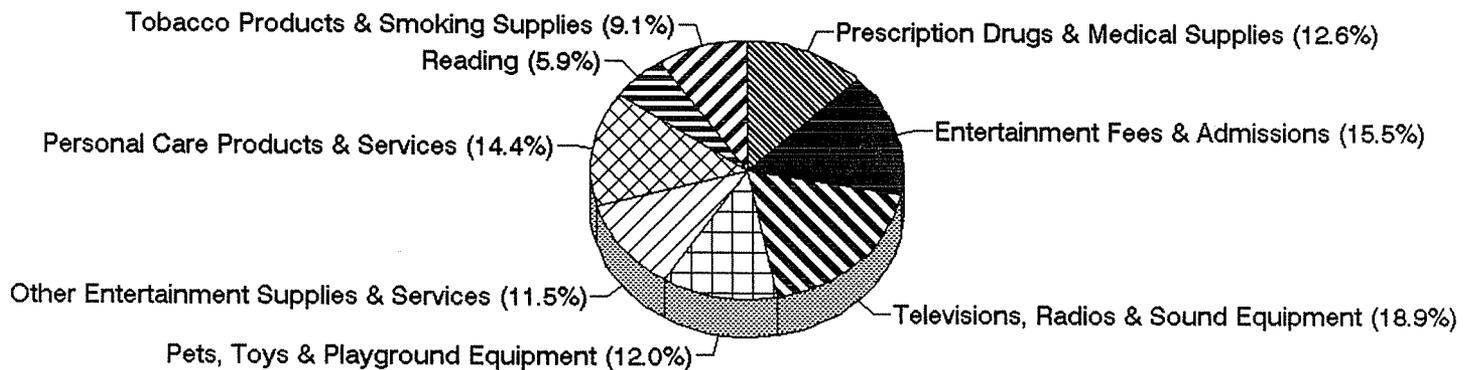
HyettPalma

DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

PERSONAL CARE/ENTERTAINMENT \$ DEMAND BY PRODUCT TYPE



PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR



DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	360	3,333,960
\$15000-24999	9,024	400	3,609,600
\$25000-34999	9,159	371	3,397,989
\$35000-49999	10,151	365	3,705,115
> \$50000	13,839	490	6,781,110
TOTAL DEMAND FOR PRODUCT			= \$20,827,774

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	171	1,583,631
\$15000-24999	9,024	232	2,093,568
\$25000-34999	9,159	339	3,104,901
\$35000-49999	10,151	464	4,710,064
> \$50000	13,839	1,018	14,088,102
TOTAL DEMAND FOR PRODUCT =			\$25,580,266

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Admissions to sporting events, movies, concerts, plays, and movie rentals.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TELEVISIONS, RADIOS & SOUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	338	3,130,218
\$15000-24999	9,024	443	3,997,632
\$25000-34999	9,159	531	4,863,429
\$35000-49999	10,151	655	6,648,905
> \$50000	13,839	915	12,662,685
TOTAL DEMAND FOR PRODUCT =			\$31,302,869

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Television sets, video recorders, tapes, video game hardware and cartridges, radios, phonographs and components, records and tapes, musical instruments, and rental of the same equipment.



DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	149	1,379,889
\$15000-24999	9,024	250	2,256,000
\$25000-34999	9,159	340	3,114,060
\$35000-49999	10,151	402	4,080,702
> \$50000	13,839	650	8,995,350
TOTAL DEMAND FOR PRODUCT =			\$19,826,001

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Pets, pet food, toys, games, hobbies, tricycles and
playground equipment.



DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	140	1,296,540
\$15000-24999	9,024	185	1,669,440
\$25000-34999	9,159	325	2,976,675
\$35000-49999	10,151	402	4,080,702
> \$50000	13,839	653	9,036,867
TOTAL DEMAND FOR PRODUCT =			\$19,060,224

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Indoor exercise equipment, athletic shoes, bicycles, camping
equipment, sporting goods, and photographic equipment and
supplies.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	222	2,055,942
\$15000-24999	9,024	341	3,077,184
\$25000-34999	9,159	419	3,837,621
\$35000-49999	10,151	510	5,177,010
> \$50000	13,839	701	9,701,139
TOTAL DEMAND FOR PRODUCT =			\$23,848,896

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products, cosmetics, and electric personal care appliances.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	81	750,141
\$15000-24999	9,024	134	1,209,216
\$25000-34999	9,159	165	1,511,235
\$35000-49999	10,151	191	1,938,841
> \$50000	13,839	315	4,359,285
TOTAL DEMAND FOR PRODUCT =			\$9,768,718

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.

DOWNTOWN COEUR D'ALENE'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	9,261	211	1,954,071
\$15000-24999	9,024	298	2,689,152
\$25000-34999	9,159	325	2,976,675
\$35000-49999	10,151	320	3,248,320
> \$50000	13,839	307	4,248,573
TOTAL DEMAND FOR PRODUCT =			\$15,116,791

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

The Retail Report[®]

USER GUIDE

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown – and your Downtown enhancement program – are one step ahead of the competition.

The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.

What Does The Retail Report Tell You ?

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 1997.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products – products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included – both a snapshot of their characteristics today and a five year projection of their changing characteristics.

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.

How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable – so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

- showing existing business owners what trade area residents are spending their money on;

- helping business owners determine how to cater to those shopping preferences – and capture more shopping dollars; and

- enabling them to develop a business plan that is based on realistic market data.

To improve the variety and selection of retail goods offered in the business district by:

- showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;

- showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and

- targeting specific types of retail businesses – so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.

To attract additional businesses to the business district by:

providing definitive data that shows a market exists for the retail goods they sell.

How Can Business Owners Use The Retail Report ?

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

what the market is for particular retail products;

the spending potential of residents in your trade area for particular retail goods; and

the current "economic pie" – how much money is being spent on various retail goods by residents in your Downtown's trade area.

To better plan, manage, and grow your business – by using the information in The Retail Report, business owners can:

set annual benchmarks for how much of the "economic pie" they intend to capture for their business – measured in anticipated gross sales receipts for YOUR Downtown;

set an annual budget based on their gross receipts benchmarks;

make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

complete a business plan that persuades their banker to extend a commercial loan to them.

How Can Entrepreneurs Use The Retail Report ?

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

- compare the markets for a variety of different retail products;
- determine what type of retail business to open;
- complete a realistic business plan before opening that business; and
- persuade bankers and investors that a strong market exists for the type of retail business being opened.