Envision Central Caldwell 2050:
The Master Development Plan

Spring 2026

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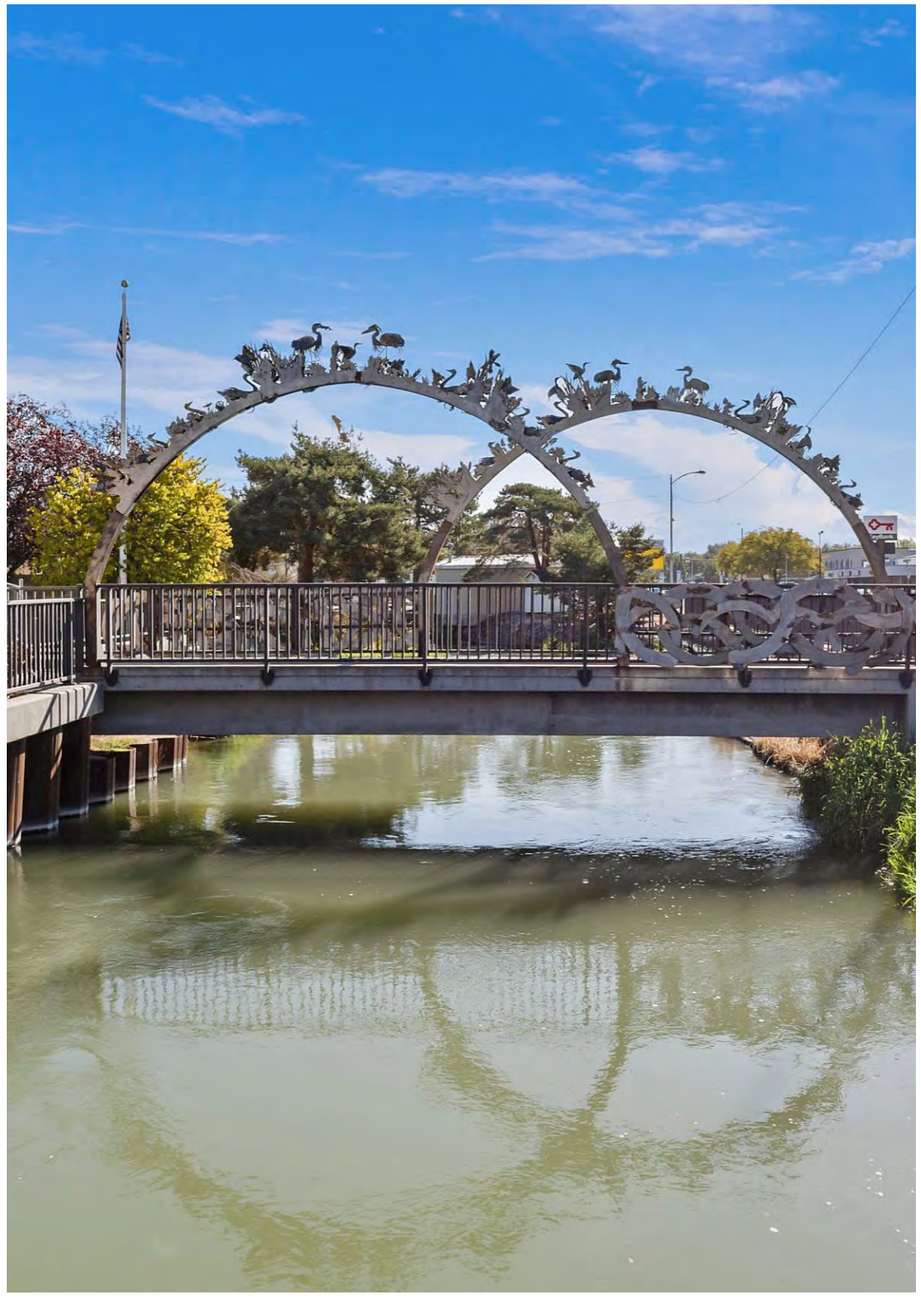

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DDA Contact information. . . . back cover

NOTE: Throughout this plan you may find certain concepts, ideas and to-do items repeated. As this plan is implemented, the various teams and stakeholders will likely just head to the items, site plans, and recommendations relating to the specific project they are working on at the time, hence the need to repeat information throughout the plan.

While there are 33 itemized recommendations in this Vision and Master Development Plan, there are hundreds of detailed action items that are not called out as separate recommendations or to-do items. There are details that will need to be ironed out as the plan is being implemented. This is why it's critically important to have a person or team dedicated, full-time, to implementing this plan.

While this lays out the Vision for Central Caldwell, throughout the process there should be an on-camera person assigned to create YouTube shorts, Instagram Stories and long-form video content promoting the plan, letting people know what's happening, when and where. While not addressed throughout the plan, marketing it will be a major element in making it happen. The videos and content created along the way will serve to promote the plan to local and area residents, but will also will be important in attracting hundreds of millions of dollars in private-sector projects to Central Caldwell.

Background, Introduction & Purpose of This Plan

Under the direction of Mayor Nancolas, the City of Caldwell began a herculean effort to revitalize downtown Caldwell. Outside of the Indian Creek Steakhouse there was a nearly 80% vacancy rate and most of the buildings were in desperate need of revitalization and a new re-imagined business mix.

The work began in the early 2000's by physically moving Indian Creek, which at the time was underground and across from Blaine Boulevard, making it a stunningly beautiful park and perhaps THE key project to the revitalization efforts.

The city also worked to make downtown more pedestrian friendly, by adding corner bulb-outs, street trees, decorative street lighting, wider sidewalks and dozens of other improvements.

Following this work, a citizen-led initiative (2014) resulted in the creation of the Caldwell Branding, Development & Marketing Action Plan.

From that effort, Indian Creek Plaza was developed and millions of dollars in both public and private investment were poured into downtown Caldwell, making it one of the most successful revitalization efforts in Idaho's storied history.

That plan was meant to be updated with a "new" to-do list three years later, but that never materialized until 2025 - some ten years later.

In 2025, working with Destination Caldwell (the downtown business improvement district), the Caldwell Chamber of Commerce, and several downtown property owners, a second citizen-led initiative was formed. The "Envision Caldwell Team" was looking for a vision - "where do we go from here?" - after the current initiatives in the original plan had been developed.

The Envision Caldwell team decided to engage Roger Brooks and the Destination Development Association (DDA) team, who developed the initial plan, to help develop a continued vision for Central Caldwell.

But rather than go out just three years, the Envision Caldwell Team decided to develop a longer-term vision, extending out over the next 20 to 25 years.

They also expanded the area to encompass a broader "Central Caldwell" area, bounded by Interstate-84, Blaine Boulevard, and then from Centennial Way to 21st Avenue. This area includes approximately 900-acres.

Based on this, an agreement was drawn up by the Caldwell Chamber of Commerce, and the project was funded by the City of Caldwell (two-thirds) and Destination Caldwell (one-third).

On starting the project in May of 2025, Brooks and his team volunteered to expand the area to include the Rotary Pond area, the Boise River north of Centennial Way, and down to Linden Avenue so that the fairgrounds were part of the planning area.

The original plan included an effort to bring Caldwell into the tourism industry, a diversification strategy to reduce the reliance on agriculture as the primary industry in the city.

With the Canyon County Fair, Caldwell Night Rodeo, College of Idaho sports programs, 40% of Idaho's wineries located in Caldwell, and potential to create a whitewater challenge course in Caldwell, lead to expansion of the area. This would easily allow Caldwell to tap into tourism - Idaho's second largest industry.

Additionally, the Envision Caldwell Team wanted to better connect these assets to the downtown shopping, dining and entertainment district without the need of people being forced to drive between the two areas.

The goal of this effort is to create a vision of what Central Caldwell would look and feel like over the next 25 years. This included eight months of public outreach (more on that effort a little later) and site planning with a focus on infill (challenged areas in terms of development) projects.

During extensive research, three driving factors were uncovered:

1. Caldwell (2023) has one of the highest rates of leakage of any city of over 30,000 residents in Idaho. Leakage is when locally earned money is spent outside the community.

Caldwell is short (based on national averages) on dining establishments, retail shops, big box retail, and other factors leading locals to do most of their shopping in Meridian, Nampa, Eagle and Boise.

So adding more retail in Central Caldwell became one of the primary initiatives in developing this vision.

2. Caldwell has dipped to the bottom of the list of Idaho cities in terms of open spaces, trails, parks, and sporting facilities. This is due to the fact that Caldwell's population has grown dramatically, without these facilities keeping pace with the growth.

The initiatives in this plan will vault Caldwell from the bottom of the list to near the very top of the list by adding miles of pedestrian walkways, biking trails, public assembly areas, pocket parks, and sporting facilities.

3. According to the U.S. Census Bureau, nearly a third of the workforce in Caldwell works in professional services: legal, accounting, architecture, engineering, graphic design, advertising, finance, consulting, and technology.

Yet there is no Class A office space in Caldwell, forcing these businesses and workers to commute to office buildings in Eagle, Boise and Nampa. Class A office buildings are typically multi-story office complexes with some first

floor amenities such as a coffee shop, restaurant, shared conference rooms, mail room, etc. and then multiple businesses throughout the building.

This plan includes 60,000 square feet of office space, which will reduce rush-hour traffic (morning and evenings), commute times, and will keep the income local.

Finally, the site plans in the following pages are visionary ideas - nothing is set in stone. Not everything in this plan will be implemented, nor will it necessarily look exactly as planned.

Each property was looked at through the lens of "highest and best use" - for both private-sector investors and property owners, and for the public good.

There are no eminent domain projects or recommendations in this plan. There are a few projects shown where there is currently another type of business in that location. If that property owner decides to sell, down the road, there will already be an alternative type of development that will create a strong return on investment for them.

One of the purposes of this plan is to get Caldwell out of the habit of "zoning by variance." This is where a project comes to the city, wanting to use a certain location where the zoning is not allowed for that purpose, so the city gives them a variance - or exception. This results in hodge-podge development and a mish-mash of businesses that simply don't fit where they are ending up.

With this vision, a developer can ask, "Where can I build a service station in Central Caldwell" and a spot has already been identified. The same with multi-family projects, hotels, restaurants, retail shops, and big box retailers.

The primary purpose of the plan is to attract private-sector development to Central Caldwell, and to add activities and amenities that will improve the quality of life for ALL Caldwell residents, especially those living and working in this area of the city.

Public outreach effort

When developing a vision, such as this one, hearing from local residents, property owners, developers, and workers is a top priority.

Initially, the idea was to conduct half a dozen interviews and then produce an online survey. But after getting to know the area, the decision was made to actually sit down, one-on-one and in groups, with the people who actually live, work, or own property in this area of Central Caldwell.

To do so, the DDA team donated approximately 110 hours in order to accommodate this effort. Over an eight month period (from May through December of 2025), the DDA and the Envision Caldwell Team met with the following stakeholders and local citizens:

- Envision Caldwell Team (at least monthly)
- Old Town (Garden District) residents
- Concerned Citizens of Caldwell
- Caldwell Chamber of Commerce Board
- Each city council person, and Mayor (twice)
- City of Caldwell Economic Development (numerous times throughout the process)
- City of Caldwell Planning & Zoning
- City of Caldwell Urban Renewal Agency board
- Destination Caldwell board of directors
- Destination Caldwell staff members
- Downtown Business Improvement District members
- Numerous downtown property owners and businesses (over the eight month process)
- College of Idaho
- Caldwell Night Rodeo
- Canyon County Commissioner Van Beek
- Canyon County Public Information Office
- Canyon County Fair
- Ongoing communications with city council members and staff throughout the process
- Email correspondence and feedback from residents and business owners in Central Caldwell
- Valley Regional Transit
- Metro Community Services
- Chamber of Commerce luncheon (160 present)
- Development interests in Central Caldwell
- Sunnyslope Wine Trail staff and wineries
- Will Anderson - Indian Creek advocate & expert
- Presentation asking for input at the annual Destination Caldwell fundraiser
- Met with various members of the regional press over a six month period, seeking additional input and informing the public of the progress

Once the DDA Team began working on this project, it was discovered that the Urban Renewal Agency had also contracted with a firm to develop a feasibility study covering the "Old Town" neighborhood and area.

The DDA Team and ArchNexus (the consulting company the URA contracted with) teamed up so as not to duplicate efforts. To do so, the DDA team did the initial site planning while the ArchNexus team also performed a tremendous amount of public outreach.

Over a six-month period the two firms worked together, hand in hand, to develop a plan and feasibility study that complemented each other and will be a great benefit to area residents, the City of Caldwell, and the Urban Renewal Agency.

The ArchNexus public outreach efforts included many of the same groups the DDA team met with, plus:
- City of Caldwell Public Works Department
- Farm to Fork Market
- Caldwell School District
- City of Caldwell Department heads
- Public meeting at the Caldwell Library
- And various other meetings and interviews

All in all, between the two firms, more than 400 local stakeholders and citizens offered input, ideas, challenges, opportunities, and advice that became integral to the creation of this Central Caldwell Vision plan.

TAKEAWAYS

Some of the key takeaways, and foundation for everything in this plan, included:

- "Do something" for the people who live in the Old Town (now Garden District) area: sidewalks, street lighting, street trees, improvements along 5th Avenue, abatement of abandoned vehicles and "junk" at many of the homes, removal of semi-trucks who use these streets as a parking lot, fixing the irrigation district water system.

- Force the city to abide by its abatement and zoning ordinances in the Garden District. "This area has been largely abandoned by the city for decades. Would the folks that live in the Stunenberg District stand for this lack of basic maintenance and lack of enforcement of basic city codes?"

- The need for more parking in the downtown core area, including better signage to available parking locations.

- Make the street surface over the railroad tracks between the parking lot on Kimball Avenue and Indian Creek Plaza more pedestrian-friendly (currently very uneven).

- Downtown businesses are "hanging-on" but, generally speaking, are not doing as well as they hoped and envisioned. Because of this there has been some turnover of businesses that had banked on downtown's success.

- The need for a vehicular wayfinding system making it easier for travelers to actually find downtown Caldwell without using navigation aids.

- Better maintenance of downtown street trees and landscaped areas.

- Create event shuttles between the fairgrounds and college to downtown so the areas are better connected.

- Create additional parking at and around the fairgrounds where visitors could catch various types of shuttles to and from the downtown businesses (trolley, Uber, busses, etc.)

- Recruit upscale “conference quality” hotel rooms to the downtown area.

- Get into tourism. Caldwell has more tourism assets than just about any city in southern Idaho. Take advantage of that. Build a conference center downtown. This will bring visitors to Caldwell during the shoulder seasons and weekdays.

- Tied to that, keep the visitors along the Sunnyslope Wine Trail and between I-84 and Cleveland Boulevard, and between Centennial Way and Linden Avenues.

- Don’t lose sight of the brand for Caldwell: The Sunnyslope Wine Trail. Forty-percent of Idaho’s wineries are located in Caldwell. Wineries attract the highest-end visitors.

- Bring some neighborhood retail to the south side of I-84 along 21st Avenue:
    - Restaurants (a good place for chains)
    - “Get us a Trader Joe’s!”

- Create a small plaza or neighborhood gathering spot for the people that live in the Garden District.

- Expand the efforts to “open up” Indian Creek, including the development of a creekside trail from the fairgrounds to the Rotary Pond trail.

- Create a settling pond for the creek to reduce it’s cloudiness. Clean up the banks and overgrown area of the creek.

- Create a rail quiet zone through Central Caldwell for folks walking along the Indian Creek Promenade (the creekside trail), hotels being developed downtown, for the office workers downtown, and for area residents that live within 1,000 feet of the tracks.

- Clean-up the blighted areas in Central Caldwell (primarily in the 2,000 foot rail corridor).

- Make it easier for event organizers and producers to create events at the fairgrounds without having to deal with multiple land-owners.

- Get the City of Caldwell out of the fairgrounds and concentrate efforts on other quality of life issues and developments in Central Caldwell.

- Relocate the recycling businesses that occupy the properties between downtown and the Garden District. They are super unsightly.

- Close off 7th Avenue between Main and Arthur and the dead-end at Arthur to add more pedestrian-oriented space - especially when the ice rink is operational since it takes up nearly the entire Indian Creek Plaza surface.

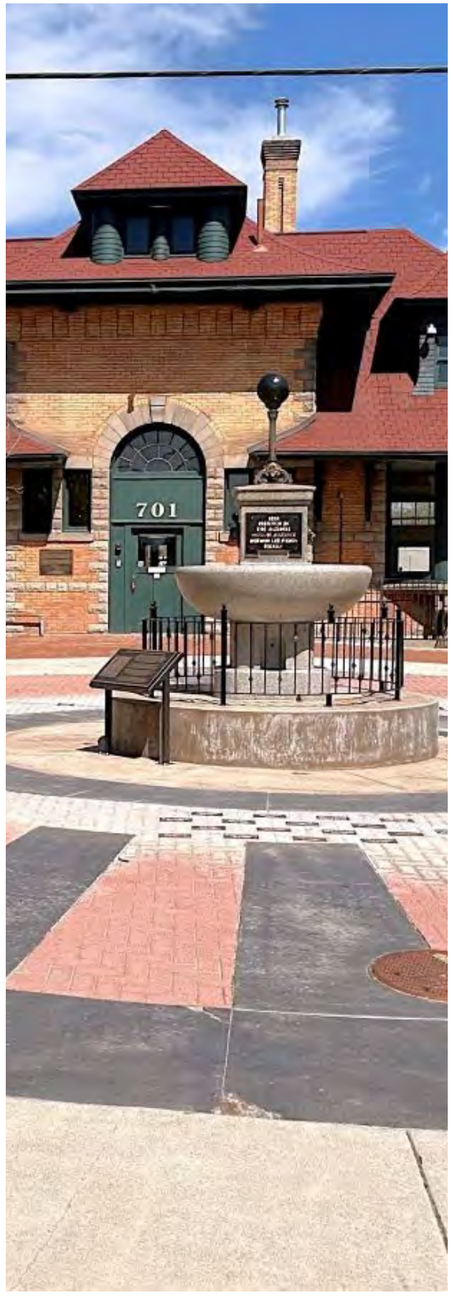
- During the process the DDA and ArchNexus team heard from dozens of people who complained about the placement of the hotel on the property (21st Ave) next to the fairgrounds.

Unfortunately, this was done prior to the beginning of this process. Our preference would have been to place the hotel downtown next to restaurants, retail shops, and nightlife.

- Steer clear of anything to do with paid parking downtown was also a clear message and a warning to this planning effort.

Finally, the general public absolutely loves Indian Creek Plaza and the downtown revitalization efforts that have taken place so far and hope for it to grow further.

While there were plenty of complaints, generally speaking, the general public is very optimistic about the future of Central Caldwell in terms of both private-sector investment and public amenities such as the Indian Creek Promenade and a downtown conference center.



How to Use This Visioning Document

This Plan includes site planning of what "could" or "should" take place at various locations throughout Central Caldwell.

In some instances you may see a place of business replaced with another type of development in that location. This does NOT mean the City - or any other entity - is going to "take" or "condemn" any piece of property.

If, down the road, a property owner decides to sell, they will have a great idea of what could be developed on that piece of land that would provide them with the best return on their investment.

One of the primary initiatives is the creation of the Indian Creek Promenade, a 12' to 20' wide paved walking/bike path, that stretches from Linden Avenue in the southeast to the Rotary Pond in the northwest - approximately three miles.

This means the trail would pass through numerous private properties and some may simply say "never" to that idea. In cases such as this, the Indian Creek Promenade Team (a citizens and City led effort) would find alternative locations or routes. Or would provide benefits to the homeowner to mitigate having the Promenade on or next to their properties.

NOTHING in this Vision is set in stone. For every public-sector project, a citizen-led team, working with various city departments, would be created to help guide the city through the process. This would include locations, permitting, easements, financial considerations and a host of other issues.

What you will see, throughout this plan, is uses of commercially-zoned properties, that are based on "highest and best use" standards.

For instance, surface parking is not a highest and best use of a waterfront piece of property. What will provide a better return on investment would be lodging, dining, residential, or retail development where views command a premium in terms of rents - or overnight stays.

The primary initiatives in the plan are as follows and are put in order of priority:

- Garden District URA projects
- Rail Quiet Zone with pedestrian-safety enhancements
- Downtown parking structure (700+ spaces)
- Event shuttle stops at seven locations
- Historic depot to transit center/museum
- Indian Creek Promenade (a 10-year phased project)
- Closing off 7th Ave between Main and Arthur (only after parking structure is developed)
- Street over-creek crossing improvements
- Recruitment of three downtown hotels
- Development of the Caldwell Conference Center
- Development of the 9th Ave dining district
- 60,000+ square feet of Class A office space
- 60,000 square feet of additional retail downtown (expansion of Main Street retail)
- Divesting the City from the fairgrounds
- Development of the Caldwell Sports Complex
- Condominium (55+) development at Centennial Way and Simplot Boulevard
- Boise River Whitewater Challenge Course

Throughout this document there are approximately forty recommendations. These are NOT in any priority but are tied to each of the primary initiatives.

With the Garden District improvements being at the top of the list (and already approved by the City of Caldwell), the recommendations tied to that particular initiative would be at the top of the list.

Chances are good that multiple recommendations and projects will be implemented at the same time. Each project will have a "project team" and would be charged with implementing the recommendations tied to that particular initiative.

Because Central Caldwell includes nearly four miles of properties, you will find a scaled back image with rectangles and page numbers for each. This is where you will find close-up images of that particular area of Central Caldwell.

The planning document is so detailed, that it even showcases people walking the promenade, or an old-time tractor along 5th Avenue at a nursery retailer.

For this document the DDA team has provided a close-up view to showcase what might take place in each particular area - referenced by the rectangles on the wider view.

Hopefully, this will allow viewers to determine where, exactly, the location is that they are seeing on any particular page.

Additionally, this plan also includes the initial site plans for many projects already coming to Central Caldwell.

These include:

- The multi-family residential project being developed where the domed church used to be along I-84.
- The tiny-home village concept in the Garden District.
- The county's new building across from the courthouse.
- The Marriott property being developed next to the fairgrounds.

And any other projects already in the works before the development of this vision was taking place.

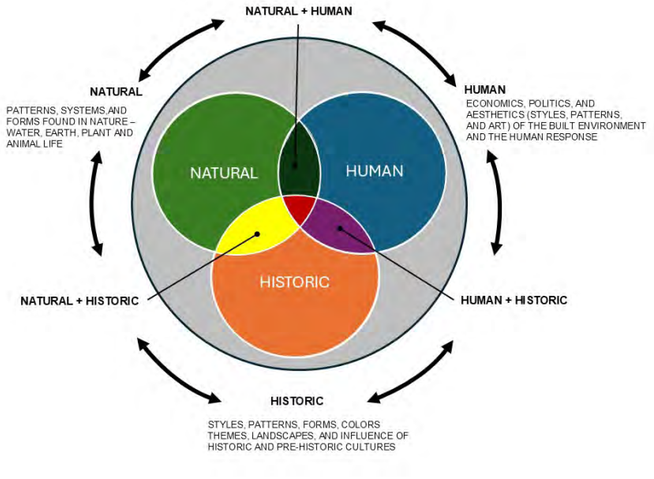
If this plan were, over time, fully implemented, it would make Caldwell a showcase community and one of the very best places to live, work, invest in, and visit in the Western United States.

Finally, the City will have the actual Computer Aided Design (CAD) document so that changes can be made to this plan without having to "start over" with a new planning document.

Plans, such as this are very fluid, but provide a guide and "vision" that will make Central Caldwell THE place local residents and their visitors will frequent - hopefully - on a near daily basis.

With the provided CAD documents the City will be able to re-route the Promenade, the layout of a particular development, or determine the location of a transit shuttle stop with ease.

The Envision Central Caldwell Plan will be a living, working document that can be used to recruit new investment and will provide the City with a well thought-out plan regarding parking, trails, parks, recreational and sports facilities, connections between places, and private-sector development.



Addressing redevelopment of properties, teams

Rest assured that no one is "taking" any property for any use as shown in this plan. This plan is a "wish list" of how Central Caldwell could come together and become Idaho's showcase city center.

Could some properties be purchased for a certain type or particular development? Of course.

Recommendations in this plan include developing a set of local "teams" that would include property owners, businesses, local citizens, city departments, and city council representation.

A team would be developed for each of the following projects:

- **Garden District Team** (working with the URA) through the already approved plans.

- **Parking and Transportation Team** (parking structure development, event shuttles, proper signage to parking lots, the Historic Depot, rail service, working with Valley Transit, Metro Community Services, etc.)

- **The Indian Creek Promenade Team**

- **The Tourism Team** would shepherd recruitment of hotels, the Caldwell Conference Center, wayfinding signage, the Sunnyslope Wine Trail partnerships, and other tourism-related initiatives outlined in this plan.

- **Caldwell Sports Complex Team** would work to develop sporting fields and facilities throughout Caldwell, not just in Central Caldwell.

- **The Plaza District Team** is already in place in Destination Caldwell and the downtown Business Improvement District. These folks would oversee the development of the 9th Avenue dining district, development of office buildings, additional retail, expanding the plaza area to include 7th Avenue and that portion of Arthur.

The initiatives without a specific team to lead the effort includes divesting the city from the fairgrounds, and the 55+ condominium complex, which would be a developer-led project.

Each of these teams would be built by the Mayor and Council and would include expertise to the specific type of development, citizens at large, elected official representation, city departments, and economic development.

This Visioning document will be, hopefully, adopted by the City Council as a planning document adding detailed recommendations to the already adopted Comprehensive or General Plan.

Adoption by the city does NOT mean the city is obligated to develop or fund any item in this plan. It is a guiding document that will reduce the risk of "planning by variance" and will help attract private-sector investment into Central Caldwell.

The goal is that when a developer comes to Caldwell and states they'd like to build a hotel,- for instance, the Economic Development office can say, "Here are three prime spots for hotel development in our downtown. Which spot would you like to work on acquiring? What can we do to help you make it happen?"

The Envision Caldwell team worked with the Destination Development Association (DDA) in determining the area to be considered for the long-term visionary plan.

Initially that area (outlined in yellow), and including about 900 acres, was the focus.

As work began, the DDA team felt is was important to include the fairgrounds area, which is an important tourism asset to the city.

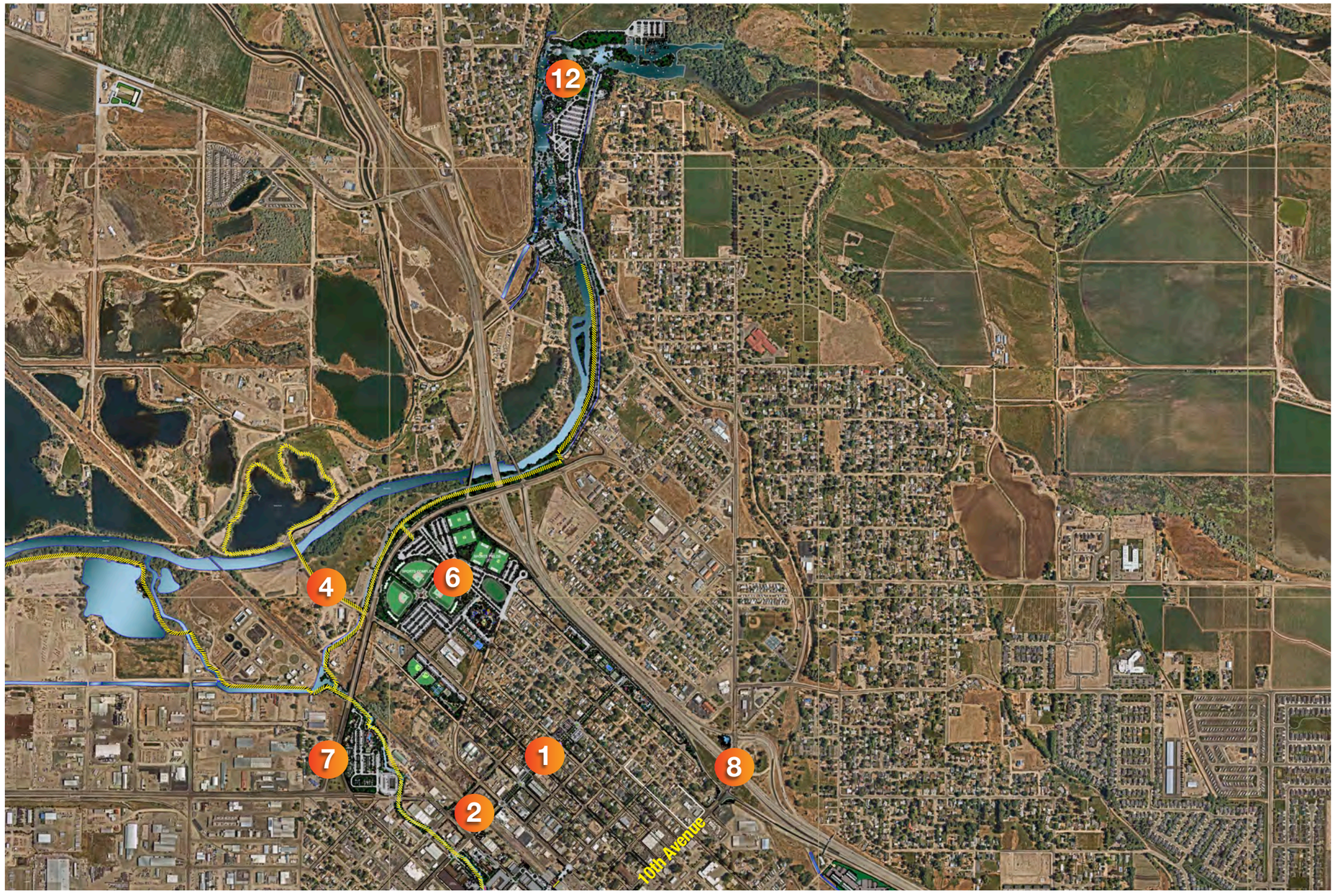
As the idea for the Indian Creek Promenade began to form, and after numerous interviews and outreach, the DDA team voluntarily expanded the area to include the area between 21st Avenue and Linden Avenue.

After that, the Rotary Pond area was included, and then hearing about the idea for a future Whitewater Park on the Boise River, the DDA team included that area as well.

This better "connects" the fairground area to downtown, and creates an outstanding opportunity to create a paved trail (the Promenade) from beyond the Fair Event Center to the Rotary Pond trail.

It also provides trails to where the potential Whitewater Challenge Course and Adventure Park could be developed.

Defining Central Caldwell's core development projects



1 Garden District
- Chicago Street improvements
- 5th Avenue development
- I-84 corridor improvements
- Garden District Plaza

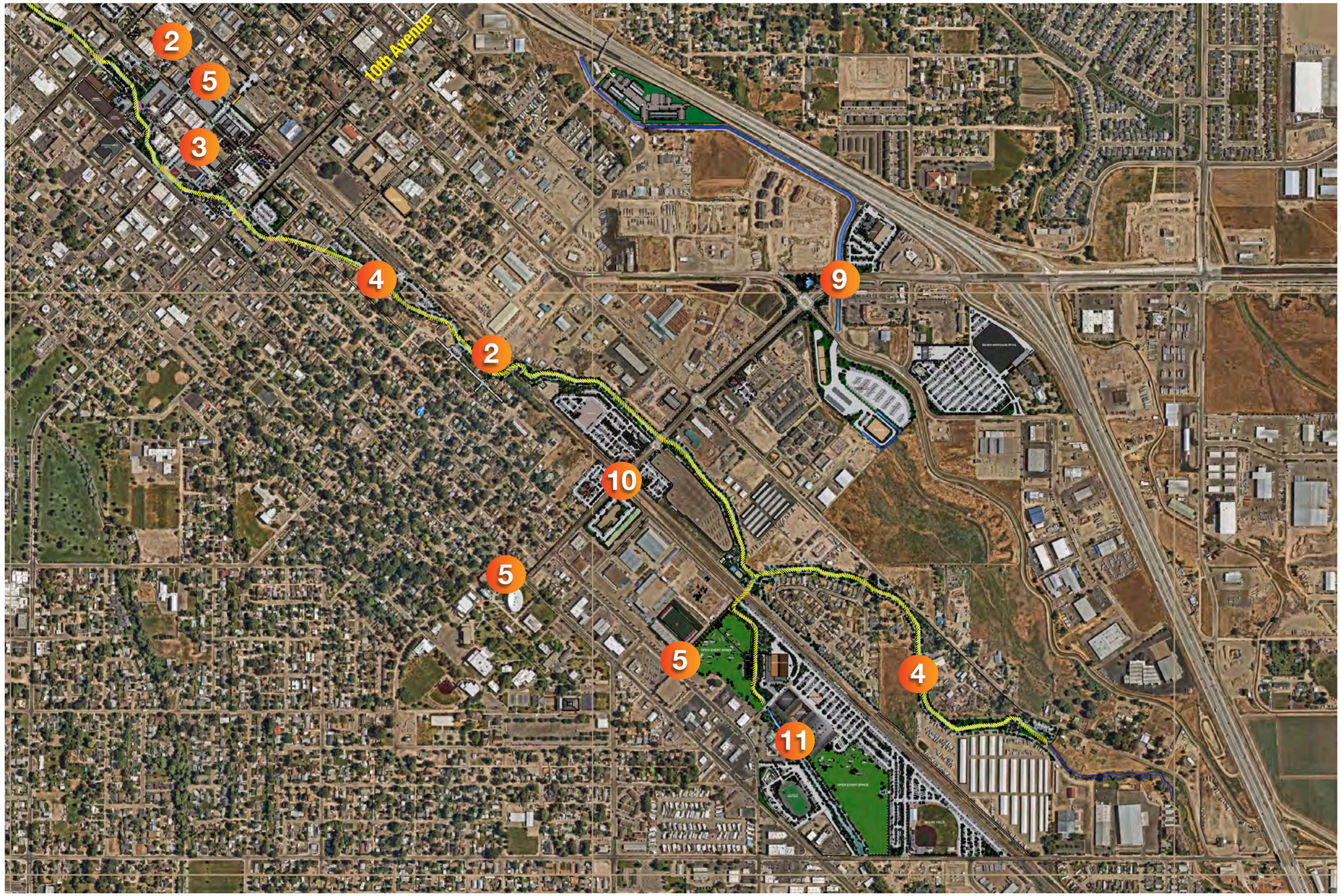
2 Rail quiet zone
- From Centennial Way to Ustick
- With pedestrian safety enhancements
- Signage, other safety measures

3 Plaza District
- 700+ space parking structure
- Caldwell Conference Center
- 3 downtown hotels
- 60,000 s/f office space
- 60,000 s/f additional retail
- 9th Ave. dining district
- 7th Avenue Plaza
- The Commons development

4 Indian Creek Promenade
- Three miles paved trail system
- Restrooms, picnic areas
- Trailhead parking areas
- Interpretive signage

5 Event shuttle stops (not all are identified)
- Historic Depot (Plaza District)
- West side of fairgrounds
- South side of fairgrounds
- College of Idaho
- Memorial Park
- Caldwell Sports Complex
- Fair Event Center
- 12th Avenue Hotel
- Whitewater Park

6 Caldwell Sports Complex
- Archery
- Pickleball and tennis
- Basketball (outdoor courts)
- Baseball and soccer fields
- Track
- Adventure Park



7 55+ Condominium development
- Trail system to area parks & amenities
- Pool and fitness center
- Activity Center
- Condos and apartments
- Parking structures
- Neighboring fuel/convenience store

8 10th Avenue gateways

9 21st Avenue gateways

10 Stockyards District
- Costco or big box development
- Trader Joe's & other big box development
- Restaurants (chain or franchises)

11 Canyon County Fairgrounds
- Divesting the city from the fairgrounds
- Re-imagined fairgrounds
- Parking, new facilities

12 Whitewater Park
- Challenge Course
- Park and open spaces
- Wetland Habitat Preservation Area
- Zip-Line Course
- BMX Pump Track
- Family Picnic Park
- Boat Docks

Key initiatives, feasibility & development opportunities

The key initiatives, identified on the previous pages, were developed from a number of sources:

1. Local feedback and public outreach. “What would we like to see in Central Caldwell?”

2. From the Caldwell Comprehensive Planning project and the public outreach from that effort.

3.This plan also includes projects already identified and approved prior to this Vision’s creation.

4. Based on urban planning “highest and best-use” practices. For instance, the highest and best use of properties along Indian Creek would be the promenade (a public amenity and attraction), parks, picnic areas, and for business; dining, residential, lodging, and retail - all where the waterfront setting increases the value of the offerings and the property.

5. Types of businesses (zoning, restrictions) in certain districts. For instance, one of the recommendations in this plan is to not allow chains and franchises in the Plaza District, keeping to authentic local options in terms of retail, restaurants and entertainment. On the other hand, having a Costco, Trader Joe’s or an Olive Garden Restaurant in the Stockyards District would be a perfect fit.

6. Feasibility. Once the research from the previous five items (above) was reached, next up was determining what would be feasible for private investment.

To determine how much office space there would be demand for, or how many more restaurants does Caldwell have demand for, we identified ten cities of between 60,000 and 100,000 residents, located in a metro area with numerous neighboring medium-sized cities, and within a 45-minute drive of a primary metropolitan city. The goal was to somewhat mirror Caldwell in other areas.

We also looked at national statistics and research using the U.S. Census Bureau data, ESRI and other geographic, demographic, and psychographic data to determine, for instance, the average Class A office space developed per capita.

We did this for retail (right down to the type of retail shops), restaurants, entertainment venues, commercial office space, landscape nurseries, day care centers, hotels, and big box retailers such as Trader Joe’s (a popular local request).

COMPARATIVE ANALYSIS

For the comparative analysis, we looked at ten metro areas with neighboring communities approximately the size of Caldwell and with similar geography (a major interstate connecting them, similar demographics).

Boise MSA population: 850,000
Neighboring communities: Meridian (135,000 pop.), Nampa (106,000), Eagle (33,000), Caldwell (65,000)

Comparative communities included:
---------- ---------- ----------
Metro area: Greater Seattle MSA (4.1 million)

Neighboring comparative communities: Lynnwood (41,000), **Shoreline (60,000)**, Mountlake Terrace (23,000), Seatac (32,000), Burien (52,000), Federal Way (100,000).

Not included were Kirkland, Bellevue, Mercer Island, Magnolia where the demographic (income and housing levels) are far more affluent than you’d find as an average in Caldwell. These might be a better fit for Eagle or the higher-income communities in the greater Boise area.
---------- ---------- ----------
Metro area: Spokane, Washington (600,000)

Neighboring comparative communities: Liberty Lake (13,000), Cheney (13,000), Spokane Valley (110,000), **Post Falls (42,000)**.
---------- ---------- ----------
Metro Area: Tulsa, Oklahoma (1 million)

Neighboring communities: Broken Arrow (120,000), Sand Springs (20,000), Owasso (45,000), Bixby (34,000), Claremore (20,000), **Bartlesville (38,000)**, Muskogee (38,000).
---------- ---------- ----------
Metro Area: Albuquerque, New Mexico (915,000)

Neighboring communities: Rio Rancho (116,000), **South Valley (37,000)**, Los Lunas (20,000), Sante Fe (85,000).
---------- ---------- ----------
Metro Area: Grand Rapids, Michigan (1.15 million)

Neighboring communities: Lansing (112,000), **Kalamazoo (73,000)**, Muskegon (38,000), Kentwood & Walker (80,000), Wyoming (77,000).
---------- ---------- ----------
Metro Area: Knoxville, Tennessee (957,000)

Neighboring communities: **Johnson City (71,000)**, Oak Ridge (32,000), Maryville (33,000), Morristown (32,000), Farragut (24,000)
---------- ---------- ----------
Metro Area: Madison, Wisconsin (700,000)

Neighboring communities: Middleton (22,000), **Janesville (66,000)**, Watertown (24,000), Fitchburg (35,000).
---------- ---------- ----------
Metro Area: Rochester, New York (1 million)

Neighboring communities: Greece (95,000), Irondequoit (50,000), **Henrietta (47,000)**, Perinton (47,000), Syracuse (146,000).
---------- ---------- ----------
Metro Area: Provo, Utah (760,000)

Neighboring communities: Orem (96,000), Springville (36,000), **Lehi (85,000)**, Spanish Fork (52,000), Payson (26,000).
---------- ---------- ----------
Metro Area: Des Moines, Iowa (775,000)

Neighboring communities: **West Des Moines (72,000)**, Altoona (23,000), **Ankeny (76,000)**, Urbandale (46,000), Waukee (32,000)
---------- ---------- ----------
Metro Area: Fresno, California (1.19 million)

Neighboring communities: Clovis (128,000), **Madera (68,000)**, Visalia (141,000).
---------- ---------- ----------
The communities highlighted in BOLD text are typical residential (suburban) communities with similar populations to Caldwell.

We also looked at numerous cities that are in metro areas such as Houston, Dallas, Tucson, Salt Lake City, Portland, and others - but are largely “self-contained” meaning they most of their needs can be found within a 30-minute drive of home without having to visit the core metro areas of, say, Dallas or Fort Worth.

We also looked at smaller communities around the country that were home to more than 20 wineries (but less than 40), had vibrant downtowns, and a myriad of recreational and sporting facilities. These are communities where tourism is one of their top three industries, typically after agriculture and manufacturing.

Based on this research, the DDA team was able to determine the local need for:
- Certain types of retail shops
- Number of restaurants (fast food and sit down)
- Hotel rooms and quality-range
- Public assembly spaces (conference, civic centers)
- Sporting fields and facilities
- Commercial Class A office space
- Big box retailers

Because tourism plays an important role in this plan, we also looked at research already conducted by ESRI, Urban Land Institute, National Retail Federation, US Travel Association and many other resources to determine the demand for hotel rooms in Caldwell.

To calculate the need for hotel accommoda-

tions, for instance, we found the following:

For low tourism, primarily residential communities a city of 75,000 residents will have between 300 and 600 rooms.

Similar communities with conference facilities, busy fairgrounds and event centers, more than a dozen wineries and a signature downtown will typically have between 500 and 1,500 rooms.

The lowest number of "conference quality" hotel rooms in a city the size of Caldwell that we could find was 375 rooms. Caldwell, currently, has no conference quality hotel accommodations.

A conference center of approximately 70,000 square feet (accommodating meetings and banquets of 1,000 guests or fewer) requires at least 400 hotel rooms - within an easy walk or close proximity of the facility.

For Caldwell, the plans for hotels include:
- Boutique upscale hotel in downtown next to the Tilian Condominiums: 82 rooms
- Holiday Inn Express or similar next to city hall: 93 rooms.
- Full service hotel along Blaine between 11th and 12th Avenues: 160 rooms, full-service hotel.
- Marriott hotel (along 21st Avenue next to the fairgrounds): 119 rooms.

Research shows demand for at least 600 hotel rooms in Caldwell. This plan (including the Marriott hotel already under construction), includes a total of 454 rooms.

While this is still far short of the demand, it's a great start and will get Caldwell into the tourism industry.

Likewise, the DDA team also looked at the type of retailers in many of the cities used in the Comparative Analysis. This included everything from small independent retail shops in a downtown core area to big box retailers such as Trader Joes, Costco, Sam's Club, and others. This also included research into distances between locations where these retailer are already located. Would it make sense to have another Trader Joe's in Caldwell since there already is one in Meridian?

In this particular case, the answer would be yes since Caldwell can easily be the "regional hub" for Ontario, Oregon and the eastern Oregon communities. With a population in the area of just under 60,000 residents, plus Caldwell's 70,000 residents, having a Trader Joe's in the community likely makes its development feasible.

One of the major efforts for Central Caldwell is making it a regional hub - or bookend, if you will, for greater southern Idaho and Boise area region.

SUMMARY

All of the development projects, including public-sector initiatives, in this plan are based on local needs, feasibility, and highest and best use of properties.

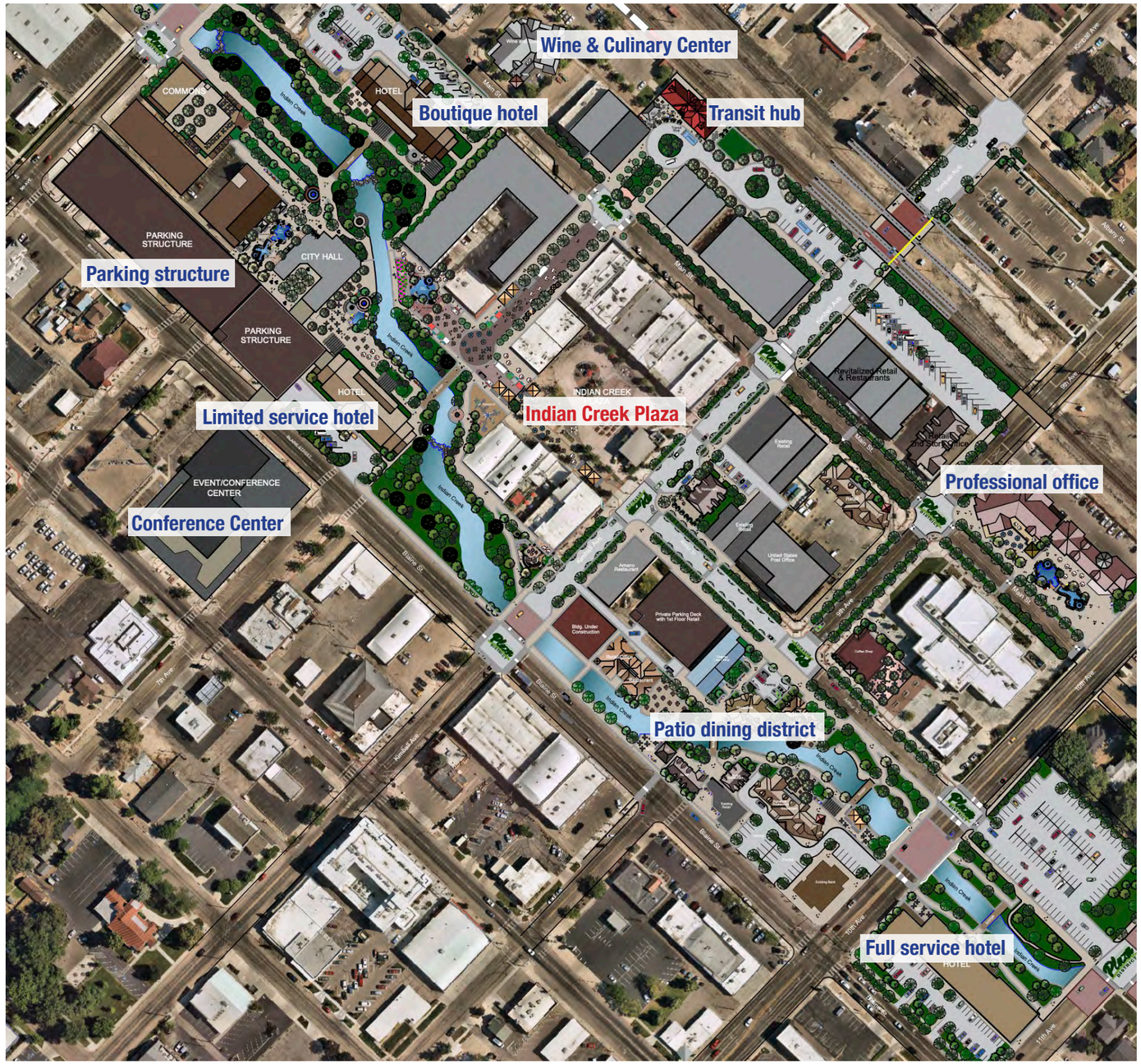
As a reminder, this plan focuses on the four major economic and quality of life challenges Caldwell has faced since its population has surged:

1) Reduction of leakage: keeping more resident spending local.

2) Increasing the parks, trails, and sporting facilities to be more in balance with the population.

3) Reducing commutes by developing Class A office space for those that work in the professional services industries: legal, finance, medical, technologies, and architecture/engineering.

4) Adding quality lodging so that professionals working in Caldwell (such as the DDA Team who, collectively, spent several months in Caldwell) can actually stay in Caldwell.



Central Caldwell Districts

Central Caldwell has more diversity in terms of development, than perhaps any other core area of any other Northwest City.

The Garden District (formerly known as “old Town,” is largely residential, while the Plaza District is Caldwell’s core shopping, dining and entertainment district.

The Stockyards District, on the other hand, is much more industrial, and core to Caldwell’s farming, ranching, and agricultural heritage.

To help market these areas, and create community pride in each, it was determined to actually create distinct districts for each area, much along the same lines as the Stunenberg District with its historic homes, mature street trees, and the historic feel of the neighborhood.

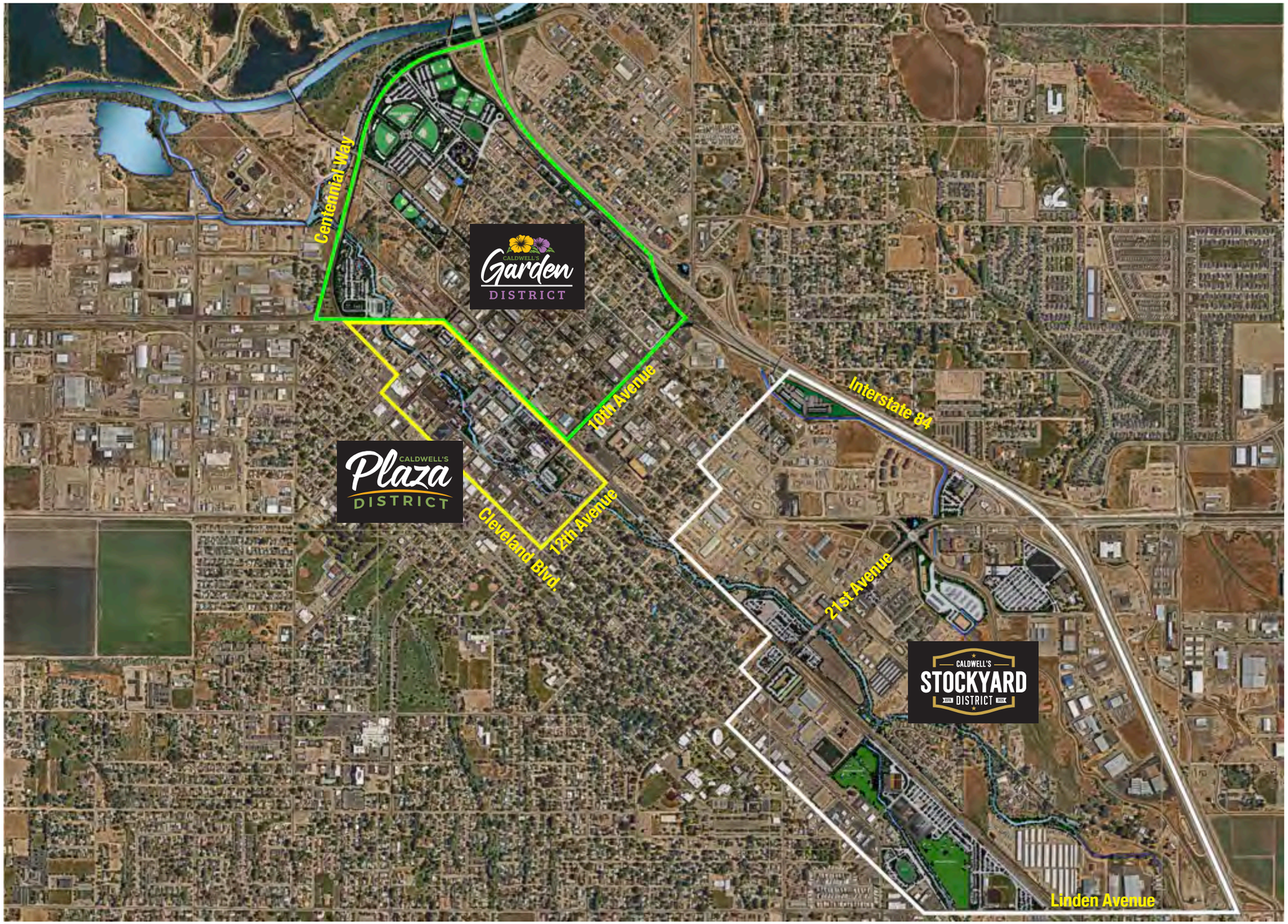
The Garden District will be home to the Caldwell Sports Complex, community gardens and urban forest along the I-84 corridor, a signature nursery along 5th Avenue, and is already home to the beautiful Veterans Gardens.

Additionally, the planned 55+ Community would be developed in the Garden District, and both Chicago Street and 5th Avenue will have street trees every 30 to 40 feet, with decorative street lights, and landscaped sidewalk buffers. Additionally, 5th Avenue will have a beautifully landscaped center median.

Even the recycling yards will have high landscaped berms to help screen the industrial areas in this neighborhood.

The Plaza District revolves around Indian Creek Plaza and is the core “entertainment district,” featuring hotels, the Conference Center, Wine & Culinary Center, additional shops and upscale office space. The district will also be a much higher density than other areas and have a pedestrian focus in an intimate setting. It will include a 700+ space parking garage, and numerous creekside restaurants with outdoor patio seating.

The Stockyards District is home to the Caldwell Night Rodeo, Canyon County Fair, larger big-box retailers

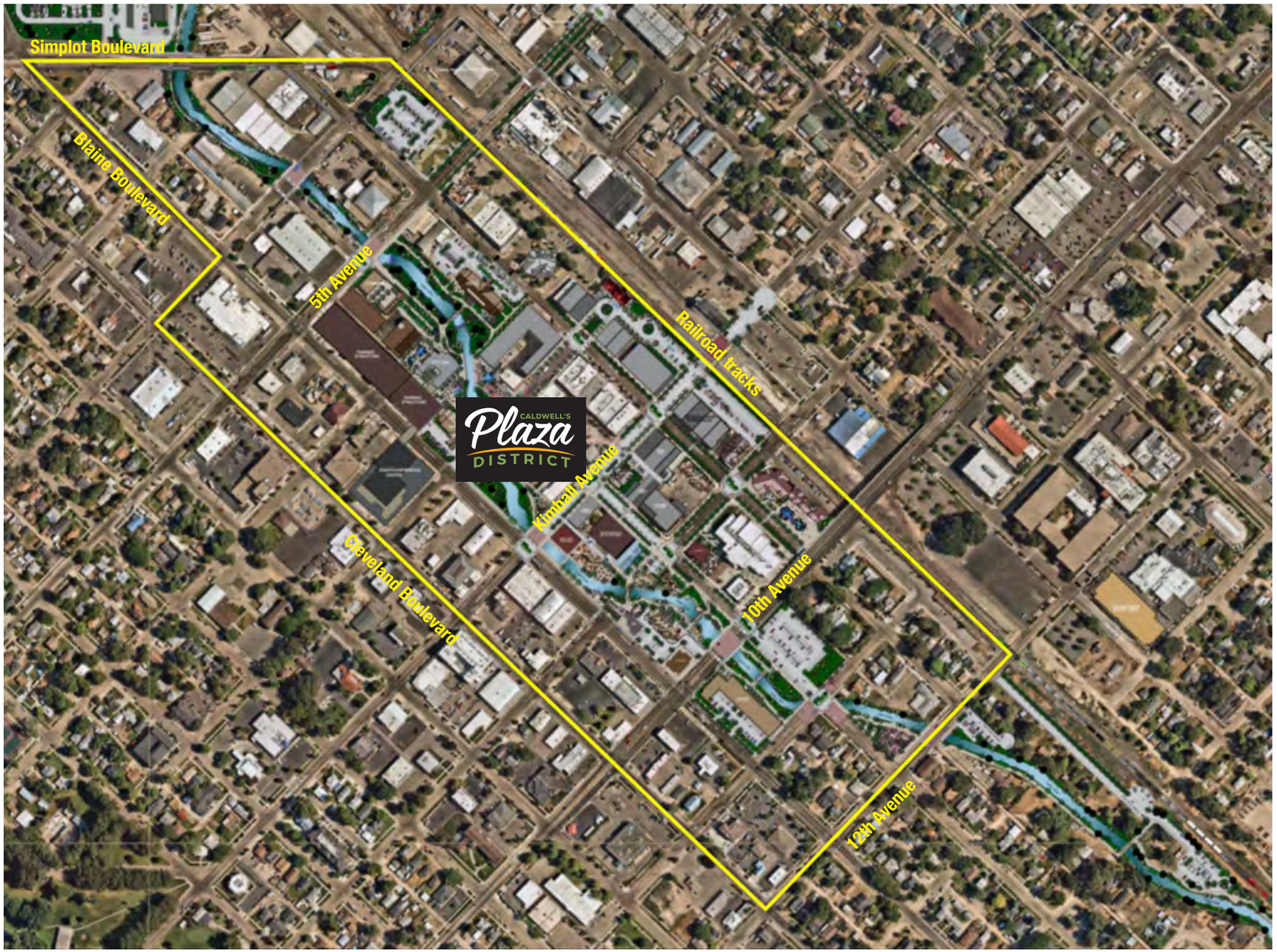


as well as several franchise and chain restaurants. Core to the district will be ranch and farm stores, while the light industrial areas will remain much as they are today - center of commerce for the agricultural community.

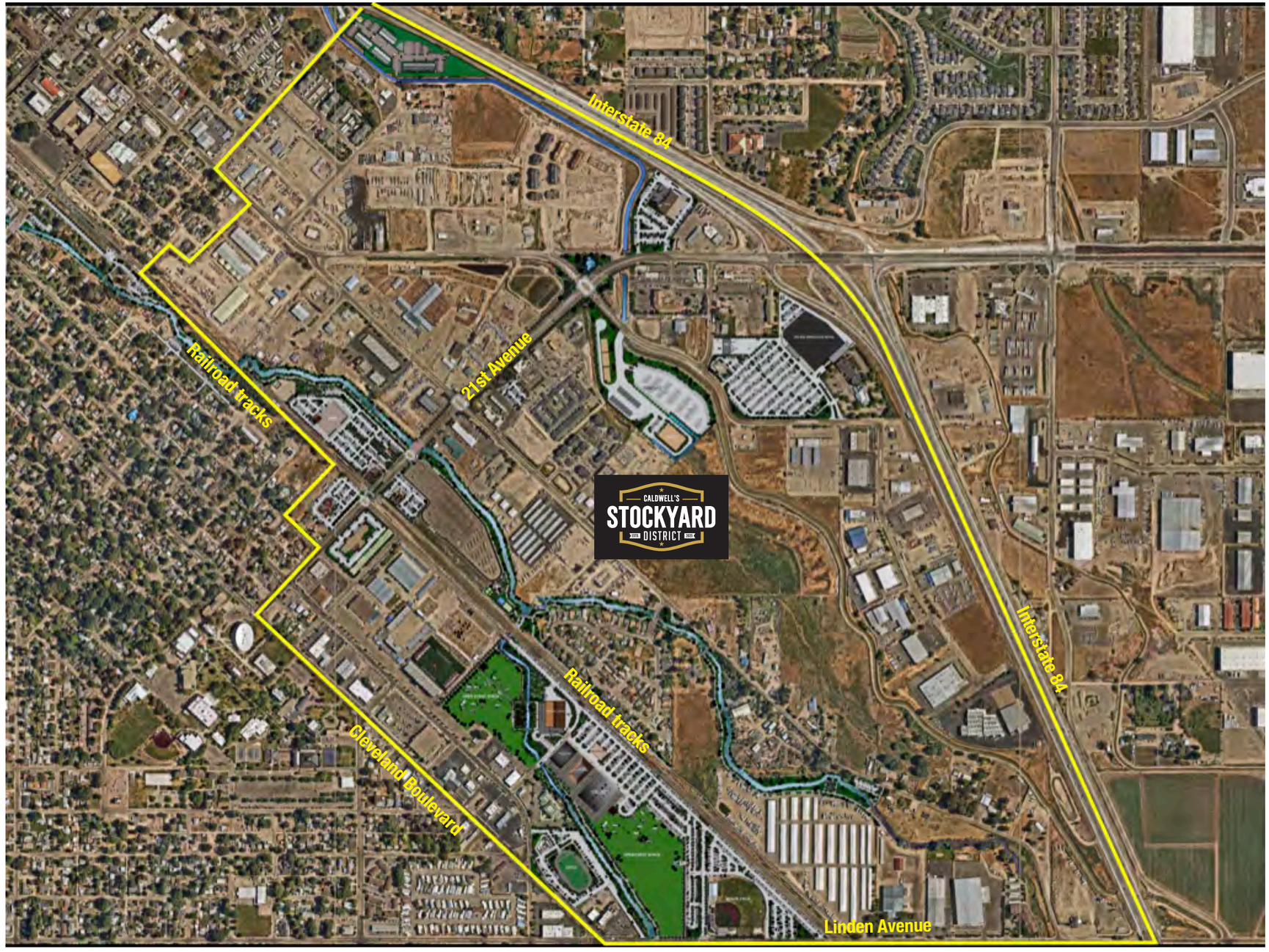
Here (this page) you can see the boundaries of the Garden District, which matches fairly closely to the recent Urban Renewal boundaries set for the improvements in this area of Caldwell.

CALDWELL'S Garden DISTRICT

FOCUS:
- Shopping
- Dining
- Entertainment
- Nightlife
- Lodging
- Professional office
- Multi-family residential



FOCUS:
- Farm & ranch
- Canyon County Fair
- Caldwell Night Rodeo
- College of Idaho Sports
- Big box retail
- Restaurants
- Lodging



1 Adoption of the Vision & Envision Central Caldwell Team

This Envision Central Caldwell 2050 - Master Development Plan was developed cooperatively by the Caldwell Chamber of Commerce and Destination Caldwell (Central Caldwell's business community), but was funded by the City of Caldwell (two thirds) and Destination Caldwell (the remaining third).

The first order of business, and the first of the forty or so recommendations in this plan, is to have the Chamber of Commerce adopt the plan, followed by Destination Caldwell representing downtown Caldwell's Business Improvement District.

Then these two organizations, along with the Envision Central Caldwell Team (the steering committee through this process) will bring it to the City of Caldwell for adoption by the City Council.

Adoption of this Vision does NOT obligate the City to implement any or every project in this vision. It is meant to be a guiding document along with the city's Comprehensive Plan.

On adoption of the plan, the City would instruct its departments to implement the plan, working with the Mayor and Council, prioritizing various projects after a number of citizen-led committees are appointed to tackle individual projects. These are detailed in upcoming recommendations in this plan.

There are six primary purposes for the development and adoption of this plan:

A VISION FOR CENTRAL CALDWELL

1) To create a long-term vision for this very important area of Caldwell. After the development of Indian Creek Plaza and initial downtown revitalization efforts were completed, the vision was lost in terms of "what's next?"

This provides that long-term vision, which will dramatically improve the quality of life for ALL Caldwell residents, but will also help offset the tax burden placed on residential properties, by beefing up commercial development in this core area of Caldwell.

ZONING BY TYPE OF DEVELOPMENT

2) This "Master Development Plan" provides a detailed guide to "what goes where" and will be a key marketing document used to attract commercial private-sector development.

No more "planning by variance." This will become (for this area of Caldwell) the Planning and Zoning and Economic Development's bible for the foreseeable future.

DIVERSIFICATION: TOURISM

3) This Vision will bring Caldwell into the tourism industry - Idaho's second largest industry - and a needed diversification strategy for the City as it becomes more urbanized with less and less reliance on agriculture.

THE GARDEN DISTRICT

4) It includes improvements for the most neglected area of Caldwell, the Garden District (formerly Old Town). This area has been largely overlooked by the City of Caldwell for decades and this plan will help bring this area back as a desirable and affordable place to live, work and play.

COMMUNITY DEVELOPMENT

5) This plan will reduce leakage of locally-earned money being spent elsewhere, and will dramatically increase the number of public parks, trails, plaza and other gathering areas, and sports facilities.

It will also reduce commute traffic by keeping local businesses, especially those in professional services and technology, in Caldwell.

CONNECTIONS

6) This plan better connects the fairgrounds area, the College of Idaho, Memorial Park, future Sports Complex and Whitewater Park to downtown through the strategic placement of event shuttles and transit stops - reducing traffic congestion and parking issues.

Tied to these connections is creating a downtown core area that is pedestrian-friendly, has more shopping and dining options, and includes shared parking through the development of an initial parking structure and better signage to available parking areas.

Tied to this plan is the Envision Central Caldwell Team that will work with city departments and officials, overseeing the "grand vision," and working with the various committees that will be charged with implementing various projects.

ENVISION CENTRAL CALDWELL TEAM

When the City of Caldwell adopts this plan, the Mayor would select a citizen-led team to oversee its implementation. This team should include:

- City of Caldwell Council Representative
- City Clerk or Finance Director
- Planning & Zoning Director
- Economic Development Director
- Public Works Director
- Parks and Recreation Director
- College of Idaho representative
- Canyon County Commissioner
- Caldwell Chamber of Commerce Director
- Destination Caldwell Director
- Four Plaza District property/business owners
- Garden District citizen at large
- Two Stockyards District property/business owners
- Indian Creek trails representative
- Canyon County Fair Director
- Caldwell Night Rodeo representative
- Citizen at large (living in Central Caldwell)
- Urban Renewal Agency chair
- Hotel general manager or ownerhsip rep.

This is a large 21-person team, but represents every needed element to bring this plan to fruition. This is how you get everyone on the same page, pulling in the same direction.

This team would meet, most likely, once each month to discuss the various projects, address challenges as they come up, introduce development interests to the team so they have a "one-top shop" as they begin spending millions of dollars into Central Caldwell.

This team would become the "steering committee" for hiring a full-time person who would be dedicated to implement this plan, and would also be the steering committee for consulting and other third-party professionals needed as the plan is implemented.

The full-time person (next recommendation) would report to the Envision Central Caldwell Team, who would have a chair that would report to the City of Caldwell on a quarterly basis, or as projects come up that require expenditures and approval by the Mayor and City Council.

When the Envision Central Caldwell Team meets, additional expertise can be brought in such as the City's Finance Director, City Attorney, Police and Fire and others that can offer advice and solutions to various projects as they come up.

For instance, developing the Indian Creek Promenade (a three-mile paved trail) will require power, water, sewer as well as public parking areas every half-mile or so along the route. Making sure these utilities and amenities are available may require additional city departments to be a part of that particular project.

Outside experts may also be brought in, from time to time, to explore ways to design, build and finance public projects such as the needed parking structure downtown, or the conference center, or even the creation of a Destination Marketing Organization (DMO).

This would include expertise at the state level from the Department of Commerce, the state's Tourism Division, and other state and perhaps even federal agencies.

2 Contract or hire a professional to implement this vision

This plan, when fully implemented, includes nearly $400 million in private-sector development projects and a substantial amount in terms of publicly-owned facilities and community development assets.

In 2015 a citizen-led initiative resulted in the original Caldwell Branding, Development and Marketing Action Plan which, like this plan, was bold and ambitious.

If Mayor Nancolas had not hired a person, full-time with the specific charge to implement that plan, it's quite likely that Indian Creek Plaza and tens of millions of dollars in private-sector investment would never have come to downtown Caldwell.

That effort dramatically changed Caldwell's reputation and quality of life. In fact, many people have relocated to Caldwell because of that effort.

That original plan was a three-year plan that focused on just the Plaza District area (about 200 acres), where this Vision encompasses more than 1,500 acres and a much, much larger "to do list."

In order for this plan to see success, a full-time person (or team) MUST be hired or contracted with to see that it's implemented. This is NOT a plan you can just add to an already huge to-do list with a city department or employee.

Please remember that Economic Development, Planning and Zoning, and every other City department represents and works throughout ALL of Caldwell, which encompasses more than twenty-two square miles of area, and is home to nearly 70,000 residents.

The person that is either contracted or hired to implement this plan must be a jack of all trades. At the top of the list is they must be an excellent sales-person. Key to the success of this plan is recruiting hundreds of millions of dollars in private-sector development, which will drive the entire future of Central Caldwell. Key attributes of the person would include:

- Real estate development expertise
- Land planning, zoning, and construction
- Public outreach (work with a City Public Information Officer to keep local citizens up to date and informed as to what is taking place and where)
- Managing and overseeing numerous local "teams" or committees working on various projects in this plan, at the same time.
- Financing, funding, design, build experience
- Ability to work with property owners (commercial and residential). Example: The Indian Creek Promenade will need to acquire easements through dozens of properties - including residential backyards, or next to commercial buildings and lots. This person will need to negotiate those deals and come up with creative solutions on how to bring that - and many other projects - to fruition.
- Development marketing: Working with Urban Land Institute members, regional Daily Journal of Commerce and other publications throughout the Northwest.
- Public relations (promoting Caldwell as a feasible investment area)
- Be able to work with various city departments and staff members on everything from finance to permitting. Recruiting major projects is a hand-holding experience from start to completion of the project.
- Knowledgeable about tax increment and new market tax credits, other forms of finance.
- Tourism and destination marketing and finance: Auditorium and lodging taxes, creation of a tourism business improvement district (TBID) and other elements of the industry.
- Knowledge of the wine industry in terms of tourism and seasonal marketing.
- Ability to work with federal and state agencies re: funding, development, management, operations of such projects as the Whitewater Challenge Course, which could be a national or state-partnered project.
- Be a great negotiator on projects such as divesting the City from the fairgrounds or other issues and properties.
- Negotiate real estate purchases for properties needed for both public and private-sector projects.

In a nutshell, this person must be ultra-motivated, organized, and willing to take a few hits along the way.

Perhaps most importantly, this person must live by the motto "Nothing great was ever achieved without enthusiasm." This Ralph Waldo Emerson quote is important to marketing Caldwell to development interests that can "catch the vision."

This person, company, or contractor, would not come cheap, but this is where you get what you pay for. Once funding is secured, the City (or whatever organization takes the lead) would likely enter into a three-year contract, that would be reviewed and renewed at the end of each year.

This way, if the contractor (or staff member) does not live up to the expectations, which would be extraordinarily high for this project, they contracting entity (likely the City) can cancel the contract.

While this is a 25 year Vision, most of the initial and major projects would be either developed or under construction within the first five to seven years, with the heaviest lifting happening in the first three years.

The longer term projects would include the Indian Creek Promenade, which would likely be a ten-year project before it's completed, and projects that would, initially, be on the back burner such as the Whitewater Challenge Park and Environmental Center.

This person would also need to be a team player since they would work, day in and day out, with Caldwell's Economic Development and Planning and Zoning Offices - and others. Coming out of the gates, this person would report to the Envision Central Caldwell Team, and would work with the Mayor on selecting the various team or committee members that will be charged with overseeing numerous projects including the:

- Indian Creek Promenade
- Caldwell Sports Complex
- Garden District URA project
- Transportation (parking, shuttles, transit, wayfinding, etc.)
- Whitewater Park and Environmental Center
- Tourism development (organizational and business recruitment)
- Plaza District URA development

Once the Envision Central Caldwell Team has been put in place, next up will be to determine a budget (a three-year commitment) for the hiring or contracting with the"Central Caldwell Director."

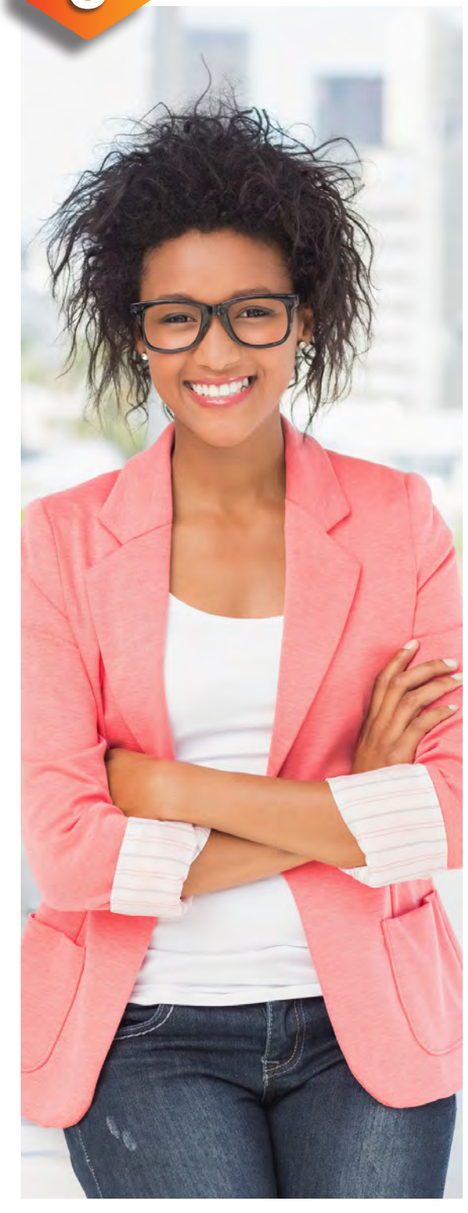
If the City uses a personnel recruitment company, this may be important since this effort will likely require a nationwide search.

An ideal candidate will have some real estate sales experience, and preferably in the commercial side of real estate. They do not have to have a current real estate license, but having someone with that expertise - and sales ability - will be a key to success.

A last item of note: This person will need to spend at least half-time if not full-time living in Caldwell or the area. It's not mandatory that they be provided an office, although it will be important to have a place they can frequent when meeting with development and other interests.

Finally, it's more than likely that they will need administrative support, which can be built into their contract, or can be provided separately.

3 Hire a Public Information Officer to Work With City Administration



With a bold plan, such as this, keeping the public abreast of so many moving parts will be imperative. Every city of more than 20,000 residents should have a Public Information Officer working with the city's administration.

This is important so that local citizens are not caught off-guard when they "suddenly" see a hotel going up in a location that was being used for other purposes.

For this effort, and others the city is embarking on, it is of utmost importance that there be a public outreach effort at the city's highest levels - working with the Mayor and City Council.

The city's efforts, from an outsiders perspective, has been totally lacking in terms of public outreach. In fact, over the year it's taken to develop this vision, the DDA team had no one at the city, other than department heads and elected officials, to communicate with, and no real way to engage the public other than via setting up dozens of meetings, and organizing press visits - all done independently of the city.

The Public Information Officer, or PIO, acts as the primary liaison between the Mayor and Council and the public, ensuring the dissemination of accurate, timely and relevant information.

This person is responsible for managing media relations, handling crisis communications, and maintaining a positive public image for the City.

When the City embarks on a new journey (such as this plan) or key project, the PIO will be the city's spokesperson, has ongoing relationships with the local and regional media, will prepare press releases, and will organize press conferences and public meetings.

Maintaining a positive public image for the City of Caldwell is imperative as Caldwell has been working to "reposition" or "rebrand" itself from the perception of being a less-than-desirable place to live, to one of the best places to live in the Northwest.

This project, in particular, is extremely important in terms of public outreach - especially now that it's moving into the implementation stage.

Key responsibilities

Media relations: Building relationships with local, regional, and state media outlets, including press conferences.

Crisis communications: Developing and implementing communication strategies during emergencies, or during road closures, public safety incidents, and to provide timely and consistent information during emergencies.

Dissemination of information: Creating and distributing content via social media channels, on websites, through newsletters (print, digital, email) and in print included in utility billings.

Every month, the PIO should produce a "What's new and what's happening in Caldwell this month" piece that can include on-camera videos (YouTube shorts, Instagram stories, TikTok videos, etc.) so that citizens have the opportunity to be informed of upcoming opportunities and challenges.

Public outreach & engagement: The PIO would also organize community events, public meetings, public inquiries, and would monitor and manage social media for sentiment and rumor control. It is there responsibility to keep communications professional and positive, weeding out personal attacks and negativity - especially when it comes to somewhat controversial topics and projects.

Internal communication: The PIO will assist city leadership with internal messaging, including newsletters or employee updates. This project, in particular, will involve every city department, and it's vitally important to get everyone on the same page, pulling in the same direction.

Strategic planning: The city's PIO would also work with the department heads, almost on a daily basis, to develop communication strategies that align with current and future projects and the City's goals.

Job description

Communication: Exceptional written and verbal communication skills, including the ability to translate complex information for the general public.

Technical Proficiency: Knowledge of social media platforms, content management systems (CMS), and photo/video editing tools.

Crisis Management: Ability to remain calm under pressure and make quick decisions.

Interpersonal Skills: Ability to work with diverse audiences, community leaders, and elected officials.

Legal Knowledge: Familiarity with public records laws (e.g., Freedom of Information Act, Brown Act).

Qualifications

Education: A bachelor's degree in journalism, communications, public relations, English, or a related field is typically required.

Experience: 3–6 years of experience in public relations, marketing, or media is often required, with, government or public agency experience being highly desirable.

Certifications: While not always required, certification as a Master Public Information Officer (MPIOP) or training in the National Incident Management System (NIMS) is preferred.

Working Conditions

Hours: Requires a 40-hour workweek but often necessitates 24-hour on-call availability, including nights, weekends, and holidays for emergency response.

Physical: Light to moderate physical activity may be required, such as visiting incident scenes for photos or setting up equipment.

This long-term vision provides hundreds of millions of dollars in private-sector investment opportunities and every developer will go online to determine whether or not investing in Caldwell is a worthwhile endeavor. They will read press articles, reviews, social media posts and comments.

No developer wants to fight or engage in a public dispute that can cost them their business or reduce the value of their investment in Caldwell.

A case in point is the new hotel next to the fairgrounds. The family (yes, this is a family investment and the first big investment for the two young women who own the property) had no idea that developing the hotel at that particular site would create a firestorm of controversy locally.

Whether right or wrong, the City approved the project and it's scheduled to open during the summer of 2026. This is a project that the city desperately needs (even if it's in the "wrong" location) as overnight visitors spend three-times that of day visitors. It's sad to see so many people visiting Caldwell (including the DDA team), but at the end of the day, heading back to Nampa, Meridian and Boise for overnight lodging.

The city should be supporting this development and hoping the property is ultimately successful, yet the city has been totally silent. Ownership should be interviewed, updates posted to social media accounts, and the hotel brought into Caldwell as part of the community.

This is the job of a Public Information Officer - always keeping a positive image for the City, its leadership, and its economic development efforts.

4 Create an Envision Central Caldwell website

One of the very first public outreach efforts should include the development of a website dedicated to this effort and the various projects it includes.

The primary purpose is to promote Central Caldwell to local and regional residents (as a great place to spend time), investors, and development interests.

The website would be owned by the Envision Central Caldwell Team (a volunteer effort), and managed by the Project Manager - the person or team hired to implement the plan.

The website would be used by the City to disseminate current and updated information about both public and private-sector projects, and would be used by Economic Development as a marketing tool to encourage development in this area of Caldwell.

It would also be a portal for real estate professionals offering retail, office and residential leases and development opportunities in Central Caldwell.

For instance, while not a part of this plan (already in the works before this plan was developed) would include the apartment complex being developed along I-84 where the domed church used to be.

Since the location is within the Central Caldwell area, the website would be a great place for the developer to share information about what all will be included in terms of onsite amenities, when apartments will be available for lease or rent, and it can showcase renderings, rental and contact information. After all, we want this project to be successful.

Another example is The Commons, soon to be developed on Arthur Street between 4th and 5th Avenues. This will be a beautiful, pedestrian-friendly addition to Caldwell's Plaza District, and it offers space for offices, retail shops and eateries and other small businesses.

Currently, each of these projects is on its own in terms of informing the public about its development, construction progress, and lease and rental availability.

The website would showcase a map of Central Caldwell, with major projects noted on the map. Clicking on one of them will take them to a page (or many pages) that detail that particular project.

It would include the Vision for public projects including:
- The Indian Creek Promenade including:
    - Trailhead and parking locations
    - Public restrooms
    - Bridges and public crossings
    - Pocket parks & picnic areas
    - Phasing and development timelines
    - Ways to contribute to the effort
- Caldwell Sports Complex
- Re-imagined Canyon County Fairgrounds
- Uncovering Indian Creek downtown
- Gateways into Central Caldwell on both 10th and 21st Avenues
- District identifications (Garden, Plaza and Stockyard's Districts)
- Transit stops and event shuttles
- Public parking in the Plaza District
- Garden District parks, plazas and streetscapes
- Wine & Culinary Center
- Whitewater Challenge Course, park and environmental center
- Caldwell Conference Center and why tourism is important to Central Caldwell

Private sector opportunities would be promoted and include:
- Hotel next to City Hall along Indian Creek
- Hotel across from City Hall
- Full-service hotel between 10th and 12th Avenues
- 55+ condo/apartment complex
- Service station and convenience store
- Living in Central Caldwell (apartments, condominiums, tiny homes, etc.)
- Marriott flagged hotel along 21st Avenue
- Class A office space development opportunity
- Retail development opportunities
- Retail space lease availability
- Indian Creek Plaza sponsorships and partnership opportunities
- Private-sector opportunities at the Whitewater Challenge Course and Park
- Restaurant and retail development sites
- Big Box retail and chain/franchise restaurant opportunities in the Stockyards District

Public events taking place in Central Caldwell:
- Indian Creek Plaza events and activities
- Caldwell Night Rodeo schedule
- College of Idaho football and sports events
- Canyon County Fair and other fair events
- City of Caldwell's Winter Wonderland and festival of lights
- Farmers Market schedule
- Grand opening events, open house events
- Chamber of Commerce events

The DDA team created an introductory video showcasing the vision, down the road, for perhaps the best whitewater park in the Western United States. The website would be a great place to showcase that to help build support for its eventual creation and development.

Likewise, the website would detail the phasing, over perhaps ten years, for the development of the Indian Creek Promenade - and development opportunities along the creek, throughout Central Caldwell.

Tied to the website would be a YouTube channel that can showcase individual projects with an on-camera spokesperson - perhaps the City's Public Information Officer (PIO) or a local real estate professional.

The website would be updated once every week, adding more and more content over time.

Keys to developing a successful, and often visited website will be visual content in both renderings, site plans and video with voice-over content.

Second to that, is making sure it offers new and updated content - perhaps even a weekly video blog that can be shared on both the website and YouTube channel.

Text on each page should be limited to less than 100 words, to keep it positive, visual, and appealing.

The primary beneficiaries of the website:
- Local and area residents that want to know what's happening - this week - in Central Caldwell.
- Economic development: This is the portal to help sell investment and development opportunities.
- Planning and Zoning: To help showcase opportunities, land uses, and to avoid zoning by variance.
- City Council and Administration: To showcase what's happening and progress on various projects.
- Chamber of Commerce: Showcasing business opportunities and garnering support of Chamber members.
- Destination Caldwell: This website would partner closely with Destination Caldwell's marketing efforts, but this will be more of a focus on business and development opportunities.

While this plan will likely be adopted by the City in May of 2026, there is no reason why the start to building the site can't begin taking shape in April of 2026.

5 Urban Renewal Agency: Feasibility and financial plan for the Plaza District

In 2025 and early 2026 the Caldwell Urban Renewal Agency (URA) contracted with ArchNexus to develop a Feasibility Study and Plan for Garden District area of the city.

This plan will result in providing much needed infrastructure Improvements to this long-neglected area of Caldwell.

This recommendation is for the URA to contract for a similar study and plan for the Plaza District.

This would include the creation of a new tax increment financing district, including setting the boundaries, estimating development and subsequent revenue streams, and then identifying key projects to be undertaken by the URA.

Several projects, such as the primary parking garage, conference center, and perhaps a future wine & culinary center (perhaps operated by the College of Idaho) may be part of a Design, Build, Finance (DBF) firm project done by a firm such as GriffenSwinerton.

Public projects within the Plaza District that will require public finance and development include:
- Parking garage (700+ spaces) including the purchase of real estate for its development.
- The Caldwell Conference Center
- The Sunnyslope Wine & Culinary Center
- Converting 7th Avenue between Main and Arthur to a pedestrian-only plaza (except for delivery and emergency vehicles) and only after development of the parking garage
- Removing 9th Avenue between Arthur and Blaine and then selling upland properties on each side of the creek for new development projects (dining district)
- Development of the Indian Creek Promenade through the downtown core area from the Police Station on 5th to 10th Avenues
- Assistance relocating Keystone Pizza (if they will agree) from over the creek, providing creekside outdoor patio dining.
- Infrastructure improvements needed for two hotels, one next to and the other across from City Hall.
- Plaza District Gateway on Kimball at Blaine
- Gateway projects at the 10th Avenue exit westbound from I-84
- Gateway project at 10th Avenue and Chicago (both sides of the Avenue)
- Fabrication and installation of the wayfinding system throughout the Plaza District
- Infrastructure improvements for the 55+ condominium project to be located along Centennial Way and Simplot Boulevards.
- Development of the property behind the Indian Creek Plaza stage on Kimball.

All of these projects are identified and detailed throughout this plan.

This study should commence as early as possible in 2026 and should be completed by the end of 2026.

The outcome of this work will detail the priority projects, income streams by year, development opportunities and approximate investment by year, and other factors.

It would make sense to contract with the same team that produced the Garden District Feasibility Study and Plan since they are very familiar with Central Caldwell, and by the fact that this area shares the same boundaries as the previous plan.

The team that produced that plan was made up of ArchNexus and Zions Public Finance, Inc. based out of Boise.

While this is taking place, we recommend contacting the folks at GriffinSwinerton, who are a renowned Design, Build, Finance firm specializing in public-sector projects including parking garages, conference centers, hospitality projects, etc.

They work throughout the U.S. and have offices already in Boise. A notable project they are in the midst of developing is for the City of Pflugerville, Texas, a city about the same size as Caldwell. This is a public-private partnership (P3) project that includes development, in Pflugerville, of a new city hall, recreation center, and a mixed-use commercial development.

Design, Build, Finance (DBF) projects are growing in popularity and bring private development expertise and guaranteed cost and schedule performance to publicly-owned, publicly-controlled government assets. In a DBF project, the city would work with the developer, in this case GriffinSwinerton to design, permit, finance, and build the assets - in this case the parking structure, conference center, and perhaps even one or two of the Plaza District hotels (for private-sector owners).

Included in the mix might be the Sunnyslope Wine & Culinary Center, which could be owned by the city but operated by the College of Idaho. All of this would be worked out during the process of the Feasibility and Planning process, which would involve working with both types of firms.

In a DBF project, the developer finances 100% of the total project costs and leads the design build process under a Guaranteed Maximum Price (GMP) in a collaborative, open book, fully transparent process subject to audit by the City. The DBF is structured with long-term lease agreements, fully under the legal authority of the City to execute, for a set period of time (often 30 to 40 years) to coincide with the useful life of the project.

Under a DBF, the developer is responsible for financing and guaranteeing total project costs and schedule with liquidated damages if timeframes are not met, which creates strong incentives for the developer to perform and to achieve schedule efficiencies and cost savings that would be credited back to the City.

In terms of bond pricing achieved on privately-issued tax-exempt bonds, GriffinSwinerton's Orange County Civic Center demonstrate that the nearly $400 million of bonds were rated and priced on par with or better than other county-led tax-exempt bond financings.

The City collaborates and participates fully during the entire project delivery process, and after completion has the right to repay or refinance the privately-issued debt at its sole discretion and receive, at no cost, the unencumbered fee title to the facility when it desires.

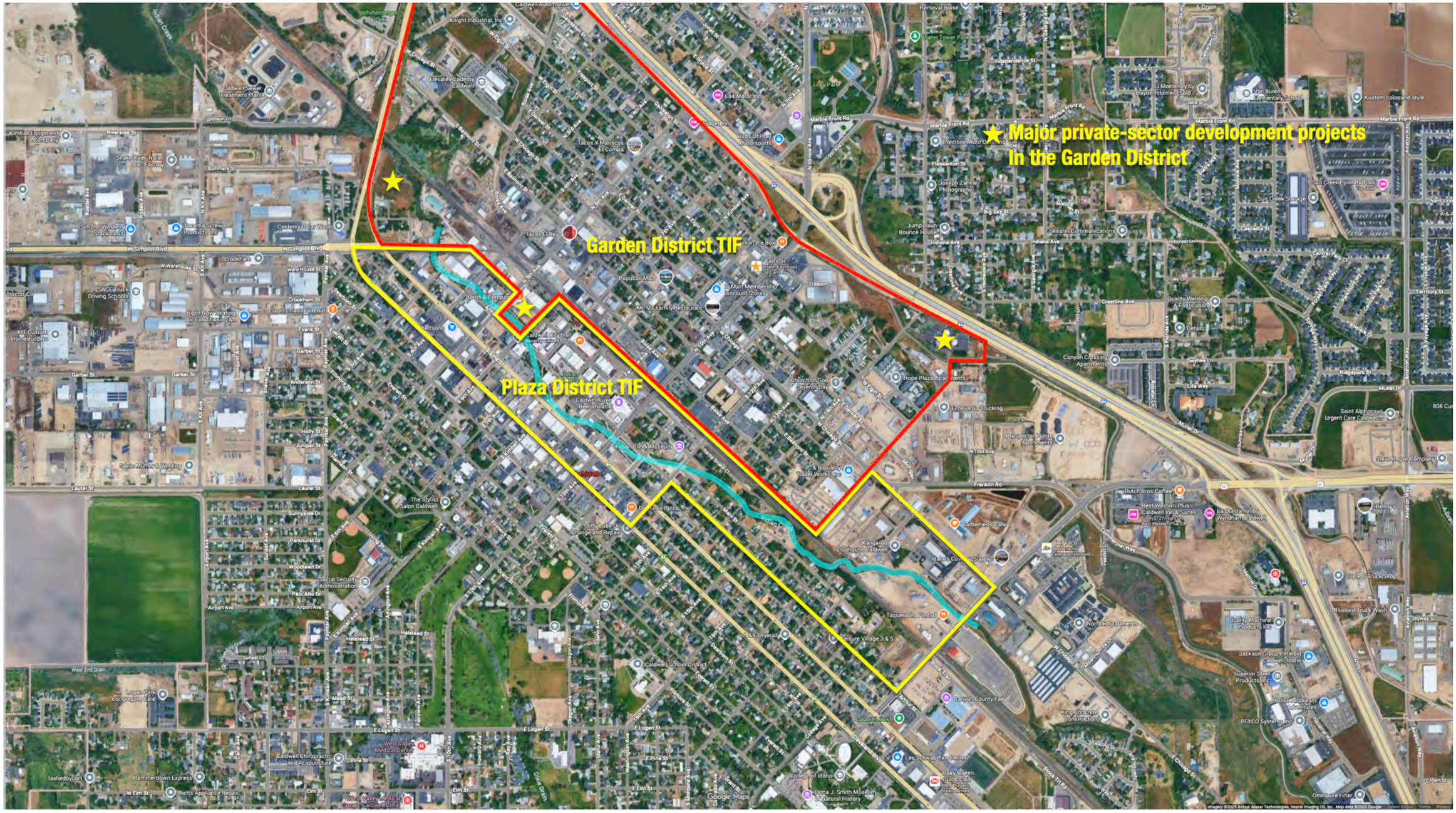
In a nutshell, the City would be the land owner, a Special Purpose Entity (SPE) would actually own the facility (such as Parking and Conference Center Authority) under the city, the developer would design, build and finance the structures.

Financing methods can include:
- 100% privately issued tax-exempt securities
- 100% privately issued taxable securities
- Conventional debt & private equity investment
- Custom hybrid financing structures

The City controls the projects:
- Option to purchase / debt prepayment
- Ownership reversion at the end of the lease
- All operations and maintenance decision-making during the lease

By bringing in both ArchNexus/Zions Public Finance and GriffinSwinerton, they can work together to develop both long term and short term solutions that fit both the City and its Urban Renewal Agency.

This creates a "divide and conquer" type of partnership that will result in making Central Caldwell a vibrant, self-sustaining, and desirable place to invest in, live in, and visit.


★ Major private-sector development projects in the Garden District
Garden District TIF
Plaza District TIF

6 Adopt the Garden, Plaza, and Stockyards Districts

Once the City adopts this Vision, it can, at the same time, adopt the three district designations, or can do so in a follow-up council meeting.

To keep things simple, prior to this adoption, the Envision Central Caldwell team will review the district boundaries to make sure no adjustments need to be made to them (you can see them on pages 14-17) and then will present them to the city for adoption.

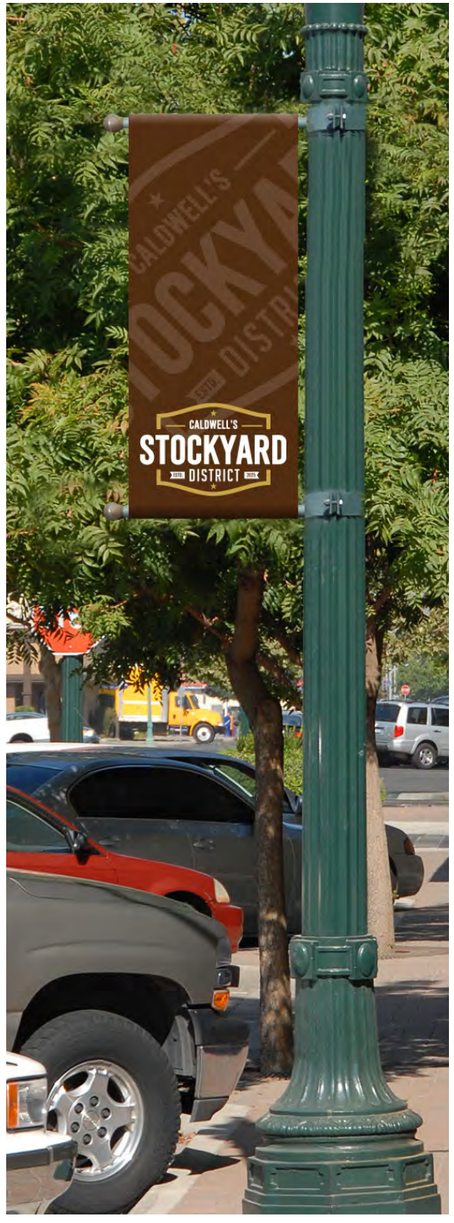
The naming and identity development (logos) have been developed and adopted by the Envision Central Caldwell team, the Chamber of Commerce and Destination Caldwell so that they can be implemented and used immediately.

The actual original art files are available with this plan. This way, and as funding allows, the City and its partners can begin using the district identities on pole banners, wayfinding and street signage, crosswalks, and other areas where it's appropriate.

We suggest that Destination Caldwell take the lead and fund the placement of Plaza District pole banners and other identifiers throughout this district, with assistance from Public Works in hanging them on light poles or creating stencils and painting logos at various intersections. Samples and ideas are included throughout this plan.

Within the Garden District, the pole banners and other identifiers would be phased in along 5th Avenue and Chicago Streets as those development projects take place. The Garden District Team (to be identified) would lead that effort, but funding would be part of that URA project.

For the Stockyards District, this could be steered by a partnership effort with the Caldwell Night Rodeo, the Canyon County Fair, and the City of Caldwell. First up would be adding pole banners from the I-84 intersection of 21st Avenue down to Blaine, and around the fairgrounds properties.



7 Create the Garden District Team

Throughout this plan a number of citizen-led teams will be created and those will include:
- Indian Creek Promenade Team
- Plaza District Team
- Garden District Team
- Stockyards District Team
- Whitewater Park Team
- Parking & Transportation Team
- Sports Complex Team

First up, would be the creation of the Garden District Team since this is a project that has already been approved by the city, and as funding allows, will likely commence in 2026.

The team should include the following representation:
- Five residential property owners that live in the district
- Three businesses located within the district
- Three property owners along 5th Avenue
- City Planning and Zoning
- Public Works (street department)
- Urban Renewal
- City council representative
- Envision Central Caldwell
- City Public Information Officer
- Elevate Academy
- Veterans Garden

For this particular team (or committee), Urban Renewal would take the lead in organizing monthly (perhaps quarterly during 2026) meetings, since this is a project with funding that is under their control.

This team would be the selection committee for contractors and planners, and would work with the city on a number of fronts during the design and planning phase, construction, and followup maintenance of the new facilities and amenities.

One of the key responsibilities for those on the team that live, have businesses or own property in the Garden District is to develop a database of email addresses for ALL property owners and residences in the district.

This way they, as a volunteer organization, can send a monthly (or quarterly to start) e-newsletter to everyone in the district letting them know about this project, what the priorities are, what the timelines are, and what to expect as things progress.

The primary initiatives are detailed in the site-planning area of this plan, but include:

- Sidewalks, decorative street lights, and landscape buffers on one side of Chicago Street from the Elevate Academy to 10th Avenue.

- Substantial improvements to 5th Avenue including a center landscaped island, street trees on both sides of the street, improved sidewalks, street lighting and landscape buffers.

- Abatement of non-operational vehicles and "junk" stored on private-properties and in public right-of-ways. This also includes enforcing all city codes, including the removal of semi-trucks being parked on city streets as storage lots.

This particular effort will require a LOT of cooperation from the Garden District Team in letting their neighbors know that the team, which represents local residents, property owners and businesses, are asking the city to enforce these ordinances.

- Working with the city on maintaining streets, existing sidewalks and other infrastructure.

- Some of this effort may include land exchanges or land purchases (by the city or URA) in order to create public parking areas, for development of the community plaza, and creating buffers between I-84 and the neighborhood.

- These plans include developing community gardens to be shared and maintained by the neighborhood, adding new playground equipment and expanding an "urban forest" along the I-84 corridor to reduce freeway noise and to make the area look better from the freeway.

One of the major challenges in the Garden District is actually living up to that brand when the irrigation district is, for the most part, insolvent.

Perhaps the City can provide a bit of funding - perhaps in the $25,000 range, to help remedy the areas where there are broken water lines or other issues so that the system is functional.

Considering that fact that this area has been largely ignored or overlooked for decades, this would be a very small price to pay to assist the water district get back up on its feet and for this neighborhood to succeed.

The other area where this team can be of use is in dealing with "slum lords" - property owners who rent properties without investing in them or improving them, leaving tenants in barely habitable homes. The team can be the eyes and ears of the neighborhood and can alert city officials on the team to individual situations where the city may be able to step up and force neglectful property owners to abide by local codes and ordinances.

Additionally, we recommend that the city set aside perhaps $100,000 a year that could be available as grants for home improvements in this neighborhood with some restrictions:
- Only for owner occupied properties
- For deficiencies in the home such as roof repairs, siding and window upgrades, paint, and other elements that will improve both the home and the neighborhood.
- Perhaps there would be a cap of $10,000 for each project.
- Only for those families that fall below the poverty line and are struggling to make ends meet.

This team could help develop a form where property owners can apply for a project and this team would award those, perhaps quarterly, throughout the year.

So this team would offer far more than just working with the URA through their projects, but would be the lifeline between the residents and the City.

The ultimate goal is to make the Garden District a desirable place to live, raise a family and retire.

Community pride takes place when homes and yards are cleaned up and well maintained, neighborhood parks are enhanced, sidewalks, street trees and street lights are added to the mix.

Through this process a local Garden District representative would take the lead among the 11 local representatives on this team, and would present to the City Council a neighborhood update perhaps once every six months.

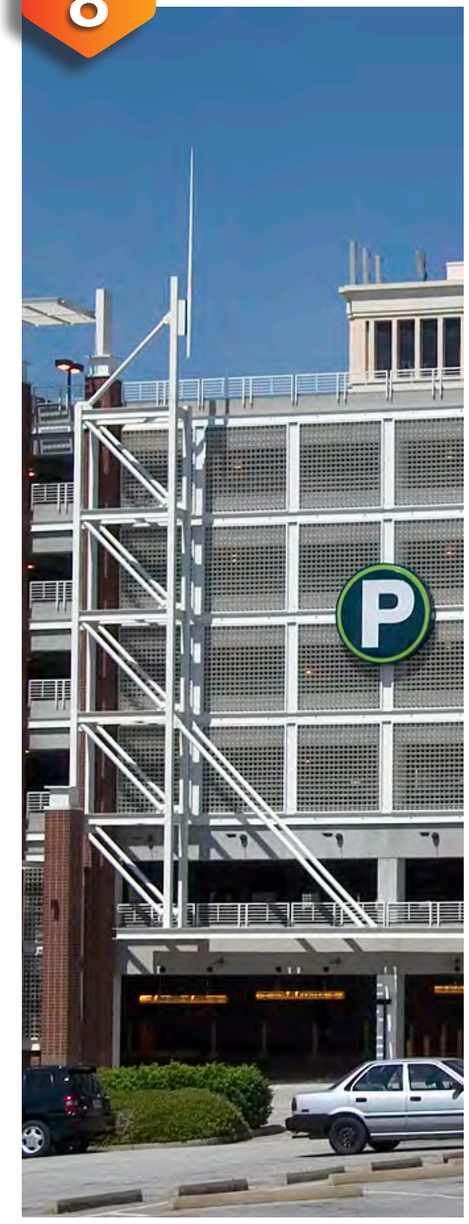
This is a great opportunity to ask for assistance where needed, and to show the city that with their help, the Garden District is becoming a neighborhood with community pride and a desire to make it even better.

This area is already seeing interest in non-conforming uses such as multi-family housing projects and so this provides an opportunity for residents to weigh in on those decisions.

Quite frankly, the plan calls for this neighborhood to remain a single-family home neighborhood with allowances for tiny-home developments and auxiliary dwelling units, and small single-story businesses such as eateries and a nursery retailer (fitting the Garden District brand and focus).

This team could be established immediately - even before the major URA projects begin.

8 Create the Parking & Transportation Team (or authority)



The second team to be created is the Parking and Transportation Team. In essence this would be a pre-curser to the creation of the "Caldwell Parking Authority" that many cities already have in place. They, ultimately, manage and maintain the city's parking lots, garages, and set parking fees, issue event permits, and enforce parking regulations.

To start, this team would take the lead on developing policies and would guide the development of parking ordinances, public-private parking lots and garage development, wayfinding signage, garage stay fees, and transit stops, event shuttles, and the operation of those.

Included on this team should be representation from:
- City Council
- Public works director
- Public works - street department
- Planning and Zoning
- Economic Development
- Destination Caldwell
- Caldwell Chamber of Commerce
- Three downtown property owners
- Citizen at large
- Canyon County Fair
- College of Idaho
- Urban Renewal Agency

Once a downtown hotel is on board, they would be added to this list.

This plan includes:
- A 700+ parking garage, tentatively located along Blaine between 5th and across 6th over the parking area next to City Hall.

To make this happen will require the purchase of eight commercial parcels and perhaps the relocation of several small businesses there.

The parking garage, alone, will also include determining costs to park there, time limits, operations and maintenance, and determining funding avenues to get it built. Initial recommendations are included in the parking garage area of this plan.

- Better signage to existing parking areas including the lot along Kimball and Boise Avenue.

- Time limits (if any) in all parking lots and on-street parking.

- Creation of additional public parking in the Garden District to accommodate the development of a neighborhood plaza.

- The future of the parking lot along 21st Avenue next to the fairgrounds as well as parking at and surrounding the fairgrounds - where appropriate.

- Developing impact fees (and determining how much those will be) for new businesses coming into Central Caldwell instead of forcing them to provide x-number of parking spaces per x-amount of square feet of office, retail, lodging or restaurant space. Instead, the impact fees would help offset the cost of building shared parking lots and/or structures.

For instance, this plan calls for two hotels across from Indian Creek where there is an extremely limited parking supply and no land to build additional parking. In these cases, perhaps the two hotels, with approximately 200 total rooms, would "purchase" or "lease" 200 or so spaces in the new parking garage and would be granted specific parking areas for their staff and guests.

This team would start by working with the city to contract for the development of a Parking & Transportation Plan, where transportation planner expertise would be brought in to provide direction to help find solutions for impact fees, parking rates, paid versus free parking, shuttle and transit stops, and a host of other issues and challenges.

- This plan calls for seven (to start) shuttle or transit stops, primarily for event shuttles, so that event attendees are not forced to drive between the Plaza District and the fairgrounds. They can park in one location, and within no longer than 15-minute intervals be able to catch a shuttle to downtown and back to the event.

Initial event shuttle stops would be placed at:
- In front of the O'Connor Field House
- At the west entrance to the fairgrounds
- The Fair Event Center
- The parking lot on 21st Avenue
- College of Idaho (these students don't have cars so need a means to frequent downtown)
- The Sports Complex (once developed)
- At the parking garage and Conference Center (once developed)
- Memorial Park (during sporting tournaments)
- The historic depot in the Plaza District. This would be the primary destination and transit center.

You can see from this list that the primary focus is to get people from the fairgrounds, athletic fields, rodeo, and the hotel there to downtown, where the bulk of the restaurants, retail shops, and nightlife is taking place WITHOUT having to bring their vehicles downtown.

This plan also includes the development of more than 1,000 parking spaces at and around the fairgrounds, making that area and the downtown parking structure the two primary places to leave vehicles. Providing frequent shuttles to and from these places will reduce traffic congestion, will make it easier to enjoy Caldwell, and will relieve the pressure of providing additional parking at various locations.

- During the process of developing this vision the DDA team met with both Valley Regional Transit Authority and Metro Community Services, both who'd like to play a role in helping Caldwell with its transportation needs - including event shuttles.

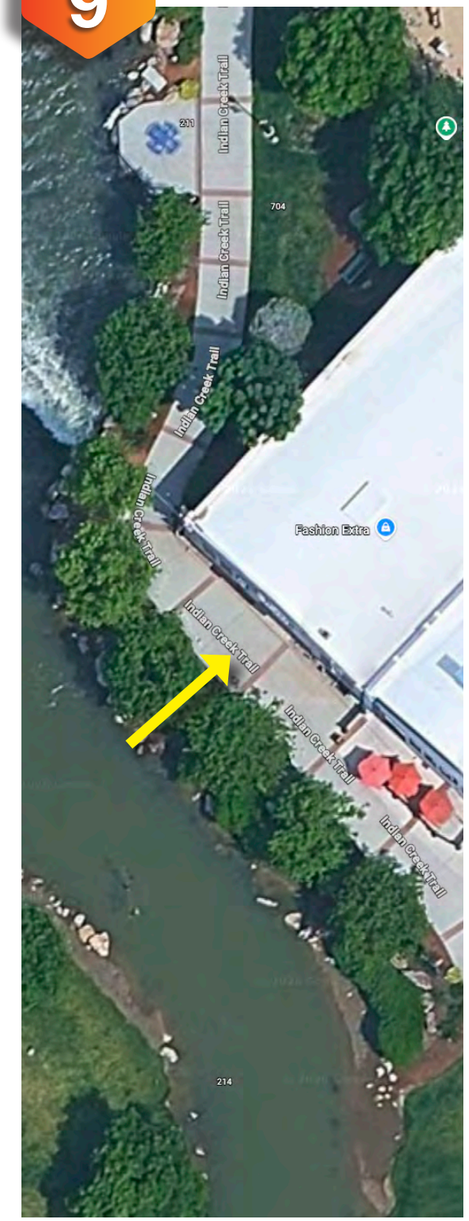
This team would talk to them, and other providers, to determine the most cost effective and efficient way to accommodate parking and transportation solutions.

As Central Caldwell grows, eventually a shuttle stop might be added at larger multi-family complexes (like the 55+ housing in this plan), and at other facilities. For major events that take place during the summer months, utilizing school parking lots as overflow parking, and then providing convenient shuttles to and from those areas to the events can be advantageous.

For the proper development and growth of Central Caldwell, this is the single most important of all the recommendations in this plan. This Team will guide the future of how to better connect consumers to these areas to ensure a pleasant experience for both locals and visitors alike.

Finally, one initiative we'd like to see the city, at some point, consider, is having several rubber-tire historic appearing trolley cars that add to the experience of spending time in Central Caldwell. These are popular alternatives to standard issue busses and shuttle vans and really elevate the overall experience.

9 Create a facade easement program



Many cities have created a “facade easement” program that allows the city to spend money to improve a private property. Most of the time these are used to create murals or other building enhancement projects.

While we believe the building owner should maintain the exteriors of their buildings, in many cases they either outright refuse to or simply can’t afford to make those improvements.

Such is the case in Caldwell in two locations.

The first (right) is the space below the Destination Caldwell offices, along Arthur next to Indian Creek Plaza.

By getting a facade easement, the city would then control the facade at this location. With that in place, the city can then improve this eyesore, making the building attractive. This is a key location where the farmers market is held, and it will become part of the 7th Avenue plaza area, once the parking garage has been developed.

The other location is behind the retail shop “Fashion Extra,” (left) which is along the Indian Creek Promenade and is a second major eyesore in the Plaza District.

In both these cases, these facades give the appearance that this area is falling into disrepair and neglect, and that the businesses don’t care about curb appeal. Curb appeal is extremely important, and it can account for 70% of first-time sales.

With facade easements in place, it won’t be expensive to improve both these facades so that downtown is attractive, welcoming, and with no areas of obvious blight.

10 Work with City Officials to Re-approve the Rail Quiet Zone

Nearly a dozen years ago, the City was approached to create a rail corridor "quiet zone" through Central Caldwell where trains would not use their horns except during low visibility weather, or when they see dangerous situations.

Quiet zones have been in existence since 2005 and to date there are nearly 1,050 quiet zones covering nearly 6,000 railroad crossings. To offset the lack of train horns, the Federal Railroad Administration (FRA) put in place strict guidelines to offset any increase in danger for both vehicular and pedestrian crossings.

Studies have proven that quiet zones, with new safety measures in place, have seen no increase in accidents or incidents. In fact, many areas have seen decreases in accidents since the establishment of the quiet zones.

As you can see in the figure, opposite, the rail line cuts right through the heart of the Central Caldwell planning area. Train horns greatly affect the areas approximately 1,000 feet on each side of the tracks - the gold colored shaded area. In Central Caldwell, this noise corridor stretches from Chicago Street to Blaine Boulevard, encompassing thousands of residents, local businesses, activities and events stretching from 4th Avenue all the way to Ustick Avenue.

The map, opposite, only goes to Linden Avenue, the core planning area, where the quiet zone will actually extend to Ustick, encompassing additional residential neighborhoods.

The shaded area encompasses nearly 40% of the total planning area, and the most blighted areas within Central Caldwell are in this shaded area.

While this area extends only 1,000 feet on each side of the tracks, the horns can be heard from much further distances, but this area is where it can most affect sleep, rest, or work environments. In fact, you can be virtually anywhere downtown or in the Garden District and you'll hear the horns sound as rail traffic passes through.

In order to attract millions of dollars in private-sector investment into Central Caldwell, establishing the quiet zone is a must-have requirement.

This includes Class A office space (60,000 square feet), three hotel development projects on both sides of the creek and on the south side of 10th Avenue ($150 million), the movie theater, the new dining district, and additional condominium and residential projects throughout Central Caldwell.

One of the key projects in this entire plan is the creation and development of the Indian Creek Promenade, a paved three-mile bike and pedestrian path lined with pocket parks, picnic areas, interpretive signage, restrooms, trailhead parking and other amenities stretching from south of the Canyon County Fair Event Center to the Rotary Pond area north of Centennial Way.

For those enjoying the scenery, wildlife, birds and nature, perhaps pushing a stroller, being interrupted with the blast of train horns just 100 feet or so away, is enough to damage hearing, let alone putting pedestrians at risk of heart attack.

If you look, again, at the map (opposite) you can see that the Promenade is entirely within the rail horn corridor, with most of the trail within 500 feet of the rail line.

As a note, there are no pedestrian crossings over the railroad tracks. All Promenade rail crossings will go under the tracks in three separate locations.

No community in the U.S. has rescinded its quiet zone status and, in fact, most are adding to those zones and, nearly every week, additional communities are requesting quiet zone areas.

In researching quiet zones - both positives and negatives - the only reason we could find that communities looking into them deny them is due to the cost - typically in the millions of dollars - in additional safety requirements necessary to mitigate any risk.

In the case of Caldwell, there are fewer crossings than in most other locations, only one main line (most others have multiple main lines), and most of the safety requirements are already in place.

This plan endorses and supports the addition of pedestrian gates (see photos, opposite), which are inexpensive to install and require little to no maintenance, and provide a convenient location to add signage stating "No Train Horns" and "Look Both Ways."

There are some who worry that the city may get sued should a pedestrian get injured or killed when illegally crossing the tracks, which is a legitimate concern.

But consider this: If a pedestrian walks up to any vehicular intersection to cross the street, they will have a designated crosswalk in front of them. They will also have crossing signals telling the pedestrian when it's legal to cross the street. Additionally, they can look up and make sure the crossing traffic is stopped at a red light.

Because a pedestrian might illegally cross when the crossing signal says not to cross, or when there's traffic coming through the intersection, and they cross and are injured or killed as a result, should the city also outlaw all crosswalks within the city limits?

Studies have shown that there is forty times greater risk of a pedestrian being injured or killed in a pedestrian crosswalk than at a railroad crossing in a quiet zone. This is comparing the same number of crosswalks as railroad crossings.

There will always be risk whether dealing with vehicular or rail traffic. The only way to eliminate all risk is to outlaw all rail (and vehicular) traffic through Caldwell, something no one that we're aware of is advocating for.

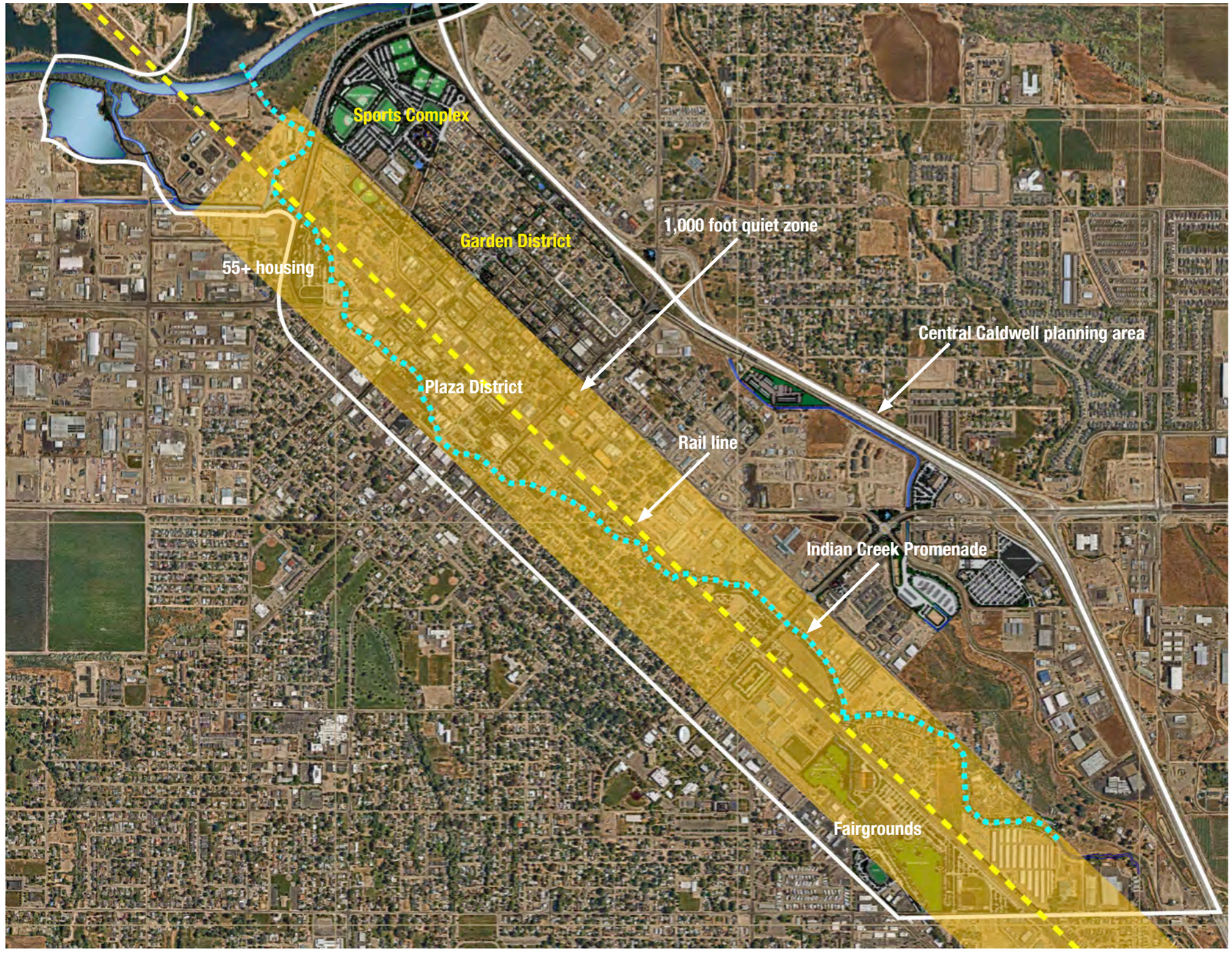
The City of Caldwell has been working with the rail operators for nearly ten years to obtain final approval of the quiet zone.

Rail officials have come to Caldwell to look at every crossing in the quiet zone (the city footed the bill for those visits) and have approved the plan presented by the City.

Bids for safety improvements have come in less than what the city has budgeted, even when adding in additional pedestrian safety fencing.

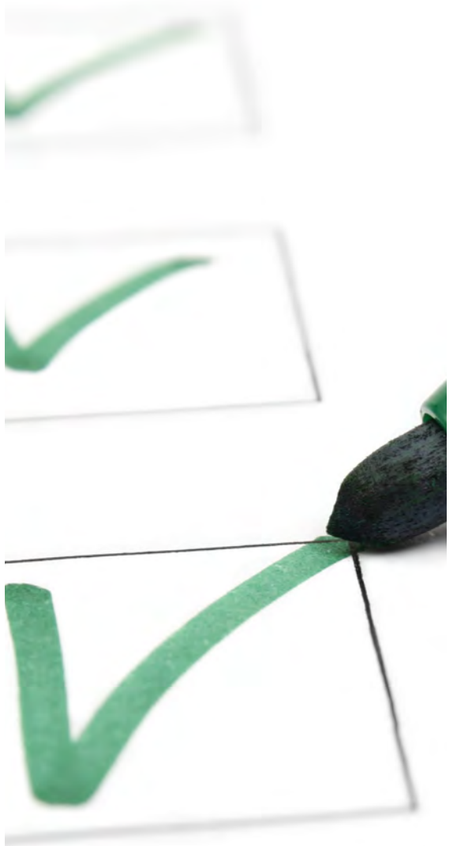
The City already approved the quiet zone in December of 2025, and this recommendation, after public hearings and debate, urges the City to reaffirm and adopt the quiet zone as requested and approved by the rail line and by the city council.

The city can then authorize the Street Department (Public Works) to proceed with the contract to install the additional, and required, safety devices and measures.



An ingenious idea to improve pedestrian safety in quiet zones is in use in West Valley City and Taylorsville Utah (above two photos). In this example, they installed two simple fences. When a pedestrian walks up to the first gate, they turn to the right to go around it, forcing them to look up the tracks. Then when they turn left to go around the second fence, they are forced to look down the tracks before crossing. If a visually impaired person walks up to the tracks, they will feel the gate in front of them, telling them to stop at that point. If they go past that fence, they will come up to the second fence, once again alerting them not to go further when they hear the crossing bells. Likewise, this alternative is better than having to open a gate while in a wheelchair or pushing a stroller. Effective, inexpensive.

The project and development priority list



The following is the to-do list, by year and by priority. Of course these timelines are tentative and many projects will overlap other projects. Some may start, but then wait for funding to become available.

But it's necessary to identify the most important initiatives that will most attract private-sector investment and help existing projects become more successful.

The following, in essence, provides the check-list of recommendations and initiatives so that the Envision Central Caldwell Team can work through the action items with an initial list of priorities.

2026 ---------- ---------- ----------

2026 is largely the "getting ready year," getting all teams in place, plan and districts adopted, staffing in place, start of the funding and development process, getting the full Envision Central Caldwell Team up and running with meeting schedules, etc.

Priority projects for 2026:
- Adopting the plan and districts
- Getting teams in place
- Parking solutions & transit/shuttle stops
- Wayfinding system installation
- Hotel recruitment
- Lodging tax advisory and funding
- Initial planning of the Indian Creek Prom
- Uncovering Indian Creek in the Plaza District

1) Adoption of this plan by the city

2) Establish the full Envision Central Caldwell Team. Set up a monthly meeting schedule.

3) Contract or hire a professional to implement this plan.

4) Encourage the city to hire a public information officer that works for administration and the council.

5) Create the Envision Central Caldwell website and populate it gradually over perhaps a four or five-month period.

6) Create a YouTube channel tied to the website and post on-camera interviews and short-from videos (Instagram stories, YouTube shorts, and some long-form videos with more detail).

7) Urban renewal to conduct a feasibility study and plan for the Plaza District. Also teaming with GriffinSwinerton for possible Design Build Finance of publicly-owned Plaza District projects.

8) City to adopt the three Central Caldwell districts and instruct staff to start marketing those using pole banners and other means.

9) Create the Garden District Team. Have them meet every other month this year, and then monthly starting in 2027 as projects begin to move forward.

10) Create the Parking and Transportation Team. This team will meet monthly, effective immediately. Addressing parking and transportation issues is the top priority for the Plaza District.

11) Work with the Parking and Transportation Team on impact fees for new Plaza District projects in exchange for removing the requirement to develop required parking.

12) City to move forward with the rail quiet zone, Public Works to proceed with construction contracts.

13) Install the existing wayfinding system.

14) Seek professional services for architectural, landscape architecture, and engineering for the 10th Avenue exit gateway, and the primary gateway to the Plaza District at 10th Avenue and Chicago Street. Secure funding for this project from the City Council.

15) Divest the City from the fairgrounds. This way the city can concentrate on and invest in far more profitable and other important quality of life initiatives.

16) Create the Indian Creek Promenade Team. This team would meet monthly and would be in place for numerous years to move this phased project forward.

17) Begin acquiring property for the parking structure. Start by optioning the property during the planning process.

18) Negotiate and then contract for the Design Build Finance (DBF) of the downtown Parking Garage.

19) Recruit the three downtown hotels and obtain commitment letters from each.

20) Add to the DBF firm initial work on the Caldwell Conference Center including a feasibility study.

21) Add public parking signage to the wayfinding signage to parking areas on Kimball and Boise Avenues, under 10th Avenue behind the theater.

22) Indian Creek Plaza to begin moving away from as many events, and shift to changing activities every two weeks (13 changes, each twice a year). This would include at least ten activities available every day of the year.

23) Create a Tourism Advisory Board, per state statute, and begin implementation of a 2% add-on lodging sales tax on all short-term stays.

24) City to tie into the state's Auditorium Tax legislation for the operation and marketing of the Caldwell Event Center.

25) Lift the concrete lids over Indian Creek on both sides of Kimball at the Blaine intersection.

26) Lift the concrete lid over Indian Creek next to the police station.

27) Begin planning the closure and removal of 9th Avenue between Arthur and Blaine. Deed the property on each side of the creek to the URA for sale for future restaurant development.

28) Work with the owners of Keystone Pizza to develop a plan to move or redevelopment the restaurant so it sits next to the creek rather than over it. Deed some of Arthur Street to accommodate this move.

29) Secure funding to create an Indian Creek Promenade fly-through video to help build support for its development. This would include showcasing possible improvements for property owners where the Promenade passes through their properties.

30) Create a property owners list of all the properties where the promenade will pass through, plus alternatives where necessary.

31) Working with the Promenade Team, begin to identify initial phases of the project - areas that will be easiest to gain access through, including looking for funding sources: grants, foundations, philanthropy, etc.

32) Develop the list of projects for 2027 including funding requirements so that budgets can be determined and included in fiscal year expenditures.

33) Create a "facade easement" program and enter into two initial projects: Destination Caldwell building (Arthur Street side) and behind the formal wear store.

34) Work with Idaho Dept. of Transportation for the 10th Avenue exit gateway in terms of funding and design.

35) Work with property owners at the intersection of 10th Avenue and Freeport to develop gateways on both sides of the street. This is at Jack in the Box and warehouses across the street.

2027 ---------- ---------- ----------

This is the year where people will begin to see substantial projects come to fruition, including the following.

To be completed or underway before the end of 2027:
- Plaza District parking garage
- All shuttle stops developed and in place
- Agreement to provide shuttle services
- Historic Depot converted to a transit center and Caldwell History Museum.
- Indian Creek opened up downtown
- Closure of 9th Avenue (one block). Street removal
- Downtown hotel development underway
- Convention and Visitors Bureau developed and incorporated
- Caldwell Conference Center feasibility, planning, design, finance package developed
- Creation of a parking and transportation authority to manage parking and transportation contracts, fees, permits, etc.

1) Create a zoning overlay for the Plaza District that does not allow franchise or corporate chains in the district. This keeps it local. Chains and franchises can easily locate along 21st Avenue in the Stockyards District.

2) Implement the Plaza District URA feasibility study and development plan. Create timelines, funding resources, and project priorities.

3) Begin work in the Garden District with initial projects per the already approved plan. This will include contracting, initially, for engineering for Chicago Street sidewalks, street trees, decorative lighting, and landscape buffers.

4) Final acquisition of properties for the Plaza District parking garage.

5) Contract for design, build, finance of the parking garage.

6) Construction to begin before the end of 2027 with completion by spring or summer of 2028. Work with the city and DBF firm through the process.

7) Work with City and Garden District Team to enforce city codes and ordinances, including abatement proceedings in the Garden District.

8) Garden District team: Secure initial funding to at least “fix” or make the irrigation district operable.

9) Work with the City and Destination Caldwell on plans to convert the historic depot into the Caldwell History Museum and Transit Center.

10) Begin the engineering and design for bus and shuttle services between Kimball and the Depot.

11) Seek funding for the first two phases of the Indian Creek Promenade project.

12) Work with city on the design and engineering of Indian Creek street crossings (bridge elements) and costs to develop each so they can be including in upcoming budget requests.

13) Deed fairgrounds properties over to other entities, complete legal paperwork and property exchanges or other details.

14) Recruit office complex developer and work with existing properties for its development. This may include potential private-sector partnerships.

15) Recruit developer for the 9th Avenue dining district (one or two developers). Negotiate land use deals or property purchases.

16) Work with the Parking and Transportation Team on agreements for event shuttle services before the upcoming event season.

17) Begin developing screening buffers in the Garden District surrounding the recycling plants.

18) Create the Sports Complex Team and begin the planning effort for that complex. This team would meet every other month in the last half of 2027 and then monthly as the sports complex receives funding support and development can begin. This would be a phased process.

19) Construct the Kimball Avenue rail crossing improvements (street surfacing).

20) Work with hotel developers on design, permitting, feasibility and finance of these projects up to when construction will begin (late 2027 and 2028).

21) Begin recruitment of big box retailers along 21st Avenue. This would include Trader Joe’s, Costco, and three to four chain or franchise restaurants.

22) Begin first phase of the Indian Creek Promenade including easements, engineering and construction. This may take place in one, two or three separate locations.

23) Continue the public outreach effort with twice-monthly website updates, on-camera video reels posted to social media sites. Work with the city’s PIO through this process.

24) Continue to work with individual property owners on gaining easements for the promenade. Put a budget in place for property improvement in exchange for the easements.

25) Promenade Team: Begin working with the railroad regarding Promenade access under the rail line in three locations. Bring an engineering firm on board to discuss costs, timelines and what all needs to be done to make this happen.

26) Work with city and other engineers on what it will take to have the promenade go under 21st Avenue, like it does under 10th Avenue. Put together a plan of action and timeline to make this happen.

27) Using lodging tax revenues, contract with Cory Hepola and My Town to produce an episode promoting Central Caldwell and its development opportunities.

28) Hotel projects to begin construction. Completion of the parking structure. Removal of 9th Avenue over Indian Creek.

29) Widen the sidewalk along Blaine between Kimball and 9th Avenue. This will widen it by six feet, cantilevering it over the creek. Includes a fence between Blaine Boulevard and the sidewalk, which will become part of the Indian Creek Promenade.

30) Contract with an engineering and design firm for converting 7th Avenue from Main to Arthur, including the dead-end portion of Arthur to a pedestrian-only plaza, but allowing for delivery and emergency vehicle access.

31) Create a Team to explore and begin the development effort for a Wine & Culinary facility in downtown along Main Street.

32) Contract for a feasibility, design, programming and operations plan for a Caldwell Wine & Culinary Center patterned after other similar projects in Washington, Oregon and Northern California.

33) Incorporation and non-profit status to create a Convention and Visitors Bureau to manage the Conference Center and to market Caldwell for tourism.

34) Work with city on creating a parking authority that will manage parking and transportation facilities throughout Central Caldwell.

35) The year would end with a half-day retreat with the Envision Central Caldwell Team, followed by retreats with the City Council, Department heads and Urban Renewal to go over accomplishments, to date, what’s coming up, and to address challenges, funding, and other topics tied to this plan and its implementation.

2028 ---------- ---------- ----------

By 2028 a parking structure will be operational, 7th Avenue will provide additional plaza and event space so that during the winter months there are additional activities taking place besides the Winter Festival and ice skating.

Wayfinding signage will be in place, including directional signage to all public parking areas.

Improvements will be underway in the Garden District (Chicago, I-84 buffers, 5th Avenue) street and landscaping projects underway.

One or two hotel properties will be in the construction phase as will dining district development projects.

The 9th Avenue dining district infrastructure development will be underway, getting ready for 2029 creek front restaurant and retail development.

Shuttle stops and shuttles will be in service during peak seasons and events.

The fairgrounds and facilities will be under the control of other entities so that the City can concentrate on all of these - and other - projects.

Work will begin on the Caldwell Sports Complex, and the Indian Creek Promenade will be adding portions to its eventual full development.

The goal is that by the fall of 2028 the conference center will be funded and construction can begin so that it’s open for business by the fall of 2029, along with the three downtown hotels.

1) Contract for the design and engineering of the Indian Creek Promenade between 9th and 10th Avenues, through the dining district. This includes an additional cross-creek pedestrian bridge.

2) Development agreements would be put in place for projects between Kimball and 10th

The project and development priority list (continued)

Avenue in the dining district.

3) Work with developers of The Commons on recruiting tenants and any other issues that can help this project become successful. By this time the project will hopefully be ready for occupancy.

4) Work with Class A office developers. It is hoped that 2028 will be the year this project (or perhaps two projects) will begin the permitting and construction process.

5) The CVB will begin a working partnership with Canyon County to promote additional conferences, events, and exhibitions to Caldwell from throughout Idaho and the Northwestern states.

6) Begin working with development interests to expand the retail - particularly along Main Street - adding approximately 60,000 square feet of additional retail downtown. This will include a mix of new construction projects and re-development of existing properties.

2029 and beyond ---------- ---------- ----------

As you can see from this list some projects, such as the Whitewater Challenge Course, Park and Environmental Center would most likely be pushed out about five years before it starts.

That being said, there may be a group of enthusiasts that may want the Team assembled earlier and they would take the lead on starting that process.

From this to-do list, you can see that the priority is creating a parking structure in the Plaza District and getting the Garden District initiatives moving forward.

Next to that is recruiting and finalizing the three Plaza District hotels, and making the Caldwell Conference Center a reality.

Then converting 7th Avenue into additional plaza space, removing a block of 9th Avenue from over Indian Creek - once the parking garage is in place.

Meanwhile, the Indian Creek Promenade will be moving forward as easements and funding are secured.

Other initiatives, such as divesting the City from the fairgrounds properties will save the city millions of dollars in needed upkeep, maintenance, and improvements so that the City can concentrate on other community development projects that will provide a greater return on investment in terms of quality of life.

That would include the Promenade, the Sports Complex, and downtown improvements.

It's important to remember that this Vision and "Master Development Plan" is a 25 year vision, with the heaviest lifting and the biggest economic gains taking place during the first five years.

Essentially, Central Caldwell 1.0 was where downtown was just ten years ago (2016).

Central Caldwell 2.0 was the incredible movement that took place, totally revitalizing the central core area with the development of Indian Creek Plaza and most of the building and new businesses in the core area.

The Five Year Vision

The ultimate goal is that by 2030, Central Caldwell 3.0 will have the following elements:

1) When you first come off of I-84, westbound at the 10th Avenue exit, at the base of the exit where you turn left to head into downtown would welcome you with an outstanding gateway sign and water feature.

2) As you come under the freeway and before you approach Freeport Street, or if you take the 10th Avenue exit eastbound, as you approach the Jack in the Box and Pizza Hut across the street, you'll be greeted with a beautifully landscaped second gateway with directional signage to the Plaza District.

3) The Garden District will have a 12' wide sidewalk, a landscaped buffer, street trees and decorative street lights running on one side o Chicago from Elevate Academy all the way to 10th Avenue.

4) The buffer strip between I-84 and Galveston Street will be home to an improved Lions Park, community gardens, a kids adventure park, picnic areas, and an urban forest.

5) Semi-trucks will no longer line the streets and abandoned vehicles and other debris will be gone and community-pride will be at an all-time high.

6) 5th Avenue will be a showcase, stretching from Main Street to Galveston and will include sidewalks, landscape buffers, street lighting, and landscaped center median and new businesses along the Avenue.

7) It might be tight, but hopefully, the 5th Avenue Plaza will also be part of the mix by this time.

8) Screening berms will have been developed to help screen the recycling businesses and add to the "Garden District" brand. These berms will include trees, annual and perennial color and will be four to five feet tall.

9) The historic Rice House will be completed and will provide temporary housing for new first responders moving into the area. Additionally, homes and yards will be dramatically improved, updated, and well maintained.

10) There will be Garden District pole banners running down Chicago and 5th Avenue, and Garden District crosswalks will be put in place, making this district far more pedestrian-friendly.

11) Moving into the Garden District, the city will have a 700+ space parking structure, relieving the biggest hurdle to making downtown an easy place to spend time.

12) During the winter months, most of Indian Creek Plaza is taken up with the ice ribbon, and so adding the 7th Avenue Plaza to the mix will be a great addition and will provide for a myriad of other festivals, events and activities. This will be especially important during the weeks when the ice rink is being assembled - and disassembled.

13) Improvements to Arthur at the foot of 7th Avenue will include large swings, a stunning water feature, new playground, a demonstration vineyard and other amenities.

14) New hotels will be open - one next to City Hall and the other across Indian Creek. The boutique hotel on Main will be very upscale with valet parking and decks overlooking the creek.

15) Caldwell will be fully taking advantage of the tourism industry, generating $11 billion in Idaho each year. Already home to 40% of Idaho's burgeoning wine industry, the Plaza District will be home to a 70,000 square foot conference center, with a pedestrian overpass from the parking garage, over Blaine, to the Center.

Conferences, conventions, retreats and a myriad of other multi-day events typically take place in the shoulder seasons, and during the week, making sure the hotels enjoy high occupancy levels year round.

The "shoulder seasons" (in the northern states) typically include March, April and May and September and October.

16) You will come into the Plaza District under a new gateway sign at the intersection of Kimball and Blaine, where Indian Creek will be clearly visible with the concrete removed from over it on both sides of the intersection.

17) Once in the Plaza District you'll find no chains or franchises, keeping it organic and local. That being said, if you'd like to have dinner at, perhaps an Olive Garden Restaurant, perhaps you can find one along 21st Avenue, which calls for four new restaurants and a Trader Joe's grocery store.

18) Canyon County will be developing new structures at the fairgrounds and the facilities there will be undergoing many improvements and with additional events taking place throughout the year.

19) The Marriott flagged hotel will be open and providing, finally, upscale accommodations in Caldwell so that visitors can actually spend the night in the city where they are working or visiting.

20) For those visiting Caldwell, they will be able to park at or near the fairgrounds (1,000 new parking spaces) and be able to catch a shuttle - every 15-minutes - to the Plaza District, and back so that the fairgrounds and downtown can be joined at the hip.

Imagine the largest car and motorcycle show in the Northwest taking place on the fairgrounds, at the Fair Event Center, and on the 7th Avenue Plaza, Indian Creek Plaza, and perhaps the 5th Avenue Plaza.

Shuttles would take guests from one to the other, creating an exceptional experience for all.

21) New professional office space will have been developed and workers will be able to walk to the new dining district or to any one of nearly 20 restaurants, coffee shops and eateries just a block or so away.

22) The Indian Creek dining district will feature nearly a dozen restaurants, most with creekside patio dining.

Will this effort be easy? Nope. But the outcome will take Central Caldwell from a great area to spend time, to Idaho's showcase downtown area, full of life, an economic powerhouse, and a fantastic place to spend time.

Under Mayor Nancolas' leadership, downtown Caldwell underwent a major transformation that changed the perception of Caldwell and made it one of the most desirable places to live in Southern Idaho.

Under the City's new leadership and Council, Central Caldwell 3.0 will spell an even bigger transformation, finally pulling all of the pieces together - completing what version 2.0 started.

During the second five years, you'll see the completion of a new full-service hotel along Blaine between 10th and 12th Avenues.

The incredible Indian Creek Promenade will be more than 70% complete, stretching both Northwest and Southeast from downtown.

The rail quiet zone will ensure a serene, peaceful, and scenic walk or bike ride along the promenade.

Along the route there will be parking and trailheads, restroom facilities, benches and picnic areas, numerous pocket parks, and environmental interpretive signage to break up the walk.

The Caldwell Sports Complex will be under development, and will attract tournaments and exhibition games to Caldwell, and will provide resident teams and local schools with four times the number of sport courts and fields than currently exist.

The Sports Complex will feature an archery range, pickleball complex, tennis, softball, baseball, basketball half-courts, a full regulation track, soccer fields, playgrounds, picnic areas, vendor areas and an adventure park and splash pad.

At the intersection of Centennial Way and Simplot Boulevard and on the Indian Creek Promenade, will be an outstanding 55+ multi-family condo and apartment complex with a pool, fitness center, covered parking, hobby center, and dining hall.

Downtown (Plaza District) will be home to dozens of new retail shops, making it a true "shopping and dining" district.

And along 21st Avenue will be larger chain and local restaurants, and a number of big-box retailers including, hopefully, a Trader Joe's, and perhaps even a Costco.

21st Avenue will feature outstanding gateways into the Stockyards District, with street trees lining 21st Avenue from the freeway to Blaine.

Here's to an outstanding future for Central Caldwell!

11 10th Avenue exit gateway to Central Caldwell

First impressions are lasting impressions. As of the spring of 2026, this important freeway exit to Central Caldwell (10th Avenue) is under construction. Working with the Idaho Dept. of Transportation, the goal is to create an outstanding gateway to Caldwell's Plaza and Garden Districts here at the base of the exit.

At this exit we envision a grape arbor, a monument sign with the City's logo on it, and a directional sign to "Downtown Plaza District."

If funding allows, adding a water feature here would create an outstanding first impression.

The gateway would be heavily landscaped with tall trees screening the I-84 traffic, lots of annual color and large rock outcroppings throughout the landscape.

The water feature and signage would be lit at night.

While this is still under construction, one of the very first projects to undertake is getting with the transportation planners at Idaho Transportation Department (IDT) to see what their plans are, available budgets, and if a partnership can be created between the City and IDT in terms of developing a first-class gateway at this location.

Next up would be contracting with a landscape architectural firm to design, per a pre-determined budget, an outstanding introduction to Caldwell.

The important elements include a monument sign with the City's logo on it, approximately six and ten feet tall, lit at night.

Second would be a directional sign to "Downtown Plaza District."

Third would be to incorporate grape vines and trellis to the structure. This is important as Caldwell's brand wraps around the Sunnyslope Wine Trail. In fact, 40% of Idaho's wineries are located in Caldwell.

Also included should be tall screening trees to help create a visual barrier of passing I-84 traffic. This can be a mix of both deciduous and evergreen trees, combined with native shrubs and annual color.

If funding allows, a water feature is always a powerful attractor, whether a reflecting pool or a waterfall on each side of the monument sign. The water feature can include large boulder out-

croppings and underwater lighting.

Over time, it would be great if the City would adopt the opposite corners here adding simple lawns and trees in an urban forest type of setting.

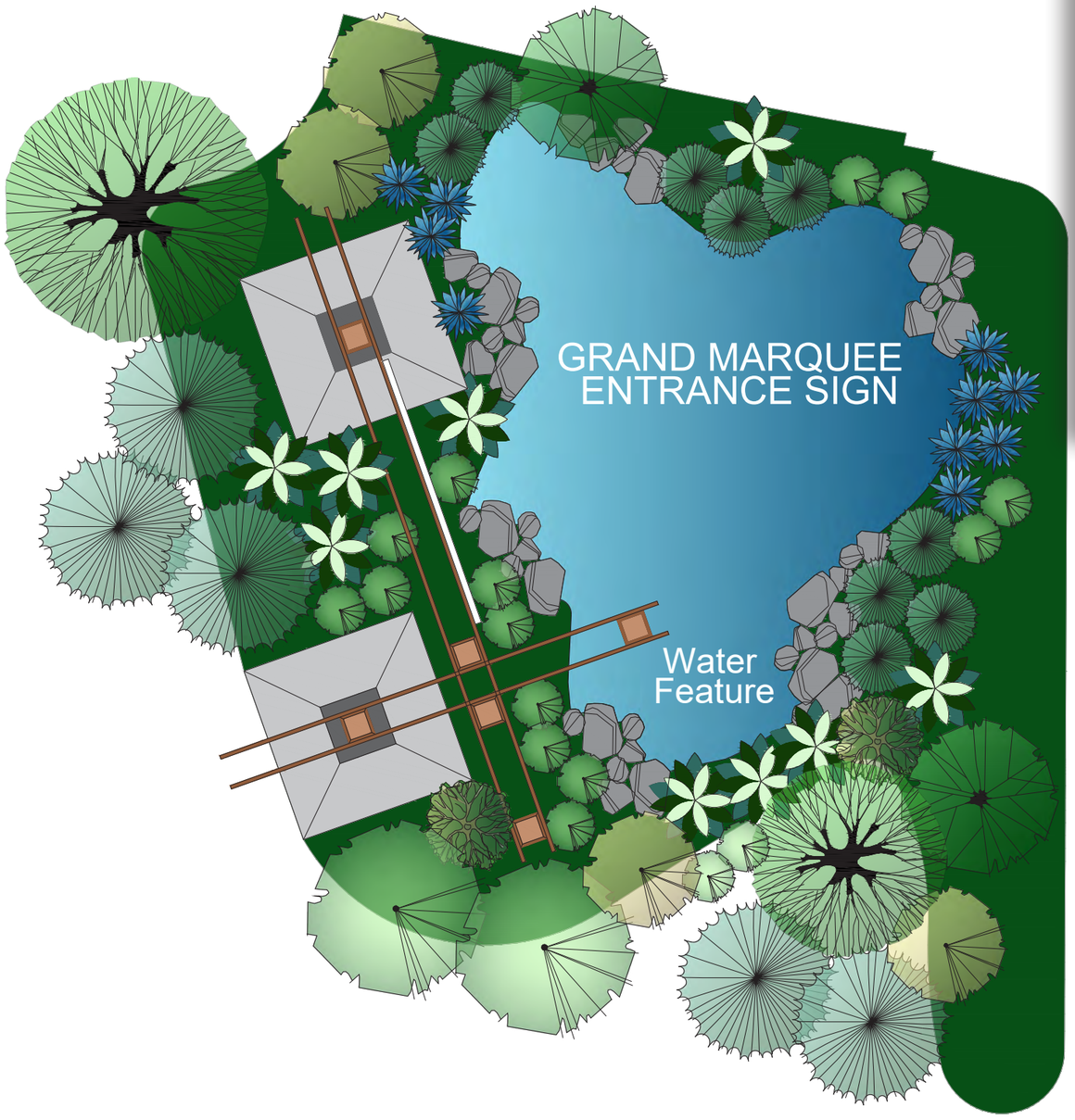
The idea is that once people exit the freeway they find themselves entering an oasis.

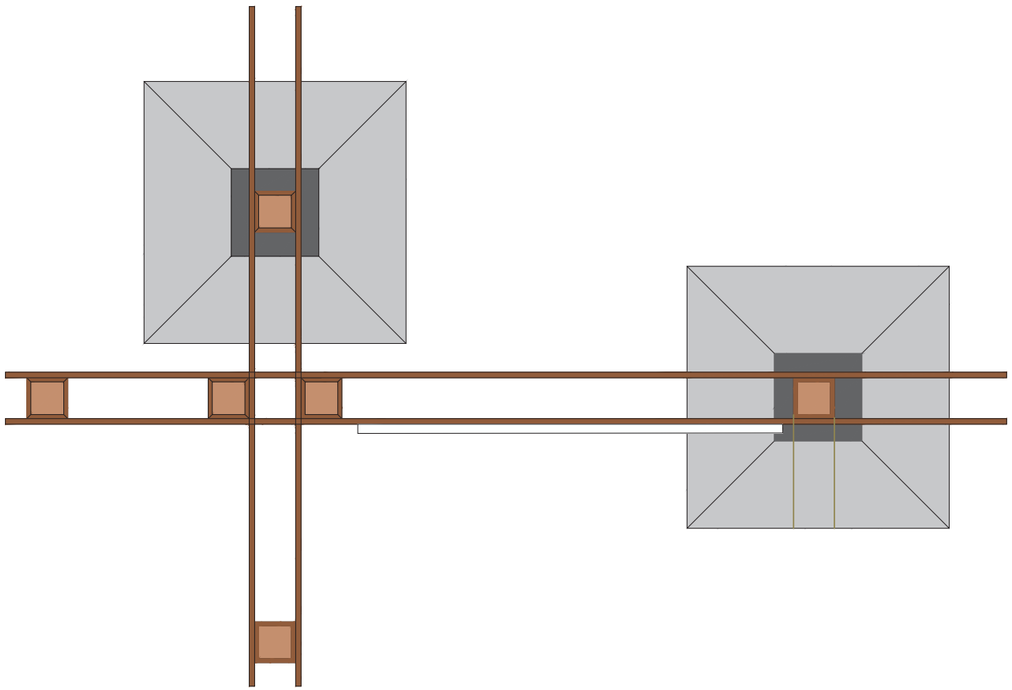
At this, and the second gateway at 10th Avenue south side of the freeway, perhaps a local Master Gardeners Club can work with the City's public works and parks departments to maintain both gateway locations.

Depending on the type of water feature and the power requirements, a power utility box could be placed behind the monument sign providing power for both the water feature and extensive LED night lighting.

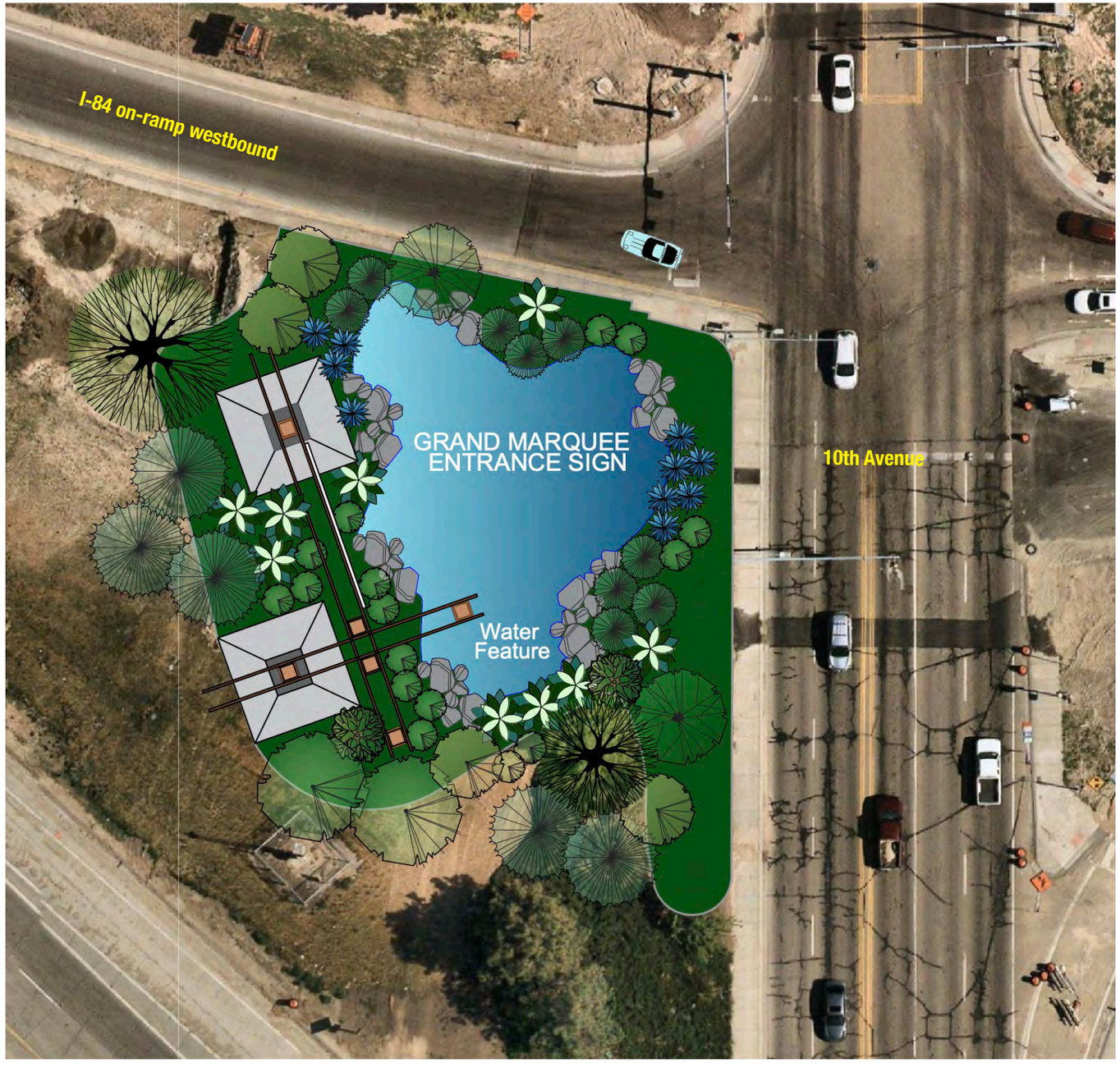
Additionally, power outlets should be available so that during the winter months the City can add Winter Wonderland lights right here coming off or entering the freeway.

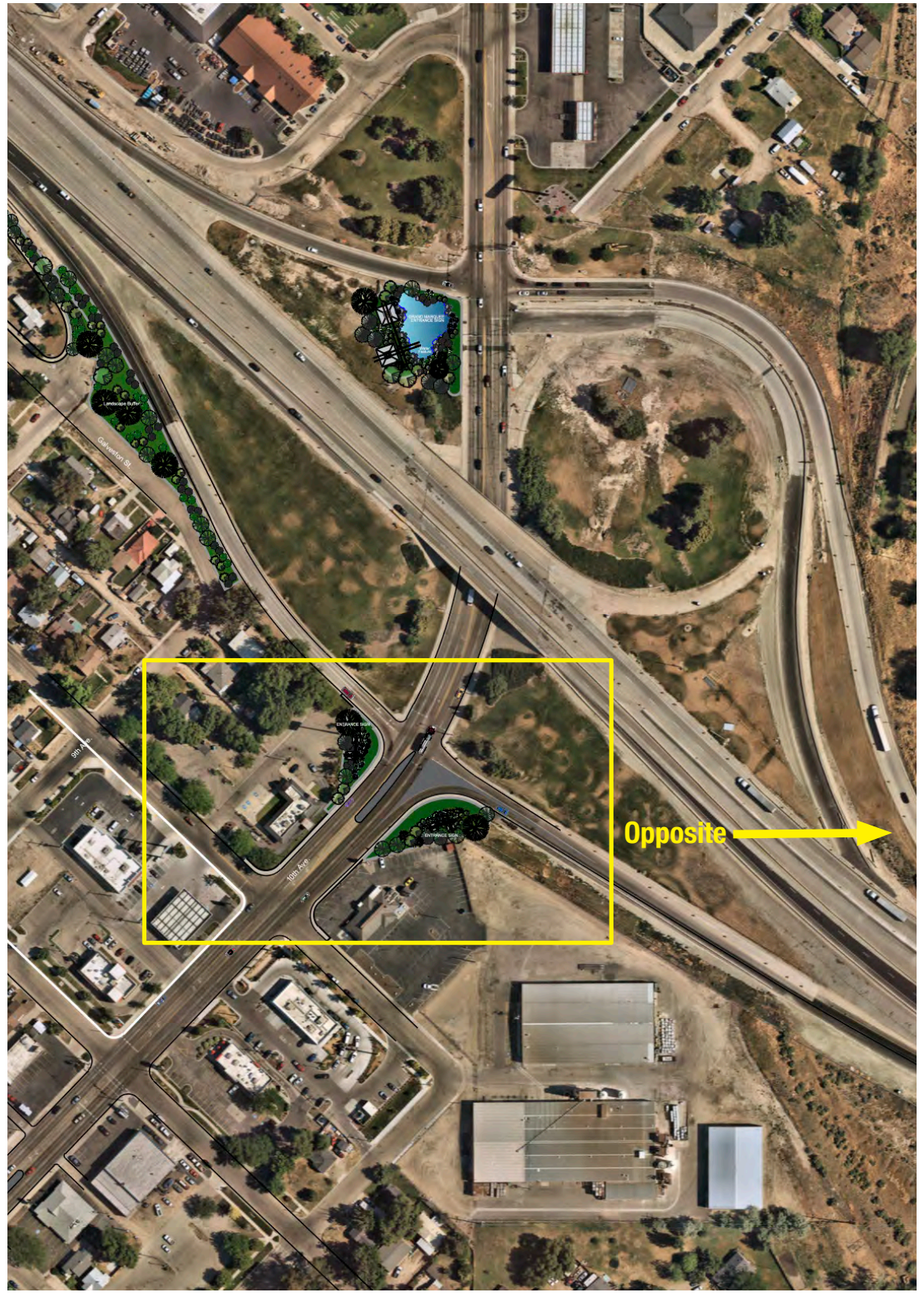
The buffer trees behind the monument signage and water feature would be ideal candidates, as would the arbor and trellis' for this type of display. What a great introduction to Caldwell!

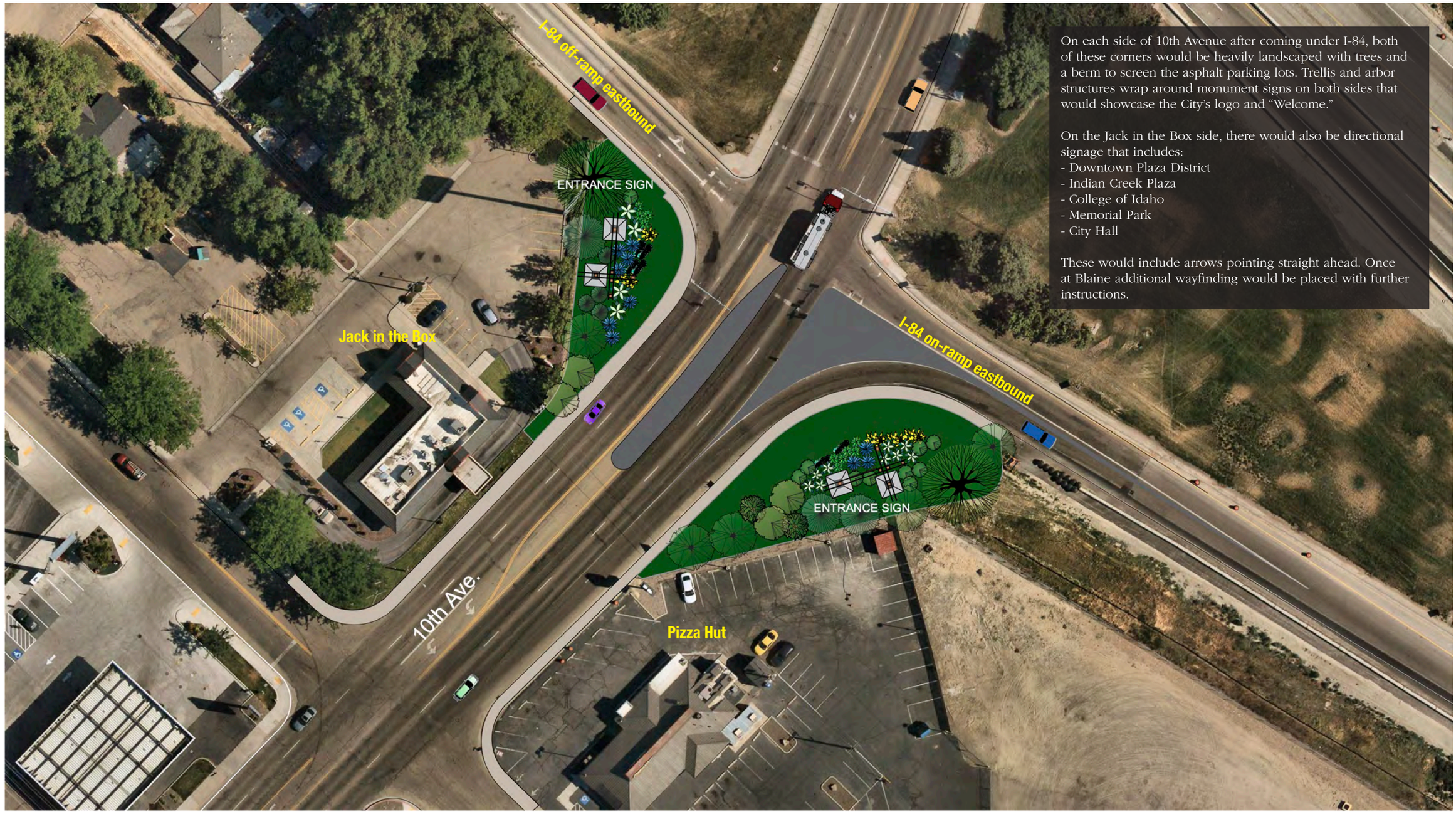

GRAND MARQUEE
ENTRANCE SIGN
Water
Feature



10th Avenue exit gateway to Central Caldwell


I-84 on-ramp westbound
GRAND MARQUEE
ENTRANCE SIGN
10th Avenue
Water
Feature


Opposite



On each side of 10th Avenue after coming under I-84, both of these corners would be heavily landscaped with trees and a berm to screen the asphalt parking lots. Trellis and arbor structures wrap around monument signs on both sides that would showcase the City's logo and "Welcome."

On the Jack in the Box side, there would also be directional signage that includes:
- Downtown Plaza District
- Indian Creek Plaza
- College of Idaho
- Memorial Park
- City Hall

These would include arrows pointing straight ahead. Once at Blaine additional wayfinding would be placed with further instructions.

12 Become an active member of the Urban Land Institute

The Urban Land Institute (ULI) is the oldest and largest network of cross-disciplinary real estate and land use experts in the world. The ULI is where municipalities and development interests merge. Its mission is to shape the future of the built environment for transformative impact in communities around the world.

A network of 45,000 members representing every sector of real estate development and land use, this is an excellent way to share what Central Caldwell has in its plans and is the premier way to attract development interests to Caldwell.

The cost ranges from $540 to $1,300 a year and their conferences and trade shows are well attended and offer the ability to rent a booth and showcase the Central Caldwell Vision.

Not only is the ULI a great avenue to marketing Central Caldwell, but its conferences and research include best practices, thriving case histories, emerging trends, how to tackle land use and funding challenges, and just about every aspect of the build environment.

Their conferences and trade shows cover a variety of topics including:
- Housing and affordable workforce housing
- Emerging trends in real estate
- Water wise development
- The ULI Spring Meeting (in Nashville in 2026)

They produce a monthly publication “Urban Land Magazine,” and as a member you have access to ULI’s development members - a great opportunity to reach out to developers looking for new opportunities.

As the Envision Central Caldwell contracts or hires a lead implementation expert, it would be worth adding $10,000 to the budget so they can join the ULI, attend the Spring Conference, perhaps rent a booth or space to promote Caldwell, and have some printed marketing materials available to share with these folks.

13 Wayfinding system installation and expansion

Some people say that the days of using directional signage - or wayfinding - are over in this age of mobile navigation apps and systems. In actuality, that couldn’t be further from the truth.

When visitors use a navigation aid, they are looking for something they know already exists, like a city hall or local library.

But actual signage includes attractions and amenities they might not know about - or perhaps cannot recall the name of.

Vehicular wayfinding is extremely important in the case of Caldwell where getting to downtown from the Caldwell Night Rodeo is not as easy as locals know. Even if you head west on Blaine, you enter into the Stunenberg District of nice residential homes, and to the visitor, you just left the commercial area of Caldwell. Little would you know that a little further and you’ll end up downtown.

But once there, how would you find the core downtown area? Indian Creek Plaza? Where are the public parking areas?

One of the top recommendations made in the 2015 Caldwell Branding, Development & Marketing Action Plan was to develop a vehicular wayfinding system.

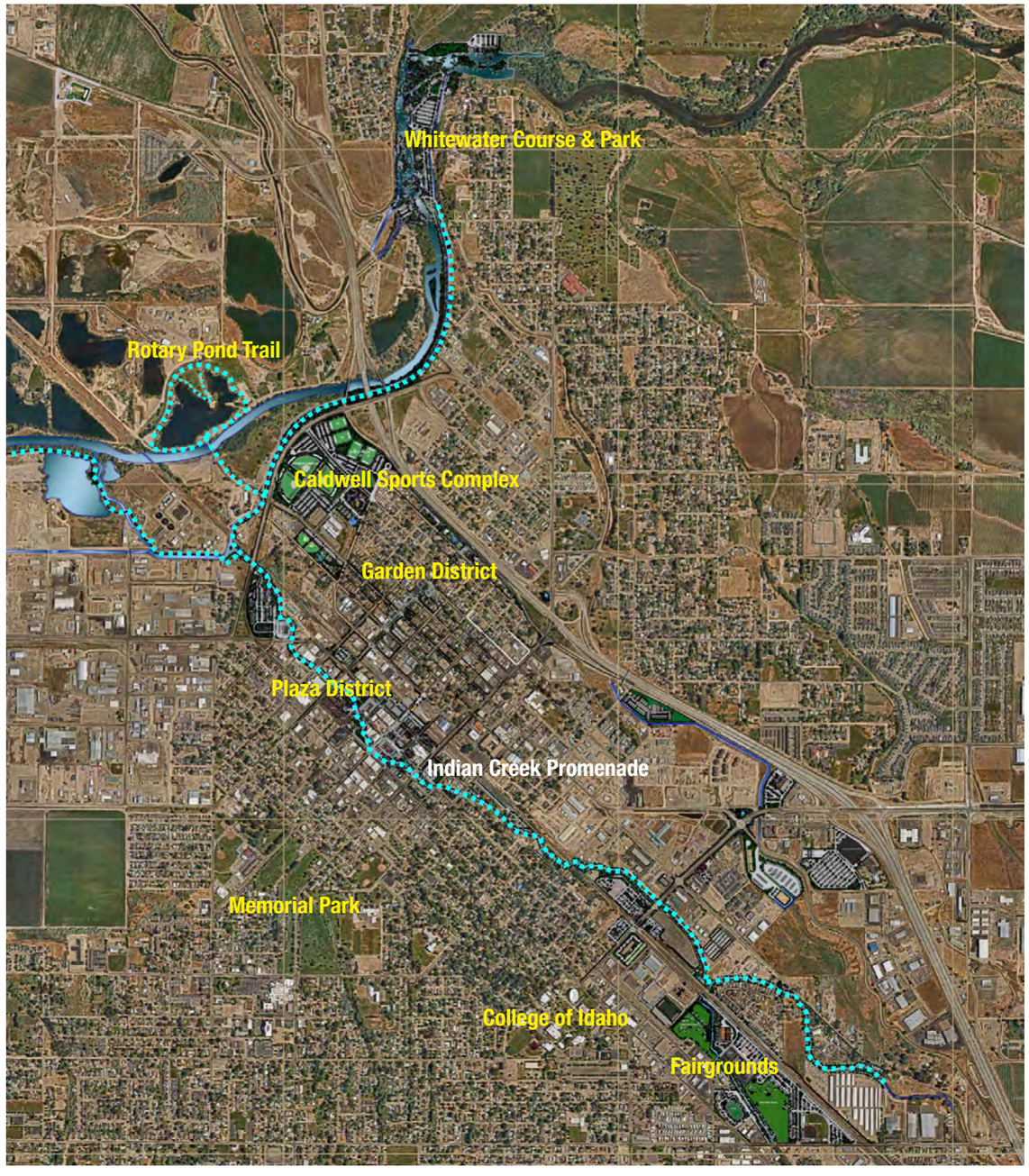
Over the years funding was secured (thank you Urban Renewal Agency) and a signage system was designed and fabricated and now rests in the Public Works yard. The system includes a mix of vehicular signs (see photos, both pages here) and pedestrian wayfinding signs (far right) to be placed throughout the pedestrian-oriented downtown core areas.

In the spring of 2026, it is a primary goal of Destination Caldwell to get the system installed and it's a primary initiative in this plan.

Destination Caldwell, working with Caldwell Urban Renewal has the funds needed to contract with a professional wayfinding system installation company to make this happen.

Down the road, approximately three years (2029) it's likely that some of the signage will need to be redeveloped as additional attractions and amenities come online. Vehicular wayfinding should include:
- Downtown Plaza District
- Indian Creek Plaza
- Public parking
- Visitor information
- Wineries
- Historic depot / Transit Center
- College of Idaho
- County fairgrounds
- Fair Event Center
- City Hall
- Hospital
- Memorial Park
- Caldwell Sports Complex (when developed)
- YMCA

Indian Creek Promenade



Indian Creek Promenade: Overall site plan

Indian Creek is the most valuable public "park" in Central Caldwell and can be as fantastic throughout ALL of Central Caldwell as it is in the Plaza District. Hats off to Mayor Nancolas for his vision when he, and the City, moved the creek from underground culverts, over to its current location downtown, and then created the creekside trail, bridges, and amenities really showcasing the creek. Downtown Caldwell, without Indian Creek as the centerpiece, would be rather ordinary. Imagine having the creek opened up, improved, with a paved trail running for miles along the creek - connecting the fairgrounds to the Plaza District and the Plaza District to the Rotary Pond Trail and Wittenberger Park!

Over the years, however, and outside of the downtown core area, the creek has been a dumping ground for concrete (putting lye into the water), garbage, and is heavily overgrown along most of the three-mile route, and largely ignored.

Not shown in this plan is the need, at some location along the creek and downstream, for a settling pond so that the water can be cleared of dirt, making it clear. In visiting the creek in areas of Nampa the water is crystal clear and you can see trout swimming through - right next to Walmart in core urban areas.

When completed, the Indian Creek Promenade will be the premier urban trail in all of Idaho and one of the top urban trails in the Western United States. Over time, it will connect to the trail in Nampa and into Boise and west out into the Treasure Valley area.

This plan, and the following pages, showcase the Promenade from nearly where it crosses Linden Avenue northwest to the Centennial Way area. There it will branch off north to the eventual Whitewater Challenge Course, Park & Environmental Center (1.2 miles), will cross the Boise River to the Rotary Pond Trail that already exists, and head west to other ponds and trails heading west following the Boise River.

The Promenade, at the north end, will travel under Centennial Way providing connections to Wittenberger Park, Centennial Dog Park, and the eventual Caldwell Sports Complex.

From the Rotary Pond Trail, Indian Creek Promenade will follow the creek approximately three miles. The route will include eleven bridges over the creek (two now exist), it will pass under the railroad tracks in three locations, will include a roadside trail over the Boise River, will go under three primary roadways including 10th and 21st Avenues, and will have seven street crossings.

At the Canyon County Fairgrounds, the Promenade will connect to a trail (see opposite) that follows the canal next to the Fair Event Center.

The Promenade will be a 12' to 20' wide paved trail (depending on location, availability of property and on-trail amenities) and will be entirely handicap accessible.

Along the promenade route are located a dozen proposed trailheads, which include parking and various amenities, such as shade structures, restrooms, public seating, water fountains, directional and information signage, picnic tables, and bike racks.

Parking already exists at Wittenberger Park, at the Rotary Pond Trail, and will be included at the Sports Complex, at the 55+ residential complex, and at the parking structure downtown. On page 40 you will see additional possibilities for additional trailhead parking before heading into the Stockyards District. There parking already exists at the public parking lot on 21st Avenue, and at the Fairgrounds.

IMPORTANT

Over the next forty pages or so, you will see the initial "idea" and route the trail might take. It's extremely important to note that property owners have NOT been notified or contacted about the availability of the Promenade coming through their properties. In the end, the Promenade may cross the creek in either more locations, or fewer locations, and it's possible that in a few situations, it may move away from the creek a block or two making sure it is a continuing trail.

It's also important to note that in exchange for easement rights for the trail to pass through private properties, concessions and/or incentives would be made. For instance, should the Promenade and creek pass through a residential back yard, perhaps a decorative wrought iron view fence could be installed, with a lockable gate to the Prom from the backyard. If the property owner would like, a row of pyramadalis shrubs could be planted on along the fence line to ensure privacy. Perhaps incentives might include other improvements to the property, making sure the Prom adds value to the property and for the home owner.

One of the major tasks involved with the development of the Promenade, is creating a database of property owners and then, over time, contacting each as the trail planning moves forward.

Remember that this document is designed to create a long-term vision for Central Caldwell and so no project or location of the Promenade is set in stone at this early stage.

When completed, and most likely a ten-year project, the entire trail system (along Indian Creek, local canals, and the Boise River) will include more than five miles of accessible trails and numerous amenities including:

- Public restrooms every mile or so
- Nearly ten trailhead locations with public parking
- Pedestrian oriented directional signage and distance markers
- Benches every 1/3 mile, some with picnic tables and shade trellis structures
- Half a dozen pocket parks
- Lighting along the entire trail. The lighting Will likely be LED and solar powered and will light up the actual trail so that at dusk people can easily see where they are walking.
- Cameras would be placed along the trail in numerous locations to ensure the safety of those using the trail.
- Where there is bare ground (industrial areas) next to the trail, a twenty-foot heavily landscaped buffer would be added to keep the trail serene and the experience pleasurable.
- Bike racks at every restroom and seating area
- Interpretive signage that showcases the history of Caldwell, native plants, animals, and fish that live in and around the creek.

The Indian Creek Promenade, all by itself, will move Caldwell from nearly dead-last in terms of park area per capita, to near the top of the list - and AT the top of the list outside Idaho's panhandle area, where recreation lands are more abundant.

Of all the projects in this plan, this single attractions will be more transformative than all of the other projects detailed in this plan. It will make the industrial properties in the Stockyard District desirable places to develop into other uses, and will be a great amenity to the ag industry businesses and their employees who work in these areas.

Indian Creek Promenade

On these two pages you'll see how trailhead parking areas are incorporated into future commercial and residential multi-family developments.

The people of Caldwell, we heard through the process, would love to see a Trader Joe's grocery store and deli in Caldwell. In this example (near right) the store could be located across 21st Avenue from the city's parking lot next to the fairgrounds and railroad tracks.

If you look closely, at the top of the conceptual site plan, you see trailhead parking along with a gazebo, a beautiful park, and several shade picnic shelters, and picnic tables.

This way trail-goers can stop in at Trader Joe's, pick up deli items (breakfast, lunch, dinner or snacks and drinks) and enjoy them in the Trader Joe's Trailhead Park.

In fact, creation of this park, this section of the Promenade, and the trailhead parking would be developed by Trader Joe's for the benefit of the store and the community - its customer base.

If you look across the creek at these industrial areas, over time they may convert to other uses that will be conducive to retail, restaurants and other "highest and best uses" for a waterfront setting. These will become amazing and valuable pieces of property.

Meanwhile, please note the heavily landscaped buffer between these areas and the creek. Just above where the words "Prom Overlook" are, opposite, is currently a dumping site for concrete, which would be removed to restore the creek to its natural state. Concrete, like this, leaches lye into the ground and water, which is dangerous to the natural habitat.

Prom Overlook

Indian Creek Promenade

Indian Creek

Trader Joe Park

TRAIL HEAD PARKING

TRADER JOE'S

With new advancements in technology, lighted posts like these could be placed along the trail, over time, every 12' to 20'. These use low voltage LED lighting, and in many locales they are solar powered with the lighting lasting for several hours after dark.

Indian Creek Promenade

In this concept, right, you can see four potential trailhead parking areas and how they might integrate into the residential areas of Central Caldwell. This particular area stretches from approximately 12th Avenue to about the 16th Avenue areas - the area between the Plaza and Stockyards Districts.

Opposite showcases how the Rattlesnake Court area could have paved streets, trailhead parking areas with connecting trails to the Promenade.

Just east of this location, the trail would pass under the rail tracks (near the cell tower), with a bridge over the creek so that the trail is opposite the residential properties.

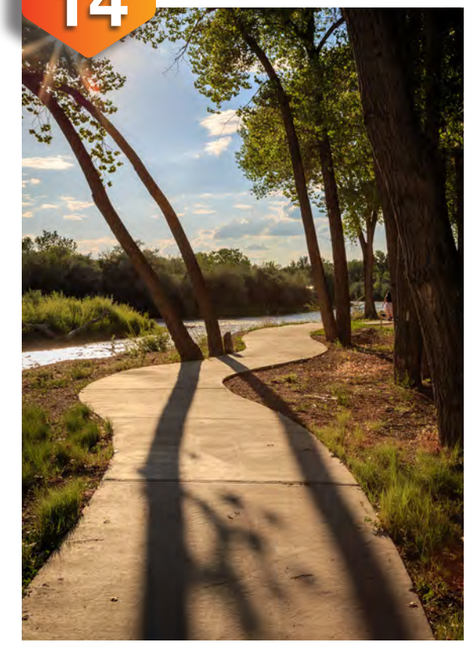
In the bottom right corner (opposite) you'll see the existing cell tower, which is next to where we'd like to see the Trader Joe's store and Trader Joe Park.

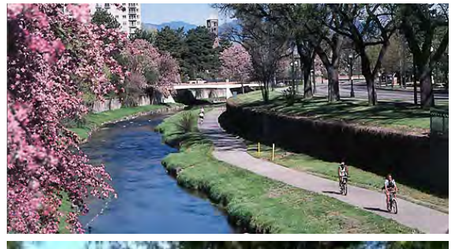
The Overlook is a great place to watch trains going by, and it offers a 180 degree view of the creek as it rounds this corner.

And, of course, both sides of the creek would be restored and heavily landscaped with native trees and shrubs making this a very serene trail for all to enjoy.

TRAIL HEAD PARKING
Indian Creek
Resting area
Bridge
Indian Creek Overlook
Restrooms
Benches
Connecting trail
TRAIL HEAD PARKING
Existing cell tower

14 Create the Promenade Team





The third team to be created will be the Promenade Team (the first two are the Garden District and Parking & Transportation Teams). This team will likely be together for quite some time and may require the heaviest lifting of all the teams.

This is because the Promenade will pass through dozens of residential and commercial properties and, when completed, will include more than five miles of pristine walking trails with a myriad of amenities along the way.

A must for this team is to have Will Anderson on board. He is a local citizen that has dedicated countless hours and has a grand vision, much along the lines of what you see here, for Indian Creek.

He has studied the creek all the way from Boise to where it empties into the Boise River in Caldwell, has documented a lot of the history and challenges, and has made this project his top priority in retirement.

We spent nearly a full day with Will through this process, touring various areas of the creek, and we thank him for his time and effort to this cause.

This Team should include:
- Will Anderson
- A trails representative or enthusiast
- A city council representative
- Planning and Zoning
- Public works
- A railway expert or representative
- Caldwell Parks Department
- Three commercial property owners along the creek (two south of downtown, one north of downtown)
- Four residential property owners along the creek
- Destination Caldwell (for the Plaza District portion of the Promenade)
- Caldwell Economic Development
- Caldwell Police Department
- Landscape architect or trail planner (volunteer)

While this is a large team, it's incredibly important that the Promenade be stacked with the people who will be most affected by its development: commercial and residential property owners.

It's likely that the Caldwell Parks Department will be charged with maintaining the trail. On it's completion, it will take three full-time, year round staff members to maintain the trail, empty trash receptacles, clean restrooms, and maintain the landscaping on both sides of the Promenade and creek.

We also recommend creating a "Friends of the Creek" group of volunteers, that can work with local schools (elementary through college levels) who will also patrol the Promenade and offer volunteer services to keep it clean, pick up trash, trim trees and landscaping, and help manage it.

Along the trail there will be numerous cameras (night vision) that can capture video footage and will alert police or fire in case of an accident or incident. Monitors would be placed in Police headquarters.

These would work off of wifi services, which would also be accessible to those using the Promenade.

Because the plan includes three railroad tunnels (or under-track crossings) it would be great to have a rail representative on this team, but if one is not local or available, having a rep visit once or twice a year to offer advice would be a benefit to perhaps the biggest challenge of the trail - getting over (or under) rail tracks.

The Promenade Team would meet monthly, and would work closely with the Envision Central Caldwell Team, and it's implementation crew through the process.

One of the first orders of business is to create maps and a database of property owners from the Rotary Pond area to Linden Avenue.

Once this list has been developed, the Team can begin working with the properties that are already publicly owned, and those in industrial areas where access and easements would be the easiest to obtain.

By determining who owns individual parcels, the Promenade may end up with additional bridge crossings to avoid properties where there might be conflict or no interest in granting an easement.

The ultimate goal, however, is to have the Promenade follow as closely to Indian Creek as possible.

The plan is that by the end of 2026 to have contacted and visited with every property owner to gauge their attitude and to see what the Promenade Team can do for them in exchange for allowing the Prom to pass through their property.

Then in 2027, the Team can begin, working with the City Attorney, to obtain easement agreements.

With those, the next step will be to develop a phased schedule of what sections would be completed, approximate timelines, and initial budgets to develop those sections.

By the summer of 2027, it is hoped that the City can contract with a landscape architectural firm and trail planner to begin the actual site planning and engineering for the entire trail, with an initial focus on the first sections of the trail.

The section of the trail that extends from Simplot Boulevard, through the Plaza District, up to 12th Avenue will be among the first sections of the Promenade to be completed, and this makes up approximately 25% of the entire Promenade length.

The section from 5th Avenue to 11th Avenue is, for the most part, already in place, with the exception of where the 9th Avenue dining district will be located after 9th is closed and removed from over the creek. The one part of the Promenade that runs along an existing sidewalk is along Blaine Boulevard between Kimball and 9th Avenues. This section, however would be widened to cantilever over the creek to be approximately 20 feet wide.

Once you are north of Simplot Boulevard, there are fewer property owners, fewer residential properties and so it's quite likely that the phased approach for the Promenade's development will be:

2028 ---------- ---------- ----------
1) The core downtown area from Simplot Boulevard to 12th Avenue.

2029 ---------- ---------- ----------
2) From Simplot Boulevard to Centennial Way.

2030 ---------- ---------- ----------
3) From Centennial Way to the Rotary Pond Trail, with connection points along the way so the trail will eventually connect to other ponds to the west, north to the Whitewater Park area, and under Centennial Way to the future Sports complex.

2031 ---------- ---------- ----------
4) From the Fair Event Center to 21st Avenue. An expensive challenge will be to develop a way for the Promenade to go under the 21st Avenue crossing, which may require redeveloping the bridge deck at that location. Because this is such a busy and wide thoroughfare, it's important that the trail go under the street at this location.

2032 ---------- ---------- ----------
5) From 21st Avenue to about 17th Avenue (where the trail will go under the tracks). By the way, during our research we were easily able to walk under the tracks along the creek at this location so, hopefully, this won't be too big of a hurdle.

2033 ---------- ---------- ----------
6) The final stretch is the section between 12th

and about 17th where there are approximately half a dozen existing residences where the Promenade would, hopefully, extend through their properties.

2034 ---------- ---------- ----------
7) While just outside this planning area, the goal is to extend the Promenade through the residential neighborhoods along East Chicago Street across the tracks from the Fair Event Center to Linden Street.

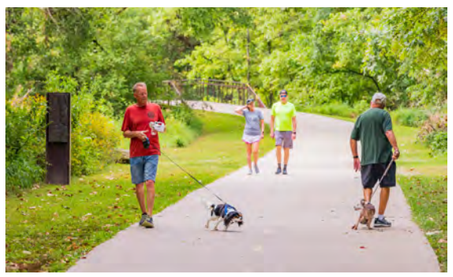
2035 ---------- ---------- ----------
8) Then, over time, the goal is to have the Promenade extend from Linden to Ustick, benefiting the residential area there.

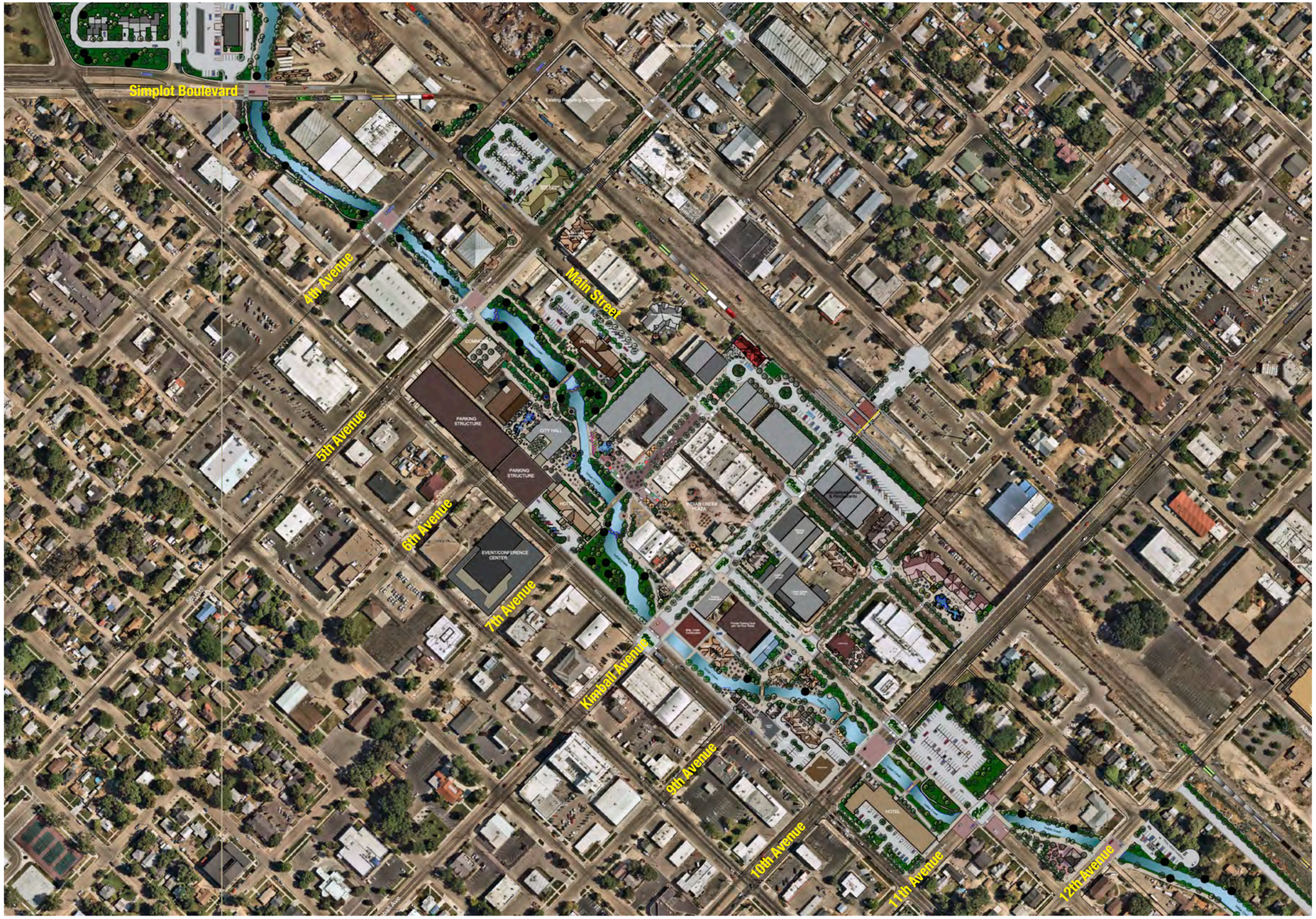
This eventual extension of the Promenade will bring it from a three-mile trail to nearly four miles, plus the mile-plus section from Wittenberger Park to the Whitewater Park area.

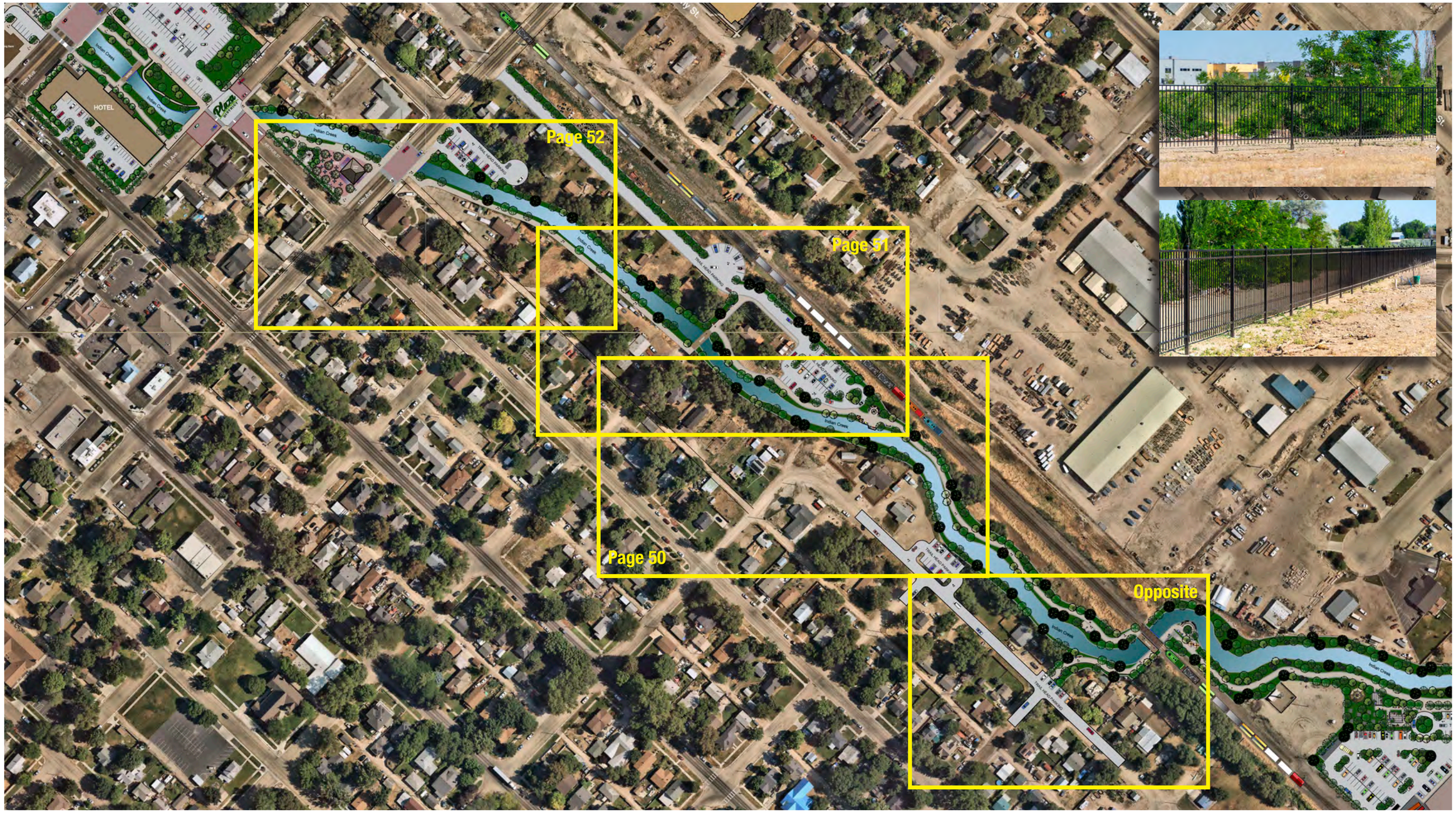
While this approximate timeline extends out ten years, if funding were in place, this entire project could be easily completed in half that time.

Nearly 90% of the properties the Promenade crosses through, are either publicly owned, are undeveloped, or are used for industrial purposes where the Promenade would add to the property's value for future and existing uses.

In a five-year timeline, the entire trail would be open to the public right about the time that the Conference Center, new hotels, and the 9th Avenue dining district would be completed - including those sections of the Promenade.






Page 52
Page 51
Page 50
Opposite
HOTEL
Indian Creek
Trail Head Parking
7th Ave
11th Ave

15 Contact home owners

On this, and the following pages, you'll see initial ideas on where the Promenade would run through this residential area.

In most of the area, just one side of the creek is home to residences and, where possible, we placed the promenade opposite of residences.

There are approximately six to eight properties where the Promenade, or a paved trail to the Promenade, passes through or next to their properties.

Early on, it will be important to determine who owns each of these properties, then if they are an owner-occupied property, contact them and set up a meeting - at their convenience. At that meeting the Promenade team (or someone from the team) can sit down with them and show them these ideas and to get their feedback and ideas on how (or where) to accommodate the Promenade.

The site plan, left, correlates to the page where there is a close-up of the individual properties most affected by the Promenade or by parking and access to the trail.

In many cases the Promenade will not be physically located next to a home, but this effort also includes landscaping and cleanup on the opposite side of the creek, including screening measures for those residences. Because of this, meetings should be scheduled to include residential properties on both sides of the creek, from 12th to 17th Avenues.

Mitigation to offset the development of the Promenade, might include fencing (see inset photos, opposite), landscape improvements, access to the trail from the residence, and other improvements that will benefit them in exchange for the easement.

Indian Creek
TRAIL HEAD PARKING

Indian Creek
TRAIL HEAD PARKING
Bridge
TRAIL HEAD PARKING
Indian Creek

Indian Creek
ARTHUR ST.
Outdoor Seating
Outdoor Seating
Coffee Shop
12th Ave.
TRAIL HEAD PARKING
Indian Creek

One of the later phases of the Promenade extends it from the Fair Event Center area to Linden Avenue and, eventually, to Ustick.

Here (right) and the following few pages show that area and the neighborhoods the Promenade would pass through.

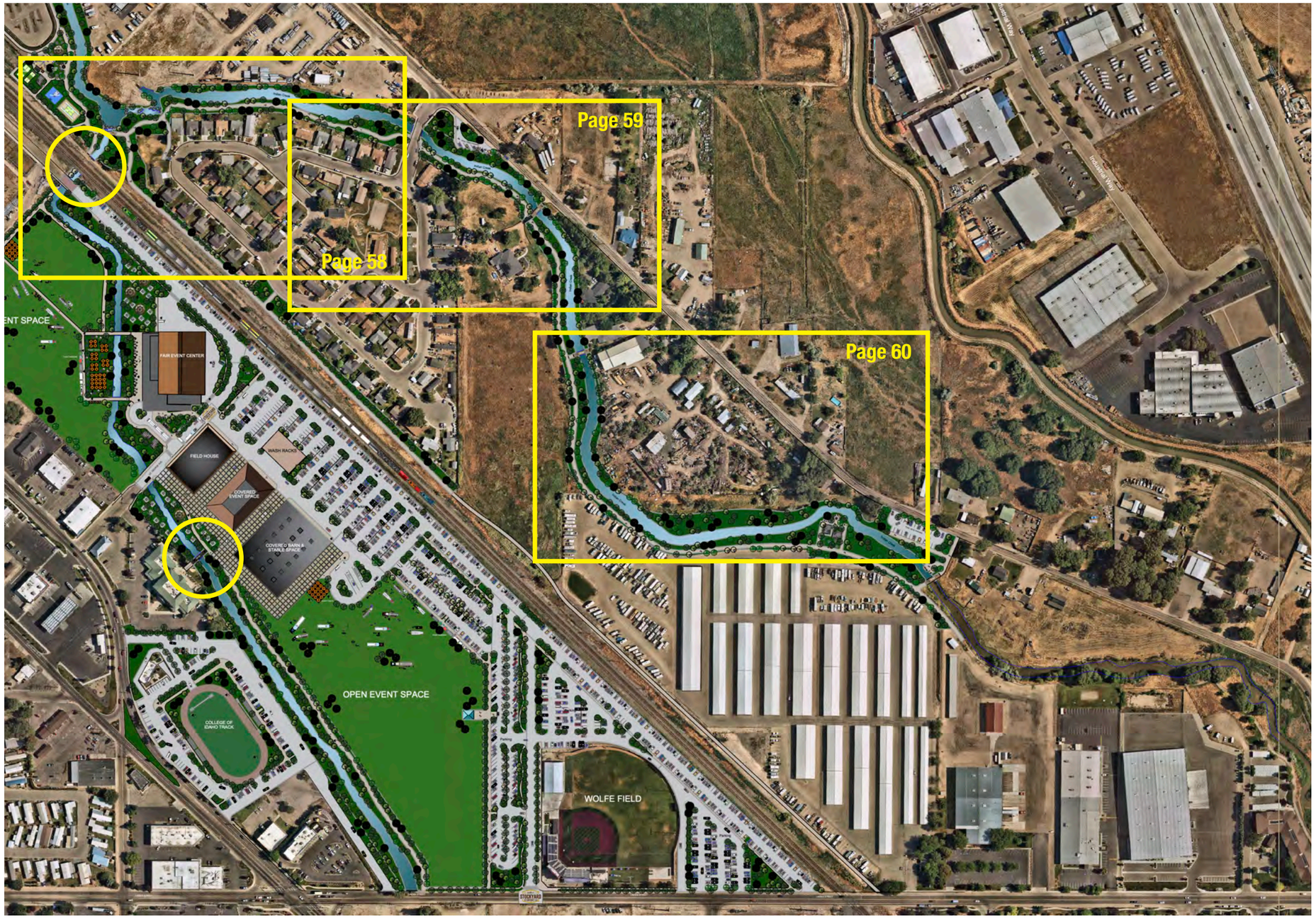
The extent of this planning effort takes it along East Chicago Street, just short of Linden Avenue, but it's pretty clear the path the Promenade would take as it extends further south and east from the fairgrounds area.

Perhaps the most expensive, and most challenging project in developing the Promenade, will be creating a passageway under the railroad tracks just opposite the Fair Event Center (see circled area, next page - upper circle, right).

This is a VERY important intersection, which will connect pedestrians from the Event Center to downtown via the Promenade. This is also where the canal intersects with the creek, so the pathway would connect to the Promenade, head under the railway tracks, and follow the canal through the fairgrounds.

In the Fairgrounds section of this plan and to the right, you'll see that there is a bridge over the canal (lower circle) that will connect the trail to McDonald's, Ice Cream shop, other retailers, and Stewart's Bar & Grill.

One of the primary purposes behind creating the Promenade is to make Central Caldwell far more pedestrian and bike-friendly. This is being done by connecting area attractions, event venues, and commerce through a network of trails, most of them following along Indian Creek and canals that run through this area of Caldwell.



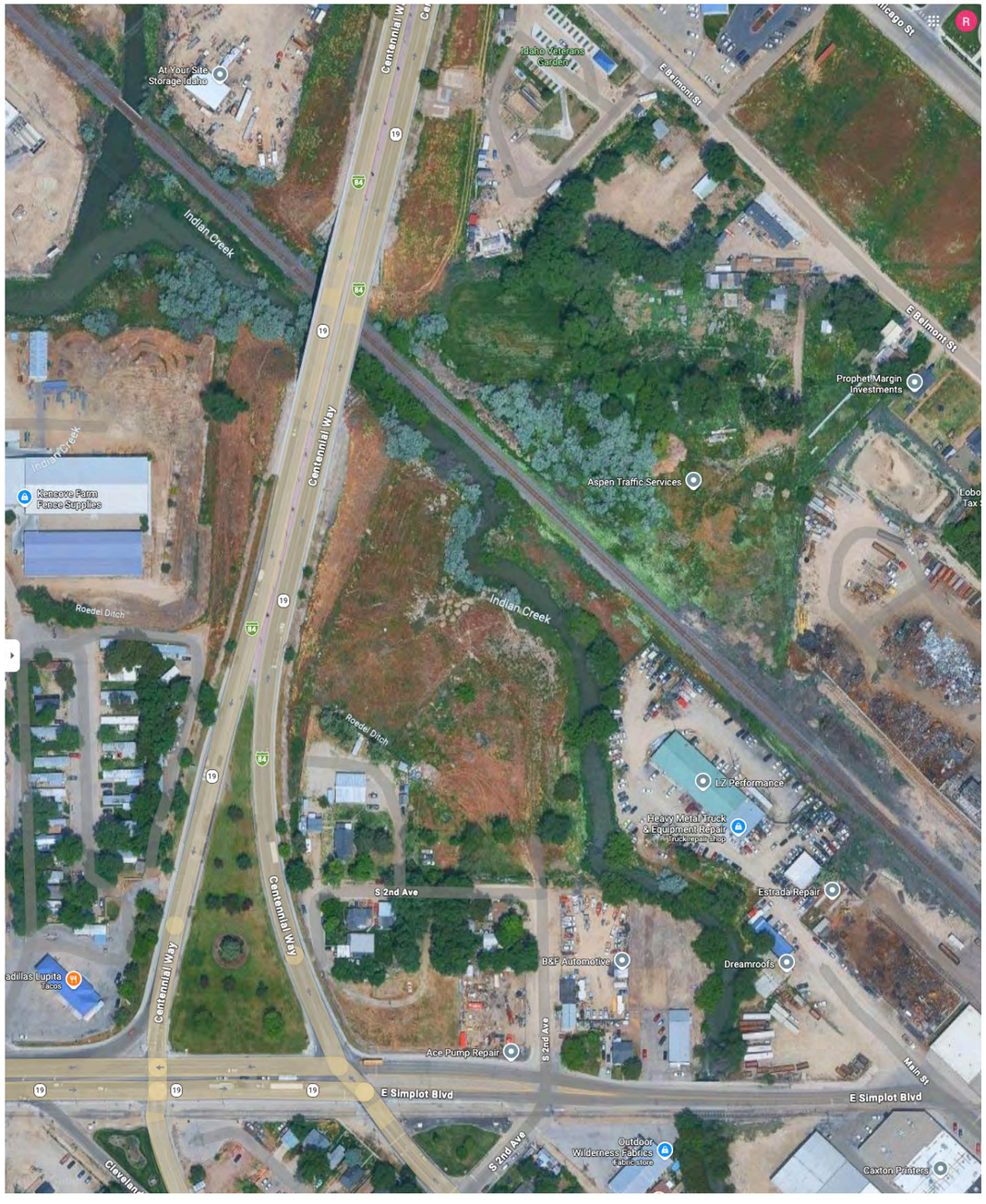
Picnic Area
Basketball
Volleyball
Bridge
Indian Creek

TRAIL HEAD PARKING
Indian Creek
Bridge
Indian Creek

With the Promenade running through areas, like this one, the value of this property in terms of development potential will skyrocket.

The Indian Creek Promenade will be one of the best economic development projects in the history of Central Caldwell in terms of spurring on redevelopment of underutilized and under performing properties.

Both sides of Indian Creek, here, would be outstanding opportunities for a myriad of projects from residential, multi-family housing, RV park, 55+ park mobile development, or other mixed use developments.



At the north end of the Promenade where it crosses Simplot Boulevard and Centennial, initial plans and feasibility show this as a great location for multi-family development.

While this is a key "redevelopment area," there are homes in this area that should also be brought into the process so they can see these ideas before they hear of them through other means. Chances are good their properties would be purchased, down the road, to make way for new development projects. Or they might become equity partners in a new project or two. It is, however, important that they be brought into the ideas and discussions early on.

16 Create a three-dimensional fly-through video showing the Promenade vision

To help visualize the Indian Creek Promenade, a fly-through three-dimensional video should be created, that will showcase the trail from the Fair Event Center to the Rotary Pond Trail.

There are several companies that do this type of work, and having this done will make it much easier to visualize what walking along the Promenade would be like, and how it integrates into the surrounding areas.

The video would be posted to the Envision Central Caldwell website and YouTube channel and would be, perhaps, five minutes long.

It would include potential development projects and ideas - not just what's along the creek today. For instance, it would showcase Trader Joe Park, or a potential development as could be developed on the sites shown on page 56.

This single video, along with images in this plan, will be one of the best recruitment tools in Caldwell's arsenal as it will visualize the potential of under and undeveloped properties throughout Central Caldwell.

As the Promenade is developed, the video will be a great way to show residents how it will take shape and what the experience will be like.

17 Indian Creek street crossing elements

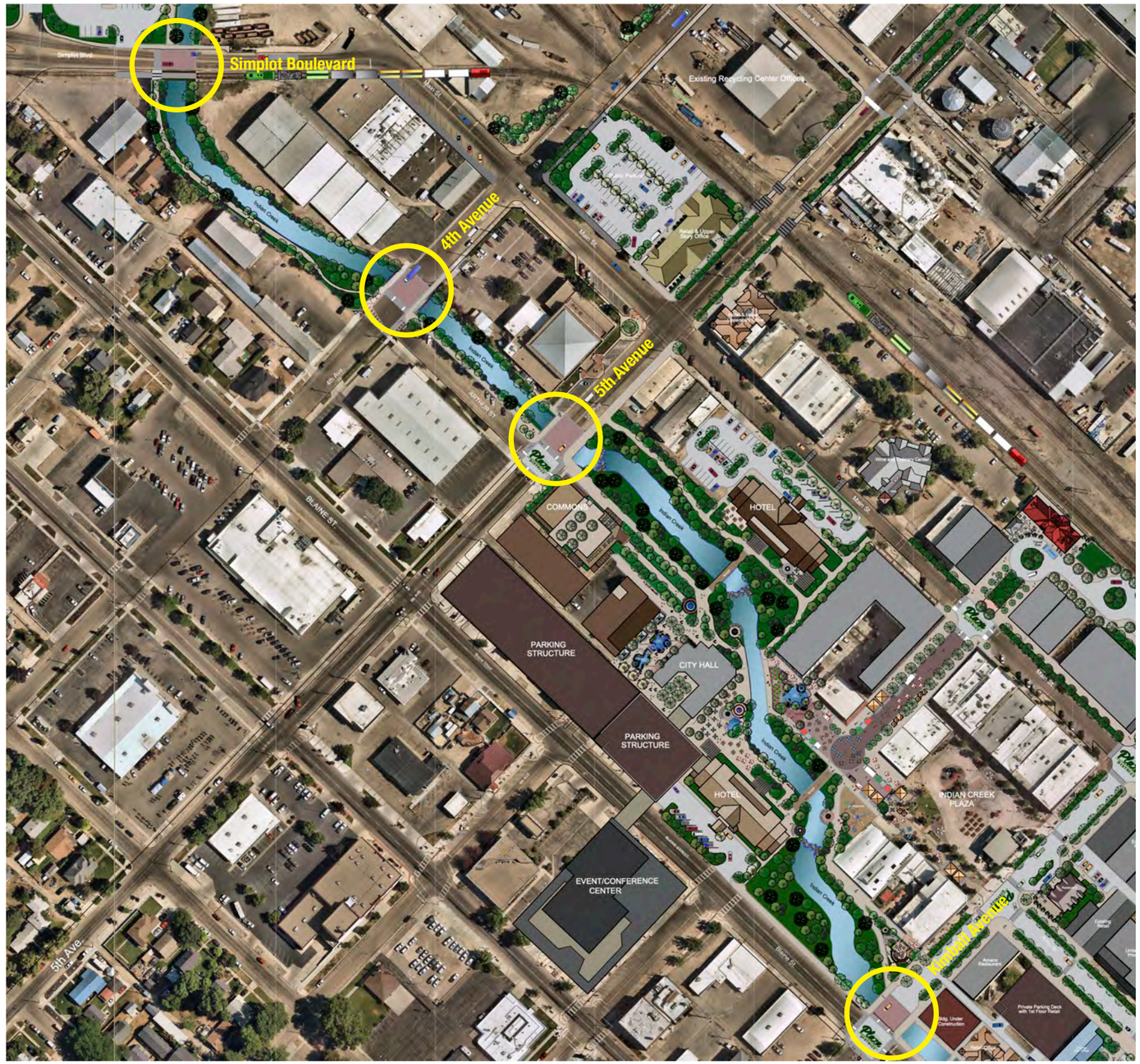
With the Indian Creek Promenade as the signature asset, attraction and trail through Central Caldwell, it's important that each street crossing the creek showcases the creek.

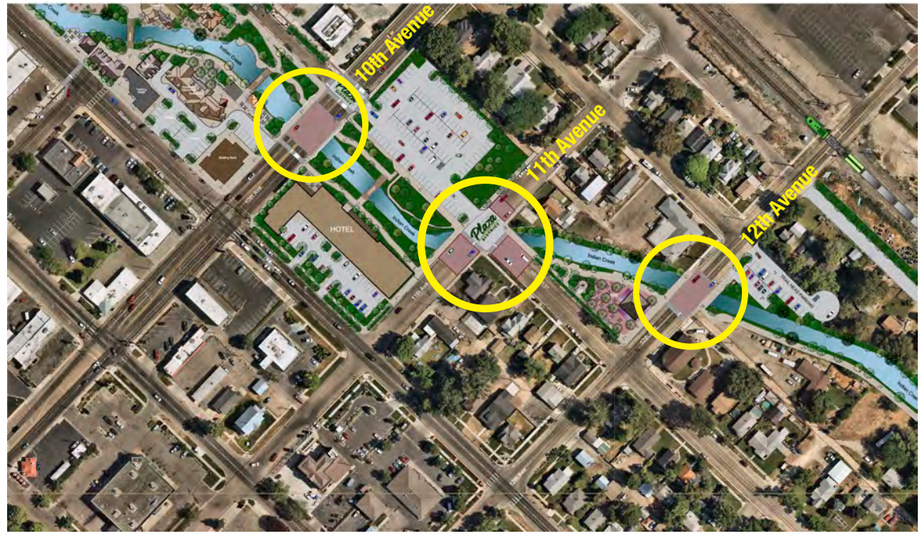
The bridge arch (left, along 12th Avenue and Arthur) should be put in place at each of the additional seven street crossings.

The surface of the street should use a Duratherm asphalt treatment so that the street looks like a bridge deck. This can be a paver pattern, or a bridge deck pattern, that is stamped into the asphalt. This is a Duratherm process and StreetPrint is the company that does this type of work. The cost us under $10 per square foot, far less than actually changing the street surfaces to actual pavers or a metal decking.

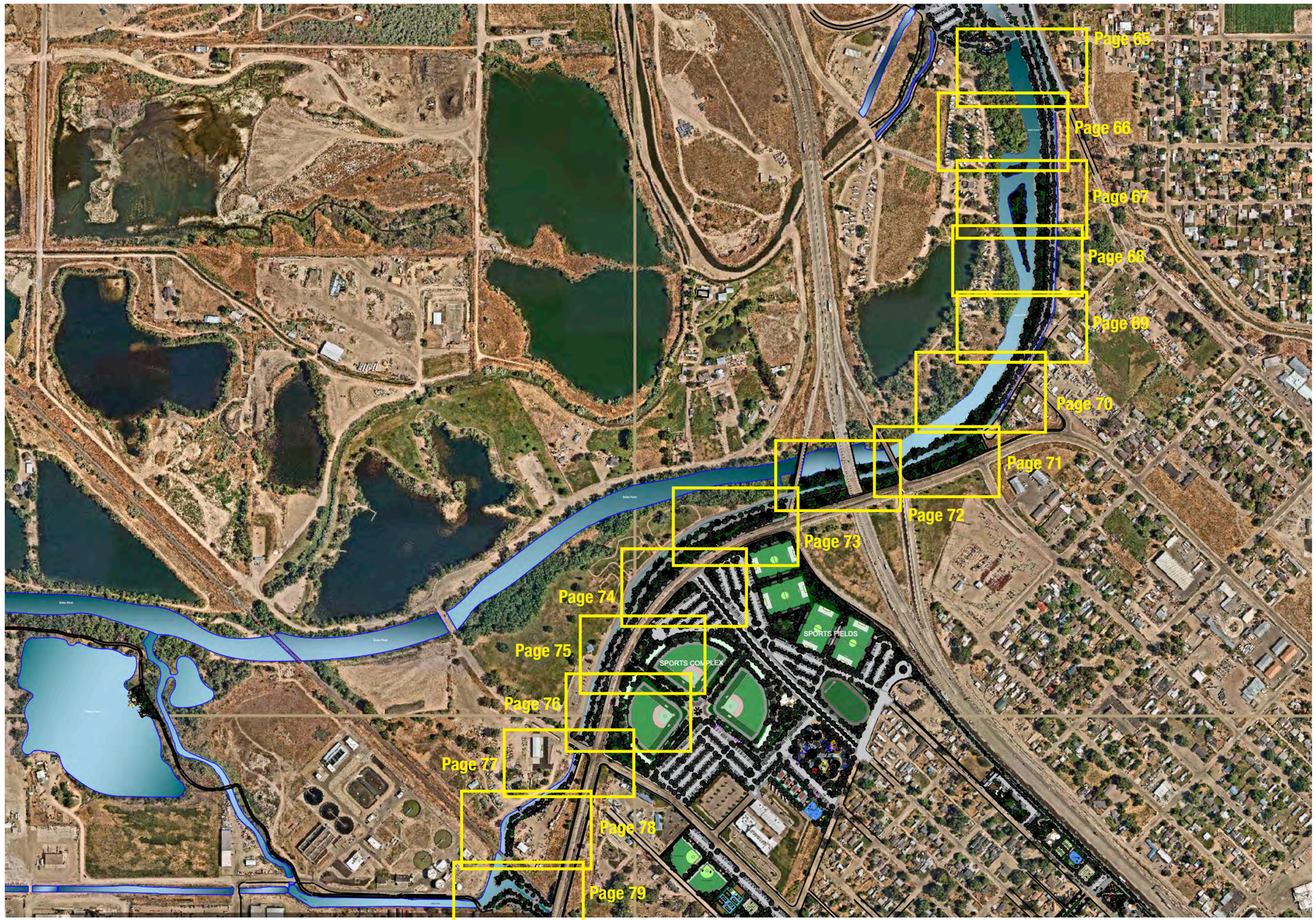
In most cases, the goal is to have the Promenade pass under each of these street crossings, but there may be a few locations where the bridge decking and arch also act as a crosswalk for Promenade pedestrian traffic.

In the photo, below, this is a local street where a StreetPrint herringbone paver design has been stamped into the asphalt. This treatment easily lasts twenty years or longer.





Circled, above, are the eight locations where a street (other than Centennial Way) crosses Indian Creek. In each location, bridge arches like those shown, opposite, should be placed along with a colored surface treatment, which is stamped into the asphalt. This is a Duratherm process that can be put in place by StreetPrint - the franchise that does this work. This surface work only takes a few hours after which the street can be driven over immediately.



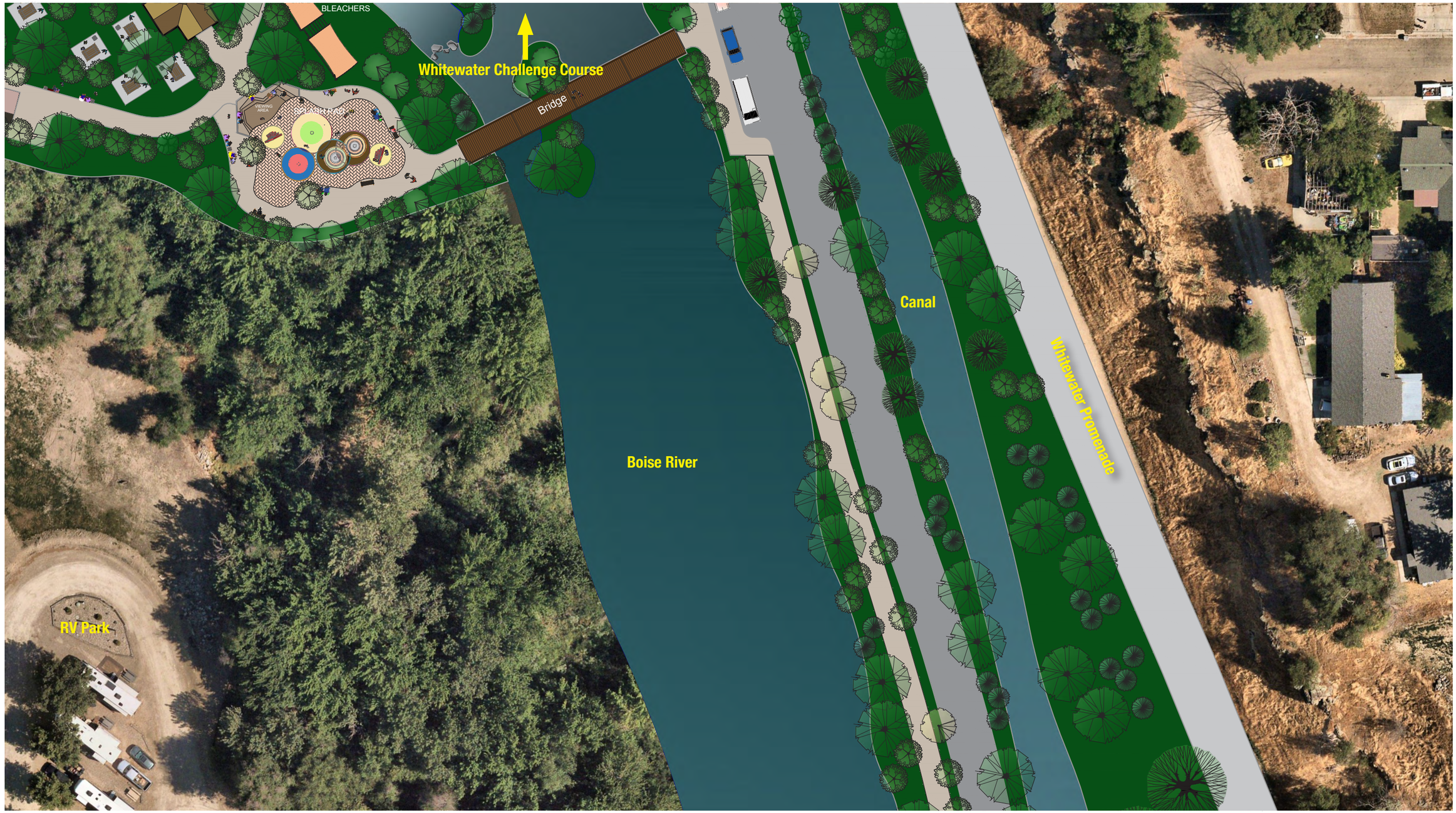
Indian Creek Promenade

Over the next 16 pages are close-up views of the initial path and concepts for development of the Indian Creek Promenade, starting from the North end just below the future Whitewater Challenge Course, Park, and Environmental Center.

The site plan map, left, showcases the area featured on each of the associated pages.

Lake Point Campground and RV Resort

Opposite, you can see the northern tip of the RV Resort. The owners of the resort should consider developing a trail to the bridge that crosses the Boise River, which would provide pedestrian and biking access to the Whitewater Park, the Caldwell Sports Complex and can provide access to the Plaza Districts shopping, dining and entertainment.


BLEACHERS
Whitewater Challenge Course
Bridge
Canal
Whitewater Promenade
Boise River
RV Park

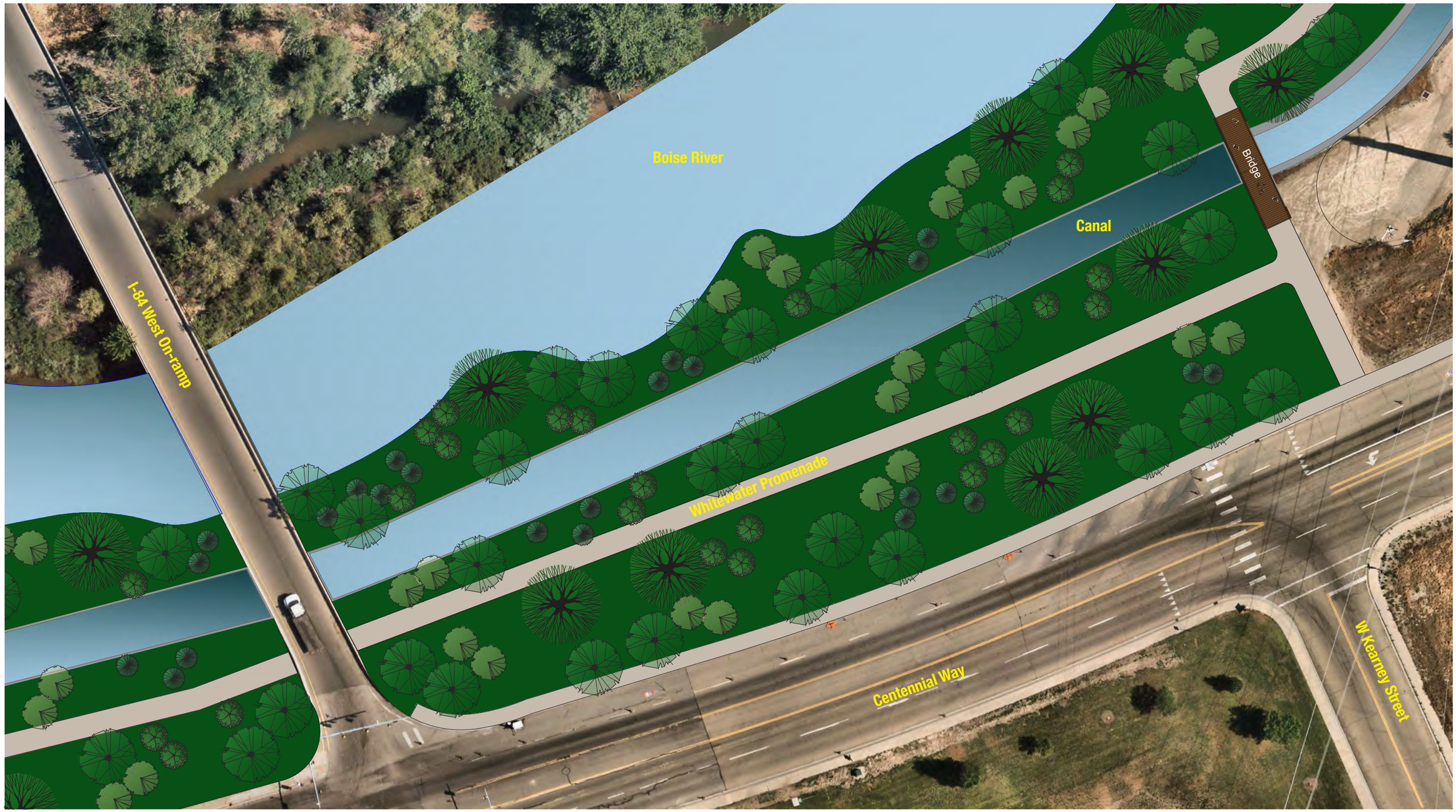
Lake Point Campground & RV Resort
BOISE RIVER
Canal
Roadway
Whitewater Promenade

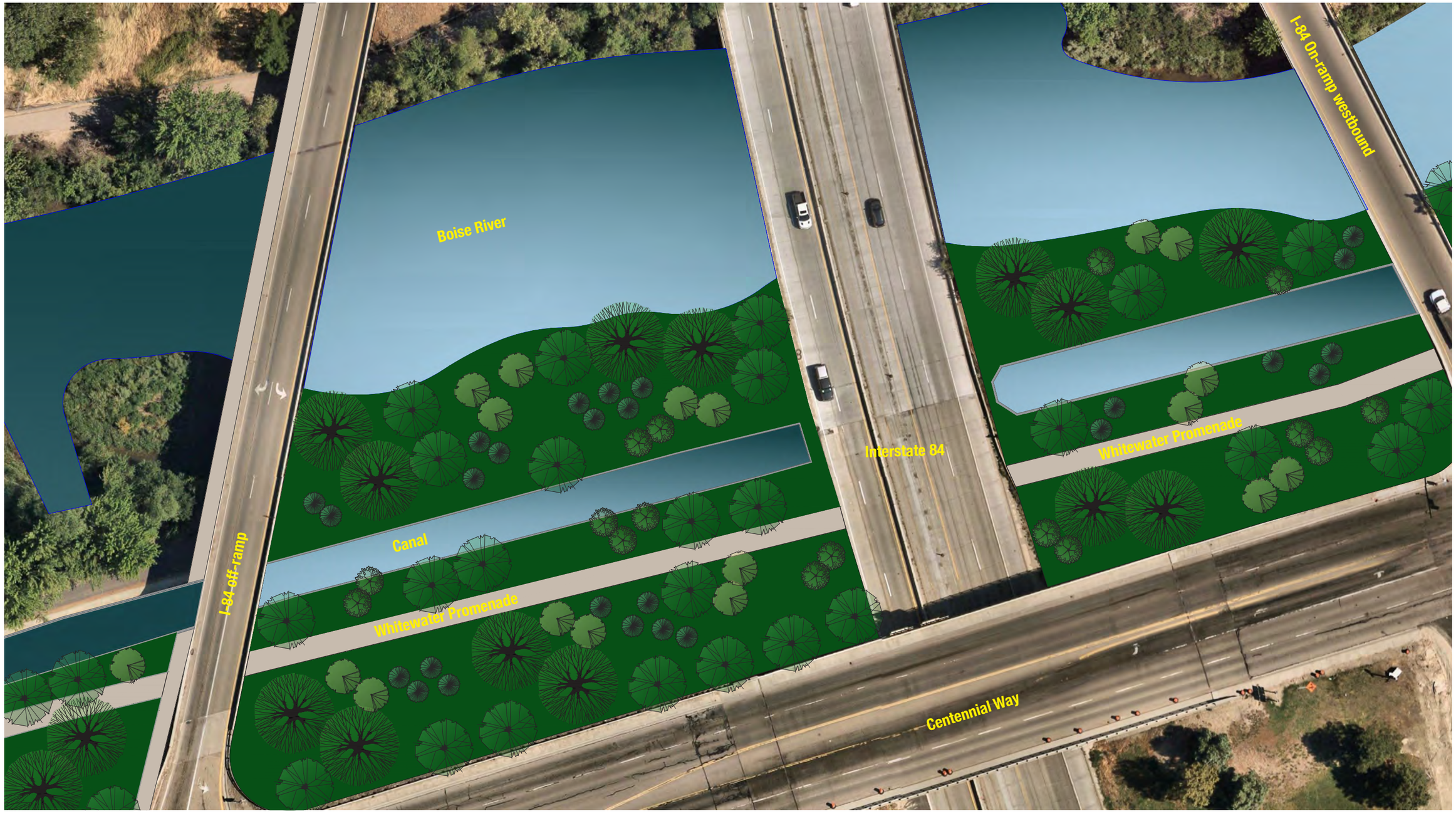
Lake Point Campground & RV Resort
Boise River
Canal
Roadway
Whitewater Promenade

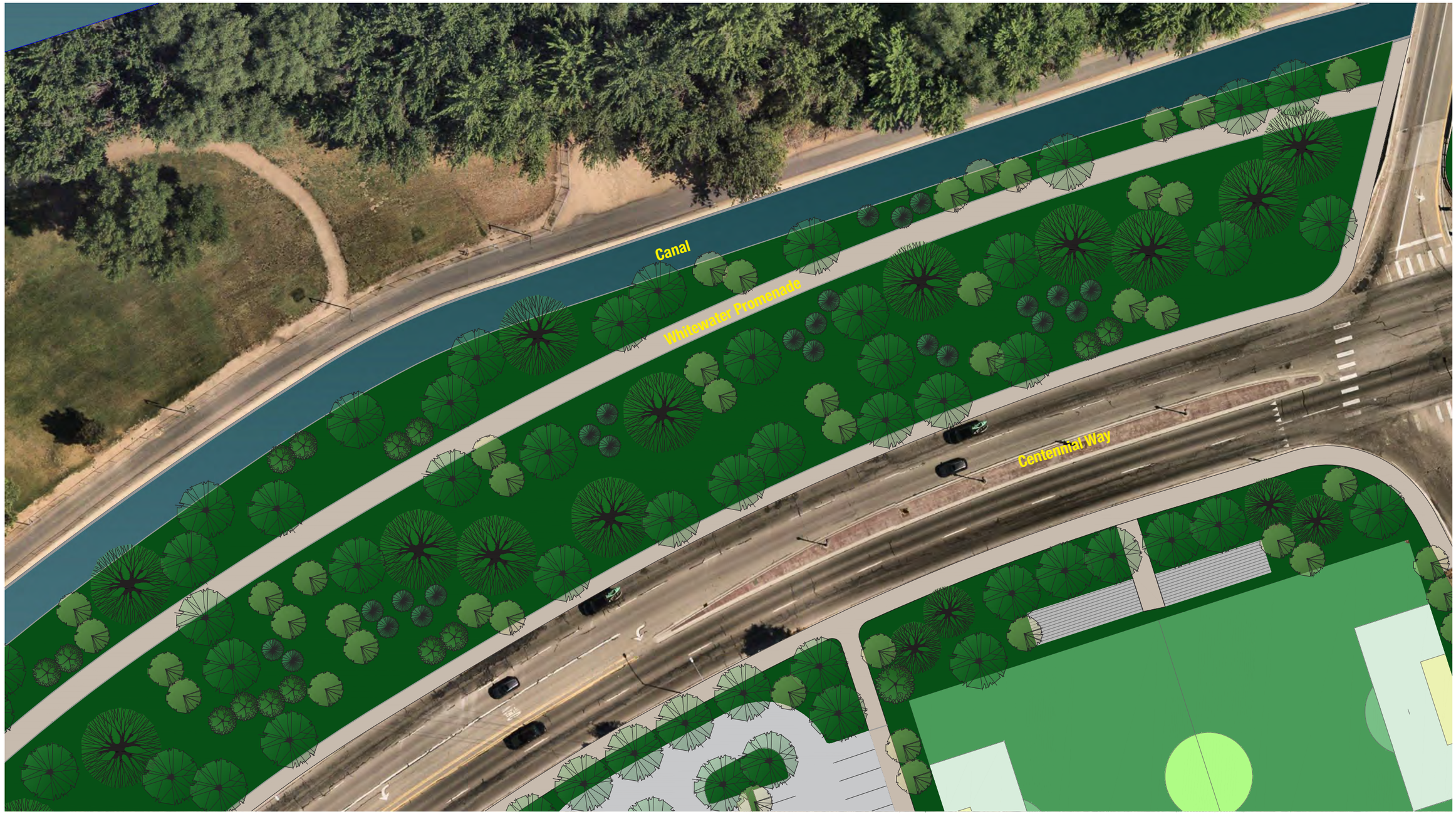
Canal
Roadway
Lake Point Campground & RV Resort
Whitewater Promenade
Boise River

Lake Point Campground & RV Resort
BOISE RIVER
Canal
Roadway
Whitewater Promenade
Boise Avenue

Canal
Roadway
W Madison Street
Boise Avenue
Whitewater Promenade


Boise River
Canal
Bridge
I-84 West On-ramp
Whitewater Promenade
Centennial Way
W Kearney Street

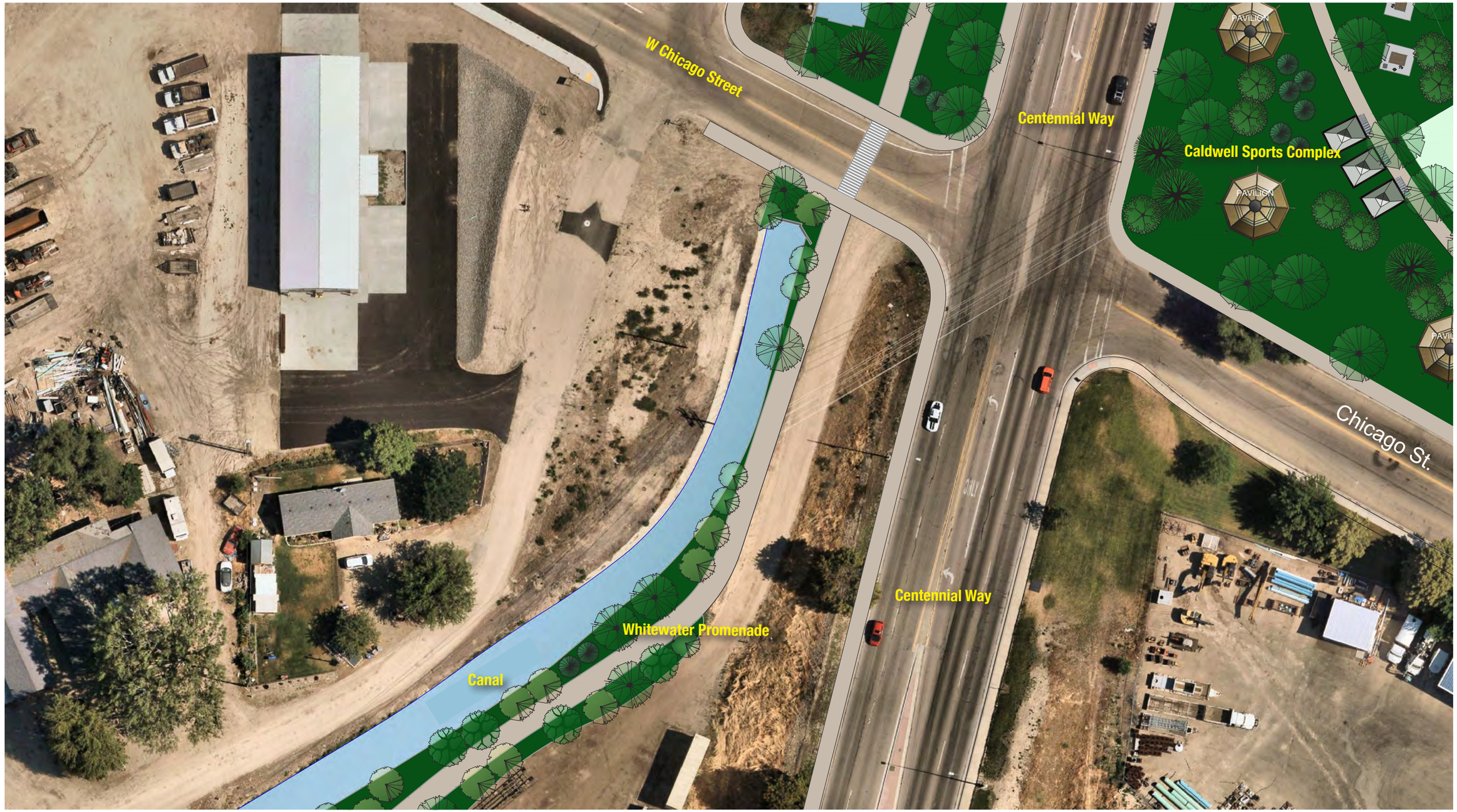

Boise River
I-84 On-ramp westbound
Interstate 84
Whitewater Promenade
Canal
Whitewater Promenade
I-84 off-ramp
Centennial Way


Canal
Whitewater Promenade
Centennial Way

Dog park
Canal
Whitewater Promenade
Pedestrian Underpass
Centennial Way
Bridge
Parking
Caldwell Sports Complex
Centennial Way
Caldwell Sports Complex
West Freeport Street
Parking
Parking
Parking
Parking
PAVILION
PAVILION
PAVILION
PAVILION
PAVILION
PAVILION

Wittenberger Park
Whitewater Promenade
Canal
Caldwell Sports Complex
PAVILION
PAVILION
PAVILION
PAVILION
SPORTS COM

Wittenberger Park
Canal
Whitewater Promenade
Caldwell Sports Complex
PAVILION
PAVILION
PAVILION


W Chicago Street
Centennial Way
Caldwell Sports Complex
PAVILION
PAVILION
Chicago St.
Centennial Way
Whitewater Promenade
Canal

As you view these concepts, note the tremendous development opportunities that having the Promenade on the property can present when it comes time for development, or re-development.

By making Indian Creek an attraction, rather than an ignored dumping ground, it can really elevate the value of the land and growth of the city - in its central area, rather that out in valuable farmland.

Whitewater Promenade
Indian Creek
Indian Creek Promenade
Indian Creek
Bridge
Bridge
Centennial Way
Indian Creek

Rotary Pond trail
Whitewater Promenade
Indian Creek Promenade
Treasure Valley Trail
Indian Creek Promenade
SPORTS FIELDS
SPORTS COMPLEX
W Chicago street
Rotary Pond
Boise River

As Indian Creek passes under Centennial Way, the creek goes to the left, and to the right is a canal that extends northward up to the Whitewater Park area.

At this point, the trail begins to head three different directions, and here the trail name might change. Temporarily, we've called the 1.3 mile trail along the canal heading north as the Whitewater Promenade.

The trail that follows the creek up to where it empties into the Boise River, the Treasure Valley Trail.

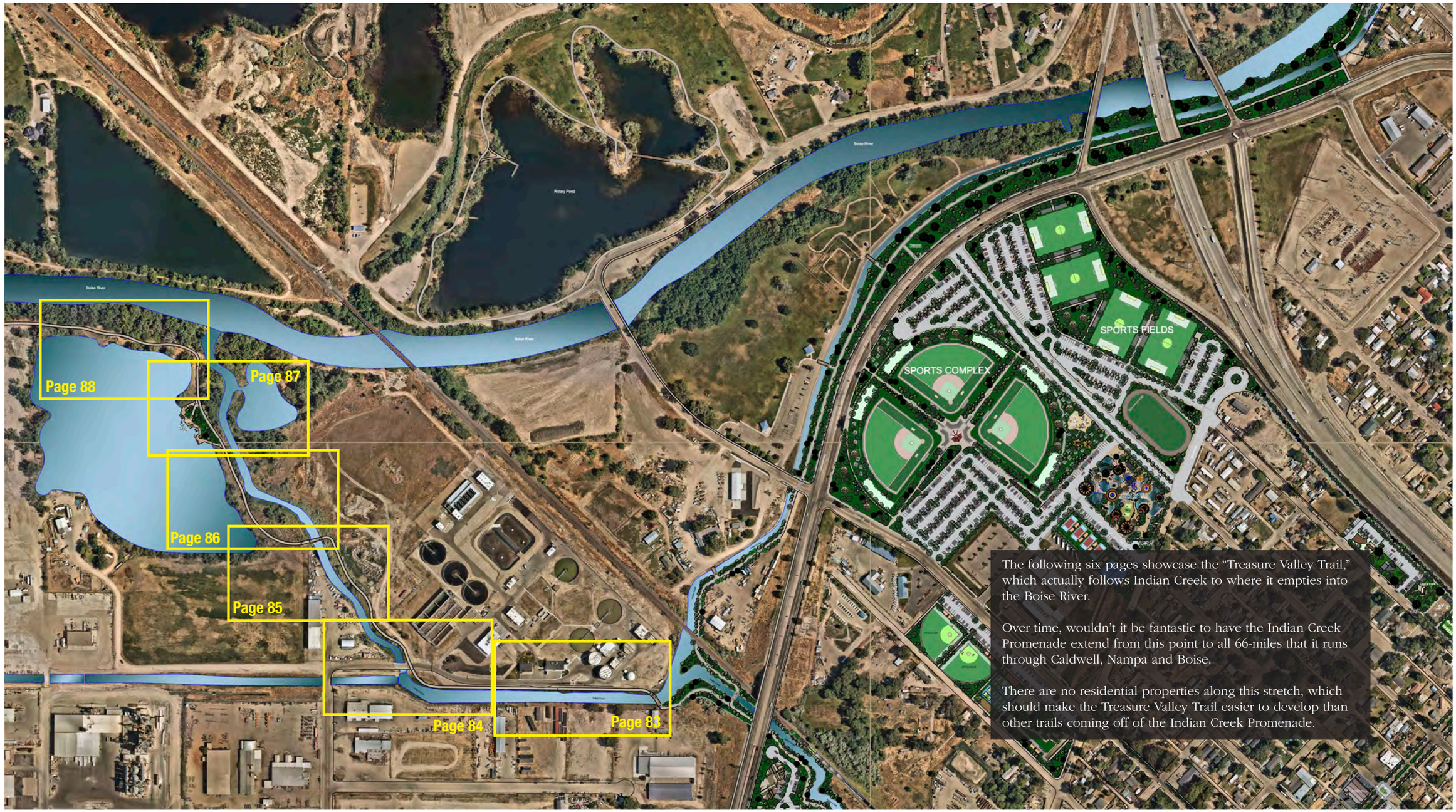
And at the intersection of West Chicago and Centennial Way, the Indian Creek Promenade actually departs from the creek, and heads up West Chicago Street over the Boise River to the Rotary Pond and its trail - the termination point for the Indian Creek Promenade.

The white circles (left) are where a bridge would be constructed to cross Indian Creek. The yellow circles show the locations where the Whitewater Promenade and Indian Creek Promenade cross under the I-84 freeway and its on and off ramps. It also shows locations where the Promenade will head under Centennial Way into the Sports Park.

In these close-up views you can better see where the trail divides just west of Centennial Way. The Indian Creek Promenade heads north here until it crosses under West Chicago Street where it departs from the canal and heads up to the Rotary Pond trail.

The trail north from that point would be the Whitewater Promenade (or Trail).

The circle (left) shows where the Whitewater Promenade heads under Centennial to the Caldwell Sports Complex, and crosses over the canal into the dog park and Wittenberger Park.

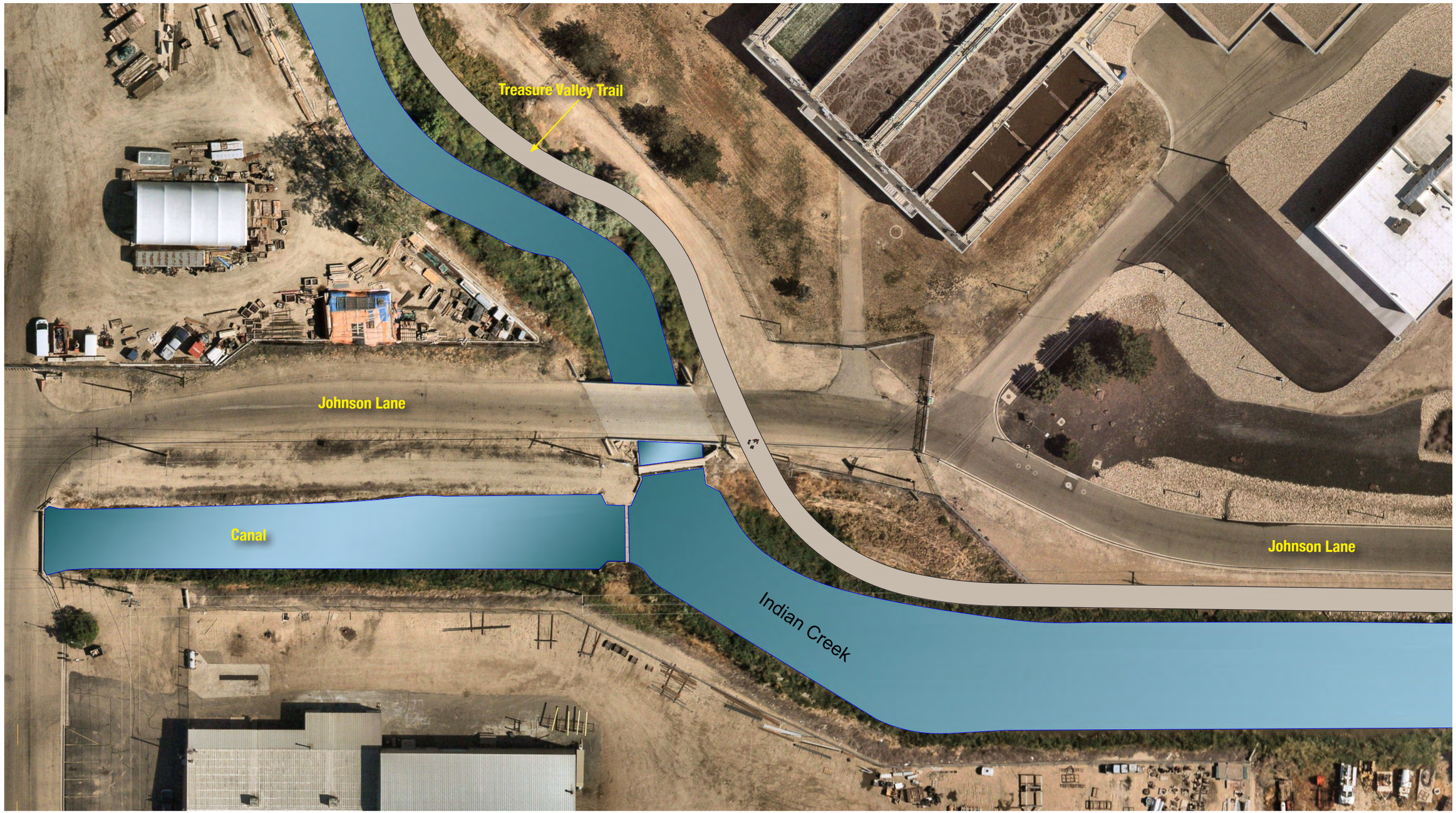


The following six pages showcase the "Treasure Valley Trail," which actually follows Indian Creek to where it empties into the Boise River.

Over time, wouldn't it be fantastic to have the Indian Creek Promenade extend from this point to all 66-miles that it runs through Caldwell, Nampa and Boise.

There are no residential properties along this stretch, which should make the Treasure Valley Trail easier to develop than other trails coming off of the Indian Creek Promenade.

Treasure Valley Trail
Indian Creek
Bridge


Treasure Valley Trail
Johnson Lane
Canal
Indian Creek
Johnson Lane

Bridge
Treasure Valley Trail
Indian Creek

Indian Creek
Treasure Valley Trail
Bridge

While this pond doesn't seem to have a name, it might offer a great opportunity for a dock and the use of non-motorized boats such as kayaks, paddle-boats, and rafts.

While not an official recommendation in this vision, the numerous ponds in this area of Caldwell present some excellent recreational and environmental opportunities.

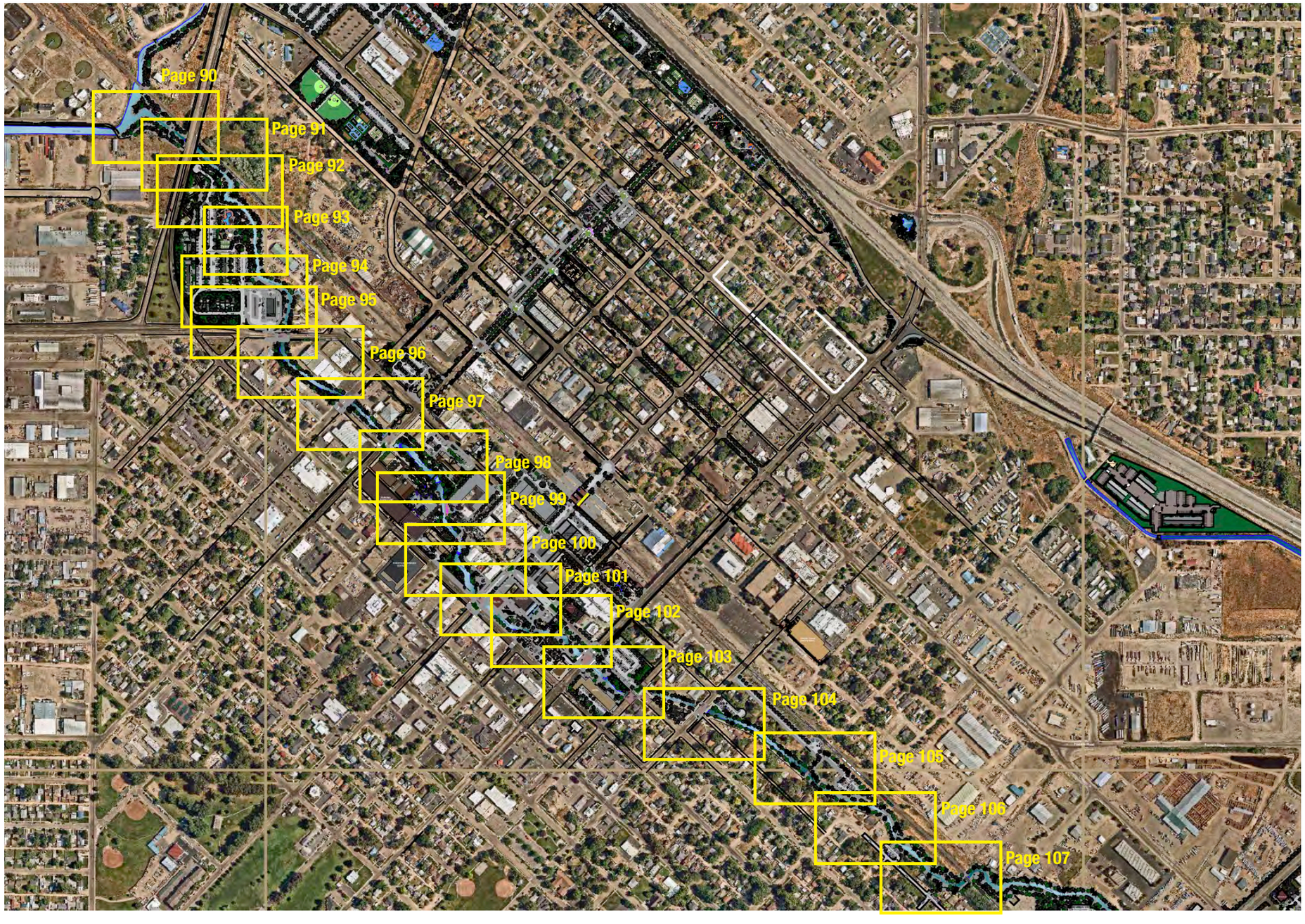
Boise River
Treasure Valley Trail

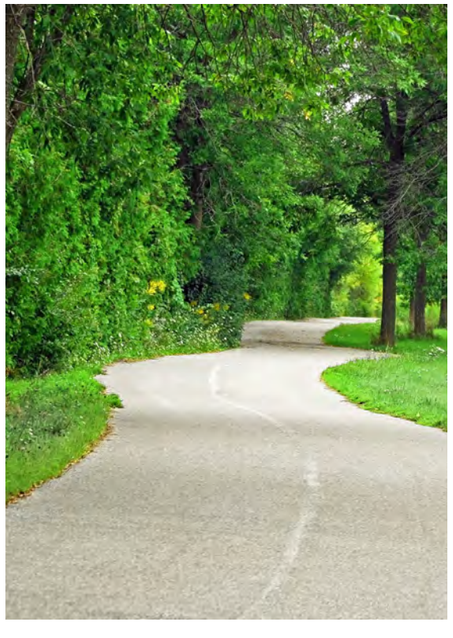
Indian Creek Promenade

Over the next 18 pages are close-ups of the Promenade as it travels southeast through the heart of Central Caldwell. These pages showcase the Promenade from just north of Centennial Way heading south to about 17th Avenue - just north of 21st Avenue.

Then the final set will showcase the southern end of the Indian Creek Promenade.

The idea is to have you "walk" the Promenade from one end to the other so you can see potential development opportunities, challenges, and upcoming projects and how it connects these businesses and facilities to the Promenade.





Bridge
Indian Creek Promenade
Treasure Valley Trail
Centennial Way
Indian Creek
Multi-family complex

Indian Creek
Indian Creek Promenade
Centennial Way
Multi-family complex
Parking
REC CENTER
SWIMMING POOL
GAZEBO
Indian Creek
Rest and view area I Shade seating
Fountain I Benches I Bike racks

Indian Creek Promenade

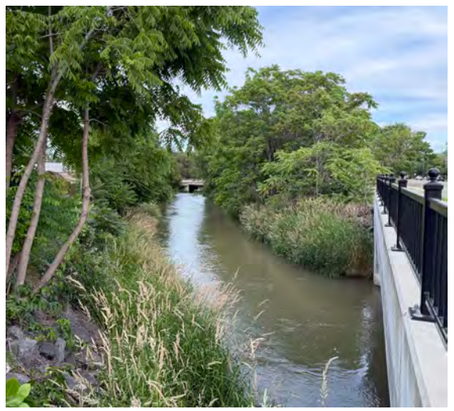
The multi-family complex (both pages) could be either a 55+ complex with appropriate amenities, or it could be a standard multi-family complex.

At the lower portion of the site plan (left) you can see public trail head parking next to the Promenade. Just north of that is a public park that includes picnic tables, shade trellis picnic shelters, lawn areas and a playground, which would be shared with the complex if it caters to all ages.

Should the complex be developed for seniors, plans would most likely replace the playground with other facilities, such as a hobby center or lounge area for its residents.

The pool area, recreation center, pickleball courts, and the larger picnic shelter would be in a fenced off area (wrought iron view fence) since these would only be for the use of residents.

An entire section of this plan is dedicated to providing more detail about this complex.



Parking
AD PARKING
Indian Creek Promenade
Indian Creek
GAS STATION/CONVENIENCE

GAS STATION/CONVENIENCE
Indian Creek Promenade
Simplot Blvd.
Indian Creek Promenade

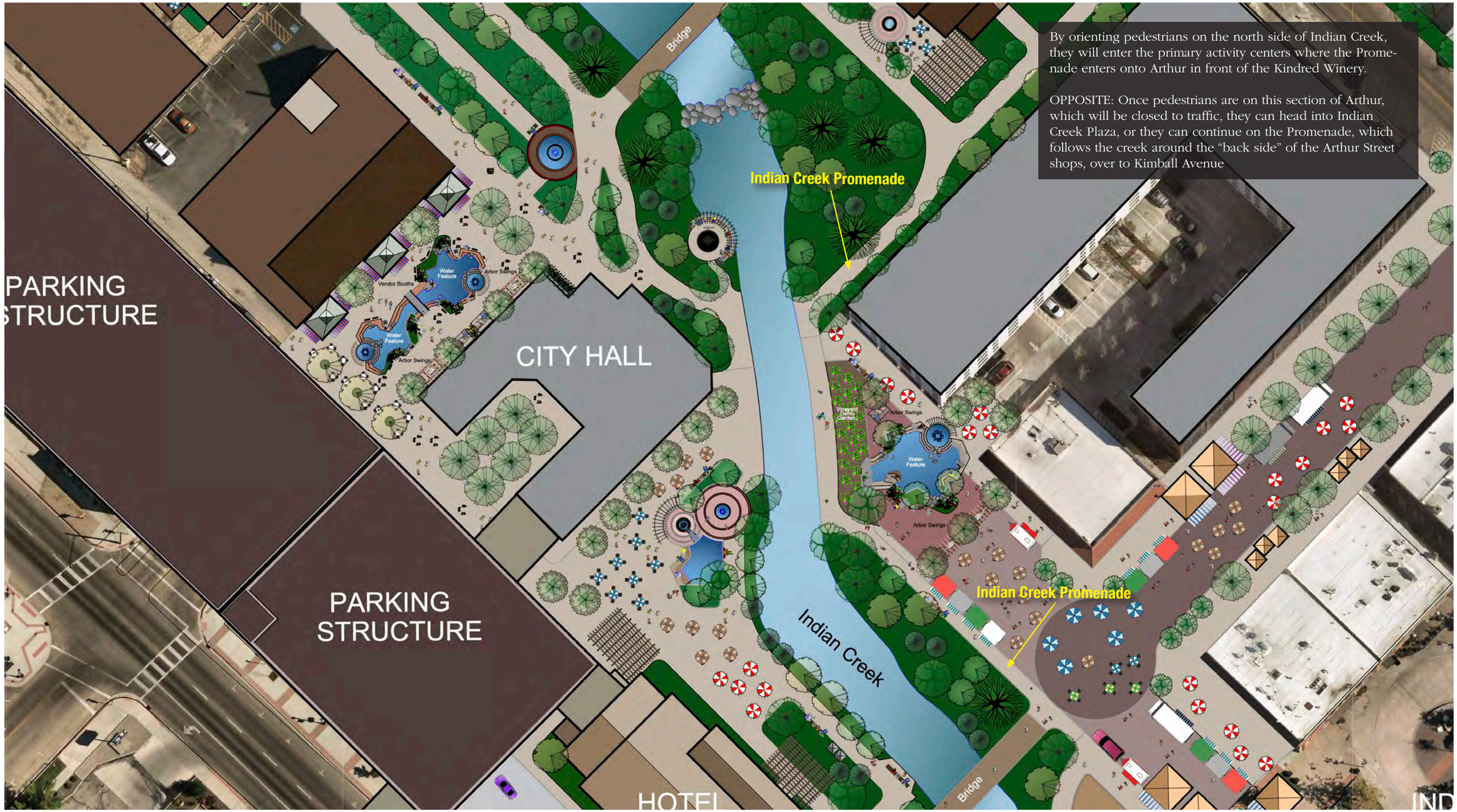
Simplot Blvd.
Main St.
Indian Creek Promenade
Indian Creek

A primary goal of this plan is to make downtown about people, not cars. Making it a pedestrian-friendly setting will start here at 4th and 5th Avenues. In these two locations the promenade would come up over the streets until funding can be secured to actually place the Promenade under the streets.

Unfortunately, in these downtown locations there is not enough headroom between the creek surface and the underside of the street, requiring some major excavation and street reconfiguration to have the Promenade travel under the streets here.

This area of the Plaza District will require some pedestrian wayfinding signage orienting pedestrians to the Promenade. Once they reach 5th Avenue, heading south, they will have many options on which way to head and none of them are any more desirable ways to reach downtown.

Here we'd direct pedestrians to the north side of Indian Creek simply for the sake of keeping them oriented towards the Main Street shops and eateries and the 7th Avenue and Indian Creek Plaza areas.

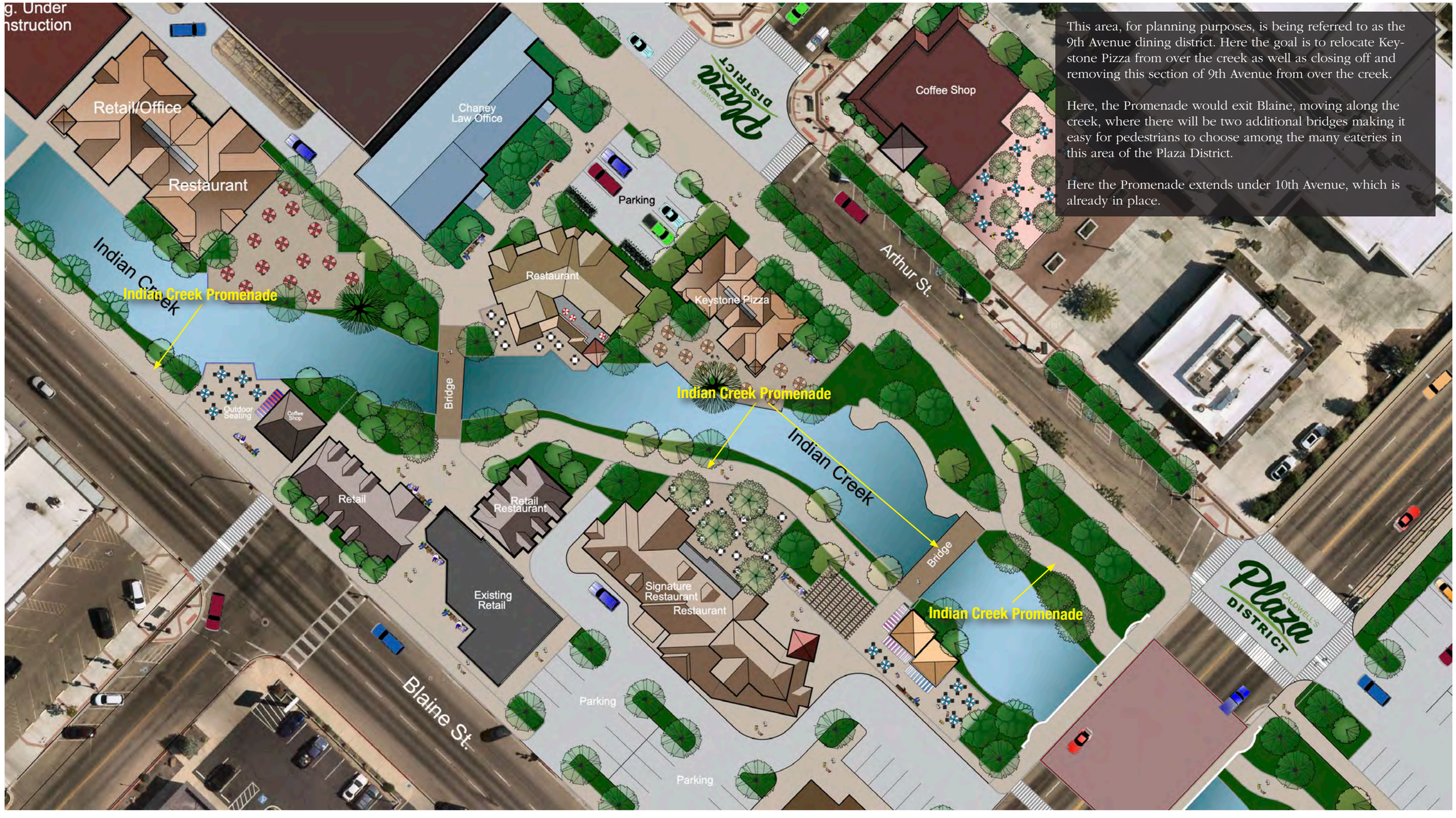


By orienting pedestrians on the north side of Indian Creek, they will enter the primary activity centers where the Promenade enters onto Arthur in front of the Kindred Winery.

OPPOSITE: Once pedestrians are on this section of Arthur, which will be closed to traffic, they can head into Indian Creek Plaza, or they can continue on the Promenade, which follows the creek around the "back side" of the Arthur Street shops, over to Kimball Avenue

HOTEL
Bridge
Indian Creek Promenade
Playground
INDIAN CREEK
PLAZA
BLAINE STREET
FERENCE
Indian Creek
Blaine St.
Indian Creek Promenade
Kimball Ave.
Plaza
Amano
Restaurant

Once the Promenade reaches Kimball, it will continue along Blaine Street for one block. This is the only location where the Promenade and the existing sidewalk share the same space. Here, the recommendation is to widen the sidewalk to between 16' and 20', cantilevering it somewhat over the creek and moving the fence to the curb-side of the Promenade (see photo, below). This would allow for bikes, pedestrians, and benches with creekside viewing, without the jeopardy of ending up on busy Blaine Boulevard.



This area, for planning purposes, is being referred to as the 9th Avenue dining district. Here the goal is to relocate Keystone Pizza from over the creek as well as closing off and removing this section of 9th Avenue from over the creek.

Here, the Promenade would exit Blaine, moving along the creek, where there will be two additional bridges making it easy for pedestrians to choose among the many eateries in this area of the Plaza District.

Here the Promenade extends under 10th Avenue, which is already in place.

Between 10th and 11th Avenues, the Promenade is already in place, although a bridge would be added across the creek here to provide easy access to additional hotel parking.
The Promenade would head along what was Arthur (the parking lot side) to provide an easier path to the continuing Promenade, or to head slightly north and under 10th Avenue to the public parking area behind the theater.
Indian Creek Promenade
Parking
Existing Bank
10th Ave.
outdoor patio
Indian Creek
bridge
Indian Creek Promenade
HOTEL
Indian Creek
CALDWELL'S
Plaza
DISTRICT
Indian Creek Promenade
Blaine St.
11th Ave.
ARTHUR ST.

Once the Promenade reaches 11th Avenue, it currently ends. In this concept you can see it extended through the undeveloped corner lot to 12th Avenue.

Once it crosses 12th Avenue, the Promenade enters into the residential area already detailed earlier in this plan. This may include the acquisition of property (see photo, right) where one of the trail head parking lots could be developed.

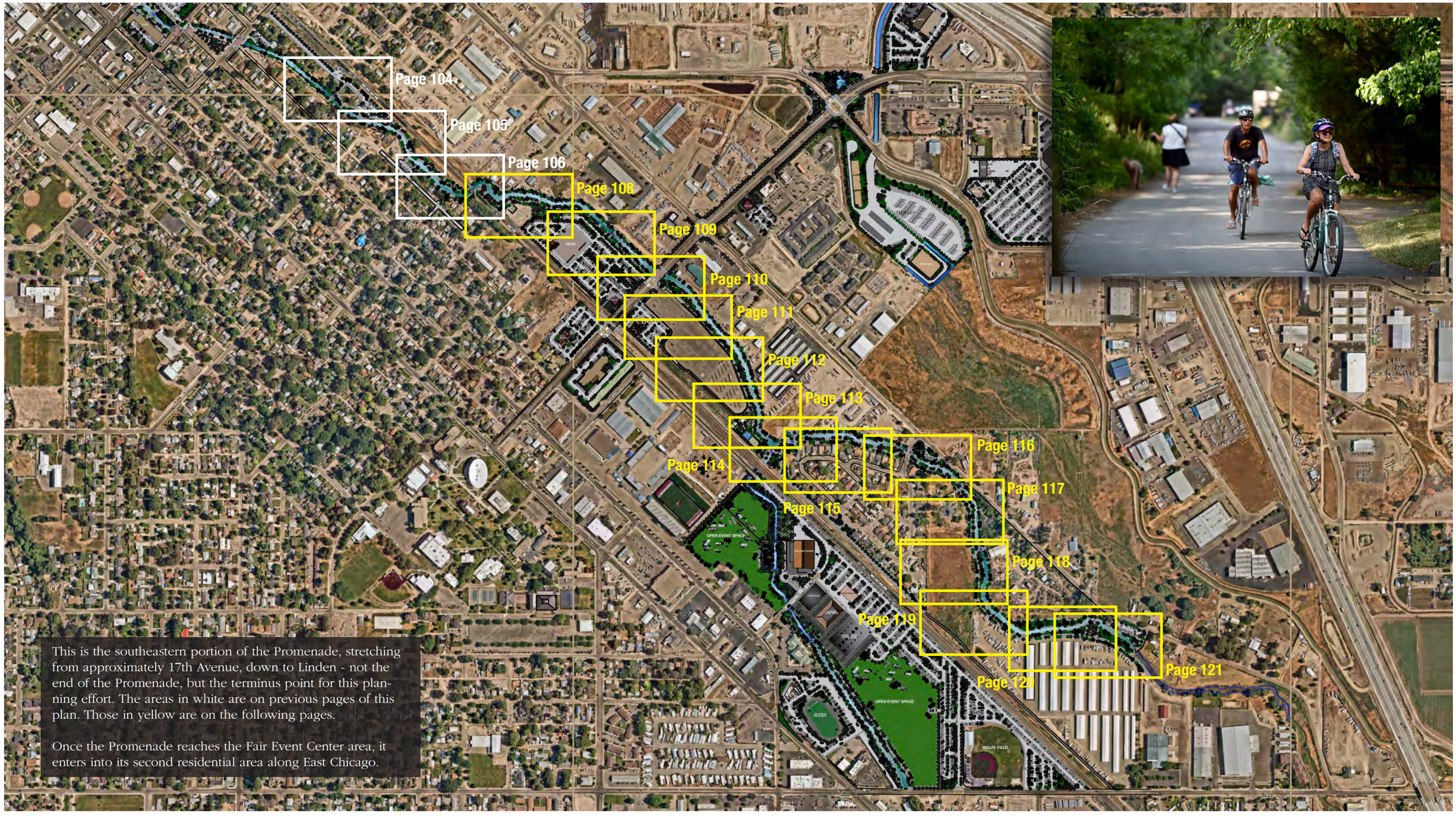
Whenever and wherever possible, we worked to route the Promenade across from residential properties, but there are locations where there are residences on both sides of the creek, as you can see here. In these cases the Envision Central Caldwell Team will work with the property owners both individually and collectively to see if some incentives and mitigation factors can be worked out. In a few cases, and if the property owners are willing, the purchase of property may be necessary.

Here you can see the Promenade was able to cross the creek to the undeveloped side. However, in order to provide Promenade access, an additional trail head parking lot could be added in this area. The benefit to area home owners might include actually paving the roads through this area and working with home owners to improve their properties.

A lot of the creek through this area is heavily overgrown and so much of the work will be bringing Indian Creek back to its original pristine condition.

This area gets the Promenade out of the residential area once it passes under the rail crossing (below). This is just west of the City owned property where the cell tower is located.

Where the bend in the creek is, would be a small plaza area (pocket park) with a creek overlook, trellis-covered shade seating, a round raised garden area, seating benches, and public restrooms. This will be a great spot to watch trains go by and to view the creek with 180 degree vistas.



This is the southeastern portion of the Promenade, stretching from approximately 17th Avenue, down to Linden - not the end of the Promenade, but the terminus point for this planning effort. The areas in white are on previous pages of this plan. Those in yellow are on the following pages.

Once the Promenade reaches the Fair Event Center area, it enters into its second residential area along East Chicago.

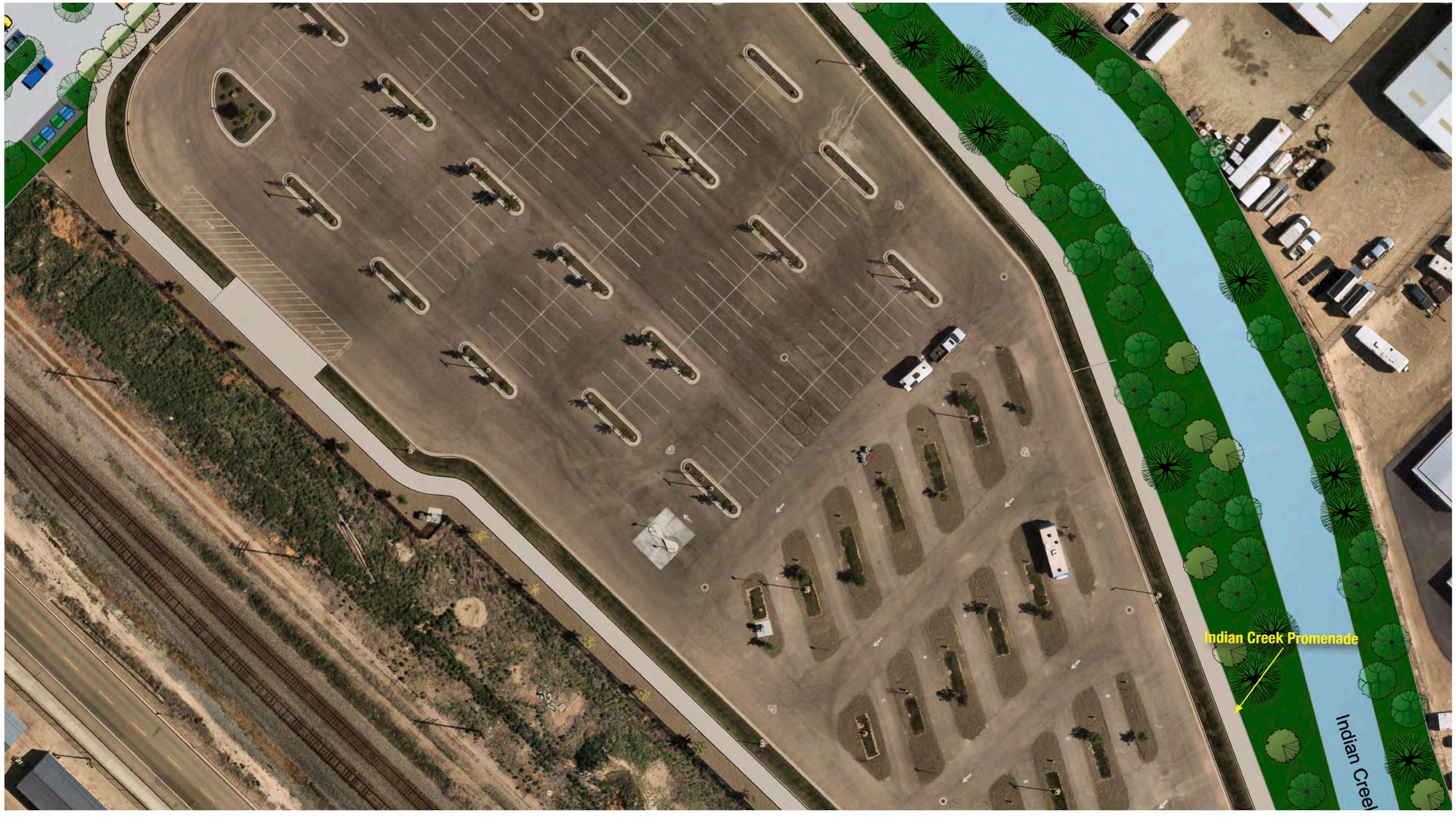
The parking lot (lower right area) would be home, hopefully, for a Trader Joe's grocery store and deli - per popular request. As part of that development would be "Trader Joe Park," just to the north of the parking lot. This would include a gazebo, public restrooms, picnic tables, and two large shade-covered trellis picnic shelter areas. Opposite, you can see trail head parking just to the right of the park. This way those enjoying the Prom can head into the store for breakfast, lunch, dinner or drinks and snacks, and enjoy them at the park, right next door.

TRAIL HEAD PARKING
TRADER JOE'S
Indian Creek
Bridge
Tremendous development opportunity here
Indian Creek Promenade
Indian Creek

Underneath this text box is Woody's Outdoor and power sports shop. The parking lot to the left is the parking area for the future Trader Joe's store (fingers crossed), with a much needed restaurant kitty corner from the new hotel.

While a challenge, it's imperative that the Promenade go under 21st Avenue here, much along the lines of how it was configured to go under 10th Avenue. This will connect pedestrians with the parking lot (lower right), access to the restaurant and Trader Joe's, and other areas of the Stockyards District.

The restaurant shown, left, is located across the street from another restaurant (there is feasibility for three in this immediate area) and the Trader Joe's store. The Promenade here will basically include a widening of the existing sidewalk that wraps around this public parking lot. For pedestrians at the restaurant, they can walk on the sidewalk on the south side of the parking lot to where they come together on the site plan shown on Page 109.


Indian Creek Promenade
Indian Creek

It is recommended that the property between the creek and the railroad tracks be purchased and redeveloped into a pocket park. The parking lot (top, center) includes an RV park with nearly 20-spaces. Having a playground and some recreational activities here will provide the needed amenities for these RVers - and for those walking or biking the Promenade through this area. Shown here are two pickleball courts, a gazebo, playground, picnic area, bike racks, benches and seating areas, a shade trellis with seating, a basketball half-court, and a sand volleyball court.

Should the property across the creek be developed for residential or other conducive uses, a bridge could cross here over to the Promenade.

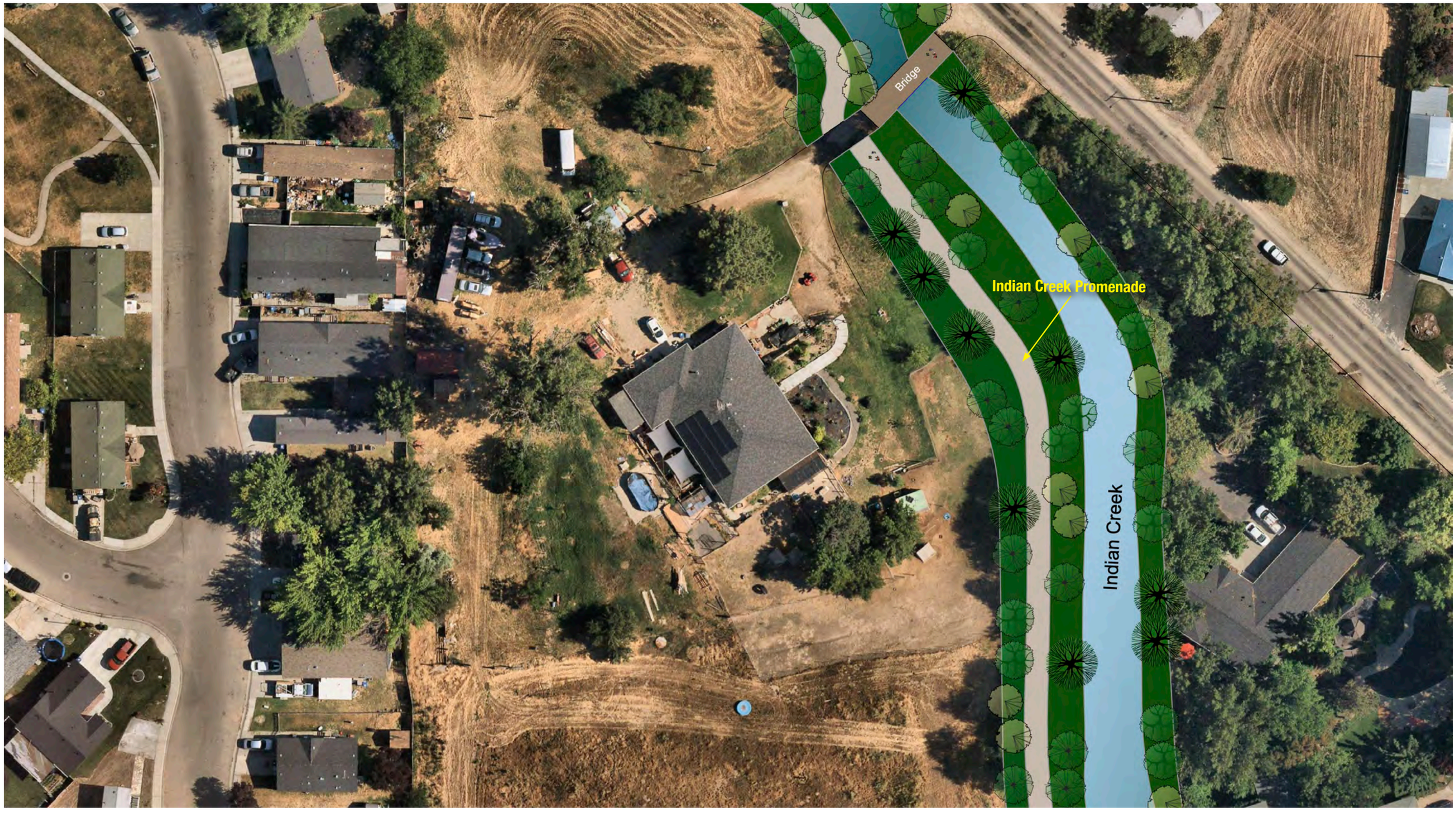
This area could be simply amazing. Hidden among the debris and overgrowth is a waterfall and some rapids that could become an amazing park.

Just to the left of the pedestrian bridge, the Promenade branches off and will, hopefully, head under the rail tracks and follow the canal around the Fair Event Center, and continue on as it borders the fairgrounds in the north side.

To the right of the pedestrian bridge, the Promenade would continue through the neighborhood and will meander down to Linden Avenue, and then beyond.

Indian Creek
Indian Creek Promenade
Indian Creek Promenade

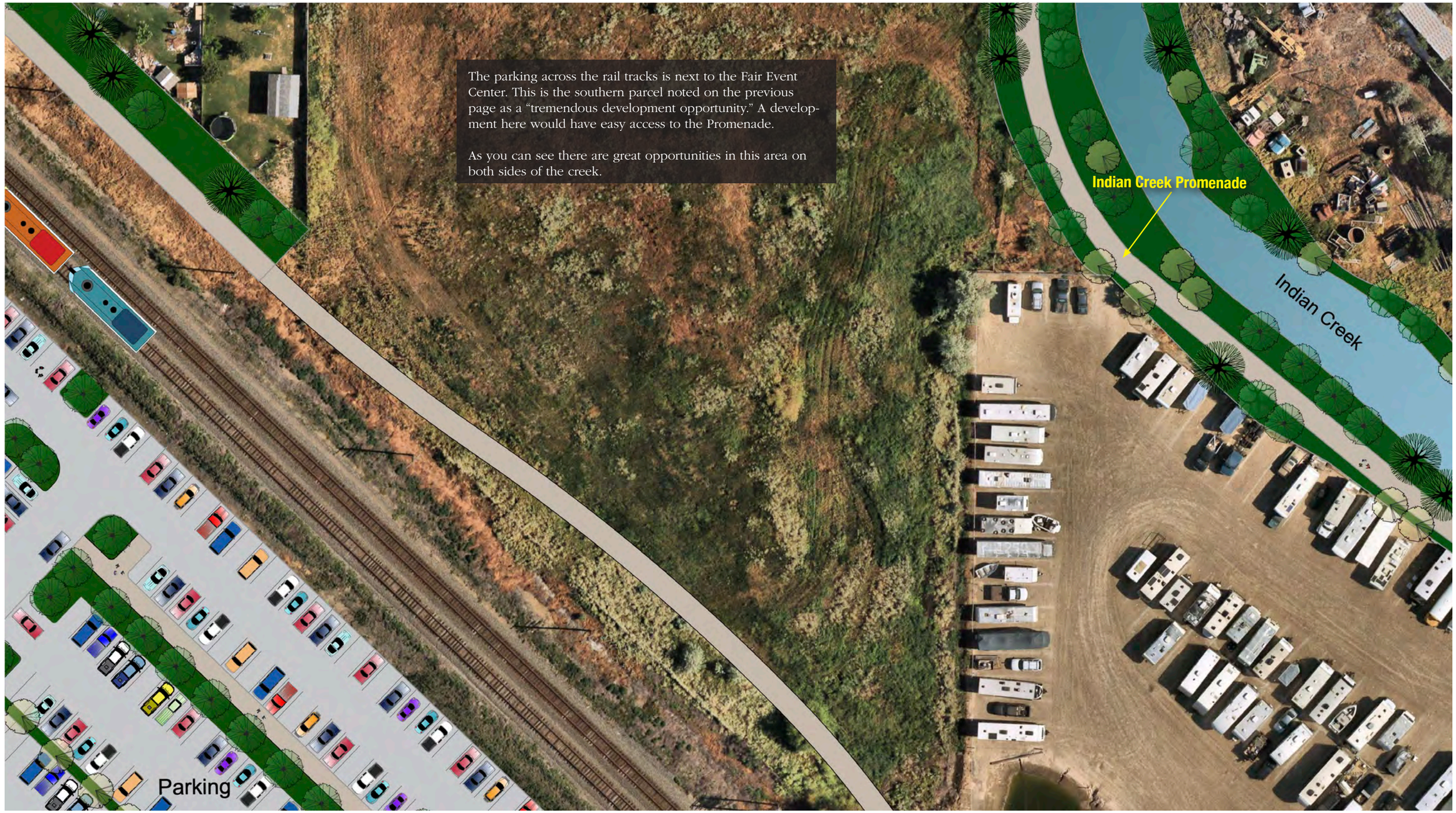
Access to this neighborhood is off of East Chicago Street (top middle). Along Chicago is a great location for trail head parking. In this case, pedestrians would head over the Sparrow Avenue bridge to the Promenade. The other alternative would be to create a trail along Chicago that would route pedestrians (and bicyclists) to the bridge, just to the south.

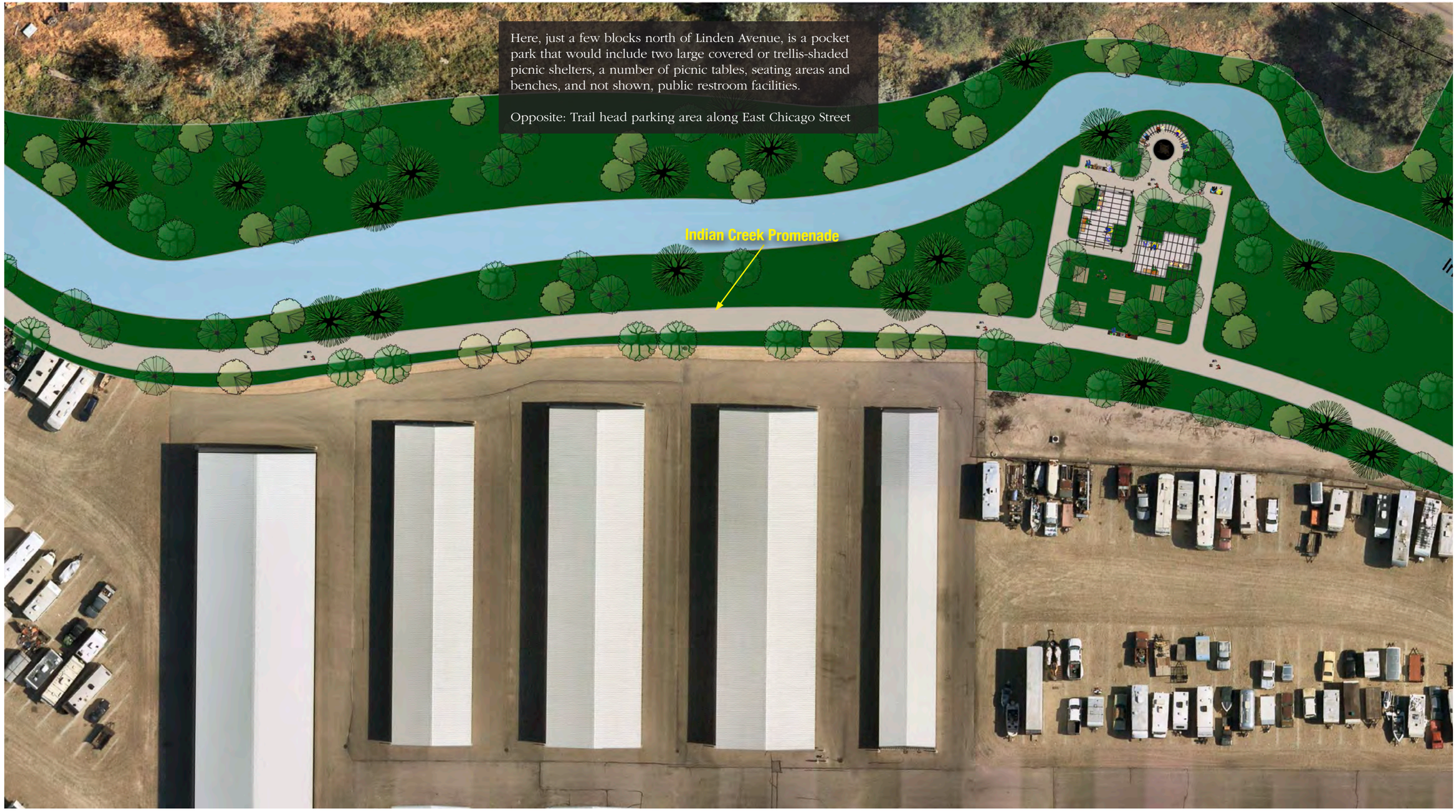

Bridge
Indian Creek Promenade
Indian Creek

Bridge
Indian Creek Promenade
Tremendous development opportunity

The parking across the rail tracks is next to the Fair Event Center. This is the southern parcel noted on the previous page as a "tremendous development opportunity." A development here would have easy access to the Promenade.

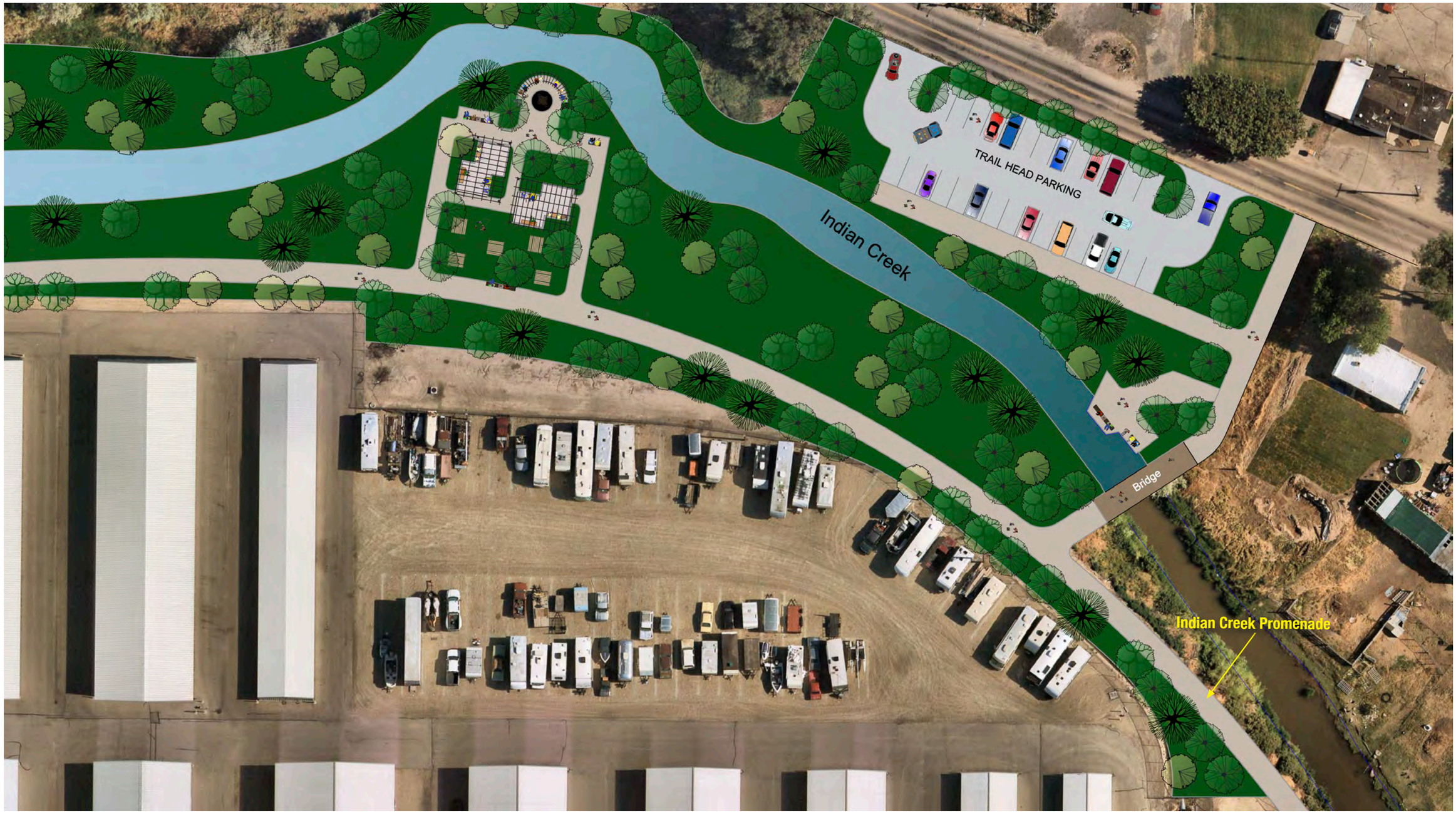
As you can see there are great opportunities in this area on both sides of the creek.





Here, just a few blocks north of Linden Avenue, is a pocket park that would include two large covered or trellis-shaded picnic shelters, a number of picnic tables, seating areas and benches, and not shown, public restroom facilities.

Opposite: Trail head parking area along East Chicago Street


TRAIL HEAD PARKING
Indian Creek
Bridge
Indian Creek Promenade

WOLFE FIELD
STOCKYARD
Parking
Parking

Indian Creek Promenade

As you can easily see as you move through these pages along the Indian Creek Promenade, there are fantastic development opportunities in Central Caldwell that have been overlooked or underutilized.

These could translate into hundreds of millions in new tax base in Central Caldwell without swallowing up valuable farm land towards Lake Lowell and other areas.

The Indian Creek Promenade is a key to putting a focus on these opportunities, and provides an incentive to convert many of these properties to all types of housing and urban development projects including neighborhood retail, schools and parks.

The other key to success of this entire area is the implementation of a rail quiet zone - something that developers have steered clear of since most new residents would be wary of purchasing homes or condos where train horns can sound at all hours of the day and night.

Opposite, you can see that this planning effort ended just north of Linden Avenue, but plans do include continuing the Promendade, as a separate project down to Ustick and then beyond.

If you look closely at the inset photo (right) you can see where the current trail ends near Bannock Drive.

5th Avenue looking north
CALDWELL'S
Garden
DISTRICT

The Garden District

Why “The Garden District”

Formerly known, locally, as “Old Town,” this is one of the oldest neighborhoods in Caldwell, and as Caldwell has grown, it’s been largely ignored by all but its residents.

Yet, when spending time walking and driving every street in the neighborhood, there are numerous home owners that have developed and maintained beautiful gardens. This was actually surprising to see given the fact that the Goldengate Irrigation District supplies water to very few of the residents due to a myriad of issues and lack of funding.

The area is also home to the stunning Veterans Gardens (right, lower photo) and Lion’s Park, and could include community gardens and other improvements making it a showcase neighborhood.

Working with ArchNexus, the firm contracted to determine feasibility and a development plan for the Caldwell Urban Rewewal Agency, research showed that the district will not, on its own, support large-scale or expensive private-sector investments.

This is due to the fact that the “Old Town” area is largely home to lower-income families and a lot of investor-owned residential properties.

In looking at the types of businesses that would - or could - invest in this area, we knew that it would need to be the type of business that people would specifically come to this area for. And it would need to be a type of business that could be developed here without spending millions of dollars.

Perhaps that business could be tied to gardening, nursery, and landscape materials and supplies. In addition to that, perhaps a beautifully landscaped neighborhood plaza could be developed, street trees and landscape buffers added, and even a center island put in place along 5th Avenue.

In speaking with several neighborhood residents, even they would like the neighborhood to be know for something other than “Old Town.” Thus was borne the idea of becoming Caldwell’s “Garden District.”

THE VISION

Imagine driving (or walking) along Main Street in downtown Caldwell and coming to 5th Avenue. As you approach and look to the right, you’ll see a beautifully landscaped street (right) with a landscaped center island (a traffic calming device), street trees on both sides of the street planted in landscaped medians, wide, pedestrian-oriented sidewalks. You’ll see decorative lamp posts every 100’ or so and pole banners (left) welcoming people to the Garden District.

As you will see on the following pages, the “buffer” between Galveston Street and Interstate-84, home to Lions Park, could also include additional playgrounds, an urban forest, the community garden and other landscape-oriented improvements that buffer the freeway noise and create a good visual of this neighborhood.

Imagine walking from the Elevate Academy down Chicago Street, enjoying a 12’ wide sidewalk on one side of the street (to allow room for parallel parking on the opposite side). Included between the sidewalk and street would be a landscaped buffer with street trees every 30’ to 40’ and decorative lamp posts every 100’ or so.

Of course, to become a true “Garden District” the effort would include a major clean-up effort, removing abandoned or inoperable vehicles and other debris from yards and streets, and removing semi-trucks (opposite) who use these streets as parking lots.

The city will be required to enforce its codes and ordinances in this area - as it would do in every other neighborhood in Caldwell.

Along 5th Avenue would be developed a neighborhood plaza so that local events can take place IN the neighborhood, rather than taking place in the parking lot on Kimball every Saturday during the summer months (opposite).

The “to do list” for the Garden District is daunting and the feasibility study and research will only provide enough funding for the 5th Avenue and Chicago Street improvements, plus an improved surface between the parking lot on Kimball and the Plaza District over the railroad tracks. Should the URA district here surpass the estimates, in terms of property values, then other initiatives can be implemented.

Besides the improvements and development opportunities in the Garden District, it will be extremely important that the City actually maintain the streets, sidewalks, and other city-owned infrastructure here, as it does throughout the rest of the city. The City must also enforce its abatement and other zoning ordinances as it does throughout the rest of Caldwell.

Down the road, the Garden District would also

be home to the new multi-family complex at the intersection of Centennial Way and Simplot Boulevard - who wouldn't want to live in a "Garden District"?

And it will also be home to the Caldwell Sports Complex - making this neighborhood an extremely nice place to call home.

One last note: This neighborhood should remain a single-family residentially zoned neighborhood except along 5th Avenue, which would be zoned for retail, restaurants & entertainment. Allowable uses would include additional dwelling units (ADUs) and tiny-home development, keeping this an affordable, but desirable place to call home.

This is a great "start" to a promising future for the folks who call the Garden District home.

Garden District URA funding and development plan

Rather than rehash the plan (right), done by ArchNexus, the following is the Executive Summary, development opportunities, and the Level 1 neighborhood priorities.

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The Caldwell urban renewal feasibility study identifies a strategic set of development opportunities and neighborhood improvements that together create a more vibrant, connected, and livable community. By focusing on targeted redevelopment along 5th Avenue, Indian Creek, and key parcels near schools, the plan supports small businesses, provides new housing options, and strengthens community services such as a Boys and Girls Club and grocery store access. Mixed-use development and the addition of accessory dwelling units expand housing diversity, while adaptive reuse of existing industrial sites ensures that new investment aligns with community goals.

Complementing these development opportunities are extensive neighborhood improvements designed to enhance safety, mobility, and placemaking. Streetscape upgrades along 5th Avenue, Chicago Avenue, and other key corridors will improve walkability, bike access, and pedestrian safety while creating stronger neighborhood identity. Public amenities such as a new plaza, greenbelt connections, trails, and parks provide residents with much-needed recreational and cultural spaces. Infrastructure improvements, from upgraded intersections to designated truck parking, balance functionality with livability. Together, these investments create a framework for sustainable growth, economic vitality, and stronger connections between residents, businesses, and the natural environment.

Development opportunities

- Small-scale retail along 5th Avenue
- Boys & Girls Club near Elevate Academy
- Infill housing and additional dwelling units
- Mixed-use, multi-family

From the DDA Team: We recommend that the only area in the "Garden District" suitable for multi-family development is at the intersection of Centennial Way and Simplot Boulevard.

In regards to the Boys and Girls Club, it could certainly be developed near the Elevate Academy, but this plan uses those areas for the Caldwell Sports Complex. Having a Boys and Girls Club next to these facilities is certainly a compatible use, so when it comes time to actually create the final planning for this area, if it can be incorporated here, it would be ideal.

Neighborhood improvements: Level 1 priority

Develop neighborhood corridors (5th Avenue and Chicago Street)

- Sidewalks
- Decorative street lighting
- Street trees
- Medians (5th Ave) and bulb-outs
- Curb and gutter
- Separated bike lanes (if room allows)
- Bus stops and transit shelters
- Pedestrian railroad crossing improvements

Plaza development near the corner of 5th Avenue and Chicago Street

- Improve surface (pavers or stamped concrete)
- Parking within a block
- Trees and buffer landscaping
- Shade structure, performance stage
- Food truck parking with power, water
- Public art

Improve vehicular intersection and pedestrian crossing at Chicago Street and Centennial Way

- Traffic light
- Well-marked and lighted pedestrian crossing

If funding allows, this would also include surface improvements over the Kimball Avenue railroad crossing (this is a very rough surface for pedestrians to cross) between the public parking lot and Indian Creek Plaza.

The other project we'd include in this list of improvements are screening berms to help hide the recycling plant work in this area. Perhaps this could be a public-private partnership project between the City, URA, and the recycling companies.

These berms, detailed in the following pages, would be approximately four to five feet tall and would be heavily planted with trees and perhaps pyrimidalis shrubs or other screening plants.

This could also include cedar fencing along the tops of the berms with lawns and trees on the street-side of the fence.

Not included as actual construction projects, but quite necessary, will be the enforcement of city abatement and other zoning and public nuisance ordinances. This includes not allowing semi-trucks to use these city streets as parking lots.

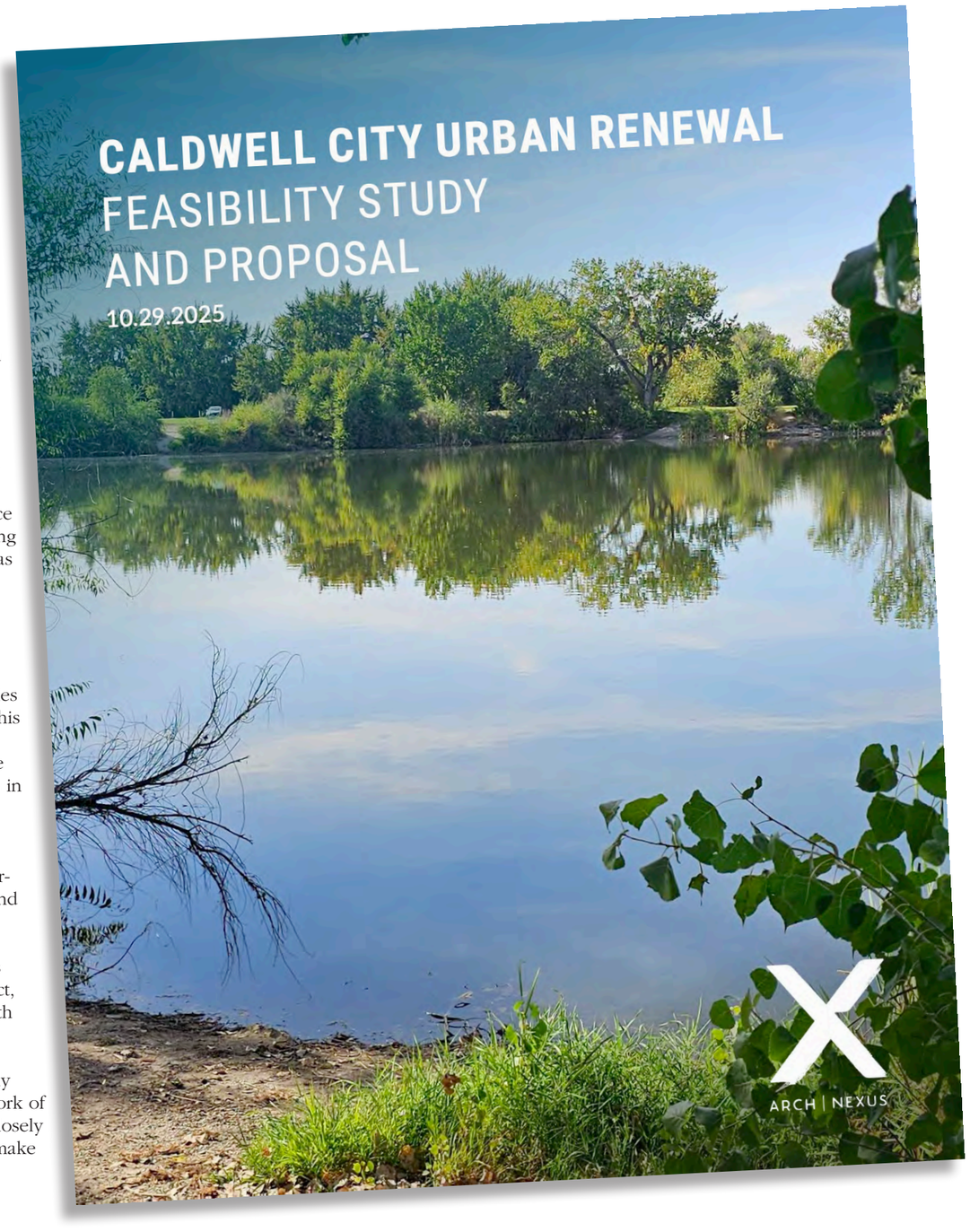
Garden District boundaries

One item of note is that while the ArchNexus Urban Renewal boundaries fall within the larger boundaries of this plan and vision, the Garden District boundaries (shown on page 125) are not the same as the URA boundaries in the Feasibility Study and Plan.

In essence, the Garden District falls between the railroad tracks and Interstate-84, and from Centennial Way and Simplot Boulevard, to 10th Avenue.

The URA boundary actually includes a few parcels within the Plaza District, and goes beyond 10th Avenue to 16th Avenue.

In summary, this plan and vision fully supports the URA project and the work of ArchNexus. The two firms worked closely together throughout the process to make sure there are no conflicts.

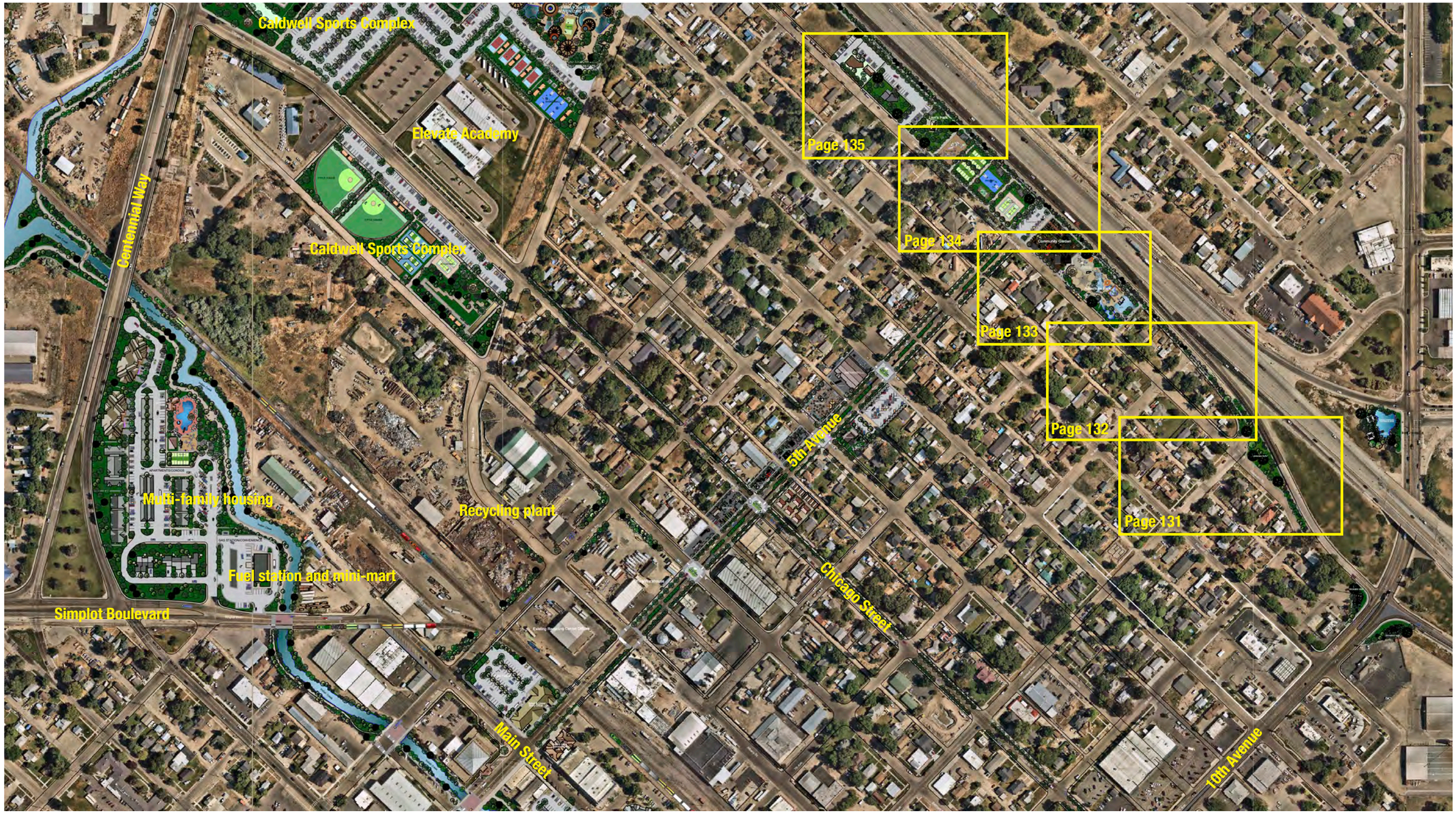


18 Develop Garden District pole banners and signage

In the photo (near left and using a stock photo to show the pole banner concept) you can see the type of light poles we recommend throughout the historic Garden District.

On this page are several color variations of the Garden District brand identity (logo) that can be used on:
- Wayfinding signage
- Pole banners
- Crosswalks (see example below and on the following pages)
- On signage at the future "Garden District Plaza"
- "Garden District Public Parking" across from the plaza
- Signage: Garden District Community Garden, Garden District Lions Park, and other district amenities.

While not a formal recommendation in this vision, we fully support the City setting aside perhaps $25,000 per year where Garden District residents can apply for a grant of up to $500 as a 50% match to add or improve the landscaping in their front yards and most visible street-front areas. They would submit their "plans" to the city (they don't need to be overly formal), including costs, and the city would then provide the funds and then inspect the work once it's been completed. The resident would then provide receipts showing that they paid for half the cost up to the $500 matching fund. This will help incentivise, and help those who can't afford the full cost, work to make their homes fit the Garden District brand.


Caldwell Sports Complex
Elevate Academy
Caldwell Sports Complex
Centennial Way
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Multi-family housing
Recycling plant
Fuel station and mini-mart
Simplot Boulevard
5th Avenue
Chicago Street
Main Street
10th Avenue

Interstate-84 buffer, gardens, urban forest

On these five pages you'll see the "buffer" between the Garden District (Galveston Street) and Interstate-84, starting where Kimball Avenue intersects with Galveston. There are two major projects, with two primary benefits, along this buffer:
1) To create a more visually appealing "entrance" into Caldwell for travelers heading East on I-84.
2) To create a sound and visual buffer for the residents between the neighborhood and passing freeway traffic.

The two primary projects along this buffer, depending on funding, include:
1) A sound wall that would be placed next to I-84 with the landscape buffer on the Galveston Street side of the sound wall.
2) Landscaping: Heavily planted landscapes, an urban forest, gardens, a community garden, playgrounds, and picnic areas. Here, you can see heavily planted landscaping and lawn area.

Where you see the text "Landscape Buffer & Screen Wall," there is a one-way street, which would be closed and converted for development of the buffer and addition of the sound wall. Along here would be placed a number of street trees, lawn area, and evergreen shrubs.

Over time, and as funding allows, the goal would be to remove homes and businesses between Galveston Street and I-84. No homes or businesses are going to be forced to move, but perhaps over time, they might be willing to sell so these properties could be converted into public uses.

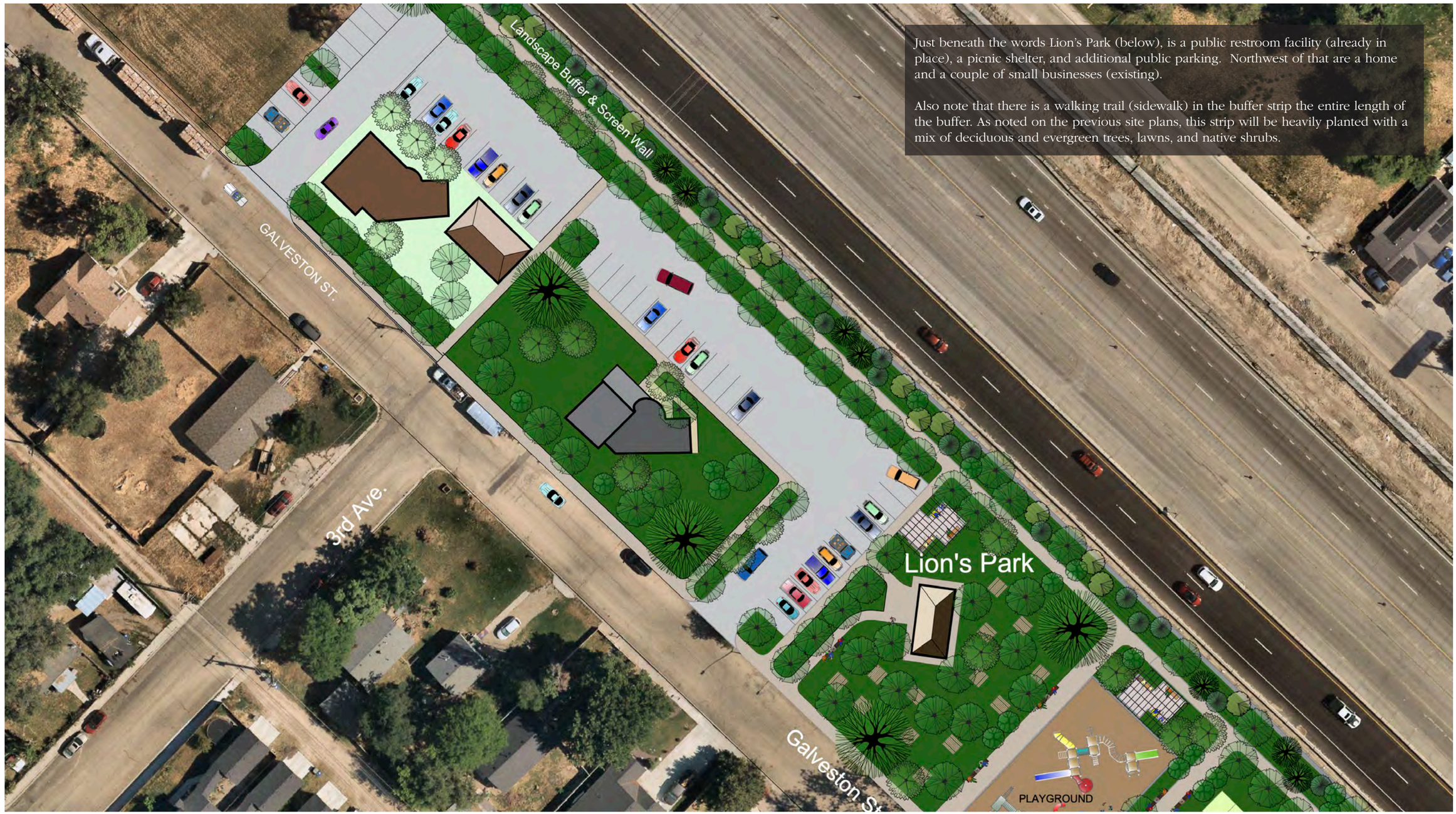
Here you can see the Community Garden (top), which would be managed by a neighborhood association and funded with a grant from the City or USDA (with the City's help) and from donations from within the neighborhood. It includes a green house, and its focus would be on growing consumables: fruits, vegetables, legumes and other items.

To the right is an Adventure Park. This is not a typical park, but includes climbing nets, climbing walls, obstacle courses, public restrooms, a gazebo, play pools, playground, and picnic shelters. Like other areas along the buffer, it would be heavily landscaped. This would be a city park. Notice the semi-trucks in this Google image. Those would not be allowed in the Garden District.

Just northwest of the Community Garden would be public parking (where 5th Avenue terminates at Galveston Street), and next to that is Lions Park with some improvements. As you can see from the development of the Adventure Park and Lions Park, the goal is to provide kids and families with physical activity-centers, versus just pretty parks.

Here you can see a playground, six pickleball courts, basketball court, horse shoes, sand volleyball and several trellis-covered shaded picnic areas.

Once again, there is heavy landscaping between Lions Park and Interstate-84.



Just beneath the words Lion's Park (below), is a public restroom facility (already in place), a picnic shelter, and additional public parking. Northwest of that are a home and a couple of small businesses (existing).

Also note that there is a walking trail (sidewalk) in the buffer strip the entire length of the buffer. As noted on the previous site plans, this strip will be heavily planted with a mix of deciduous and evergreen trees, lawns, and native shrubs.

Over time, and as properties become available, it would be great to see the park extend the entire length of Galveston Street, including the lots shown below.

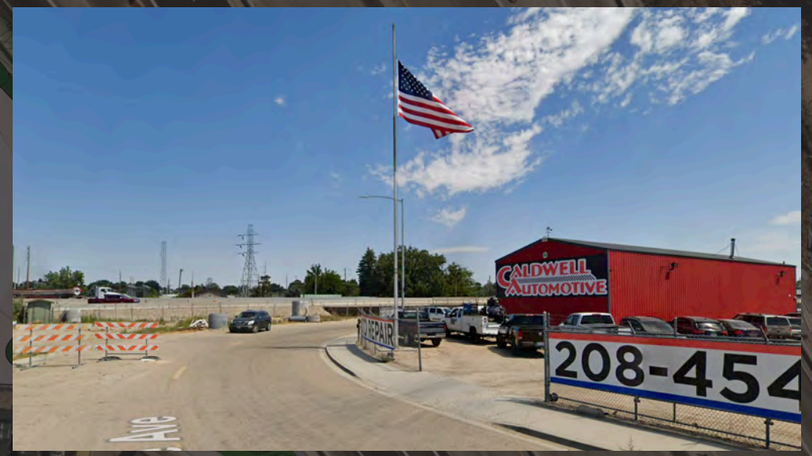
Meanwhile, the buffer and walking path would continue all the way to the Caldwell Sports Park (opposite).

As you can see from these photos (overhead and below), semi-trucks will not be allowed to park on the streets in the Garden District, and there are numerous places (not just here) where the city needs to enforce abatement ordinances to help clean up the neighborhood.

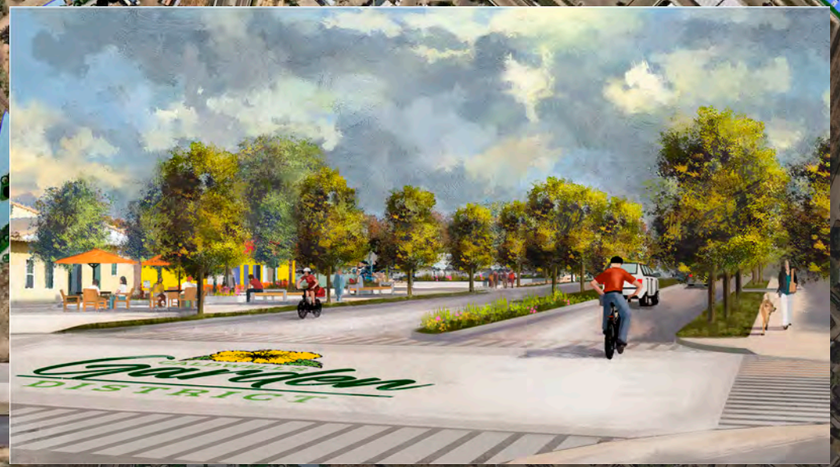
At the northwest end of Galveston Street is the location for Caldwell Automotive (below). Boise Avenue would terminate at this intersection, and instead, a roundabout would be developed as shown below. That way the urban forest, landscaping, and walking path can continue into the Caldwell Sports Complex.

The "highest and best use" of the location where Caldwell Automotive is located (or next to it) would be for a future restaurant. The Sports Complex, once developed, will host hundreds of participants and spectators, tournaments, and practice squads almost on a daily basis during the later spring, summer and fall months.

Once again, there are no plans or demands that Caldwell Automotive move to another location.



On the following seven pages, you will see the vision and concepts for how 5th Avenue, the Garden District's commercial area, could be developed. 5th Avenue is the primary connector from the Plaza District (downtown core area) and will become the showcase street and welcoming point for the Garden District.



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5th Avenue improvements & opportunities

These eight blocks of 5th Avenue might be the lifeblood of the Garden District. You can see here the major improvements to be made along this stretch, which include:
- A landscaped median (traffic calming & beautification) with left-hand turn lanes
- Wide sidewalks with landscape buffer strips on both sides of 5th Avenue
- Street trees every 35' to 40' along the entire eight blocks
- Decorative street lamps every 100' or so, with Garden District pole banners
- No on-street parking along 5th Avenue. This should be pedestrian and bike focused.
- Decorative street signs that include the Garden District logo

Some residents have done an amazing job (photo below) in living up to the Garden District brand. Note the semi-trailer parked on the street. This should not be allowed.

The Vision is to create a neighborhood plaza, perhaps next to the Diamante Restaurant, as shown below. Then perhaps the lot across the street could be converted to a public parking lot to accommodate both the restaurant and the plaza.

If funding allows, we also recommend that the power along 5th Avenue be placed underground as the sidewalks, street lighting and other improvements are taking place along 5th Avenue.

Opposite the plaza could be a great site for a signature restaurant and parking next door, should the property owner, at some point, decide to redevelop their property. Since 5th Avenue is the primary street in the Garden District for commerce, we'd love to see some of these homes converted to small businesses.

5th Avenue Plaza

Currently the Hispanic market takes place on the parking lot at Kimball Avenue, but with this idea, there would be a permanent year-round public assembly plaza in the heart of the Garden District.

5th Avenue Garden Center idea

One idea, and one that could be very successful in the Garden District, would be a full-service garden center. In this concept (left) you can see the Garden Center spanning two blocks on the Northwest side of 5th Avenue.

As with the 5th Avenue Plaza (or Garden District Plaza), there would be raised planters (examples below and below, right) between the plaza and garden center and the neighbors behind them to provide screening.

With the Garden Center, one block might focus on trees, shrubs and other larger landscape materials including bagged bark and top soil, drain rock and other materials.

The center area might include annuals, plant starts, consumables, container gardens, hanging baskets, and other seasonal offerings including Christmas trees, holiday wreaths, etc.

The second block might include pots, planters, garden structures, fencing, raised bed kits, potting sheds and greenhouses, etc.

Each section of the Garden Center would have a check-out location and a small building where customers can purchase goods: bulbs, indoor starter garden kits, gloves and hand tools, etc.

This would be relatively inexpensive to set up and maintain, would be a perfect fit for the "Garden District," and would be a perfect location to cater to residents in all of Caldwell, especially those living south of I-84, which is most of the Caldwell population.

Once again, the idea is not to move any business out, but this would be the type of commerce that can work for this area of Caldwell, could be very successful, and would be a draw into the Garden District.

The Garden Center would not have to be in this particular location, although having it along 5th Avenue certainly makes the most sense from a highest and best use perspective.

In terms of the raised planters, the two photos below were taken in Spokane, Washington near Riverfront Park. These are made so they can be moved as traffic control devices using a heavy-duty fork lift.

The planters with the bench between them (opposite) were about to be planted with annual color.

This four block stretch of 5th Avenue from Elgin to Belmont Streets would be the heart of the Garden District commerce. It would be home to the Diamante Restaurant, the plaza, a new restaurant, the Garden Center, and across the street the proposed tiny-home development, currently approved by both the city and Urban Renewal Agency.

To help the Garden District live up to its new reputation as a true "Garden District," it will be important to include screening of the heavy industrial areas and facilities in the district. As you can see along Belmont Street, and in other locations, we've added raised berms (between 36" and 48") with lawn areas, evergreen shrubs, and street trees.

United Metals has done an excellent job with the landscaping at their offices, setting a great example for other businesses - and homes - in the Garden District.

This corner of Main Street and 5th Avenue, is an ideal location for a mixed-use professional office and ground floor retail space. Caldwell's downtown is far short of the square footage of retail needed to make it a true one-stop shopping district, so plans call for the development of additional retail stretching from about 9th Avenue to 5th Avenue, expanding the core Plaza District to this intersection. Plans also call for the University of Idaho Extension Office to be converted to retail as well (see across 5th Avenue below).

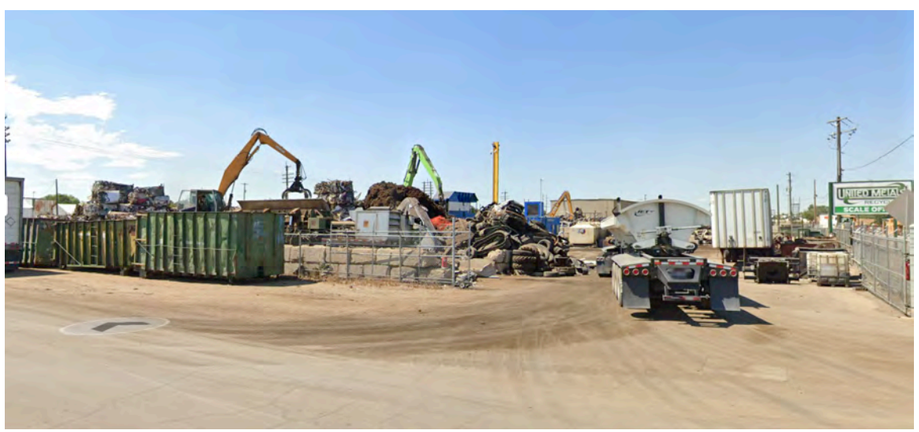
Screening of heavy industrial areas

Early on in this planning and visioning process, the Envision Central Caldwell team looked at all kinds of options focusing on actually relocating the recycling yards to another location outside of the Garden District.

Considering various factors, including the need for a rail spur, the cost of relocating a business like this, and the cost of remediation, and a host of other factors, it was decided to, instead, screen the more unsightly areas.

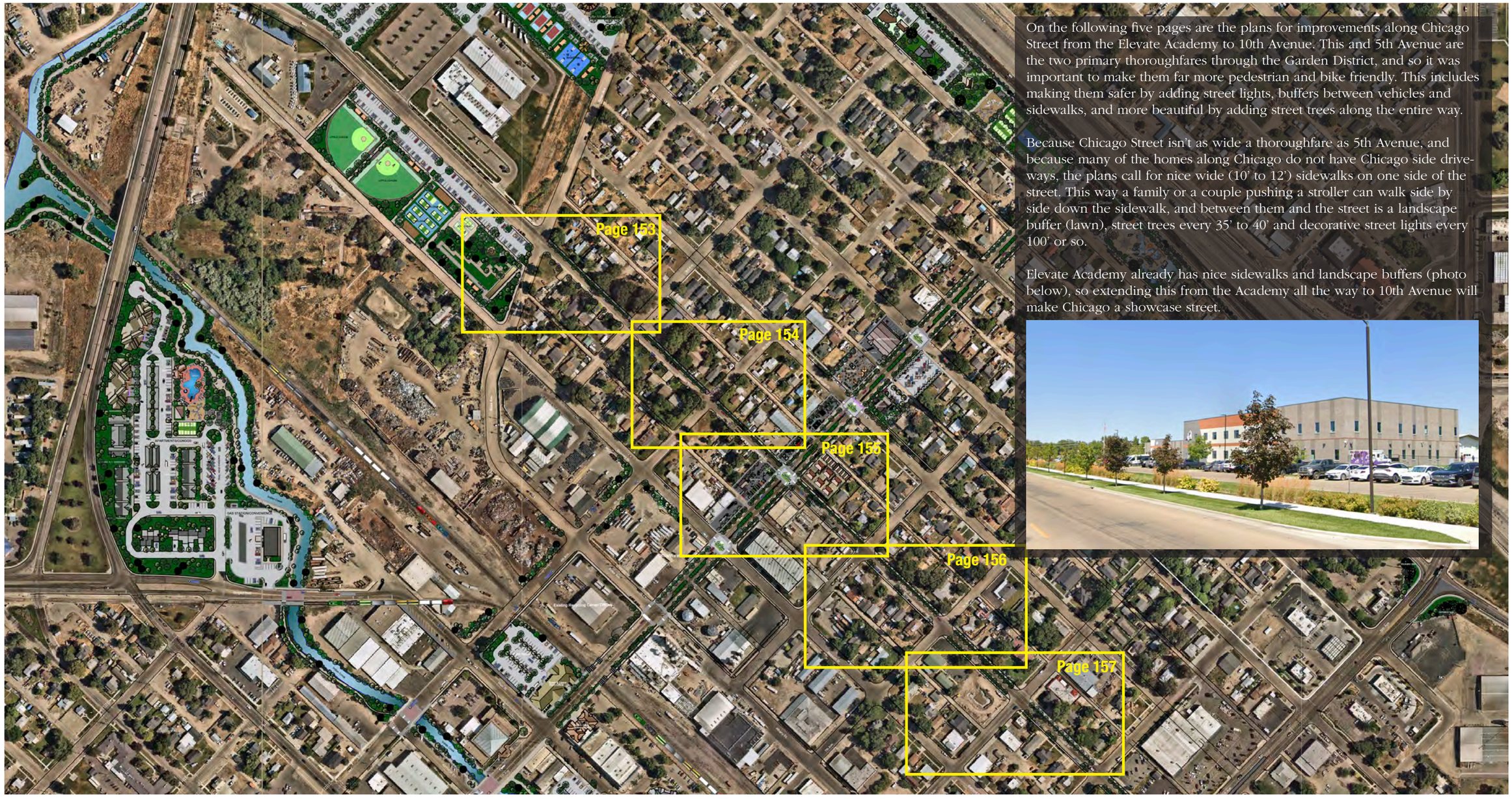
The companies in this area have done quite a bit to make their properties look a bit better (below, upper photo) but the city has done nothing to maintain its sidewalks and right of way areas (same photo) across the street.

It was decided to do a combination of two things:
1) Have the city do a better job of maintaining the entire Garden District's sidewalks and landscape strips.
2) Add screening at various locations (opposite) using high berms, trees, lawn areas, and drought resistant shrubs.



Landscape Berm/Buffer
Landscape Berm/Buffer
4th Ave.
Landscape Berm/Buffer
Landscape Berm/Buffer
Landscape Berm/Buffer
4th Ave.
Boise Ave.
Office/Warehouse
Garden
DISTRICT

Chicago Street improvements



On the following five pages are the plans for improvements along Chicago Street from the Elevate Academy to 10th Avenue. This and 5th Avenue are the two primary thoroughfares through the Garden District, and so it was important to make them far more pedestrian and bike friendly. This includes making them safer by adding street lights, buffers between vehicles and sidewalks, and more beautiful by adding street trees along the entire way.

Because Chicago Street isn't as wide a thoroughfare as 5th Avenue, and because many of the homes along Chicago do not have Chicago side driveways, the plans call for nice wide (10' to 12') sidewalks on one side of the street. This way a family or a couple pushing a stroller can walk side by side down the sidewalk, and between them and the street is a landscape buffer (lawn), street trees every 35' to 40' and decorative street lights every 100' or so.

Elevate Academy already has nice sidewalks and landscape buffers (photo below), so extending this from the Academy all the way to 10th Avenue will make Chicago a showcase street.

OLLEYBALL
Caldwell Sports Complex
READER BOARD
ARCHERY
RANGE
Archery Center
BLEACHERS
Chicago Street
Boise Ave.
All driveways along the North side of Chicago Street will still have access, even though that might not be shown in these concepts.

All driveways along the North side of Chicago Street will still have access, even though that might not be shown in these concepts. On street parking along Chicago would be limited to the South side of the street.
3rd Avenue
Chicago St.
4th Ave.
4th Avenue
8' SIDEWALK
12' DRIVING LANE
12' DRIVING LANE
8' PARKING LANE

All driveways along the North side of Chicago Street will still have access, even though that might not be shown in these concepts. On street parking along Chicago would be limited to the South side of the street.

Where there's the opportunity and the budget, bulb-outs would be added at each cross street (see below). Where there are commercial buildings, such as that shown below at 7th Avenue and Chicago (south side), sidewalks and street trees would be added to both sides of the street as shown here and opposite.

Kimball Avenue
Denver St.
Chicago St.

9th Ave.
Chicago St.
10th Ave.
10th Ave.

19 Garden District abatement and code enforcement

The examples, shown on this page, are not the only places where some neighborhood cleanup is needed within the Garden District.

In meeting with folks (between 40 and 60 residents) from this area, one of their top priorities was to get their neighboring properties cleaned up.

Some cities will actually have the code enforcment officer (one should be dedicated to just this district for a year or two) work with recycling and automobile junk yards to buy inoperable vehicles, boats, trailers, refrigerators and other appliances.

They will work with the homeowner or resident on title issues and sometimes will have a small budget where they can actually purchase these items and pay to have them hauled away.

There are a few commercial sites where perhaps cedar (something other than chain link) fencing can be developed to screen the property from those driving or walking past. Perhaps some of the abatement funding can be used to actually help develop the fences in needed locations.

One of the biggest issues, however, is companies and individuals who use these streets as a parking lot for semi trucks and trailers.

This should NOT be allowed and should be enforced, as we're quite sure they are enforced elsewhere in Caldwell and throughout the state.

In one drive-through of the Garden District, we counted more than 40 semi trucks and trailers parked - for multiple days - on public streets here.

This does not include the other 60 semi trucks and trailers that were parked in driveways and alleyways throughout the district.

West Reading
PICKLEBALL

Sports & Recreation Complex

Caldwell Sports & Recreation Complex

With this single project, Caldwell could easily become the Sports Capital of Idaho. When you add this to the terrific sports fields and amenities already at local schools, Memorial Park, the YMCA, and at the fairgrounds, it would be easy for Caldwell to host statewide tournaments in just about every sport.

This complex includes:
- A tri-field baseball complex (with lighted fields and grandstands)
- Four large soccer fields with stands and night lighting
- A regulation track for track and field sports
- Four tennis courts with stands
- Two regulation outdoor basketball courts
- Two softball fields
- Eight pickleball courts
- Two sand volleyball courts
- A full archery complex
- A family adventure park

Included at the 47-acre Sports Complex are numerous parks, playgrounds, picnic tables and shelters, several vendor spots for food trucks and other vendors, public restrooms in six locations, and hundreds of parking spots. It will also have an event shuttle stop (at least one, but up to three) so that those attending sporting events can catch a shuttle to the Plaza District, leaving their vehicles here at the Sports Complex.

The complex surrounds the Elevate Academy, and is across Centennial Way (with a pedestrian underpass) from Wittenberger Park and Centennial Dog Park.

This project, naturally. would be phased over time, and much of it would be developed on underutilized land. It does include some commercial and a few residential properties, which would need to be purchased over time to complete the entire sports complex.

Some of the properties are in flood-zone areas, which is why this is a good area for sports fields and parking lots.

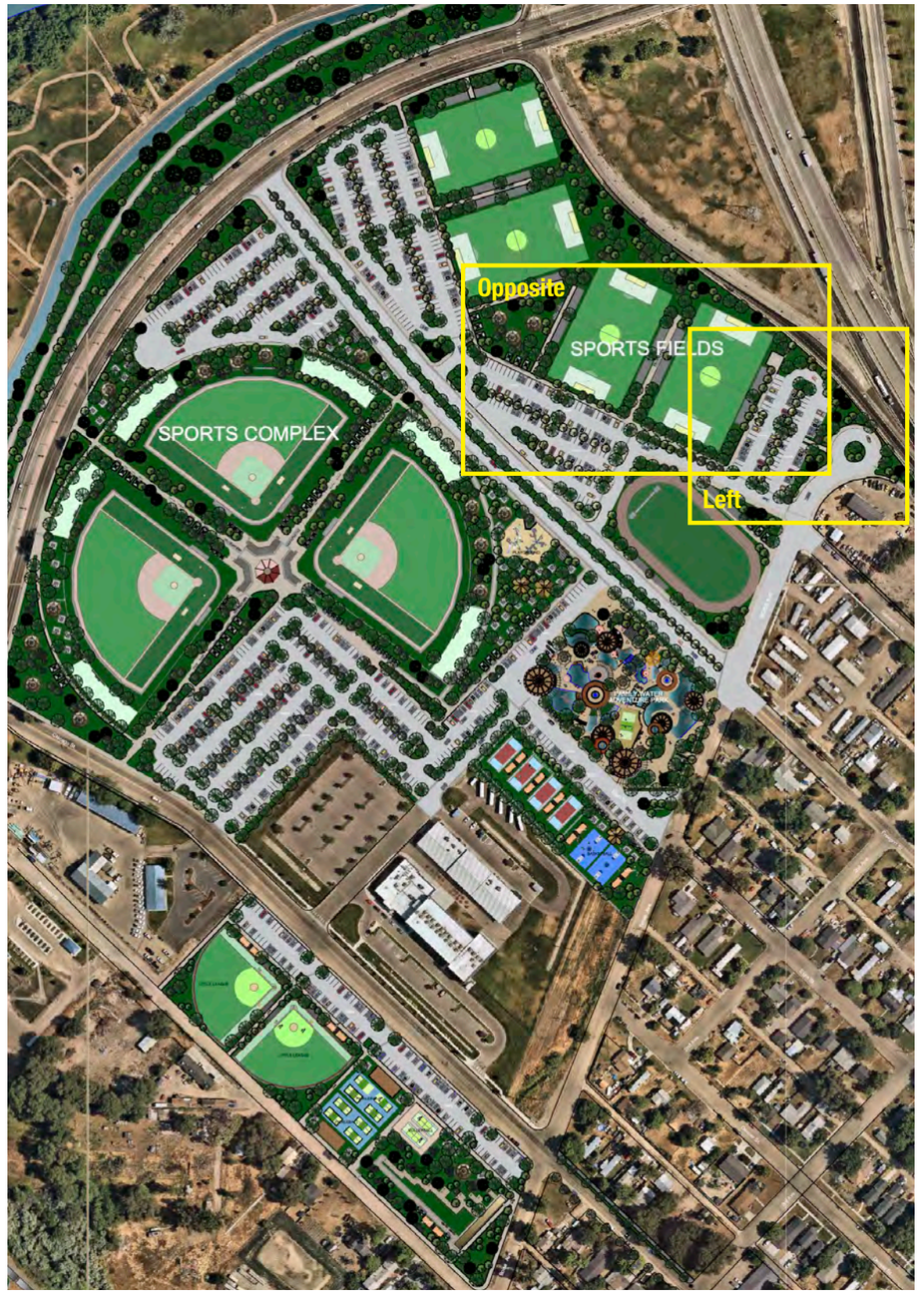
This location also has very easy access from I-84, making it convenient for hosting large-scale tournaments, and easy access to the Indian Creek Promenade, and Caldwell's Plaza District.

Having it at this location also creates an amazing "front door" and welcome view of Caldwell for those traveling on I-84 eastbound.

Once the Whitewater Challenge Course, Park and Environmental Center are also developed, this entire "North End" of Caldwell will easily be Idaho's top sports and recreation area.

Over the next few pages you'll see close-ups of the various facilities and amenities in Caldwell's signature Sports Complex.

LDS
Parking
Parking


Opposite
SPORTS FIELDS
SPORTS COMPLEX
Left

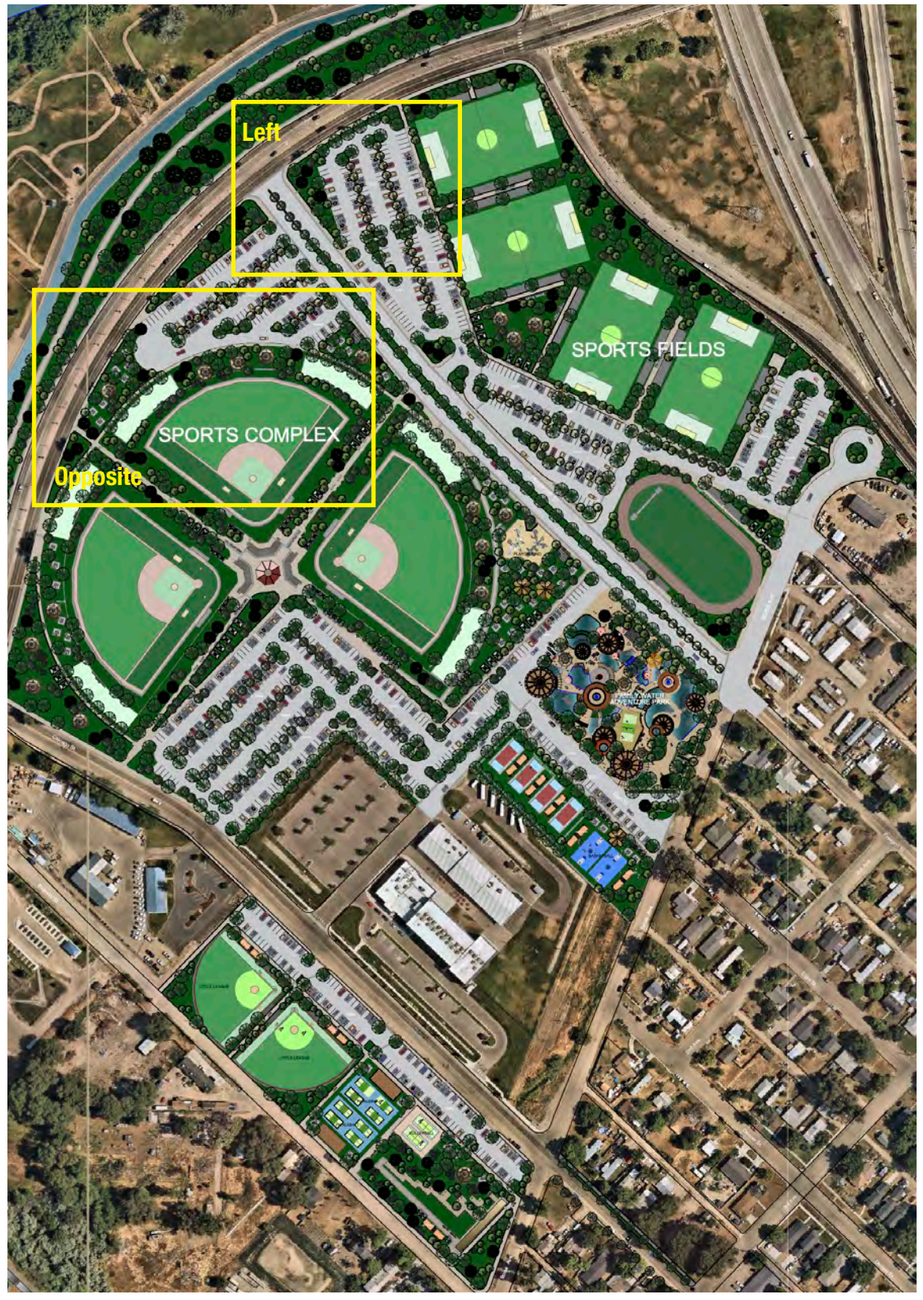
Landscaped park area
PAVILION
PAVILION
PAVILION
Picnic gazebos
Vendor booths
Vendor booths
SPORTS FIELDS
Parking
Parking
Parking
Parking
Parking

Parking
PAVILION
PAVILION

Opposite
Left
SPORTS FIELDS
SPORTS COMPLEX

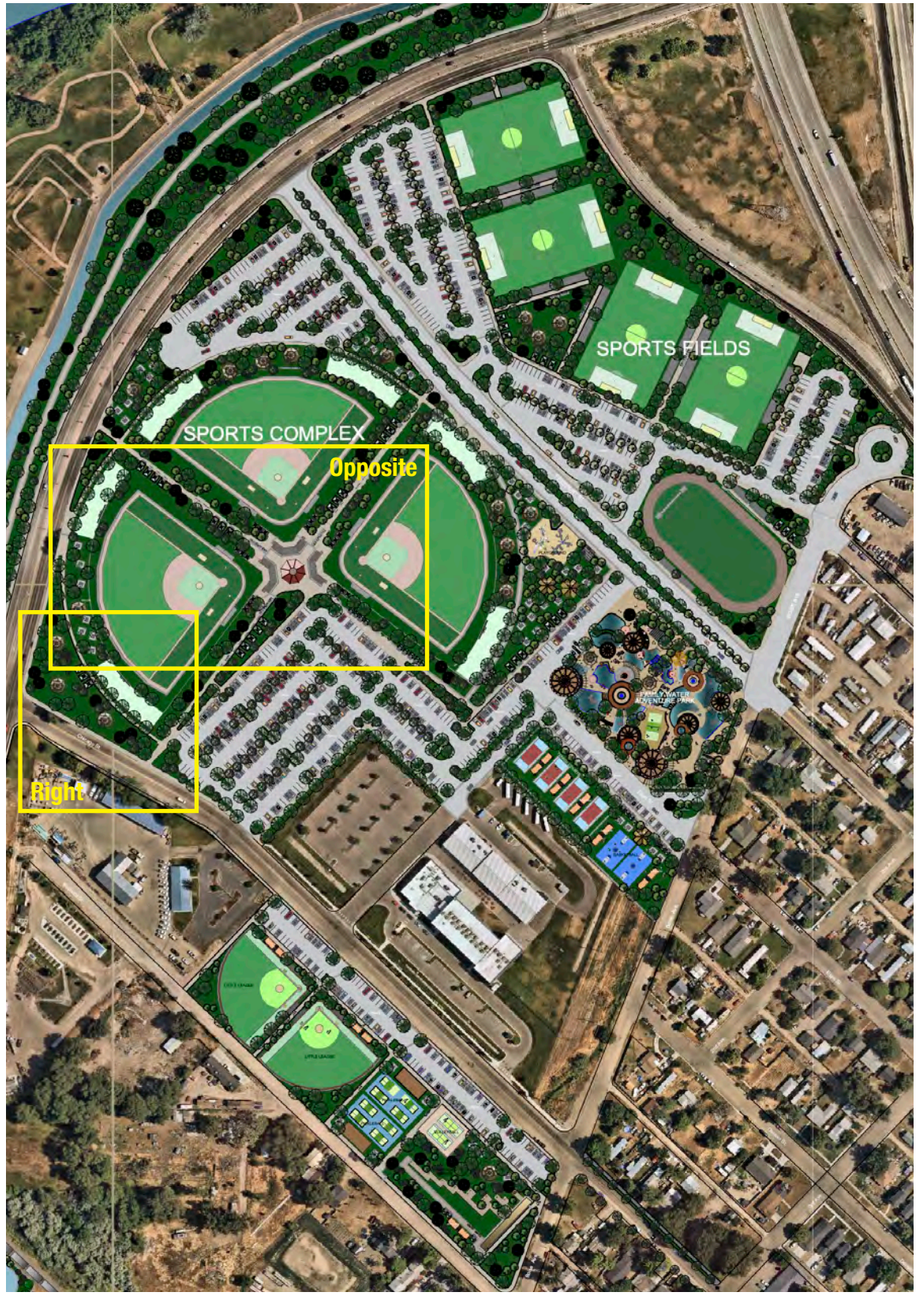
Centennial Way
Dense planting I trees
I-84 Eastbound on-ramp
Dense planting I trees
Parking

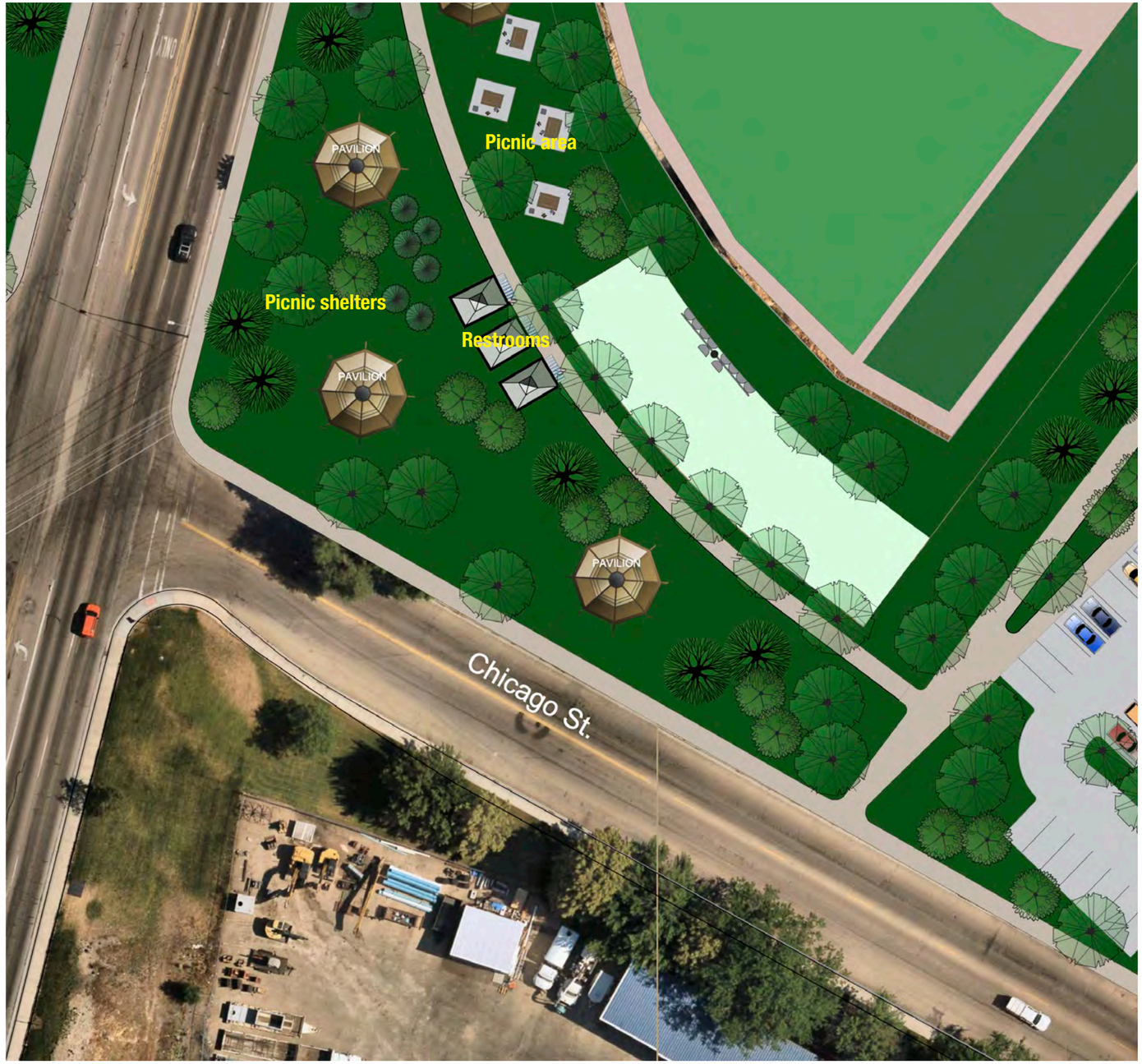
Parking
Parking
Parking
Parking


Left
SPORTS FIELDS
SPORTS COMPLEX
Opposite

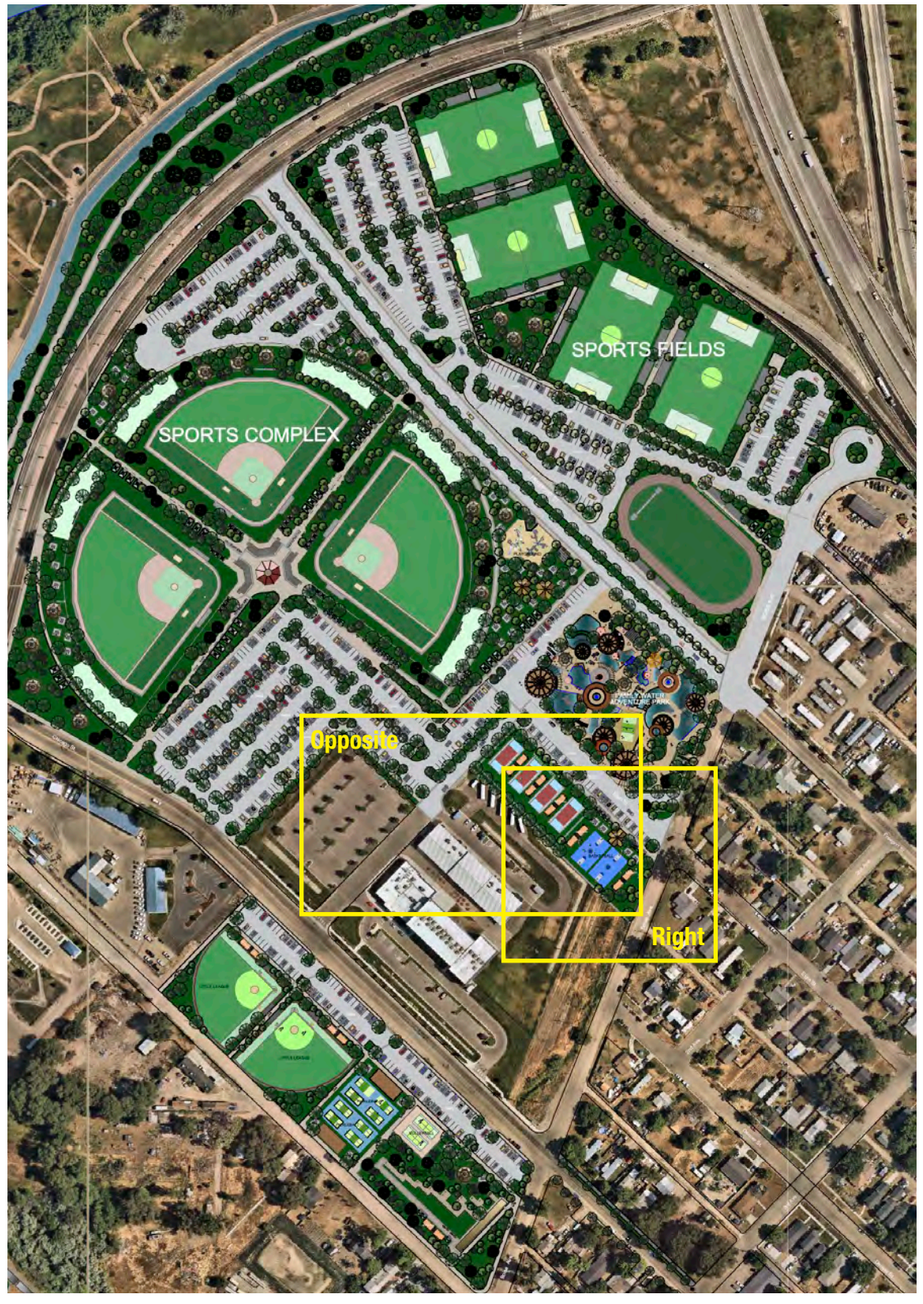
Parking
Trellis shade structure
Picnic area
Picnic area
PAVILION
PAVILION
PAVILION
PAVILION
Restrooms
Picnic pavilion
PAVILION
Grandstands
SPORTS COMPLEX
Vendor booths
Vendor booths

Vendor booths
Grandstands
Vendor booths
Restrooms
Restrooms
Vendor booths
Vendor kiosks
Restrooms
Picnic area
PAVILION
PAVILION
PAVILION
Concessions
Vendor kiosks
Restrooms
Vendor booths
Vendor booths


SPORTS FIELDS
SPORTS COMPLEX
Opposite
Right

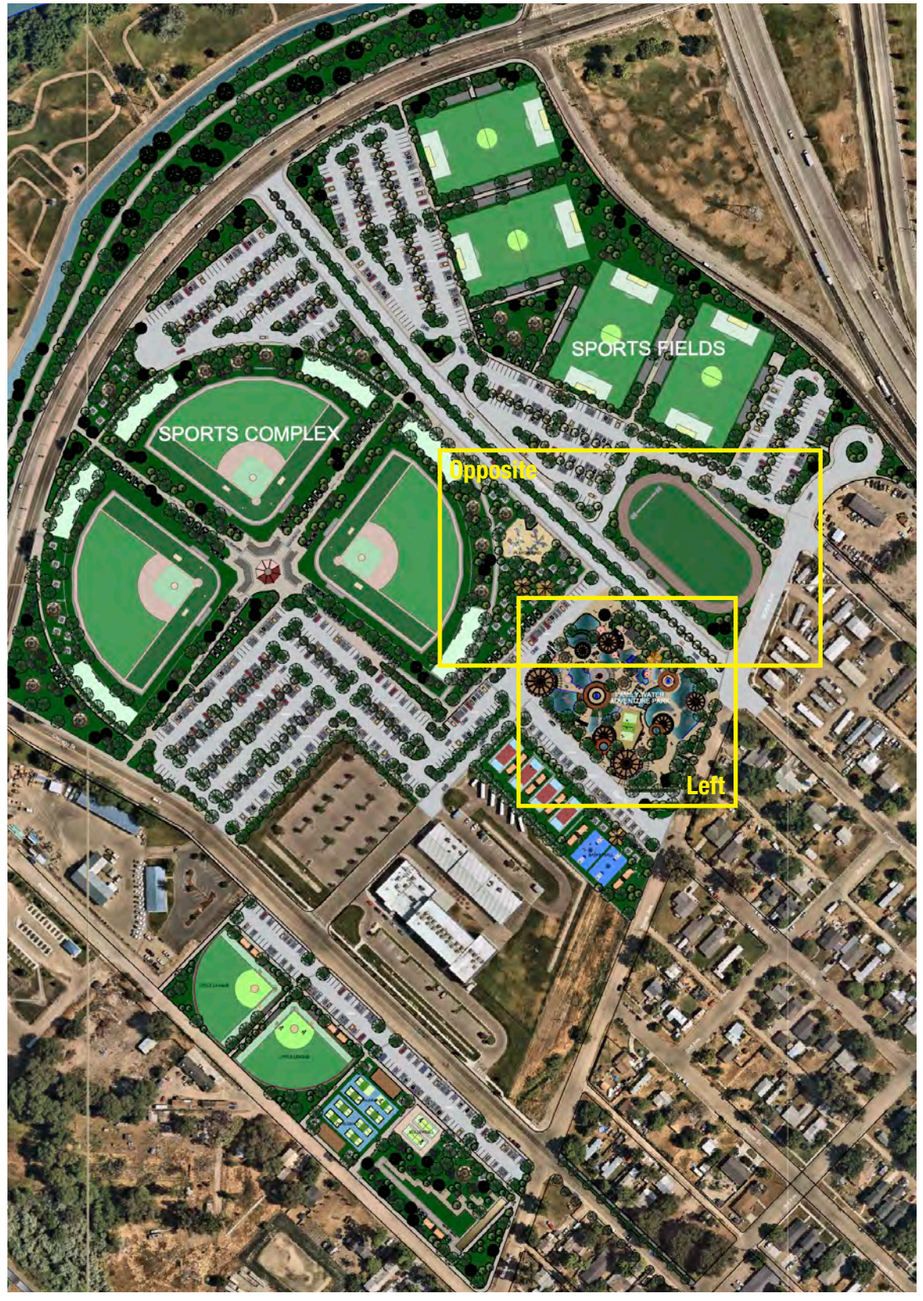

PAVILION
Picnic area
Picnic shelters
Restrooms
PAVILION
PAVILION
Chicago St.

Parking
Adventure Park
Parking
TENNIS COURTS
Parking
Elgin St.
Bus parking
BLEACHERS
Vendor kiosks
BLEACHERS
PAVILION
Restrooms
Elevate Academy
BASKETBALL
Picnic tables
BLEACHERS


SPORTS COMPLEX
SPORTS FIELDS
Opposite
Right

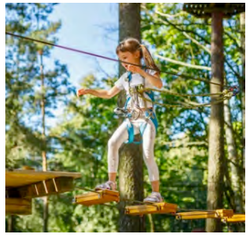
Parking
Elgin St.
BLEACHERS
READER BOARD
BLEACHERS
PAVILION
BASKETBALL
BLEACHERS
Boise Ave.

Parking
FAMILY WATER
ADVENTURE PARK
Parking
Parking
Parking
TENNIS COURTS
BLEACHERS
Elgin St


SPORTS FIELDS
SPORTS COMPLEX
Opposite
Left

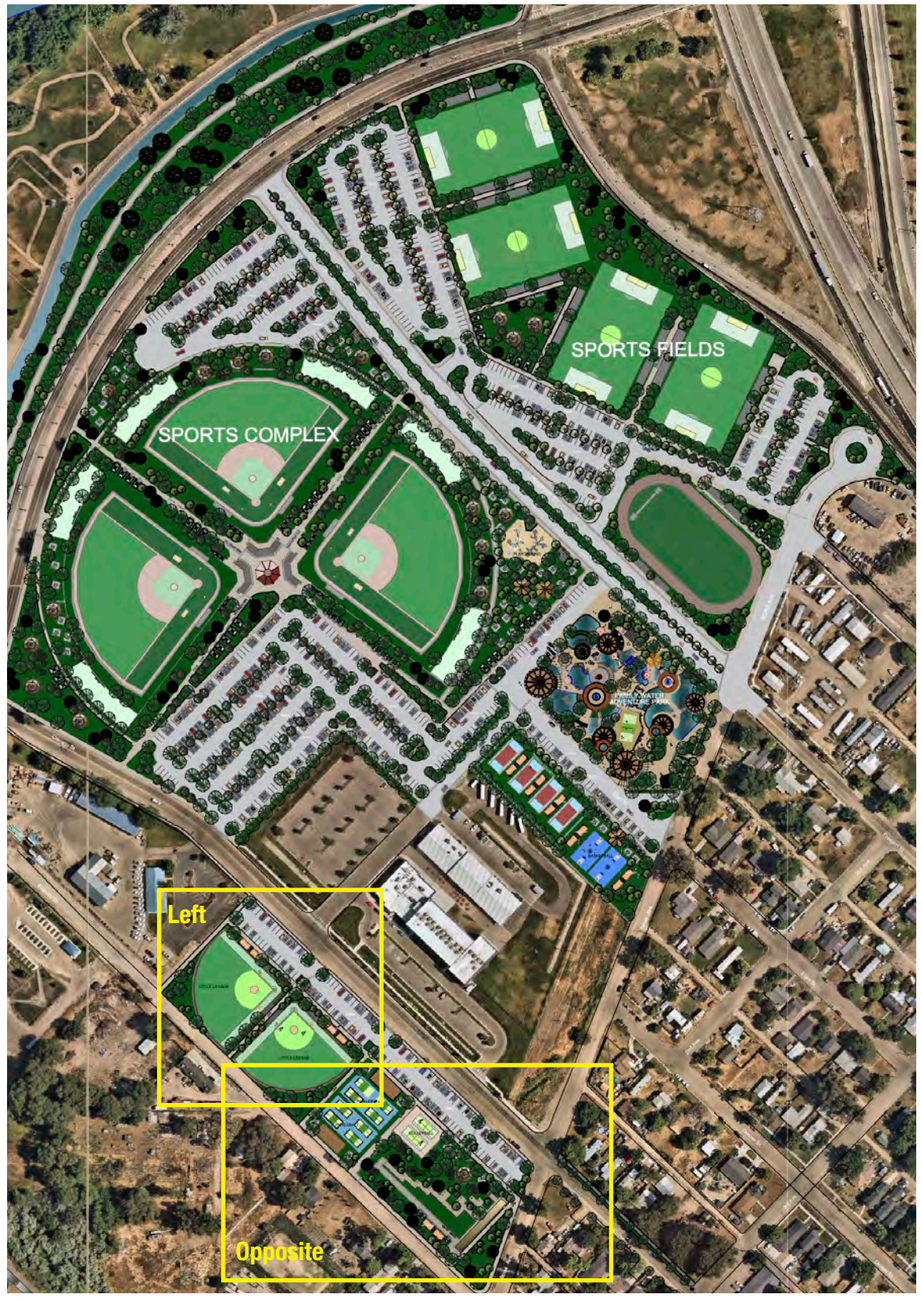
Adventure Parks

The Family Water & Adventure Park, left, is geared to not just be a “fun” park, but a fitness park. This, and the smaller Adventure Park in the Garden District, are both designed to get kids playing outside instead of on mobile devices. Both of these parks are meant to foster teamwork, exercise, and include all kinds of “obstacles” to overcome from climbing walls, to ropes courses and rope webs to navigate over and through, to zip lines, slides and towers.



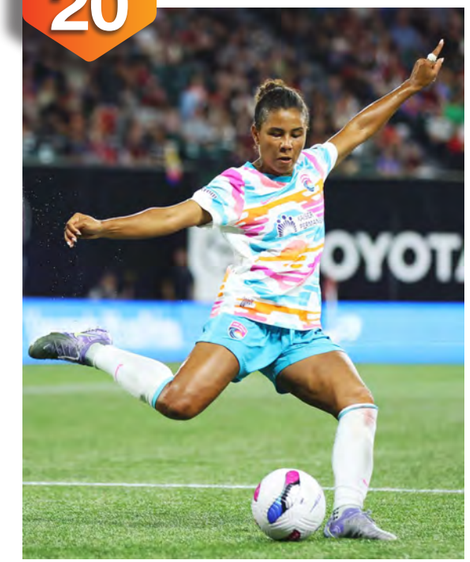
FREEPORT ST.
Parking
Scoreboard
Grandstands
Vendors
Track & Field
PAVILION
PAVILION
PAVILION
PLAYGROUND
PAVILION
PAVILION
PAVILION
Restrooms
Picnic tables
Parking
Adventure Park
BOISE AVE.

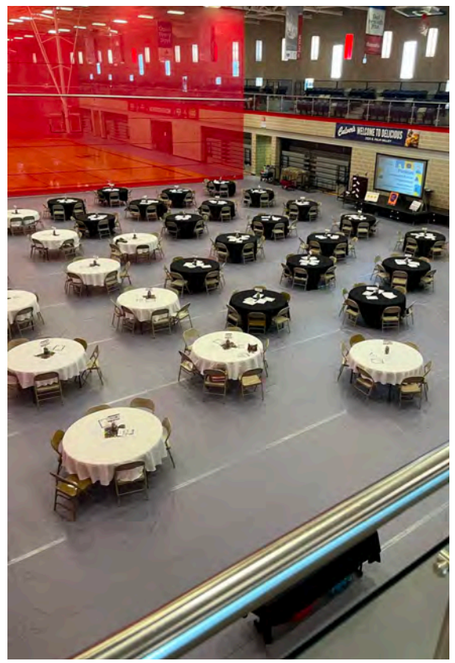
LITTLE LEAGUE
BLEACHERS
Parking
BLEACHERS
LITTLE LEAGUE
PICKLEBALL


SPORTS FIELDS
SPORTS COMPLEX
Left
Opposite

PICKLEBALL
PICKLEBALL
VOLLEYBALL
Parking
Chicago Street
Boise Avenue
Picnic area
READER BOARD
ARCHERY RANGE
Restrooms
Fence
Belmont Street
Archery complex
BLEACHERS
Boise Ave.

20 Create the Caldwell Sports Complex Team





So far in this vision and plan, we've created three "teams": The Garden District Team, the Parking & Transportation Team, and the Promenade Team.

This will be the fourth team, which will concentrate on development of the Caldwell Sports Park or Sports Complex.

This team should include the following representation:
- Elevate Academy representative
- Idaho Dept. of Transportation district engineer
- Caldwell Parks and Recreation
- Caldwell Planning and Zoning
- Urban Renewal Agency
- City Council representative
- Caldwell Public Works
- College of Idaho sports
- Caldwell school district(s)
- Envision Central Caldwell team member
- Caldwell Economic Development
- Garden District citizen at large
- Property owner in or near this complex
- YMCA leadership representative

This team would probably not meet for the first few months - or even a year - after the entire implementation process begins.

While this is presented early in this plan, its location in the priority list is down a bit after several of the Plaza District initiatives are well under way.

That being said, if grants and/or funding solutions were available, or if the city wishes to push up the priority list, this team could be instituted at any time.

First up for this team, and city departments, is determining who owns what parcels of land in this 47-acre area and contacting them so they can see the vision for this area and are able to voice their opinions.

Next on the to-do list is determining what the ability is to actually construct the sporting facilities on this site. This is looking into floodplain status, brownfield issues, access and egress, and the location of utilities such as potable water, irrigation water access, natural gas, sewer and power. Many of these fields are lit at night, so a substantial power source will be part of the development process.

Next on the list is contracting with sporting facilities expertise to determine what facilities would or should be included, how many of each, and what amenities need to be provided, and where they will be located.

Remember that this plan is providing the vision and direction, and is not meant to replace the final planning, architecture and engineering - the heavy lifting side of the project.

As the planning is taking place, the cost to develop the Sports Park will emerge, and then the Team would work with the site planners on possible phasing, perhaps over a three to seven-year period.

While local use always gets priority for these facilities, having them in a single location, such as this, makes it far more likely to attract statewide tournaments, which can add tens of millions of dollars annually in local spending.

Also, most tournaments do pay to use the facilities, which can reduce the cost from local taxpayers when it comes to managing and maintaining the facilities. Sports facilities, by the way, not only improve the quality of life for local citizens, but are a powerful economic development tool in attracting tourism.

It also means that restrooms, parking, concessions, picnic areas, and other on-site amenities are there to support multiple facilities, reducing the overall cost per facility.

The Caldwell Parks Department will play a major role as this facility will likely have three to four workers, full time, just managing and maintaining the facilities.

When all is said and done, it could be that the facilities end up in two different locations - although we hope that's not the case.

The highest and best use of this area is clearly field sports due to its proximity to the freeway, the lowlands areas in these 47 acres, and being at a freeway on and off-ramp location.

One of the major advantages of this location is that it's a short walk to the Indian Creek Promenade, Wittenberger Park, and Centennial Dog Park. It's also a short drive (or shuttle ride) to the Plaza District.

Also, this site's location next to the Elevate Academy could be a major plus for the Academy.

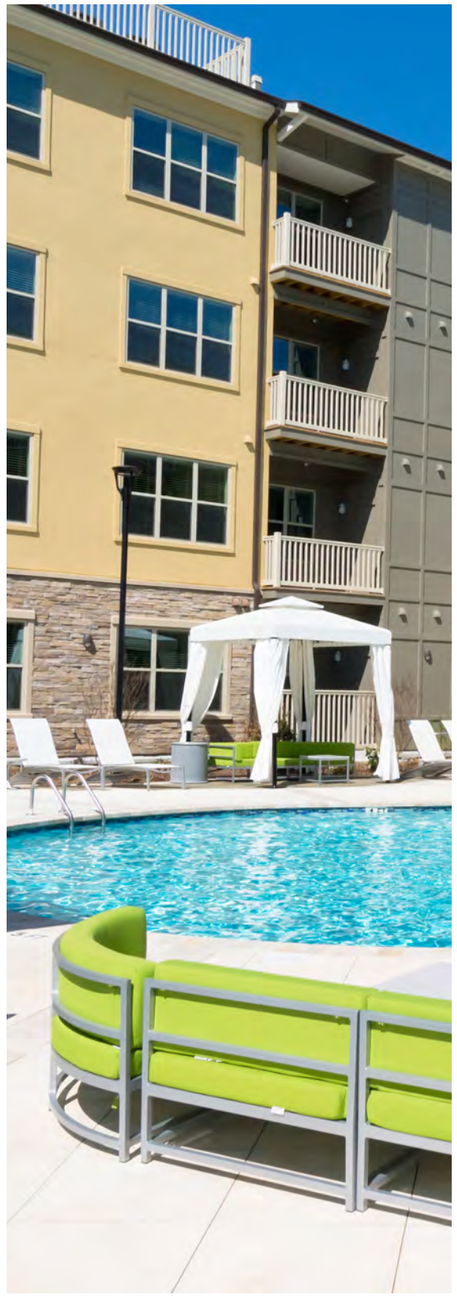
Additionally, many of the city's utilities are located in this immediate area such as water and sewer, helping to keep development costs lower than they would be in other areas of town.

For tournaments that attract a lot of traffic during those events, the proximity to I-84 is a major bonus.

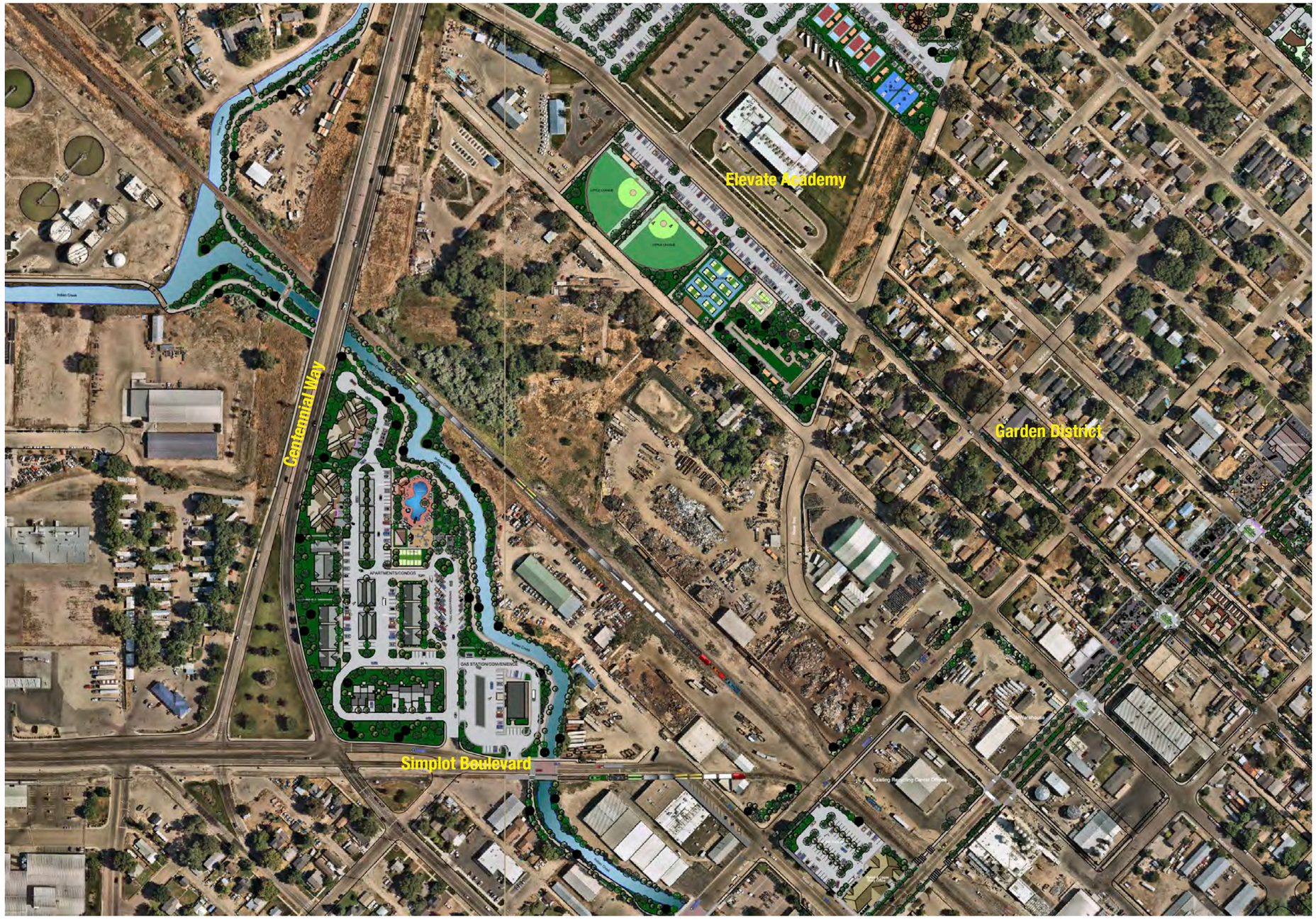
For those heading east towards Boise on Interstate-84, this location provides an incredibly great first impression of Caldwell and a fantastic "you have arrived" exclamation point.

One other project this Team might tackle would be the development of an Indoor Sports Complex, like the one developed in Round Rock, the "Sports Capital of Texas." Their 60,000 square foot indoor sports center makes them THE sports capital as they can now host a variety of sports and sporting events year round.

This includes cheerleading camps and competitions, volleyball, basketball, tennis and a host of other sports (see photos, right and bottom left). This facility would absolutely make Caldwell the Sports Capital of Idaho. This facility would be ideally placed perhaps near the YMCA and high school or another closer in-town location.



Multi-family development



This may be one of the best locations for a multi-family complex in Caldwell and for several reasons:

- It has ultra-easy access to I-84 either direction, via Centennial Way
- It has easy access to the Sunnyslope Wine Trail
- It also has easy access to downtown Caldwell via Simplot Boulevard.
- It's right along the Indian Creek Promenade, with Indian Creek running through the property
- It's close to both Wittenberger Park and the Centennial Dog Park
- It's close to the Caldwell Sports Park

This eight-acre area is in an excellent redevelopment area, but is home to a few residential and commercial properties (see opposite), which would need to be purchased, or could become equity partners in a redevelopment project such as this.

It is located along two rail lines, one next to Indian Creek and the other running parallel to Simplot Boulevard. Rail horns should not be an issue here as the tracks run under Centennial Way and the first cross-street intersection is at 4th Avenue, which will be included in the proposed rail quiet zone.

Next to the complex along Simplot Boulevard is an excellent site for a service station and convenience store, easily accessible from I-84 and from downtown.

Caldwell can really use and can easily support development of a multi-family 55+ housing complex, and this location near the proposed service station site is where we recommend its placement.

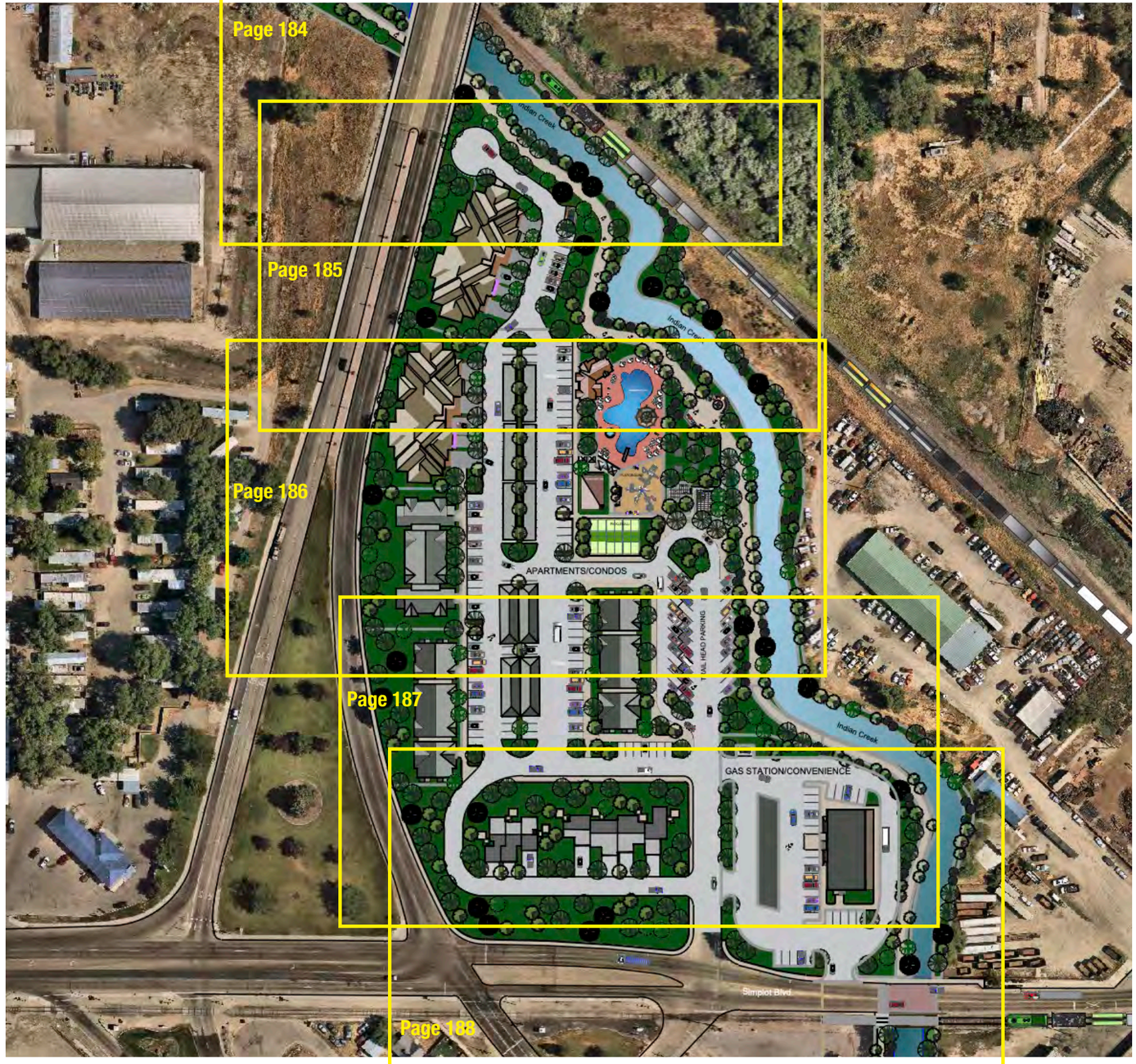
While the following pages and concepts show a playground, this could easily be replaced with a lounge or hobby area, or other amenities catering to a slightly older resident.

This is ideal for active seniors, as one can easily hop onto the Indian Creek Promenade and within 15 minutes be downtown, or head the

other direction to Wittenberger Park, Centennial Dog Park, or the Caldwell Sports Complex. The Complex includes covered parking, pool, recreation center, trail head parking for the Promenade (for the general public), picnic area, pickleball courts, and other amenities.

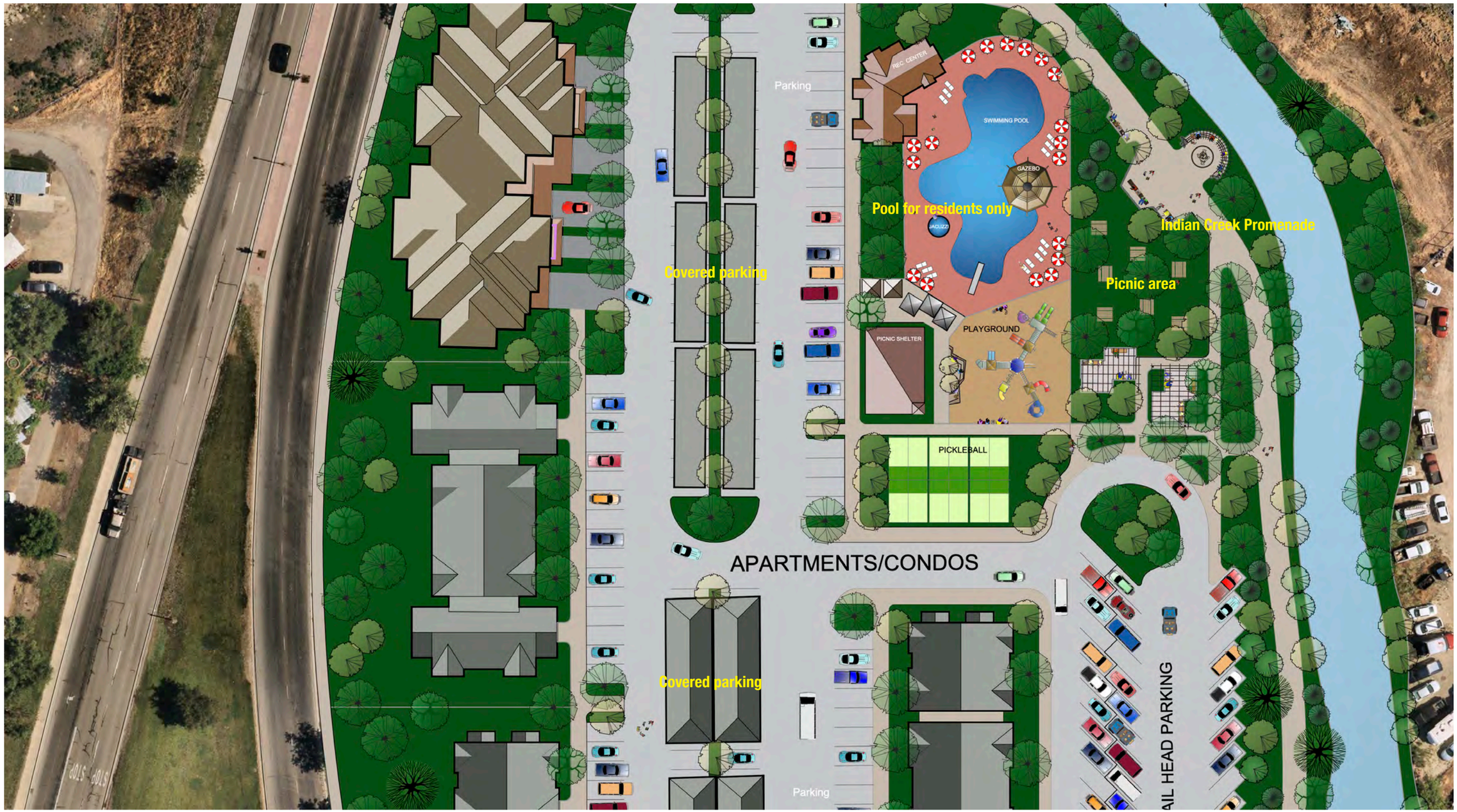
Here, shown in seven buildings, the complex could be a mix of rental and condominium units. The complex would be three to four stories tall. As a medium density development, you would see between 250 and 325 units.

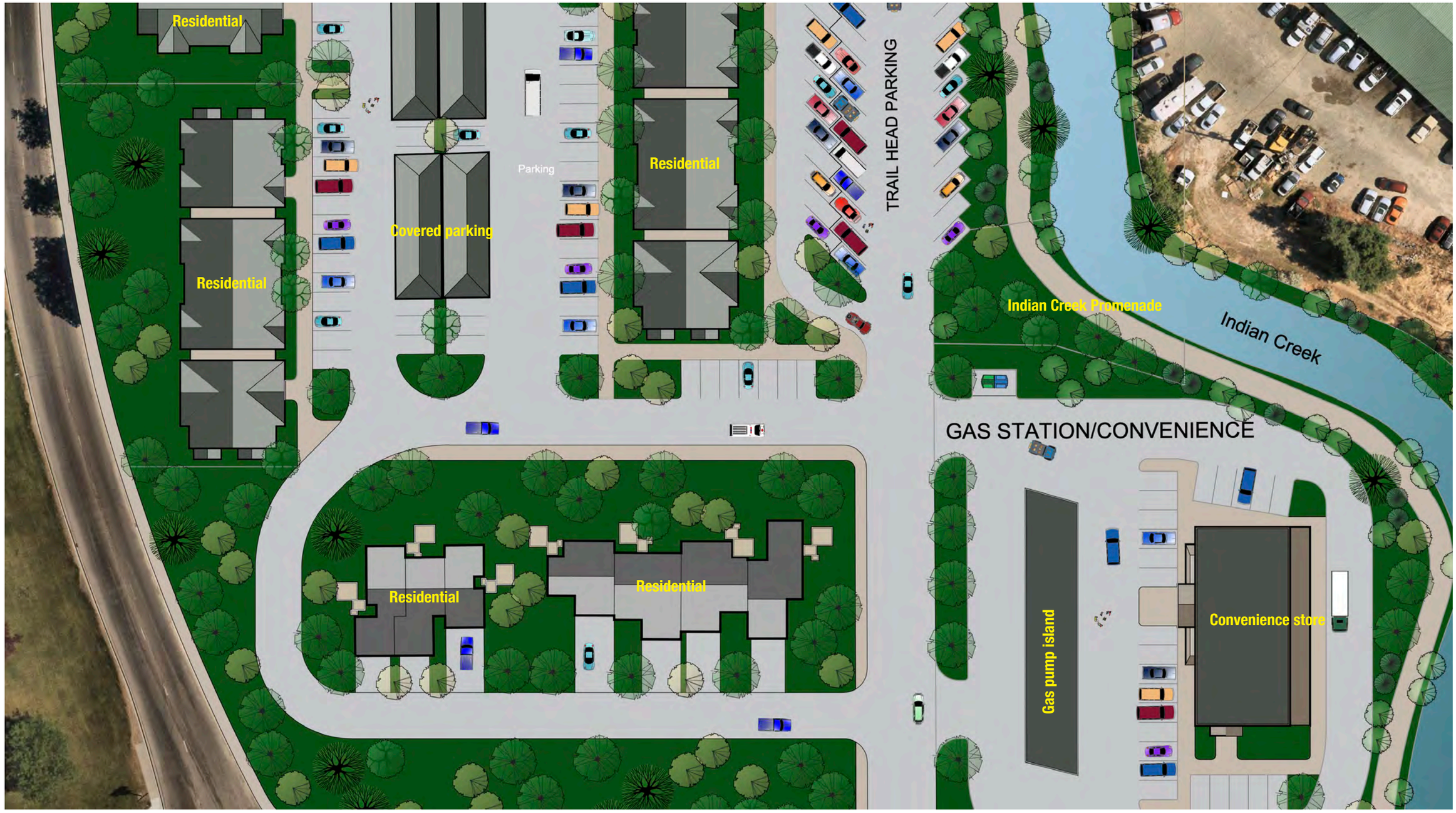
In a high-density development layout, the site could accommodate up to 500 units. The following pages show close-up views of the development and its relation to the Indian Creek Promenade.



Bridge
Indian Creek Promenade
Centennial Way
Indian Creek
Indian Creek Promenade
North end of the complex

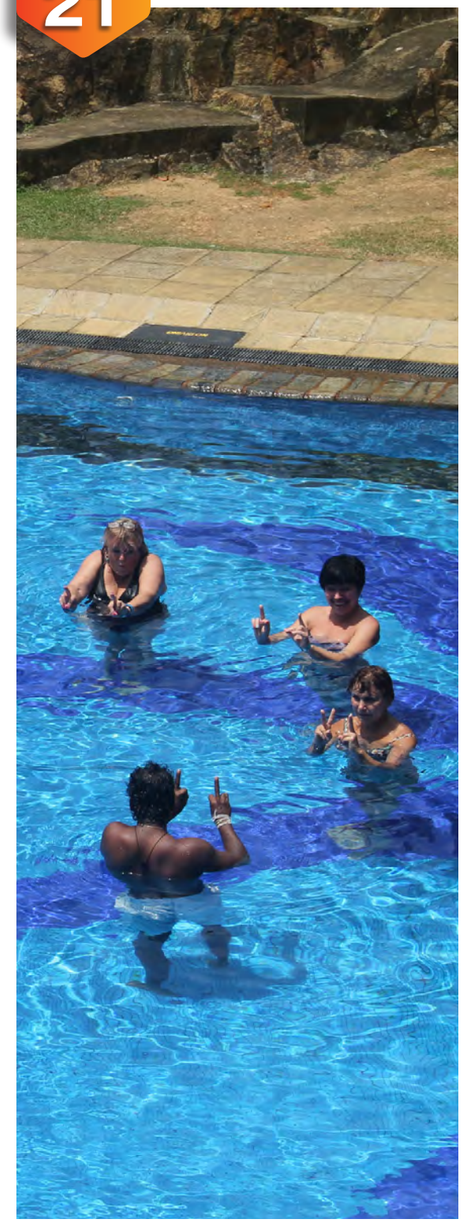
Indian Creek
Centennial Way
Indian Creek Promenade
Indian Creek
Parking
REC. CENTER
SWIMMING POOL
GAZEBO


Parking
REC. CENTER
SWIMMING POOL
GAZEBO
JACUZZI
Pool for residents only
Indian Creek Promenade
Picnic area
Covered parking
PLAYGROUND
PICNIC SHELTER
PICKLEBALL
APARTMENTS/CONDOS
Covered parking
Parking
AIL HEAD PARKING


Residential
Residential
Covered parking
Parking
Residential
TRAIL HEAD PARKING
Indian Creek Promenade
Indian Creek
GAS STATION/CONVENIENCE
Residential
Residential
Gas pump island
Convenience store

GAS STATION/CONVENIENCE
Residential
Residential
Gas pump island
Convenience store
Simplot Blvd.

21 Multi-family development next steps



This particular project is purely an Economic Development office recruitment effort.

This complex consumes approximately eight and a half acres of property, and when developed could include anywhere from 250 to 325 housing units (apartments or condominiums) in a medium density development.

High density housing could yield as many as 500 units.

First up for this project is to determine who the property owners are and then obtain assignable options for the purchase of the properties, with perhaps a six to eight month feasibility timeline to determine the costs and viability of the project. This will fix the cost of property purchases while development interests do their due diligence.

During the research phase of this project, we noted that there were very few 55+ housing projects in the entire area, so this might be a great opportunity for that type of development over a standard all-ages multi-family project, which are still being constructed in other areas of Caldwell.

A 55+ (independent living) development also would not impact the school districts, which would be another benefit to this type of development.

The location has many advantages:

1) It provides easy access to Interstate-84.

2) It's right along the Indian Creek Promenade, with trail access to Wittenberger Park, Centennial Dog Park, and downtown's Plaza District.

3) As there are no rail crossing here, train horns should not be an issue.

4) Most of the property is largely undeveloped, perhaps providing some development cost savings.

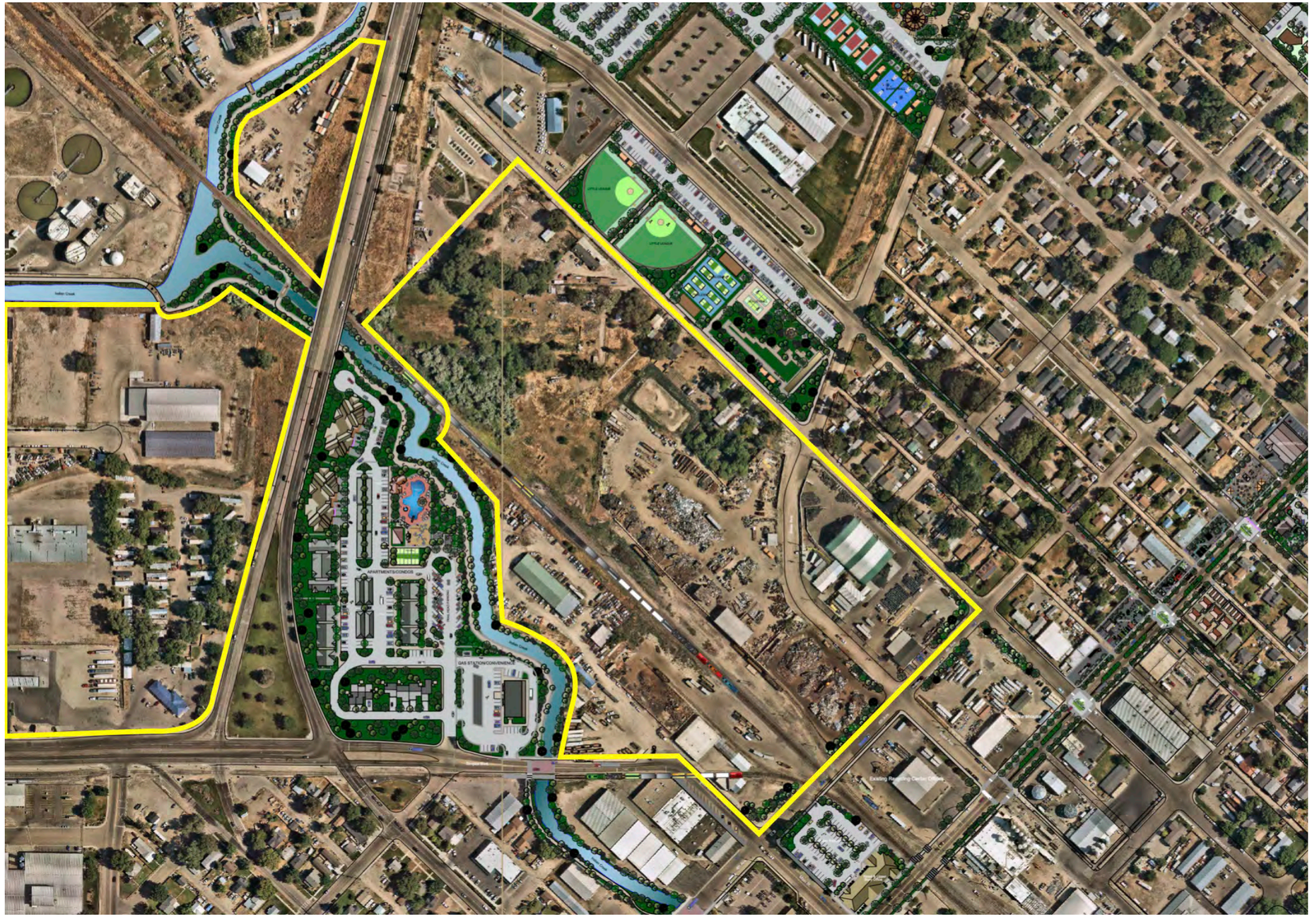
5) All utilities are nearby making the site affordable to develop.

6) It's at the gateway location to the Sunnyslope Wine Trail, which is an attraction especially attractive to seniors and their friends and family.

The neighboring gas station and convenience store is in a perfect location: Easy access to the freeway, close to downtown without being IN downtown, and is along two thoroughfares: Centennial Way and Simplot Boulevard.

These could both be developed by the same investors, but would likely be marketed separately.

This is an ideal project that can be "sold" through the Urban Land Institute, which is home to many development interests in the multi-family and active retirement living industry.



Infill development

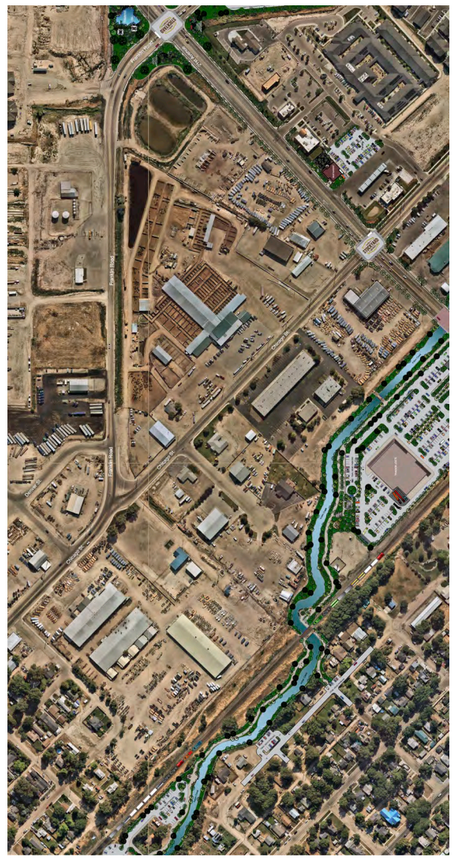
As Caldwell grows, rather than further expanding into valuable farm land, the city has a host of “infill” areas, such as those shown here in yellow, that could be redeveloped over time from heavy industrial uses to additional residential, community development (schools, churches, libraries, etc.) and neighborhood retail.

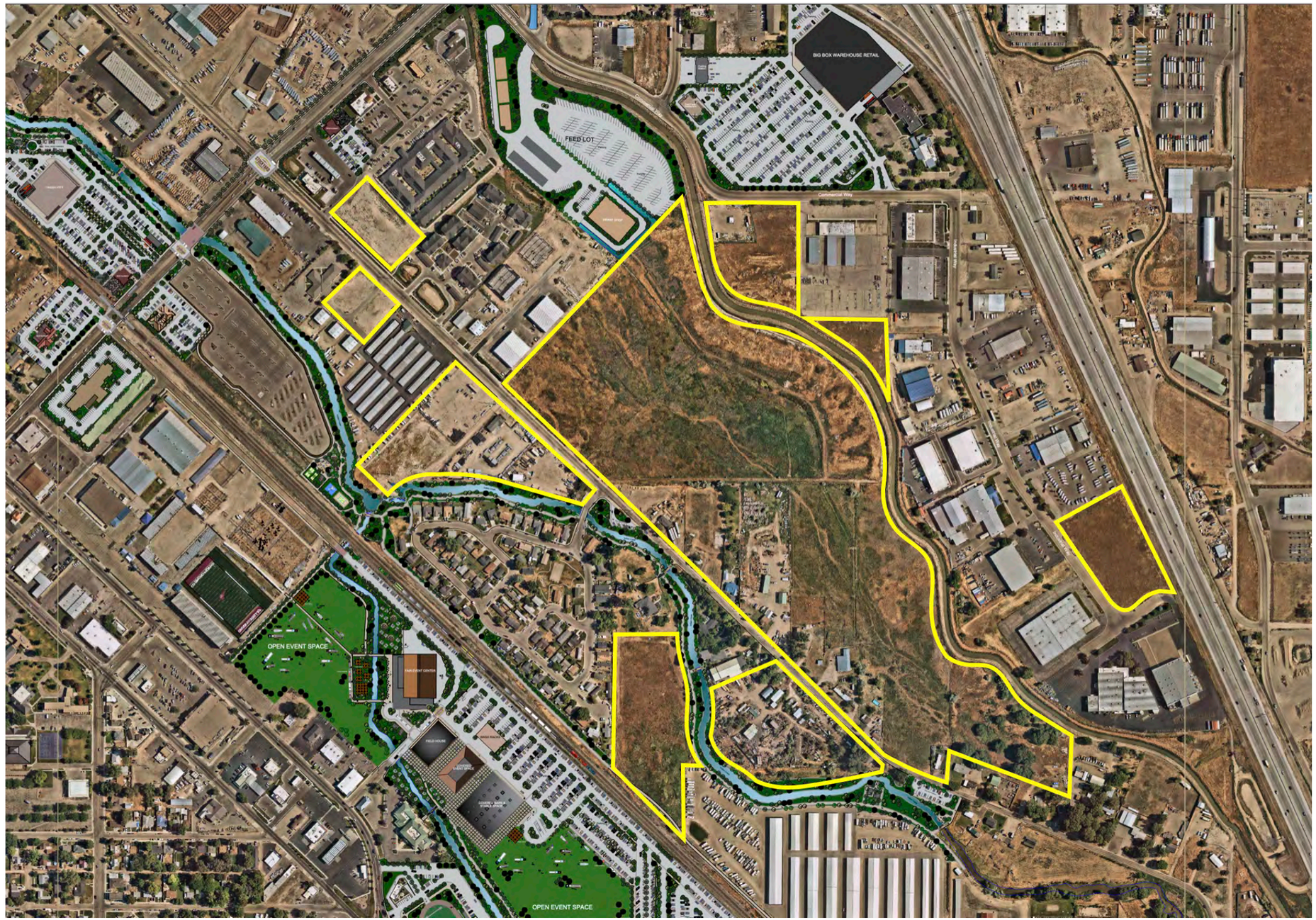
In terms of long-range planning, this would allow downtown to grow to the Northwest, the Garden District could grow into where the recycling plants are now located, and residential could grow from the proposed multi-family complex up to the Caldwell Sports Complex.

Other opportunities include west of Centennial Boulevard and just north of the rail tracks along Centennial. Both of these areas front along Indian Creek and the Promenade and have easy access to all that Central Caldwell has to offer.

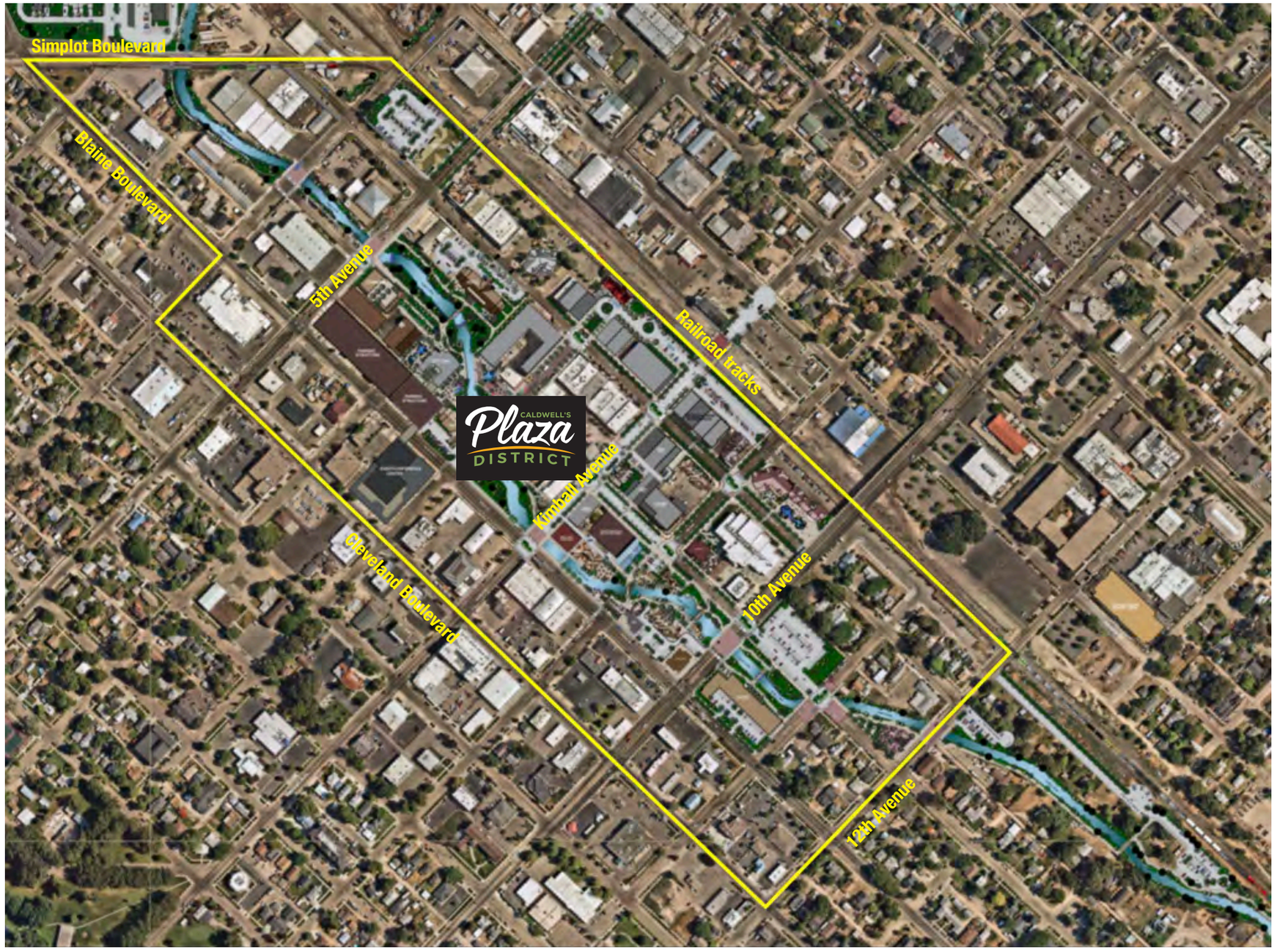
Imagine, in 2050, having Central Caldwell (from Centennial Way to Linden Avenue) be home to thousands of full-time residents and more than 100 acres of parks, sporting facilities and trails. It will also be home to the County Fairgrounds, College of Idaho sports facilities, a fabulous downtown, numerous types of residential properties from tiny homes, grand historic homes like the Rice House, and a variety of multi-family complexes.

And from one end to the other, Central Caldwell will have the incredible Indian Creek Promenade running the entire way, making Caldwell one of the most walkable, connected communities in Idaho - if not the entire Northwest.




BIG BOX WAREHOUSE RETAIL
FEED LOT
Commercial Way
OPEN EVENT SPACE
FAIR EVENT CENTER
FIELD HOUSE
OPEN EVENT SPACE

The Plaza District



Caldwell's Plaza District

Without question, the Plaza District is the heartbeat of Central Caldwell - and in fact, all of Caldwell. Over the years this central downtown area has undergone one of the most amazing transformations in the United States.

Starting in the early 2000's under the vision of then Mayor Nancolas and the City of Caldwell, Indian Creek was moved from an underground culvert to the amazing park across Blaine Boulevard. Power was put underground. Old buildings were removed. Streets and sidewalks were improved. Street trees were added. This $18 million project (in today's numbers - nearly $10 million 20 years ago) was Central Caldwell 2.0.

Prior to this, if you weren't headed to Indian Creek Steakhouse, there was little reason to venture into the downtown core area. In fact, many residents were afraid to do so.

Then, just over ten years ago, and again under Mayor Nancolas' leadership, Caldwell 3.0 began taking shape. This included the development of Indian Creek Plaza, additional downtown improvements, and millions of dollars in private-sector investment downtown, taking a beautiful creekside park area and turning it into Caldwell's dining and entertainment district.

For the first time, perhaps ever, residents of Boise, Meridian, Nampa and other area communities were coming to check out Caldwell instead of the other way around.

Over these past 25 years, with tremendous assistance from Caldwell's Urban Renewal Agency (URA), the city and its private-sector partners have invested nearly $60 million (2026 dollars) into downtown Caldwell.

But Caldwell 3.0 was just a three-year phase. While downtown, in 2026, is a fantastic place to spend time, the work is nowhere near done. Most of the downtown businesses struggle to make ends meet, there are some empty retail spaces, and the shopping portion of downtown is not anywhere near

CALDWELL'S Plaza DISTRICT

CALDWELL'S Plaza DISTRICT

Caldwell's Plaza District

to where it should be to keep spending local and to make downtown more than a dining and entertainment district.

Enter Caldwell 4.0 - or Phase III of downtown Caldwell's transformation.

If you go back to the beginning of this plan, research showed that due to Caldwell's fast residential growth, the city was lacking in three key areas:

1) Lack of retail options. Caldwell has the highest proportion of leakage of any city of more than 30,000 residents in Idaho. Leakage is when locally earned money is spent outside the community.

2) The lowest acreage of parks, trails, and sporting facilities per capita in Idaho. This is because residential growth has outpaced the city's ability to provide these additional amenities.

3) A high commute percentage. It turns out that, according to the U.S. Census Bureau, nearly a third of Caldwell residents work in professional services: Technology, finance, architecture, engineering, medical, consulting, legal, and other "office jobs," yet Caldwell has no Class A office space. These are office buildings that are home to multiple tenants, but typically include shared conference rooms, a shared mail room, some ground floor retail or coffee shop, and other office complex amenities.

In fact, not even Meridian or Nampa have much in the way of Class A office space.

This plan vaults Caldwell from the bottom of the list in terms of parks, trails and sporting facilities, to very near - if not the - top of the list.

And Caldwell 4.0 will expand the retail shopping district by more than 60,000 square feet, and will also add at least 60,000 square feet of professional office space. This will all happen within the Plaza District, and just over the next five years (2030).

To make this a reality, and to attract hundreds of millions in private-sector investment into the Plaza District, there are six major components that MUST be implemented:

PUBLIC PARKING
At the very top of the list is the development of a 700+ space public parking structure. Downtowns are about people, not cars, and when downtown visitors get frustrated trying to find a parking space, they come downtown less often. According to many local residents we spoke with or heard from, they avoid downtown due to the lack of convenient parking.

WAYFINDING SIGNAGE
It took us three or four trips, initially, into downtown before we realized there was little-used public parking right behind the theaters (under 10th Avenue), and across the rail tracks along Kimball Avenue, and in other areas.

Having convenient signage to these overflow parking areas would really help downtown customers have a far more enjoyable experience.

LODGING
It's about time Caldwell took advantage of the state's second largest industry: Tourism. Being home to 40% of the states wineries, the Canyon County Fair, one of the nation's best rodeos, the Caldwell Night Rodeo, College of Idaho football and other sports programs, and a myriad of other activities (day trips within a 45-minute drive of Caldwell), the City is poised to take advantage of tourism.

Yet Caldwell has demand for more than 600 quality hotel rooms. The top 15% of lodging, in terms of quality, commands 85% of the professional, business, and leisure travel business.

It's a shame when a small crew, such as the DDA team, spends nearly two months of time working in Caldwell, yet staying 100% of the time in neighboring Nampa and Meridian. And that's just one small company working on one project - this plan.

With this plan, the Plaza District will become home to more than 400 total "conference quality" lodging rooms in three properties.

CONFERENCE CENTER
With 400 to 600 total hotel rooms (including the hotel along 21st Avenue and the next hotel across I-84 near the new hospital), Caldwell will be well-positioned to support a 70,000 square foot conference center in the Plaza District.

This will attract conferences, conventions, trade shows, retreats and a host of other events and will put "heads in beds" during the week, and during the shoulder seasons (March, April, May, September and October).

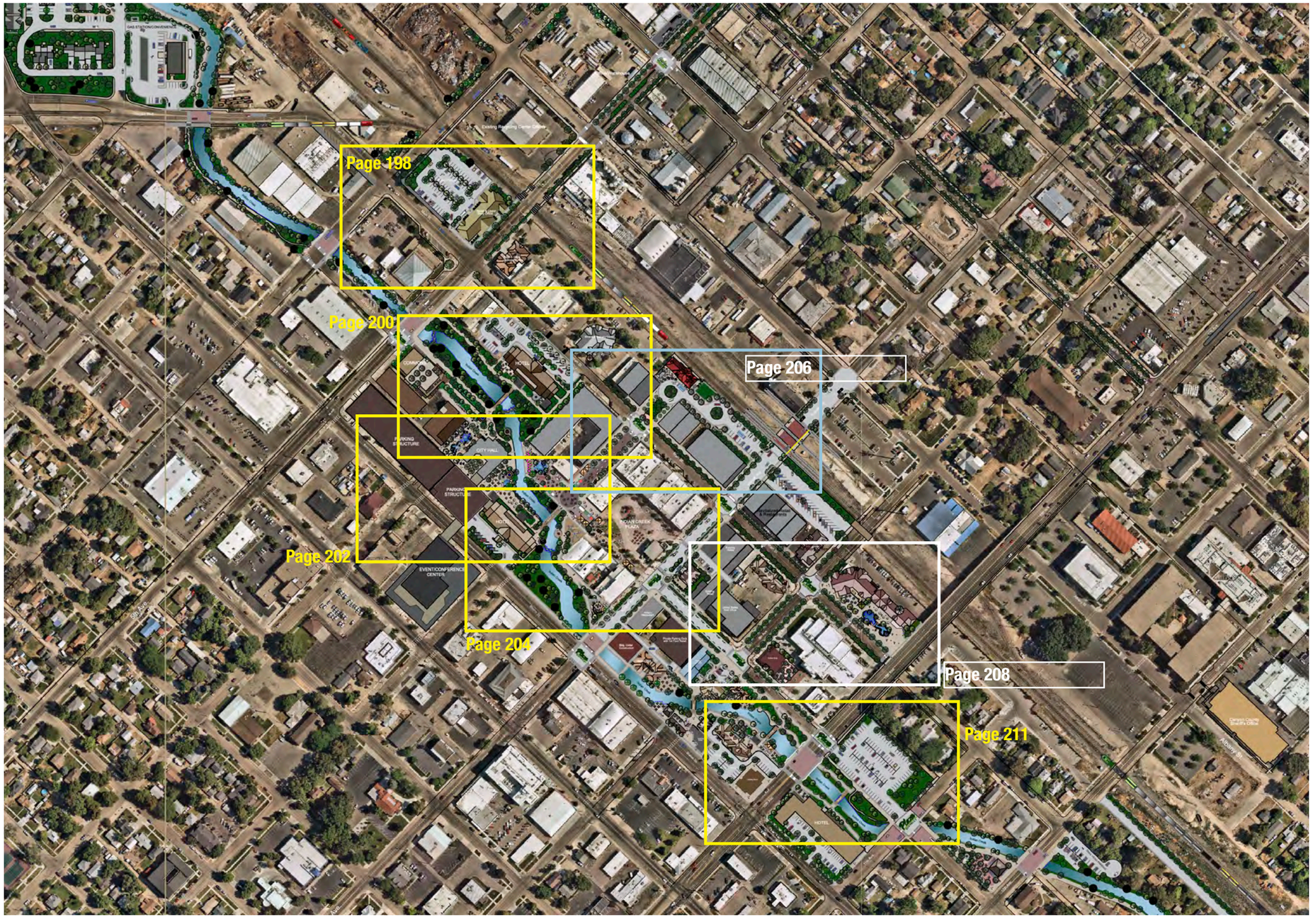
SHOPPING & ADDITIONAL DINING
The Plaza District is home to some terrific boutique shops, a variety of restaurants, and the movie theater, but has nowhere near the retail to become a true shopping district. This plan also takes that on and includes a list of the types of shops that can be added to the mix and will help ALL retail sales downtown.

ADDITIONAL ACTIVITIES
To support retail, what comes first? People or retail shops? The answer is people, consistently, in front of their shops at least 250 days a year.

Included in the following pages are plans to expand the number of activities taking place downtown and to move from organized and well-planned events to concentrate on providing more activities. There should always be at least ten different activities available downtown at any one time, any time of the year.

And these activities should change every two weeks so locals are always wondering "What's happening at Indian Creek Plaza this week?"

With the ice ribbon taking up nearly three-quarters of Indian Creek Plaza, the need for additional activity space is important, and is included in this plan.



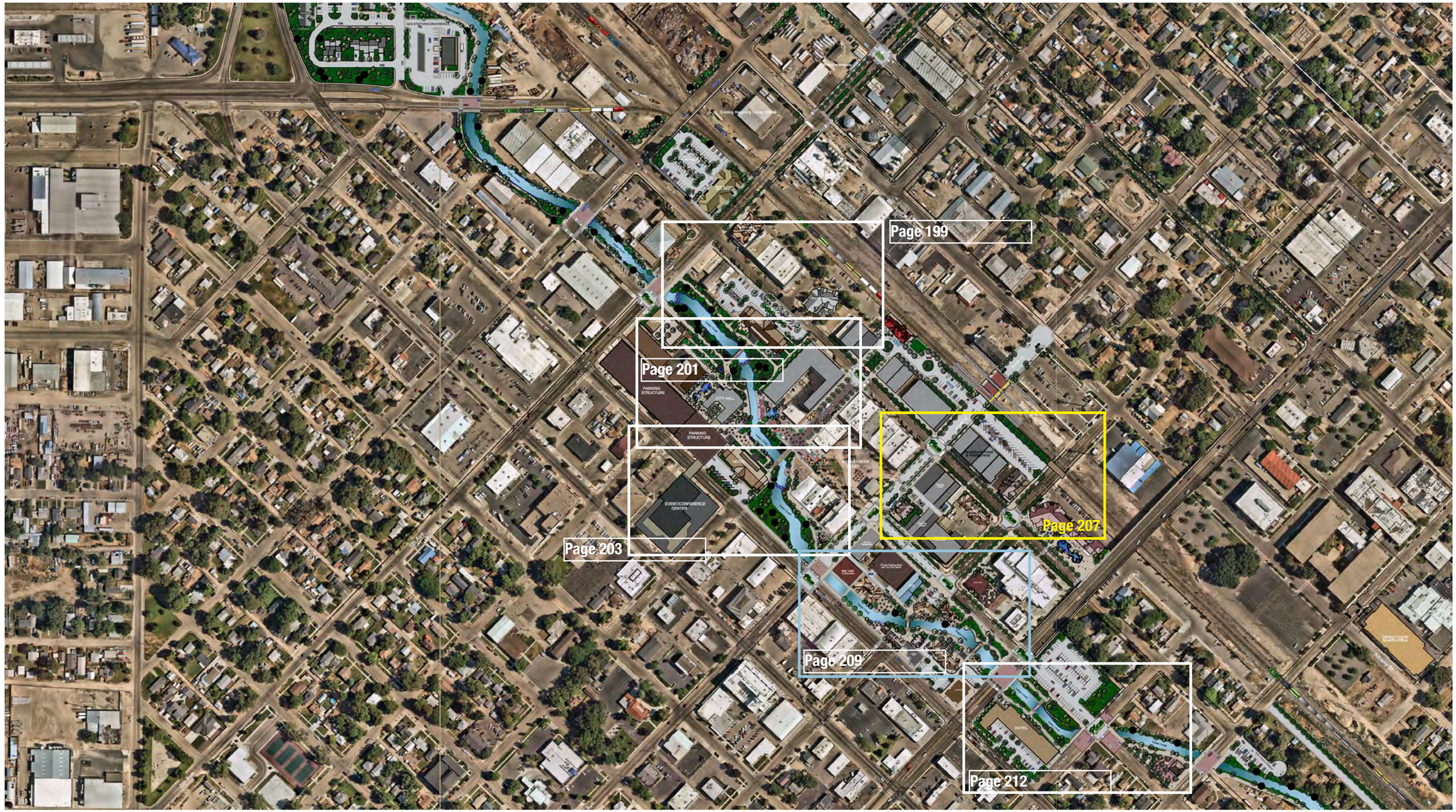
We know what you're thinking right about now; "How the heck do I know which page goes with each rectangle?" The Plaza District is ultra-dense in terms of well, density, and so if you simply go page by page you'll be able to see what the Plaza District includes and has in store for the future.

If you, on the other hand, are looking for something or some specific area, the boxes (left and opposite) can help you determine what page that close-up view will be on. For this, we took some of the pages and identified them (left) and others opposite to make it easier to see the area within each rectangle.

Of note: Property owners have not been contacted in terms of re-use of certain buildings, or redevelopment. This is a vision that can be used to work with them, individually, as the vision is realized. Also remember that these ideas and concepts were developed on "highest and best use" and feasibility analysis for each site and downtown, in general.

There are a few site plans on pages not identified on this page. Those are stand-alone pages focusing on a particular development with details on those individual pages.

Once you get a feel for the Plaza District overall Master Development Plan, then the next section will feature each of the six primary focus areas for downtown, i.e. parking garage, lodging, conference center, shopping, dining, etc.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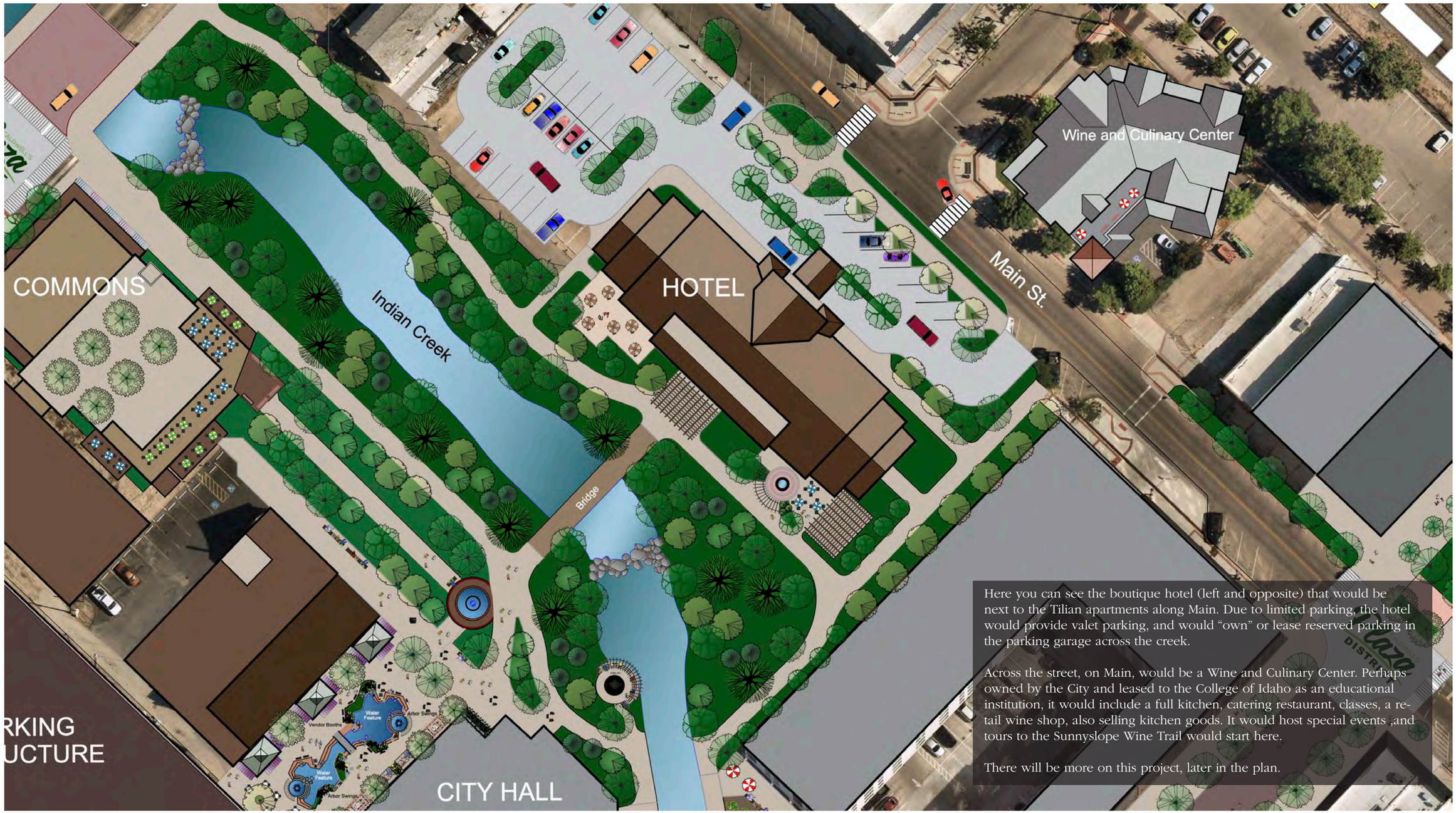
Over time, the goal is to have the core downtown area seamlessly tie to the Garden District at Main Street and 5th Avenue (this page). The two buildings shown here are key to that transformation. Both of these would include upper story professional office space, and ground floor retail shops.

Over time, we are hoping that Main Street be home to ground floor retail and restaurants. There is demand for nearly 60,000 square feet of additional retail in downtown Caldwell and it's hoped that this can be accommodated in existing buildings, such as those you see here.

The initial plan in 2015 called for the building currently being used for the HisStory Church, to be a year round Public Market - something that would be a terrific fit for Caldwell. It's hoped that, at some point, this beautiful building could be converted to that use. It would be one of downtown's primary draws and one of the "anchor tenants" and it would be a perfect fit with Caldwell's agricultural heritage and primary industry.



Here you can see the boutique hotel (left and opposite) that would be next to the Tilian apartments along Main. Due to limited parking, the hotel would provide valet parking, and would "own" or lease reserved parking in the parking garage across the creek.

Across the street, on Main, would be a Wine and Culinary Center. Perhaps owned by the City and leased to the College of Idaho as an educational institution, it would include a full kitchen, catering restaurant, classes, a retail wine shop, also selling kitchen goods. It would host special events ,and tours to the Sunnyslope Wine Trail would start here.

There will be more on this project, later in the plan.

The Commons at Creek Crossing is a multi-tenant, three-story mixed-use building featuring a new Piazza—a beautiful creek-side extension of the popular Indian Creek Plaza—expanding the well-loved downtown Caldwell venue. The Commons building presents a highly desirable creek-side opportunity for your business to thrive.

Ground Floor—Retail and restaurant spaces catering to the rapidly growing community, with direct access from the Indian Creek Corridor to your beautiful creek-side seating patio. The spaces range from approximately 1,100 to 5,000 square feet and feature stunning storefront glazing overlooking the scenic Indian Creek, serving as the entryway to each tenant's premises.

Second Floor—Office/Loft Flex Space—Six to ten offices/lofts will be available, equipped with state-of-the-art technology and large walk-out balconies, which offer beautiful views of Indian Creek and the extended Piazza below.

Third Floor—Restaurant/Loft – a third-floor dining area with an outdoor rooftop patio and lovely creek-side ambiance.

The Piazza—A pedestrian-friendly outdoor creek-side amenity. The ground-floor retail space will prioritize pedestrian access from the Piazza and, by extension, Indian Creek Plaza. The sidewalks and walking paths along 5th Avenue and Indian Creek will seamlessly integrate with building ingress and egress. Utilizing modern, pedestrian-friendly traffic strategies is crucial for the success of retailers and restaurants and for fostering meaningful engagement with the community.

PROPERTY INFORMATION:
Parking: New on-site parking – and Indian Creek area – shared access parking
Space sizes: 1,160 to 9,200 square feet
Lease Type: Triple Net (NNN) - tenant pays for electric and natural gas
Signage: Multi-tenant pylon
Access: Multiple ingress and egress direct from beautiful creek-side Piazza
Outdoor patio seating - available in selected spaces

The Commons will be a welcome addition to the Plaza District. Should the City be able to complete the parking garage, (right) in conjunction to development of The Commons, it might be possible for the developers to actually purchase (condo or lease) spaces in the parking garage instead of having to provide on-site parking.

In this case, the parking lot could be converted into additional garden or patio space, helping to keep this entire area of downtown a pedestrian-only Plaza District.

Over time, these plans call for Arthur Street to be a part of the Plaza District with only pedestrian access from 5th to 10th Avenues.

Should the timing of the parking structure and the commons not coincide, a pass-through on the ground floor of the parking garage (yellow arrow) would allow vehicles access to The Commons parking area as shown.

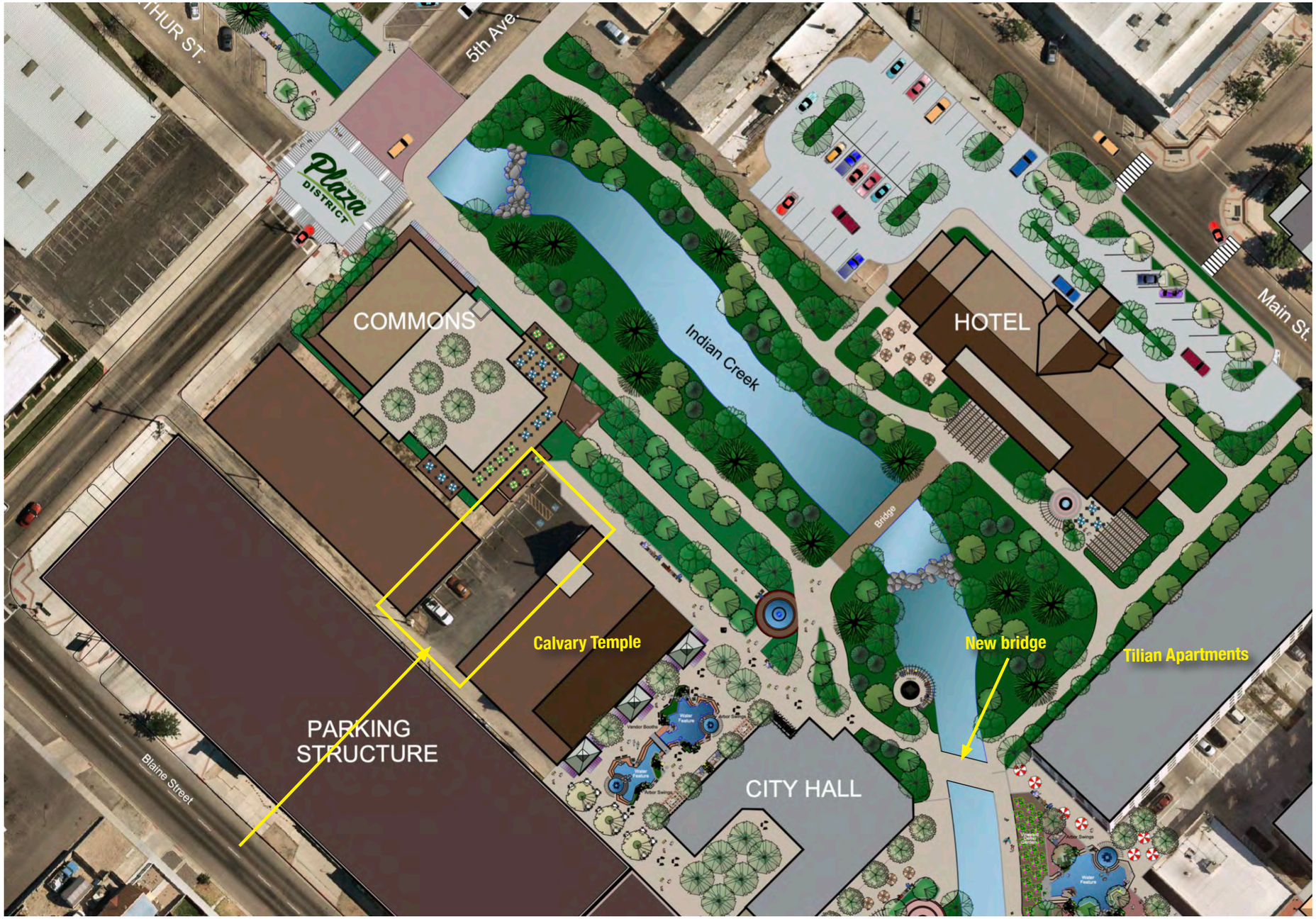
Parking at the upscale boutique hotel (approximately 82 rooms), across the creek and featured on the previous page, has very limited parking and so would offer valet parking, and would own or lease spaces in the City's parking structure.

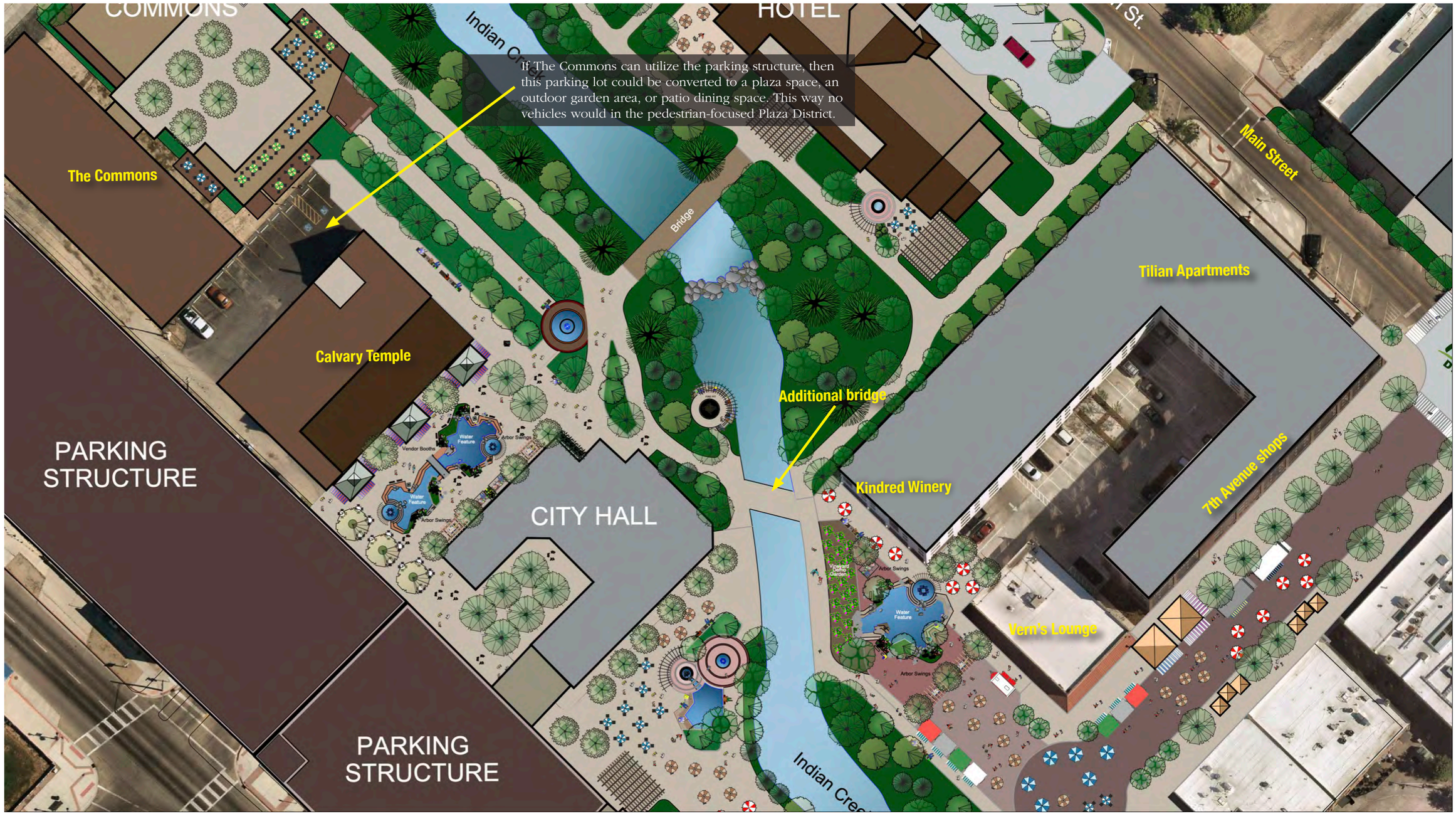
For guests not wishing to utilize valet services, they can drop off luggage at the hotel (30 minute parking), then take the car to the parking garage, and then walk across the bridge over Indian Creek back to the hotel.

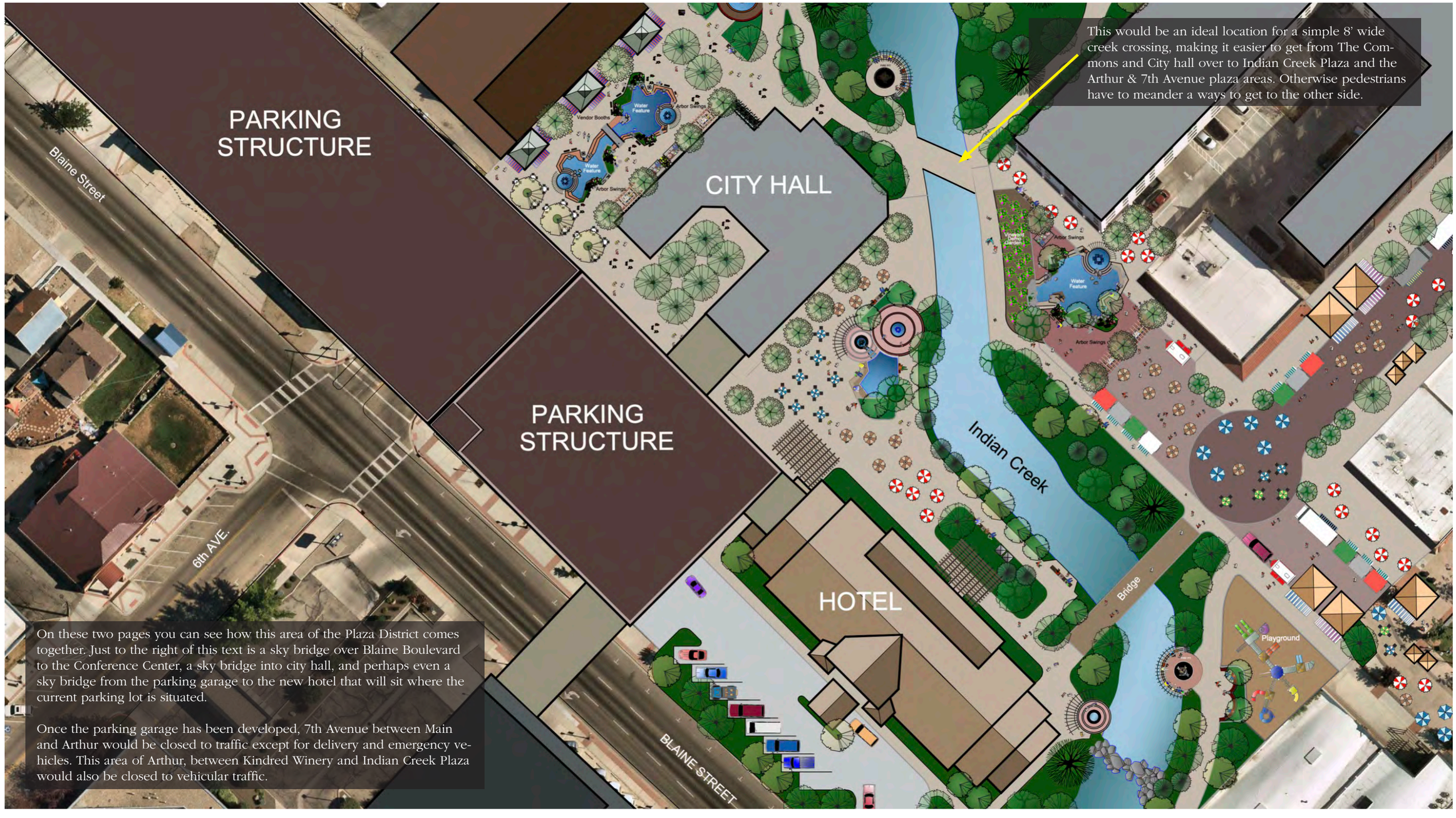
It will be important to make it easy for pedestrians to go from Indian Creek Plaza to The Commons, and vice versa. Right (and immediate left) you will see a pedestrian bridge over the creek (noted as "new bridge" right).

This bridge would be a simpler, 8' wide, pedestrian bridge (a continuation of the Promenade) without the trestle look of the other two bridges.

This will create a more direct access between the two important areas, without having to navigate in front of hotels (both sides of the creek), or even parking areas prior to hotels being developed.

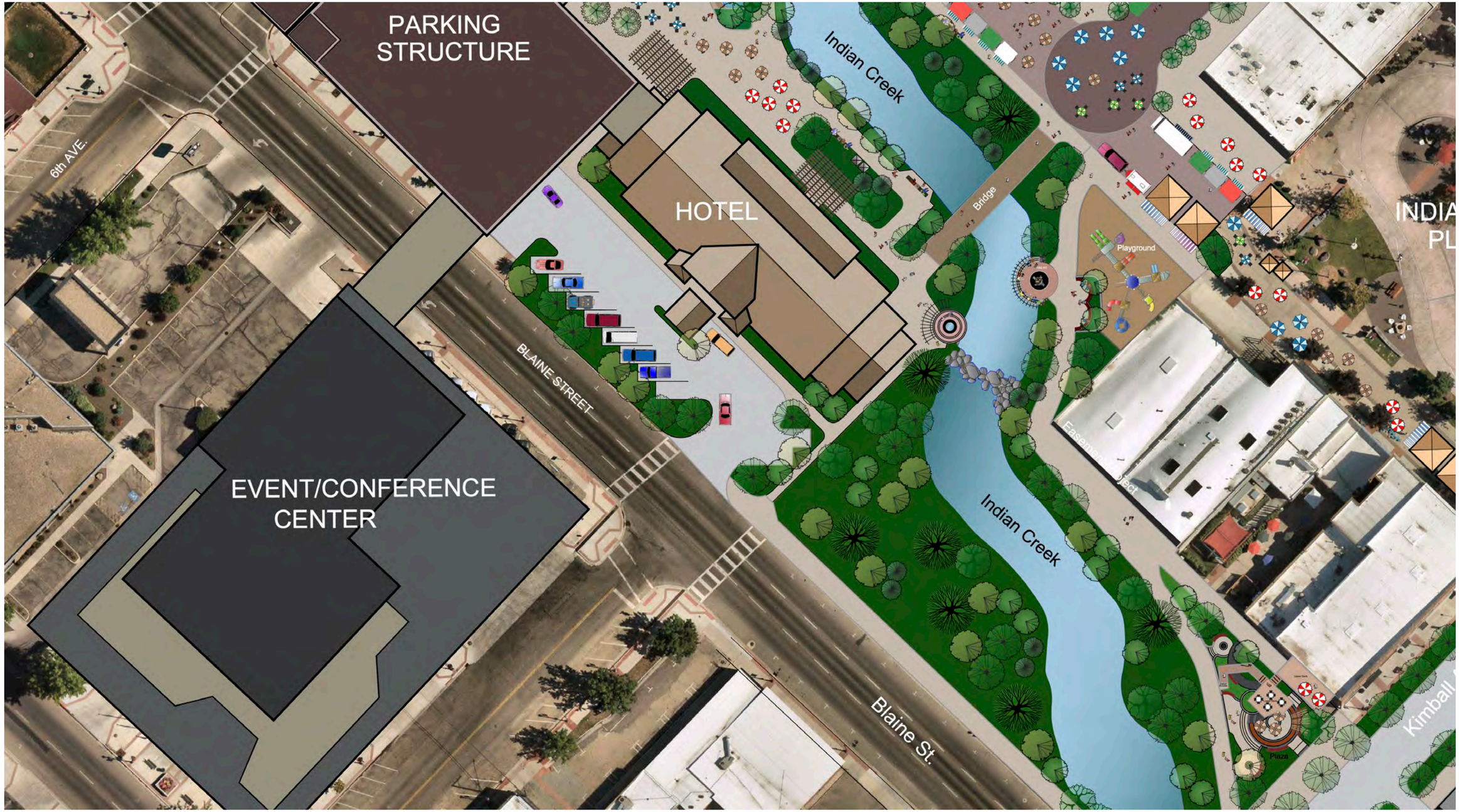



COMMONS
HOTEL
St.
Indian Creek
If The Commons can utilize the parking structure, then this parking lot could be converted to a plaza space, an outdoor garden area, or patio dining space. This way no vehicles would in the pedestrian-focused Plaza District.
The Commons
Main Street
Bridge
Tilian Apartments
Calvary Temple
Additional bridge
PARKING STRUCTURE
Water Feature
Arbor Swings
Vendor Booths
Water Feature
Arbor Swings
CITY HALL
Kindred Winery
7th Avenue shops
Vineyard Display Garden
Arbor Swings
Water Feature
Vern's Lounge
Arbor Swings
PARKING STRUCTURE
Indian Creek



On these two pages you can see how this area of the Plaza District comes together. Just to the right of this text is a sky bridge over Blaine Boulevard to the Conference Center, a sky bridge into city hall, and perhaps even a sky bridge from the parking garage to the new hotel that will sit where the current parking lot is situated.

Once the parking garage has been developed, 7th Avenue between Main and Arthur would be closed to traffic except for delivery and emergency vehicles. This area of Arthur, between Kindred Winery and Indian Creek Plaza would also be closed to vehicular traffic.

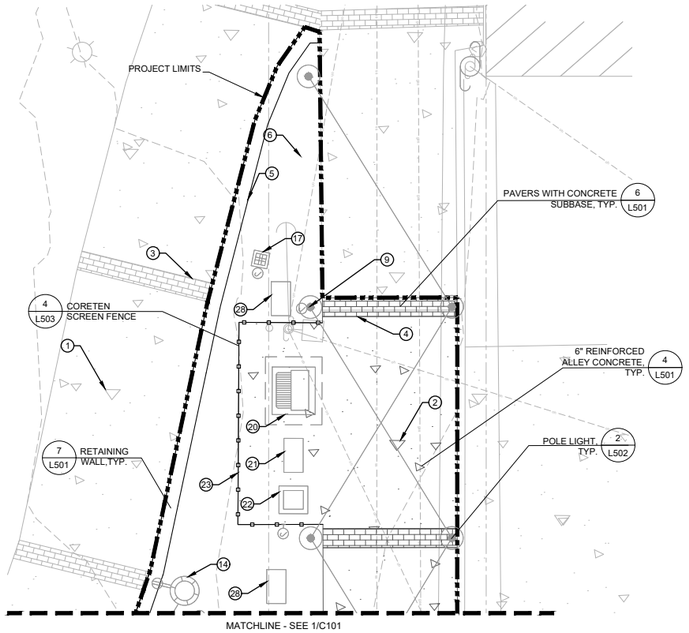

PARKING
STRUCTURE
HOTEL
EVENT/CONFERENCE
CENTER
6th AVE.
BLAINE STREET
Blaine St.
Indian Creek
Bridges
Playground
Indian Creek
Plaza

On these two pages, you can see where the 70,000 square foot conference center is located. This space is currently occupied by the old city hall and the current fire department, which has plans to relocate to another spot.

Once Arthur and 7th Avenue are closed to traffic, then the circled area would be converted to a playground for kids. The musical percussion instruments in this location, would be placed in various spots around the plaza and along the 7th Avenue Plaza.

Also note that along Kimball Avenue, behind the Indian Creek Plaza stage (second circle) will be a new signature restaurant for the Plaza District, cementing ownership of the district as a premier dining destination.

The lower, center circle will be converted from the vineyard to an additional gathering area, a project slated for development in 2026. See next pages for the overall site plan details.



2 C101 OVERALL SITE PLAN

0 2.5 5 10

SCALE: 1" = 5'

NORTH

SHEET NOTES

1. ALL WORK, MATERIALS AND DETAILS PERTAINING TO CONSTRUCTION SHALL BE IN COMPLETE ACCORDANCE WITH THE CITY OF CALDWELL, IDAHO STATE PUBLIC WORKS CONSTRUCTION STANDARDS, PROJECT SPECIFICATIONS, AND ALL OTHER GOVERNING AGENCIES' STANDARDS. REFER TO THE PROJECT SPECIFICATIONS FOR THE COMPLETE WORK COVERAGE.
2. THE CONTRACTOR SHALL MATCH EXISTING PAVEMENT IN GRADE AND ALIGNMENT.
3. THE CONTRACTOR IS RESPONSIBLE FOR REPAIRS OF DAMAGE TO ANY EXISTING IMPROVEMENTS DURING CONSTRUCTION, SUCH AS, BUT NOT LIMITED TO, DRAINAGE, UTILITIES, PAVEMENT, STRIPING, CURB, ETC. REPAIRS SHALL BE EQUAL TO OR BETTER THAN EXISTING CONDITIONS.

PAVING NOTES

1. PAVEMENT SHALL BE PLACED IN ACCORDANCE WITH THE STATE OF IDAHO DIVISION OF PUBLIC WORKS AND PROJECT SPECIFICATIONS.

KEYNOTES

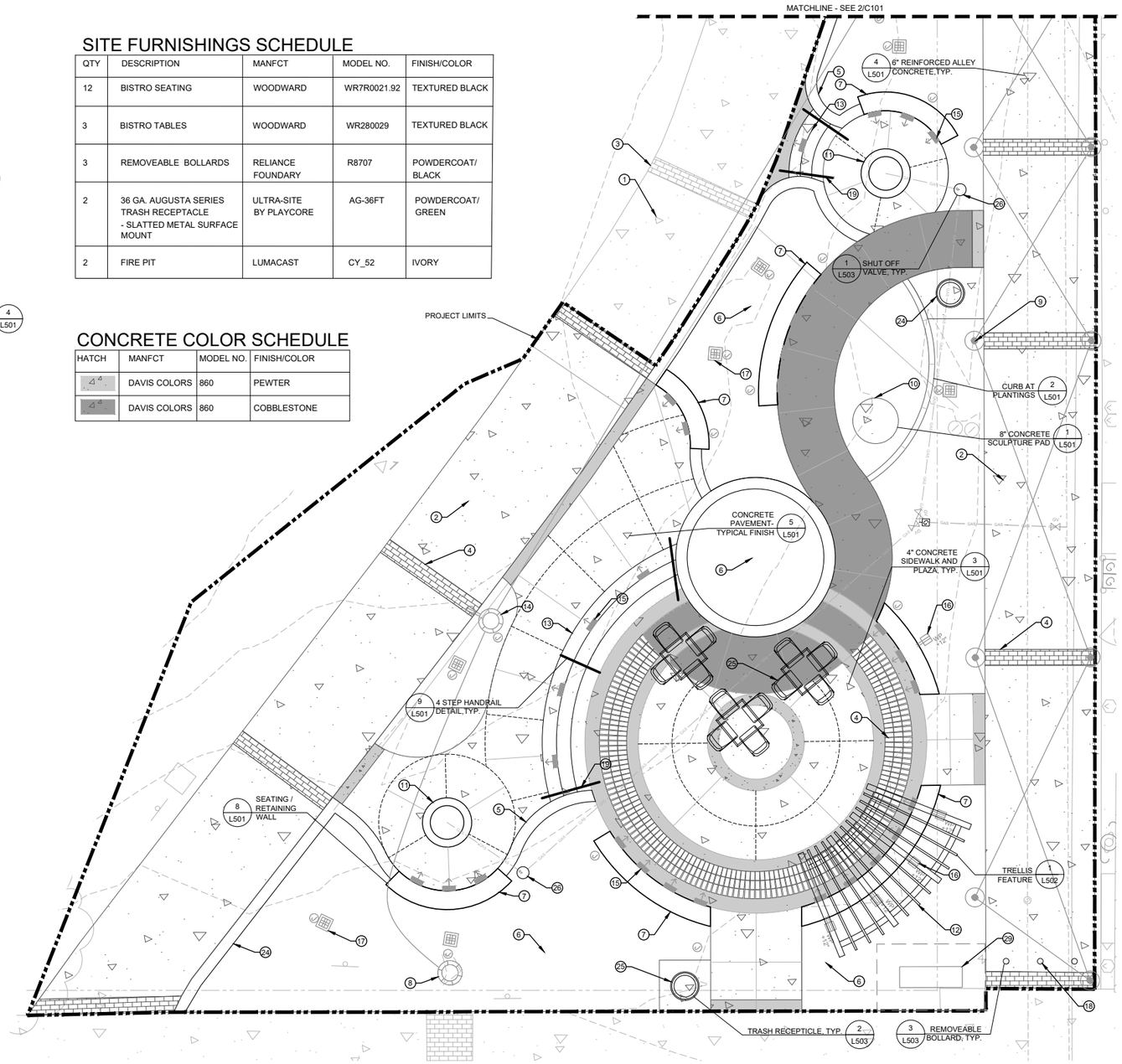
1. EXISTING CONCRETE SIDEWALK
2. NEW CONCRETE SIDEWALK. SEE DETAIL (4/L501)
3. EXISTING BRICK BANDS
4. NEW BRICK BANDS. SEE DETAIL (6/L501)
5. RETAINING WALL. SEE DETAIL (7/L501)
6. PLANTER. SEE PLANTING PLAN (L301).
7. SEATING RETAINING WALL. SEE DETAIL (8/L501)
8. EXISTING RELOCATED ORNAMENTAL LIGHTING. SEE ELECTRICAL.
9. NEW 6" DIA. HOLLOW METAL POST WITH CAP FOR STRING LIGHTS. SEE DETAIL (2/L502) FOR POST, SEE ELECTRICAL FOR STRING LIGHT INSTALLATION INFORMATION
10. 8" CONCRETE PAD FOR FUTURE COMMUNITY ART WORK. SEE DETAIL (1/L501).
11. CYLINDRA FIRE PIT BY LUMACAST. SEE SITE FURNISHINGS SCHEDULE FOR DETAILS. INSTALL FIRE PIT PER MANUFACTURERS SPECIFICATIONS.
12. TRELLIS FEATURE. SEE DETAIL (1/L502) AND STRUCTURAL SHEETS.
13. STAIRS. SEE DETAIL (9/L501)
14. ORNAMENTAL STREET LIGHTS. SEE ELECTRICAL.
15. PLAZA LIGHTING. SEE ELECTRICAL.
16. ELECTRICAL POWER WALL. SEE ELECTRICAL.
17. POWER RECEPTACLE ON CONCRETE POST. SEE ELECTRICAL.
18. REMOVABLE BOLLARDS. SEE SITE FURNISHINGS SCHEDULE AND DETAIL (3/L503). INSTALL REMOVABLE BOLLARDS PER MANUFACTURERS SPECIFICATIONS.
19. HANDRAILS. SEE DETAILS (10/L501).
20. TRANSFORMER. SEE ELECTRICAL.
21. TAP BOX. SEE ELECTRICAL.
22. METER BOX. SEE ELECTRICAL.
23. CORETEN SCREEN FENCE. SEE DETAIL (4/L503).
24. DECORATIVE FREESTANDING WALL. SEE DETAIL (7/L501).
25. TRASH RECEPTACLE. SEE SITE FURNISHINGS SCHEDULE AND (2/L503) FOR DETAILS. INSTALL TRASH RECEPTACLE PER MANUFACTURERS SPECIFICATIONS.
26. BISTRO TABLES AND SEATING. SEE SITE FURNISHINGS SCHEDULE FOR DETAILS. INSTALL TRASH RECEPTACLE PER MANUFACTURERS SPECIFICATIONS.
27. GAS TIMER/SHUTOFF VALVE. SEE DETAIL (1/L503)

SITE FURNISHINGS SCHEDULE

QTY	DESCRIPTION	MANFCT	MODEL NO.	FINISH/COLOR
12	BISTRO SEATING	WOODWARD	WR7R0021.92	TEXTURED BLACK
3	BISTRO TABLES	WOODWARD	WR280029	TEXTURED BLACK
3	REMOVEABLE BOLLARDS	RELIANCE FOUNDARY	R8707	POWDERCOAT/ BLACK
2	36 GA. AUGUSTA SERIES TRASH RECEPTACLE - SLATTED METAL SURFACE MOUNT	ULTRA-SITE BY PLAYCORE	AG-36FT	POWDERCOAT/ GREEN
2	FIRE PIT	LUMACAST	CY_52	IVORY

CONCRETE COLOR SCHEDULE

HATCH	MANFCT	MODEL NO.	FINISH/COLOR
	DAVIS COLORS	860	PEWTER
	DAVIS COLORS	860	COBBLESTONE



1 C101 OVERALL SITE PLAN

0 2.5 5 10

SCALE: 1" = 5'

NORTH

Cushing Terrell

cushingterrell.com
888.757.9522

CALDWELL, IDAHO
BID DOCUMENTS

ALLEY IMPROVEMENTS ALONG INDIAN CREEK

05.18.2023

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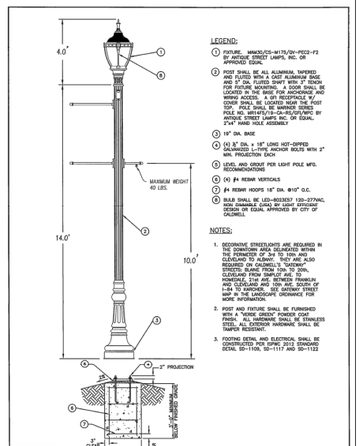
100% BID DOCUMENTS

05.18.2023
PROJECT # | COC. ALLEY
DRAWN BY | MARQUIS
CHECKED BY | HANSEN
REVISIONS
-



LEGEND:

1. FIXTURE, MANOR/CS-W175/DV-PCCD-F2 BY ANTIQUE STREET LAMPS, INC. OR APPROVED EQUAL
2. POST SHALL BE ALL ALUMINUM, TAPERED AND FLUTED WITH A CAST ALUMINUM BASE PLATE. POST SHALL HAVE A 4" SQUARE DOOR FOR FUTURE ADVERTISING. A DOOR SHALL BE LOCATED IN THE BASE FOR ANCHORAGE AND WIRING ACCESS. A SECOND DOOR FOR WIRING ACCESS SHALL BE LOCATED NEAR THE POST TOP. POLE SHALL BE MARINER SERIES POLE NO. MR14FS/10-CA-RS/DF/WPC BY ANTIQUE STREET LAMPS INC. OR EQUAL. 2"x4" HAND HOLE ASSEMBLY
3. 19" DIA. BASE
4. (6) 3/4" DIA. x 18" LONG HOT-DIPPED GALVANIZED L-TYPE ANCHOR BOLTS WITH 2" MIN. PROJECTION EACH
5. LEVEL AND GROUT PER LIGHT POLE MFG. RECOMMENDATIONS
6. (4) #4 REBAR VERTICALS
7. #4 REBAR HOOPS 18" DIA. @10" O.C.
8. BULB SHALL BE LED-40SE30T 120-277VAC, NON DIMMABLE (UNV) BY LIGHT EFFICIENT DESIGN OR EQUAL, APPROVED BY CITY OF CALDWELL

NOTES:

1. DECORATIVE STREETLIGHTS ARE REQUIRED IN THE DOWNTOWN AREA BOUNDED BY KEEN ON THE NORTHSIDE OF 2nd TO 10th AND CLEVELAND TO ALBANY. THEY ARE ALSO REQUIRED ON BOTH SIDES OF KIMBERLY STREETS ALONG FROM 10th TO 20th, CLEVELAND FROM EMPLOT AVE. TO KOHLER AVE. AND ON ALBANY FROM KOHLER AVENUE AND 10th AVE. SOUTH OF I-84 TO KARCHER. SEE GATEWAY STREET MAP IN THE LANDSCAPE ORDINANCE FOR MORE INFORMATION.
2. POST AND FIXTURE SHALL BE FURNISHED WITH A "KENDIC GREEN" POWDER COAT FINISH. ALL HARDWARE SHALL BE STAINLESS STEEL. ALL EXTERIOR HARDWARE SHALL BE TAMPER RESISTANT.
3. FOOTING DETAIL AND ELECTRICAL SHALL BE CONSTRUCTED PER ISPWC 2013 STANDARD DETAIL SD-1109, SD-1117 AND SD-1122

DECORATIVE STREETLIGHT POLE	DATE: 9/22/14	SL-1134	
	REV. # 1		
	ACAD FILE: SL-1134.DWG	STANDARD DRAWING NO.	

NOTES

1. ALL STREET LIGHT LOCATIONS SHALL BE APPROVED BY THE CITY OF CALDWELL PRIOR TO INSTALLATION.
2. ALL MATERIALS SUCH AS STREETLIGHTS, POLES AND APPURTENANCES SHALL BE APPROVED BY THE CITY OF CALDWELL. ALL STREET LIGHT INSTALLATIONS (EXCEPT DECORATIVE TYPE POLES) SHALL INCLUDE BULB, BALLAST, AND LIGHT SENSING EQUIPMENT THAT MEETS IDAHO POWER COMPANY STANDARDS.
3. POLES OTHER THAN IDAHO POWER CO. POLES OR DECORATIVE TYPE POLES SHALL BE SS54430SF OR SS54420SF BY COOPER LIGHTING OR APPROVED EQUAL. POLE SPACING SHALL NOT EXCEED 350 FEET. FIXTURES SHALL BE VP-4B-ACI-150-MT-PCR "LUMARK", AS MANUFACTURED BY COOPER LIGHTING WITH SF SERIES, "TWIST LOCK PHOTOCELL", OR APPROVED EQUAL.
4. DECORATIVE TYPE POLES SHALL BE MARINER SERIES POLE NO. MR14FS/10-CA-RS/DF/WPC BY ANTIQUE STREET LAMPS, INC. DECORATIVE POLE SPACING SHALL NOT EXCEED 80 FEET.
5. BULB, BALLAST AND FIXTURE SHALL BE SIZED FOR 100 WATT HIGH PRESSURE SODIUM FOR RESIDENTIAL AREAS. WATTAGE MAY BE INCREASED TO 200 WATTS FOR STREETLIGHTS FRONTING ARTERIAL AND COLLECTOR STREETS AND FOR CRITICAL INTERSECTIONS WITH PRIOR APPROVAL OF THE CITY ENGINEER. 250 WATT BULBS SHALL BE USED ON ARTERIALS ONLY AND PRE-APPROVED BY THE CITY ENGINEER FOR ANY FACILITIES INTENDED FOR DEDICATION TO THE CITY. 175 WATT MULTIPLE BULBS MAY BE USED ON ARTERIAL AND COLLECTOR FRONTAGES OR AT INTERSECTIONS WITH PRIOR APPROVAL OF THE CITY ENGINEER.
6. THE STREET LIGHT POWER SUPPLY SHALL INCLUDE CONDUIT, WIRING, JUNCTION BOXES AND ANY REQUIRED WALL PENETRATION AND SEALING.
7. THE ELECTRICAL SERVICE PANEL, BREAKER BOX SHALL CONSIST OF A 200 AMP, SINGLE PHASE BOX AND SHALL PROVIDE SUFFICIENT CIRCUITS PER THE N.E.C. FOR THE NUMBER OF STREET LIGHTS REQUIRED.
8. FOR DECORATIVE TYPE POLES, ELECTRICAL POWER SHALL BE ROUTED THROUGH A LIGHT SENSING SWITCH, WHICH SHALL BE MOUNTED ON TOP OF THE SERVICE PANEL.
9. ALL ELECTRICAL CONDUITS SHALL MEET N.E.C. REQUIREMENTS FOR SIZE AND TYPE OF MATERIAL USED. ELECTRICAL CONDUITS SHALL BE PLACED PARALLEL WITH AND WITHIN TWO (2) FEET OF THE BACK OF SIDEWALK. ALL ELECTRICAL CONDUITS SHALL HAVE A MINIMUM BURIED DEPTH OF 30-INCHES AND SHALL BE MARKED WITH BURIED WARNING TAPE "CAUTION" BRAND 450DB, 2-MIL, 6INX 1,000 LIN. FT. OR APPROVED EQUAL. ALL PULL CORDS SHALL BE "CENTIX" BRAND 450DB, 2-MIL, 6INX 1,000 LIN. FULL-STRENGTH CORDS OR APPROVED EQUAL.
10. THE STANDARD WIRING SHALL CONSIST OF A THREE-WIRE CIRCUIT PLUS GROUND. ALL WIRE SHALL BE COPPER, ADEQUATELY SIZED TO HANDLE THE CONNECTED LOAD AND TO MEET N.E.C. REQUIREMENTS. WIRING FOR ALTERNATE PHASES BETWEEN POLES IS REQUIRED FOR LOAD DIVERSIFICATION.
11. JUNCTION BOXES SHALL BE LOCATED WITHIN 5-FEET OF THE BASE OF THE LIGHT POLE. JUNCTION BOXES SHALL BE TRAFFIC RATED IF LOCATED IN A DRIVEWAY OR ALLEY APPROACH. THE LID ON THE JUNCTION BOX SHALL BE LABELED "POWER" OR "ELECTRICAL". IF PULL BOXES ARE USED, THEY SHALL BE ELECTRICAL TYPE PULL BOXES AND LIDS SHALL BE LABELED "ELECTRICAL".
12. PRIOR TO DEDICATION TO THE CITY, THE CONTRACTOR SHALL SUBMIT TO THE CITY ENGINEER, WRITTEN APPROVAL FROM THE IDAHO STATE ELECTRICAL INSPECTOR THAT THE LIGHTING SYSTEM COMPONENTS THAT WILL BE OPERATED AND MAINTAINED BY THE CITY HAVE BEEN INSTALLED IN ACCORDANCE WITH THE APPROVED PLANS AND SPECIFICATIONS AND ALL APPLICABLE STATE AND NATIONAL ELECTRICAL CODES. AFTER SUCH SUBMITTAL, ALL NEW OR REPLACED STREETLIGHTS SHALL BE ENERGIZED AND THEIR OPERATION DEMONSTRATED IN THE PRESENCE OF THE CITY ENGINEER.

LUMAIRE REQUIREMENTS

STREET DESIGNATION	LUMINAIR MOUNTING HEIGHT	LAMP*** WATTAGE	** MAXIMUM POLE SPACING AT 1% OF ROADWAY	STREET WIDTH	MAST ARM LENGTH
RESIDENTIAL	20'	52	350'	33'-0" TBC TO TBC	1'
INDUSTRIAL	25'	105	350'	52'-0" TBC TO TBC	5'
COLLECTOR	25'	105	350'	48'-0" TBC TO TBC	5'
MINOR ARTERIAL	25'	105	350'	48'-0" TBC TO TBC	TBD
PRINCIPAL ARTERIAL	25'	105	350'	70'-0" TBC TO TBC	TBD
DECORATIVE* POLES	14'	100	80'	VARIES	NA

* SEE SHEET SL-1134 FOR DECORATIVE STREETLIGHT LOCATION REQUIREMENTS.

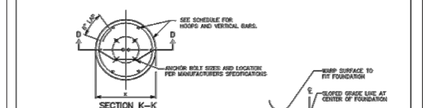
** SPACING TO BE STAGGERED ON OPPOSITE SIDE OF STREET INTERVALS, EXCEPT ON CURVES WHERE SPACING SHALL BE DETERMINED BY THE CITY ENGINEER.

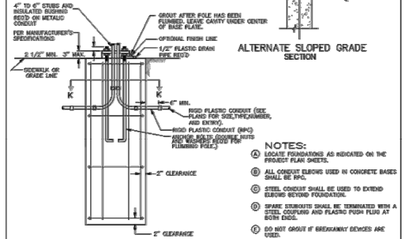
*** PER CALDWELL STANDARD DETAIL SL-1134 & SL-1135

STREET LIGHT SPACING SCHEDULE	DATE: 9/21/2015	SL-1133	
	REV. # 1		
	ACAD FILE: SL-1133.DWG	STANDARD DRAWING NO.	

POLE FOUNDATION SCHEDULE

POLE TYPE	MTAHT.	MAST ARM LENGTH	FOUNDATION TYPE	X	Y	REQ'D. REINFORCING	VERTICAL REINFORCING	HOOPS	CONCRETE
PEDESTRIAN SIGNAL POLE	14'		C	2'-0"	3'-0"	4 #4	8 #4	24"-0"	.6
LIGHT POLE	25'-30'	ALL	A	2'-0"	5'-0"	4 #4	6 #4	28"-0"	.8

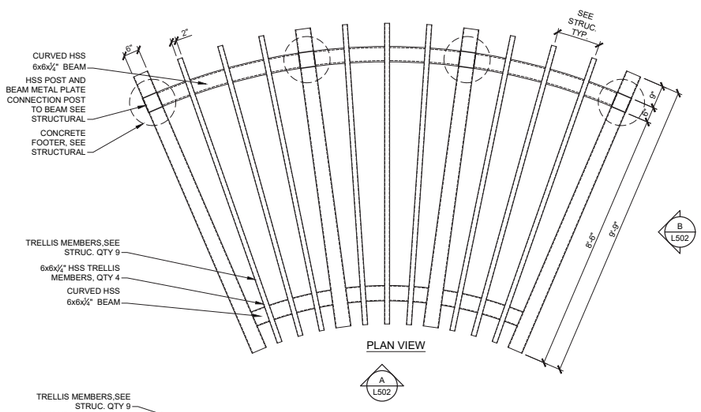


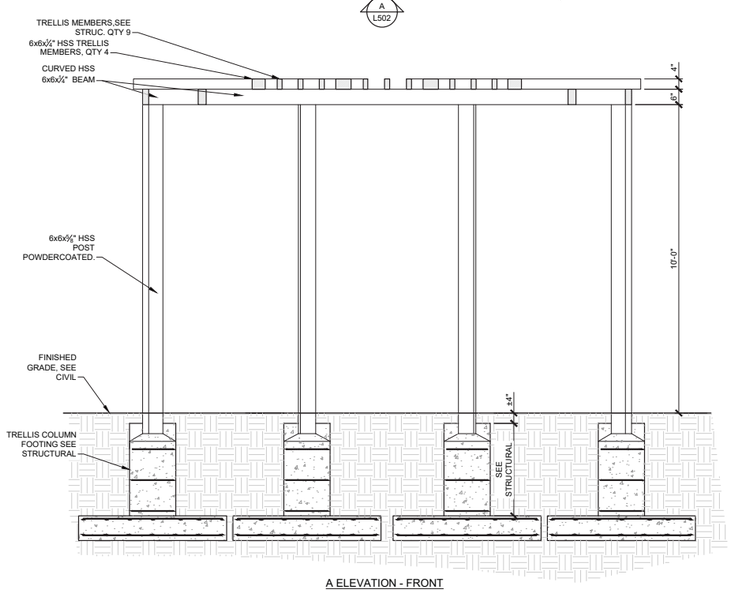


NOTES:

A. LOCATE FOUNDATIONS AS INDICATED ON THE PROJECT PLAN SHEETS.
B. ALL CONDUIT ELBOWS USED IN CONCRETE BASES SHALL BE RPC.
C. STEEL CONDUIT SHALL BE USED TO EXTEND ELBOWS BEYOND FOUNDATION.
D. SPARE STUBOUTS SHALL BE TERMINATED WITH A STEEL COUPLING AND PLASTIC PUSH PLUG AT BOTH ENDS.
E. DO NOT GROUT 6" BREAKAWAY DEVICES ARE USED.
F. SEE SD-1117 FOR GROUNDING DETAILS.

IDAHO STANDARDS FOR PUBLIC WORKS CONSTRUCTION	STANDARD SIGNAL POLE FOUNDATION DETAIL	STANDARD DRAWING NO. SD-1109



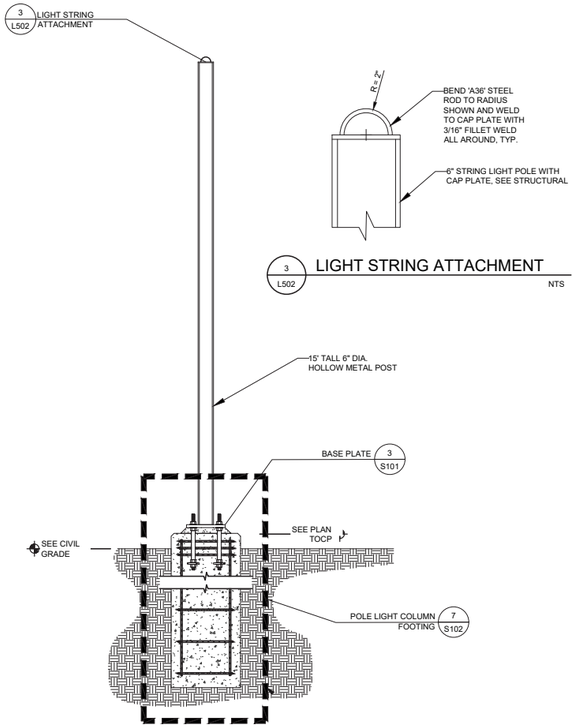


A ELEVATION - FRONT

NOTES:

1. SEE STRUCTURAL SHEETS FOR MORE INFORMATION.
2. ALL POSTS, BEAMS AND TRELLIS MEMBERS AND CONNECTIONS TO BE POWDERCOATED BLACK.
3. CONTRACTOR TO SUBMIT SHOP DRAWING TO LA PRIOR TO FABRICATION.

1 L502 FRONT TRELLIS ELEVATION



NOTES:

1. SEE STRUCTURAL SHEETS FOR MORE INFORMATION.
2. STRING LIGHT POLE TO BE POWDERCOATED BLACK, TOUCH UP PAINT IN FIELD AS NECESSARY.

2 L502 POLE LIGHT 1/2" = 1'-0"

Cushing Terrell

cushingterrell.com
800.767.9622

CALDWELL, IDAHO
BID DOCUMENTS

ALLEY IMPROVEMENTS ALONG INDIAN CREEK

05.18.2023

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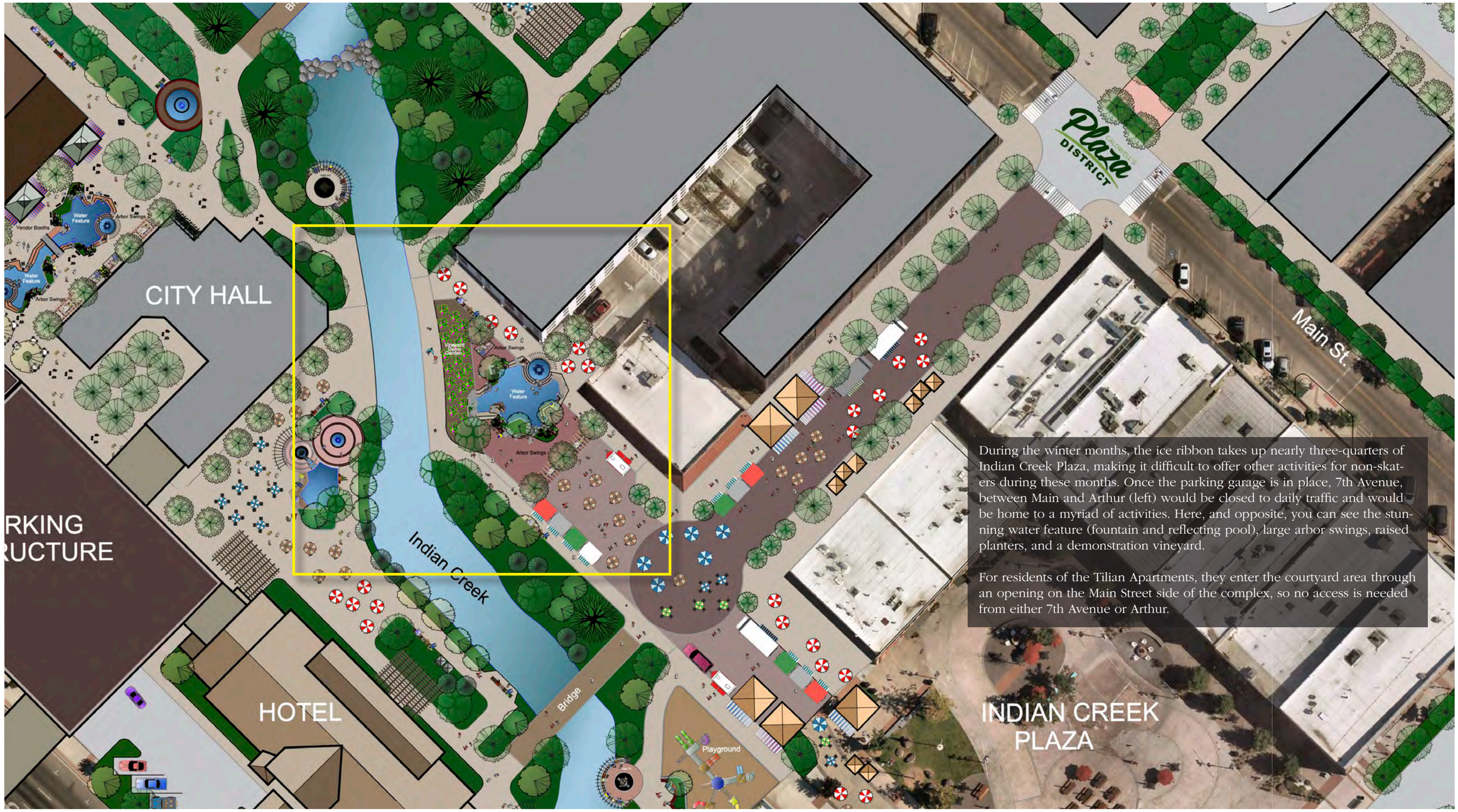
100% BID DOCUMENTS

05.05.2023
PROJECT # | COC_ALLEY
DRAWN BY | MARQUIS
CHECKED BY | HANSEN
REVISIONS
-

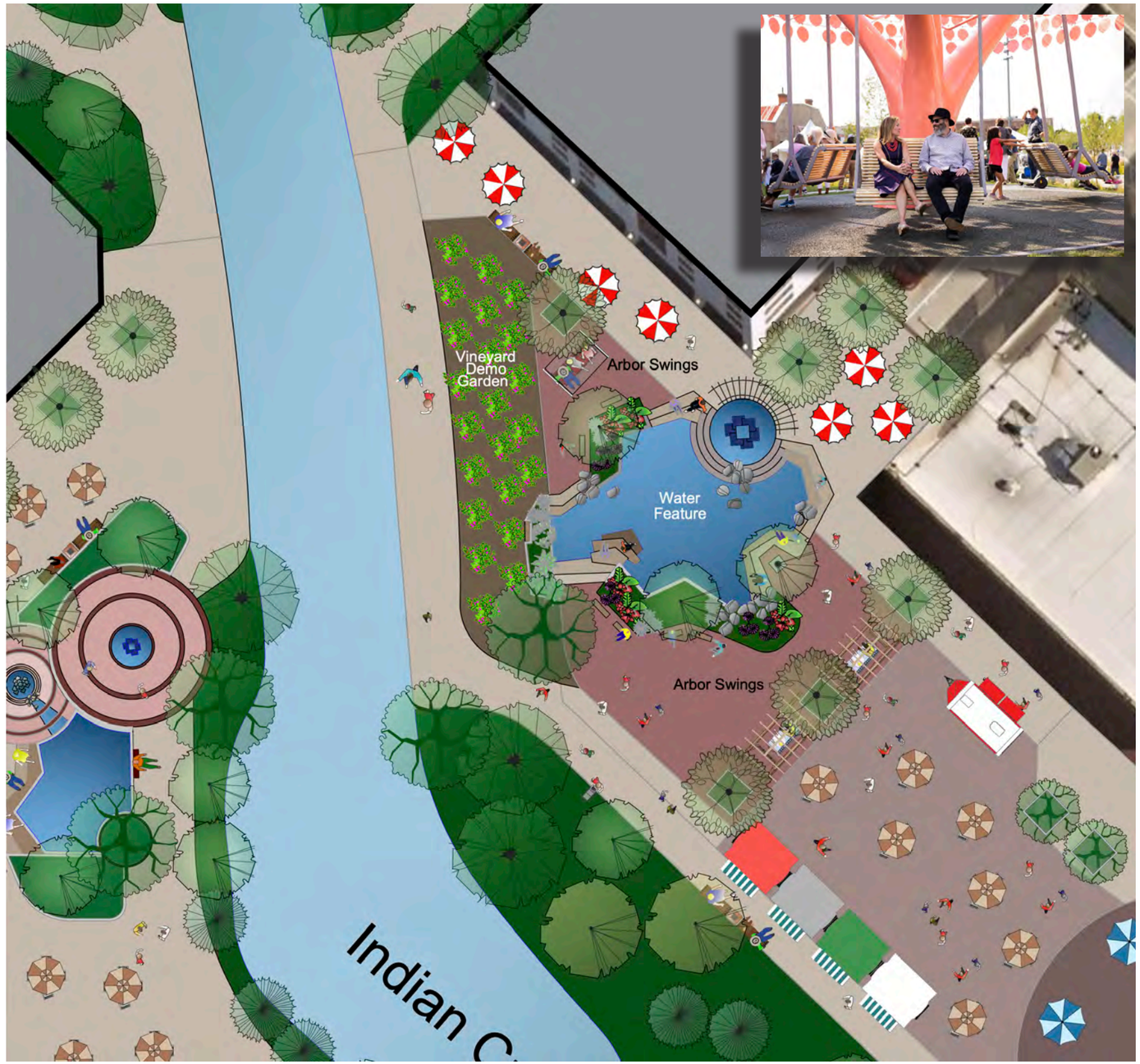
SITE DETAILS

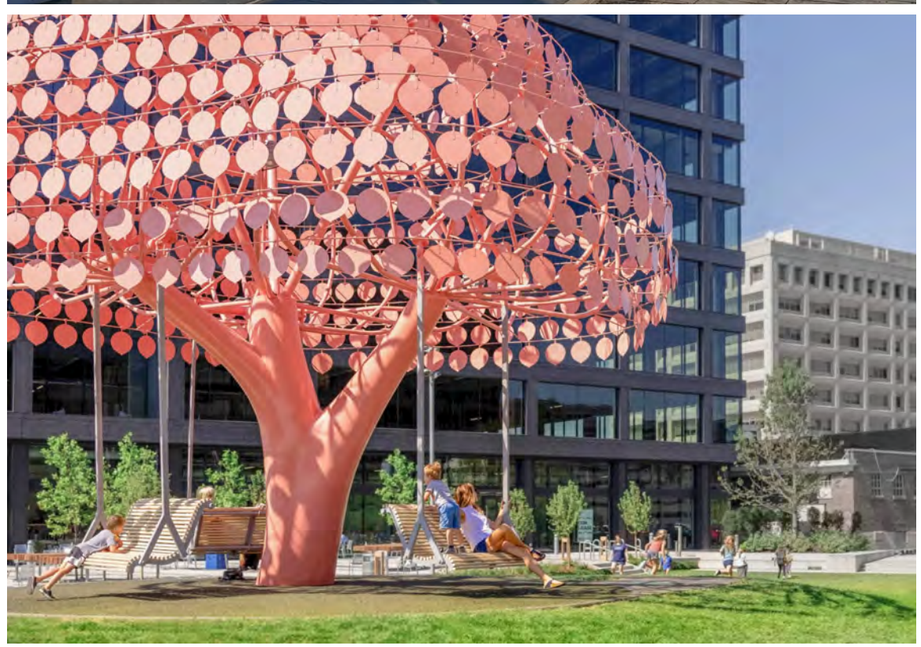
L502



During the winter months, the ice ribbon takes up nearly three-quarters of Indian Creek Plaza, making it difficult to offer other activities for non-skaters during these months. Once the parking garage is in place, 7th Avenue, between Main and Arthur (left) would be closed to daily traffic and would be home to a myriad of activities. Here, and opposite, you can see the stunning water feature (fountain and reflecting pool), large arbor swings, raised planters, and a demonstration vineyard.

For residents of the Tilian Apartments, they enter the courtyard area through an opening on the Main Street side of the complex, so no access is needed from either 7th Avenue or Arthur.


Vineyard
Demo
Garden
Arbor Swings
Water
Feature
Arbor Swings
Indian C



Once 7th Avenue becomes a pedestrian-only plaza area, the street trees would be in seating height planters, like those shown below, right, located in Whistler, British Columbia.

These would be placed on both sides of the street, as shown, left.

At the intersection of Main and 7th Avenue, pop-up bollards would be put in place and would be automatically dropped for emergency vehicles, and timed to stay down during morning delivery hours. An example, photo below, are the bollards used along Santa Monica's 3rd Street Promenade.

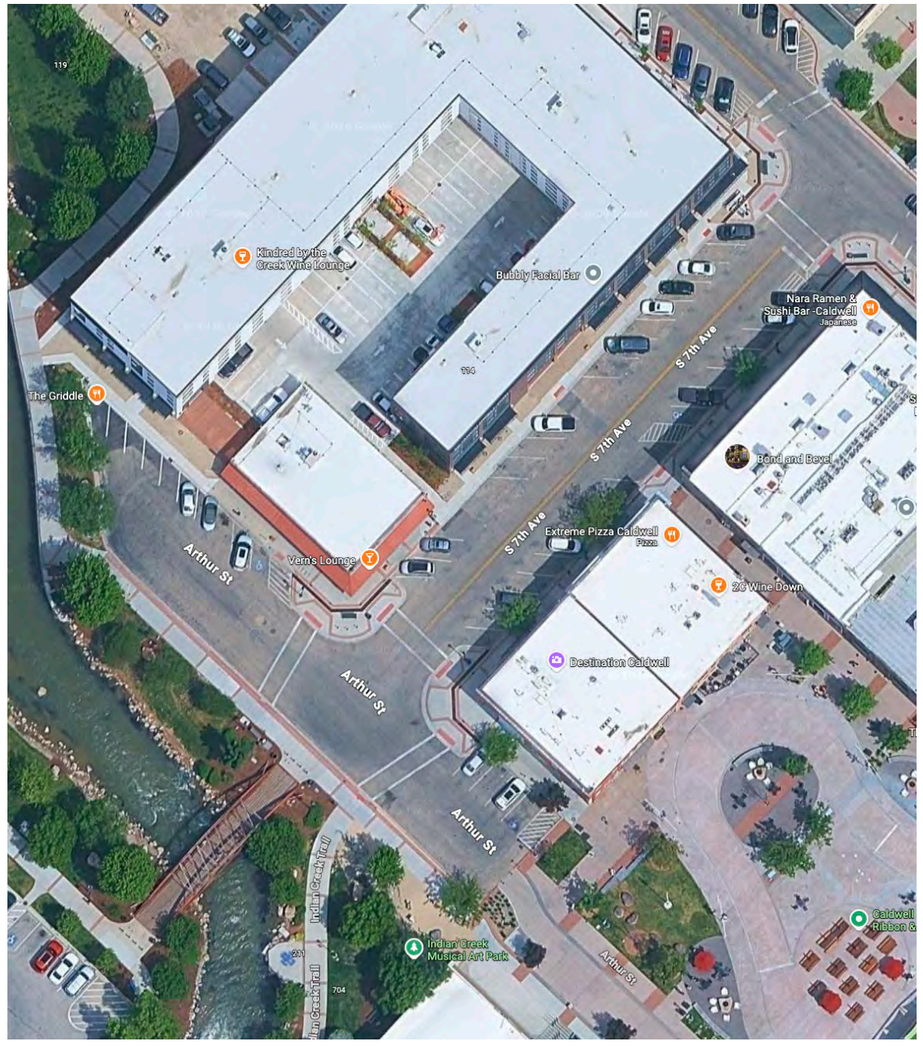
N
NOT TO SCALE

SUMMER EVENT PERSPECTIVE #1

VIEW LOOKING NORTHWEST
DOWN ARTHUR ST TO S 7TH AVE

Cushing Terrell

Along 7th and Arthur there are approximately 42 parking spaces, which won't be needed once the parking garage has been developed, which will be directly across the creek. When that happens 7th and Arthur would be closed to all traffic except for deliveries (up until 10:30 each morning) and emergency vehicles. Because the ice ribbon takes up so much of Indian Creek Plaza during the winter months, adding the "7th Avenue Plaza" to the mix will allow room for all types of additional activities for non-skaters, for the farmers market, and will create patio space so the restaurants and coffee shops along 7th and Arthur can provide outdoor seating. Destination Caldwell had Cushing Terrell draw up some concepts of how Arthur would look once converted to a gathering space, both in the winter and during the summer months.



N
NOT TO SCALE

SUMMER PERSPECTIVE #1

VIEW LOOKING SOUTHEAST DOWN ARTHUR ST
TOWARDS INDIAN CREEK PLAZA

Cushing Terrell

Making downtown a pedestrian-only village

The ultimate goal for the Plaza District is for it to become 100% about people, not cars. What has been the standard throughout most of Western Europe for centuries is coming to the United States: pedestrian-focused village centers.

People now, more than ever, want out of their cars in a safe, intimate, pedestrian-only environment.

The plan would be to have all vehicles, other than delivery and emergency vehicles, out of this Plaza District core area.

As of the writing of this plan (March of 2026), there's still time to rework a bit of The Commons so that their tenants and guests use the upcoming parking garage rather than surface parking, making this entire "village area" vehicle free.

On the opposite page is the next area on the southeast side of Kimball Avenue, which will be home to the new dining district. This area, within the yellow boundaries, would also become, over time, a pedestrian-only village.

This plan already calls for eliminating 9th Avenue between Arthur and Blaine but, over time, would also include closing Arthur in front of the theater between 10th and 9th Avenues. Many of the folks we spoke with during this process actually suggested that Main Street be permanently closed between Kimball and 7th Avenue, which could take place if a second parking structure were to be developed closer to the rail tracks, keeping access easy and convenient.

But in this plan, Kimball Avenue is the primary gateway and through-street, and traffic would continue along Main Street, 9th Avenue north of Arthur.

The closure of 9th Avenue between Arthur and Blaine is coming up in this plan.

When addressing parking, the age-old standard was that each business (or residence) would provide a certain number of parking spaces per square foot of business space. In some cities this was altered by the type of business.

But those days have largely disappeared across the country as cities have moved to the more modern concept of having shared parking in downtown core areas.

The days of large department stores in a downtown (or anywhere, for that matter) have gone by the wayside, and today downtown shops are often only 500 square feet and are used by Etsy-style small shops. This includes cupcake shops, ice cream and yogurt eateries, small coffee shops, flower shops and the like. In a high-density downtown, such as Caldwell has, it would be nearly impossible for someone to open up a candle shop and then find a place to develop two parking spaces.

Speaking of candle shops, the types of shops coming into downtowns include the butcher, the baker, and the candlestick maker.

Instead of forcing these small businesses to provide adequate parking, cities have moved to implementing "impact fees" and these are used to create city-owned public parking structures as we have in this plan (see site plan, left).

For clarification purposes, the average approximate cost to develop a single street-level parking space is approximately $8,000. On the other hand, developing a single space in a parking garage is just under $30,000 per space.

This is expensive, but the city sees a great return in property and other local taxes by having high density shopping, dining, and entertainment businesses and venues. These bring to the city far more revenues than a parking lot does.

In the case of Caldwell, this plan calls for two downtown hotels, one next to City Hall and the other across the creek. These two properties would be home to approximately 175 hotel rooms.

While hotels rarely run at 100% occupancy, typical parking will include one space for every hotel room. This accommodates for an average of about 90% occupancy, plus parking for ten or so employees at any one time.

For Caldwell, these two properties would either buy (condo spaces) or lease 175 parking spaces in the new parking garage based on a negotiated or set impact fee. This helps fund the development of the garage, and provides dedicated parking for hotel guests and workers.

This same scenario could work for The Commons and other development projects coming into downtown Caldwell.

When it comes to parking fees, this plan recommends that there be a charge to park in the parking garage, but not for on-street parking.

One idea that has worked well in many cities is to have a fee along the lines of $1 per hour up to $5, and after that it's free.

If a person is coming downtown for lunch and to visit a couple of shops or spend time on Indian Creek Plaza, it only costs a couple of dollars. For a downtown worker, it would never cost more than $5 per day.

Most people find this to be very workable. After all, they get covered parking (out of rain, snow, ice or hot sun), unless they park on the roof level, for just a dollar or two.

These fees do not generate the kind of funds to pay for building the parking garage, but they do cover the cost of maintaining the structure, staffing of it at entrance and exit gates, security, and for parking enforcement.

The City of Caldwell would set up a Parking Authority that would handle all things related to parking within this district including setting parking fees.

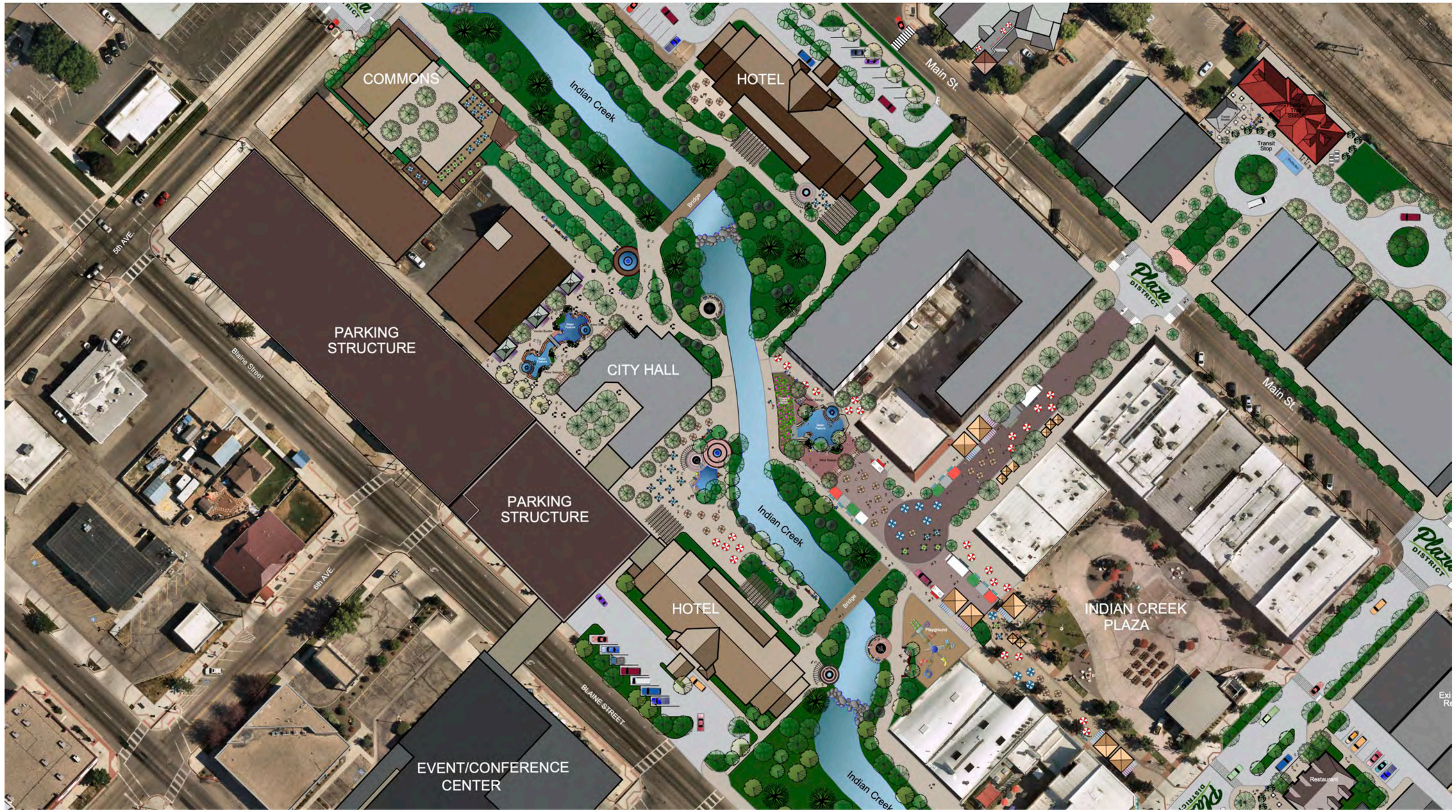
When visiting Newport on the Levy in northern Kentucky, we parked in the parking garage (it was a weekend) and were greeted with a note that stated that if we spent more than $30 while there, parking would be free.

When leaving you show the parking attendant your receipts for that day and that visit, and if it totals $30 or more, the parking fee is waived.

We found out that it was surprising how many people, if they had only spent $20, would find a way to spend the other $10 so they could get the $5 parking fee waived.

In Greenville, South Carolina, a local bank or business will sponsor free parking over a weekend or for a few days. They cover the revenues the parking authority would typically see over those days and in exchange, they are provided signage, sandwich boards and other marketing, letting people know that parking is free, this weekend, courtesy of such-and-such bank.

We would suggest that parking be free on Sundays to accommodate Calvary Chapel and HisStory Church, both of which are downtown. Sunday is typically the slowest day of the week for retail, so this would create an incentive to come downtown on Sundays.


COMMONS
Indian Creek
HOTEL
Main St.
Transit Stop
8th AVE.
PARKING STRUCTURE
Bridge
CITY HALL
Plaza DISTRICT
Blaine Street
PARKING STRUCTURE
Indian Creek
Main St.
6th AVE.
HOTEL
Bridge
INDIAN CREEK PLAZA
BLAINE STREET
EVENT/CONFERENCE CENTER
Indian Creek
Restaurant

The parking structure planned for Caldwell would be located along Blaine Boulevard and would span from 5th Avenue southeast to in front of City Hall, where the city already owns that parking lot.

To do so requires the acquisition of eight properties (right) currently home to an automotive oil-change shop, vape shop, a small residence, and a small Mexican restaurant, which we would love to see on 5th Avenue in the Garden District.

This parking garage would provide more than 700 spaces on four floors (three levels with rooftop parking). Even after accommodating two hotels, The Commons, new businesses that would rely on the parking garage, and the loss of the parking in front of city hall and on 7th Avenue between Main and Arthur, there will still be an increase of more than 400 net parking spaces all within a one-block walk of Indian Creek Plaza and most of the core Plaza District area.

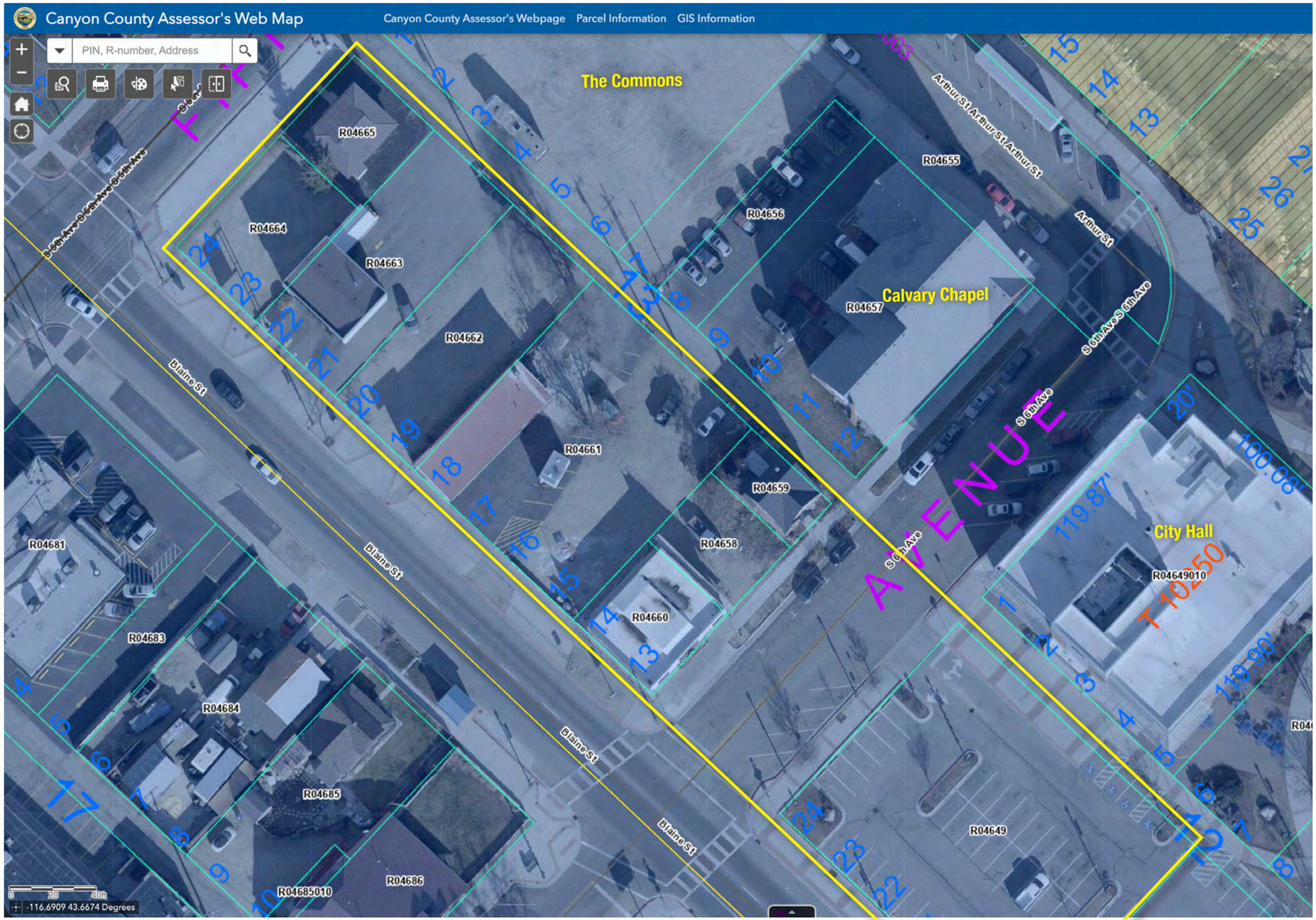
This will more than double the number of parking spaces downtown and would be enough to accommodate events at the upcoming Conference Center.

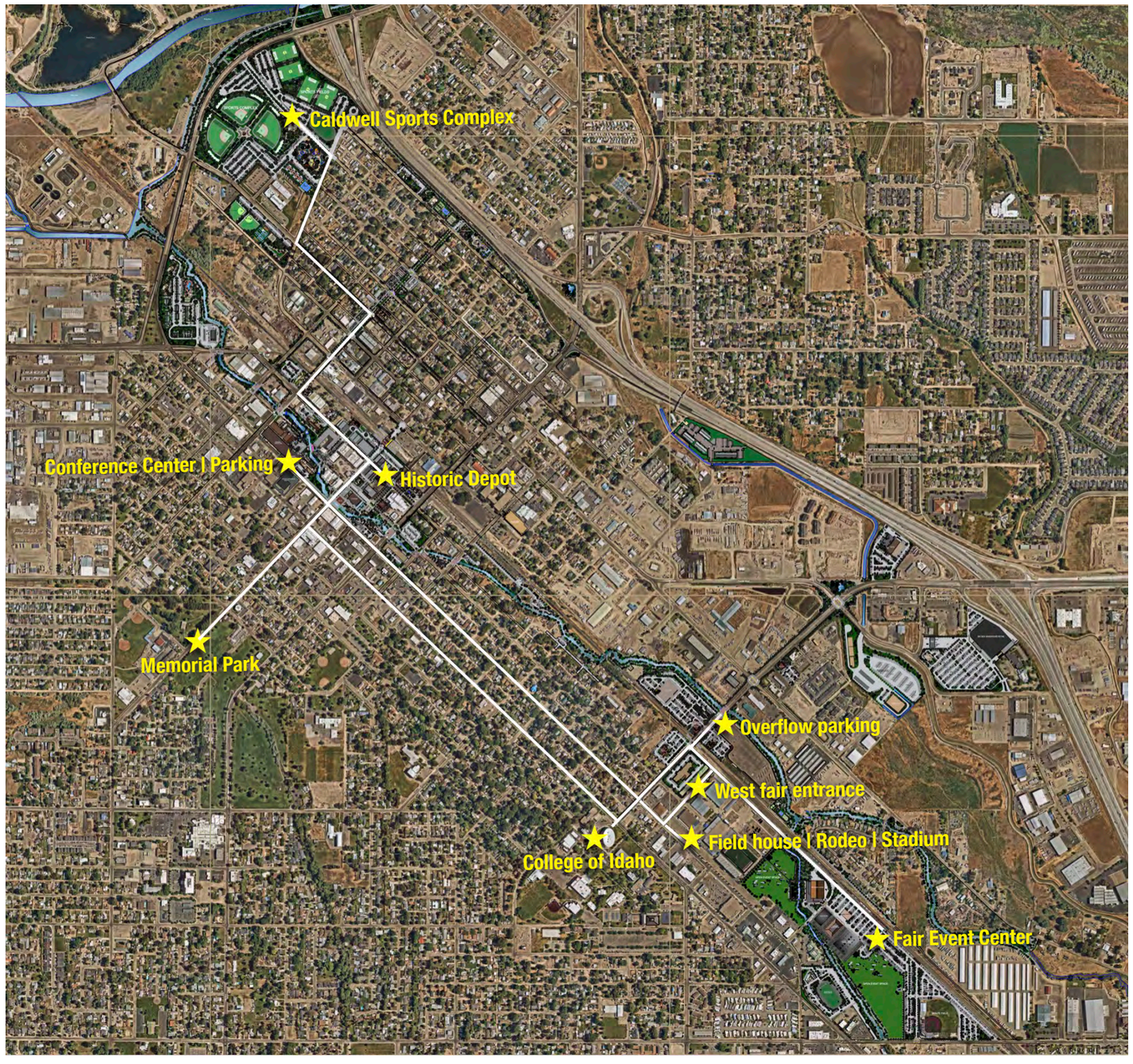
The estimated cost for the parking garage is likely to be in the $22 million range, but will spur more than $200 million in new downtown developments. With two hotels purchasing (or leasing) approximately 175 spaces, that adds up to $5.2 million of the cost. There will likely be others that also enter into long-term leases or will simply help pay for construction of the garage, bringing the cost down to approximately $15 million. This is a great, and very worthwhile investment, considering it will more than double the parking in downtown and will spur substantial new tax-base projects downtown.

We recommend working with a firm like GriffinSwinerton, who is a Design Build Finance firm that has tremendous experience with projects such as this.

The other important aspect is the use of event shuttles during large events so that people can remain parked at places such as the fairgrounds and hop on a shuttle to visit downtown.

We'll cover that in the next couple of pages.





Shuttle routes and stops

In addition to addressing downtown parking - and parking in general, finding ways to reduce traffic downtown, particularly during major events, is important. This plan includes development of nearly 1,000 parking spaces at and around the fairgrounds, and hundreds of spaces at the future Caldwell Sports Complex.

A major diversification strategy in this plan is to tap into tourism, Idaho's second-largest industry, taking advantage of the Sunnyslope Wine Trail and the proposed Conference Center, and more than 400 new hotel rooms.

The goal is to have people, once parked, leave their vehicles and then hop on board "event shuttles," from the destination (such as the fairgrounds or sports complex) to downtown.

Research has shown that if shuttles are experiential (fun, not just standard busses) and run at least every 15 to 20 minutes, people will utilize them. If they must wait longer than 20 minutes, most people will simply skip the shuttle and just drive from one location to the other.

During this process we spoke with the transportation planners at Valley Regional Transit and with management at Metro Community Services, and both agencies are more than willing to provide these services, given the chance to do some planning in advance.

In the long term, the goal is to have three to

four rubber-tire trolleys like those pictured below, opposite, where the trolley ride becomes part of the Caldwell experience.

These could be operated by a new city-developed transportation authority (in this case we've recommended a Parking & Transportation Authority) that would own and operate the trolley shuttles during major events - gradually operating even when large events are not in full swing.

The map (opposite) shows the eight trolley routes and stops plus the historic depot downtown that would become the major transit hub.

Should there be events, such as a Fly-In at the Caldwell airport, then the shuttles could be used to transport fliers into downtown to hotels, restaurants and for entertainment.

Additionally, the students at the College of Idaho who do not have cars could utilize the shuttles to frequent downtown, particularly on the weekends.

To accommodate this, it's recommended that trolley stops, like the ones in Gatlinburg, Tennessee (shown this page) be developed in these eight locations.

This could be an ideal Urban Renewal project, and they are not overly expensive and are far more experiential than a typical bus stop or transit shelter.

Here, lower right, you can see the route the shuttles (tour and regular busses) would take to the depot from Kimball Avenue. The Depot would also be a museum showing the history of Caldwell and the Treasure Valley.

Also note that 20 parking spaces were added here to make up for the loss of seven spaces needed for rail quiet zone improvements.

Kimball Ave.
Plaza
CALDWELL'S
DISTRICT
Revitalized Retail
& Restaurants
9th Ave.
Existing
Retail
Main St.
Retail
2nd Story Office
Restaurant
Retail
Existing
Retail
Plaza
CALDWELL'S
DISTRICT

Expanding the retail shopping district

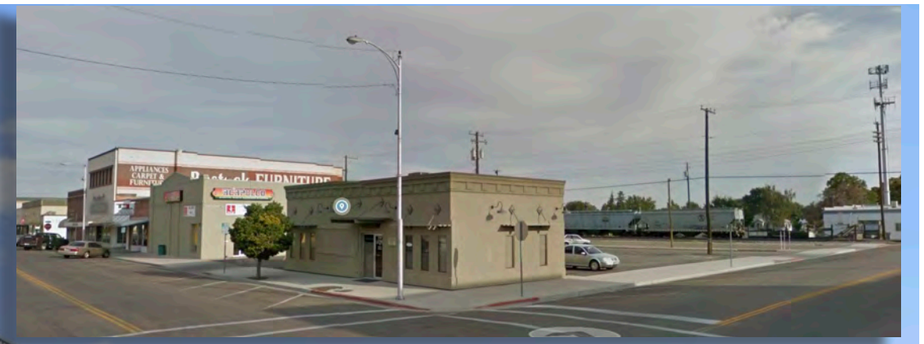
During the Caldwell 3.0 revitalization and the development of Indian Creek Plaza, millions of dollars (both public and private investment) were poured into the buildings along the southwest side of Main Street, while little has changed on the northeast side.

A major element of this plan is to work with property owners to revitalize their buildings and to assist them in recruiting a new business mix that will make downtown Caldwell a true shopping destination.

During the feasibility research, we found that Caldwell is in need of at least 60,000 square feet of additional retail in the Plaza District, and much - if not nearly all - of that can be accommodated in these blocks (from 5th to 9th Avenues).

Most of the buildings along here (also see photos, next pages) can use a remix of type of business more conducive to a successful downtown business mix. The types of businesses that are feasible in downtowns (with populations of 25,000+) are listed on Page 217. This business mix would allow residents to do the bulk of their shopping IN Caldwell, rather than in Nampa and Meridian.

Many of these buildings can also be home to either upper story residential or office space - another great need in Caldwell. The inset photo (right) is shown as a much larger, multi-story building on the opposite page, at the corner of 9th Avenue and Main Street.



Golden Palace
CHINESE & AMERICAN MENU
Golden Palace
OPEN
DODGE

What makes a downtown outstanding

Over a seven-year span, the Destination Development Association (DDA) surveyed and visited nearly 2,000 downtowns and downtown districts, in cities and towns ranging from 300 residents to well over a million. The median-sized city was between 40,000 and 60,000 residents, about the size of Caldwell.

Nearly a third of them were in suburban areas, much like Caldwell.

The goal was to find 400 of the most successful with criteria including:
- Less than a 1% turnover rate each year
- Less than 1% vacancy rate
- Downtown is a draw for locals & visitors
- Retail lease rates are higher than the national average
- Investments are continually being made in the buildings (private-sector)

Then, of those 400, the DDA team visited each to determine the most common ingredients they each had. From that came the "20 Ingredients of an Outstanding Downtown" - see poster, right).

Let's quickly go through these 20 ingredients to see where Caldwell stands today, and where this plan will help fulfill some of them.

1. Razor sharp focus: For Caldwell it's creating a Shopping, Dining & Entertainment District. The only area somewhat lacking is the shopping.

2. The action plan: That's what the original plan was (10 years ago) and this plan. Check.

3. Critical Mass: Caldwell has this in spades: In just three lineal blocks (not square blocks) at least 10 eateries, 10 retail shops, and of these, at least 10 open after 6:00. 70% of all retail sales take place after 6:00 pm.

4. Anchor Tenants: For years, Indian Creek Steakhouse was the "anchor tenant" for downtown Caldwell. Now you can add Indian Creek Plaza, Flying M Coffee, and Amano to that list.

5. Consistent hours: This is something that has to be regulated by the property owner and is desperately needed in downtown Caldwell. Lease agreements should include the days and hours each business must be open. In malls, penalties are steep for businesses that do not abide by these hours. Remember, people do the majority of their shopping after work and after school, and on weekends. Are you open?

6. Living and Staying in Downtown: This is a work in progress for Caldwell. Three downtown hotels are included in this plan, and we'd like to see upper-story spaces be converted to additional dwellings.

As a note, hotel guests will pay more to stay in a downtown hotel than a highway hotel since they will be close to a number of restaurants, shops, and activities.

7. Pioneers with Vision: Caldwell, fortunately, has this in spades. Without substantial private-sector investment, downtown Caldwell would still be a difficult place to own property or to run a business successfully .

8. Just One Block: That's all it takes to START the process. For Caldwell, it was the block of Main Street, opposite Indian Creek Steakhouse, between 7th and Kimball. This, naturally, is just the start. The more you have to offer, the further people will come to spend time in downtown.

9. Four Hour Parking: Two hour parking is a good way to kill a downtown. Luckily, this isn't an issue in Caldwell, although parking is in short supply and is addressed in this plan. Best yet: No time limits.

10. Public restrooms: Yep. Relieved visitors spend more. These are important and need to be open until 10:00 pm daily.

11. A Programmed Plaza: This is how important Indian Creek Plaza is to the entire downtown.

12. Community Gateways: Gateways are included in this plan at the 10th and 21st Avenue exits from I-84 and are extremely important to the city's image.

13. Wayfinding System: The first phase of the system will be installed, hopefully, during the spring of 2026. Check.

14. Downtown Gateways: Plans include logo crosswalks and, hopefully, a gateway into the Plaza District at Kimball and Blaine.

Additionally, pole banners will be placed throughout the three downtown districts. Check.

15. An Intimate Setting: This is where downtowns are about people, not cars. And why narrow streets and traffic calming is important. Check!

16. Blade signs: These are retail signs perpendicular to the street and sidewalks. This has been hit and miss in downtown Caldwell, and is an additional focus of this plan.

17. Sidewalk Cafe Dining: This is terrific for the eateries along Indian Creek Plaza's perimeter, but is needed and is a focus along the creek in the 9th Avenue area.

18. Curb Appeal: The shops and eateries surrounding the Plaza are terrific, but the shops on the opposite side of Main are in dire need of re-imagined curb appeal.

19. Constant Activity: The goal of a plaza is to have at least 250 days filled with at least ten different things to do at any one time, and changing every two weeks throughout the year to keep it fresh. This is a work in progress.

20. Give Downtown a Name: Yep. The Plaza District. Check.

There are very few cities that have all 20 of these ingredients. Caldwell already has 15 of these, which is outstanding. But no downtown is ever "done." You cannot rest on your laurels. Upon implementation of this plan, Caldwell will be home to one of the very best downtowns in the entire United States, bar none.

For several years, the DDA Team was located in downtown Olympia, Washington, and, in fact, created a plan to bolster its downtown. While there, a group of educators (local teachers) - some retired, decided to open up a kids store geared to hands on and educational games and experiences. The store, Wind Up Here, was a huge success and customers drove from the greater Seattle and Bellevue areas specifically to spend time at Wind Up Here. That's an hour's drive, each way, leaving an area of four-million people to visit Olympia's downtown: population 60,000 - about the same size as Caldwell.

Recently, the store owners retired and it's now home to Captain Little (photo, top left).

If you're in downtown Olympia, you'll want to walk a couple of blocks to the "whimsical boutique," Archibald Sisters, that is also worth a special trip (photos, bottom right).

The Pendleton Outlet store and Hamley Western Store, Saddle Shop and Steakhouse in downtown Pendleton, Oregon have no problem pulling customers from the Tri-Cities area of Washington, an hour away - each way.

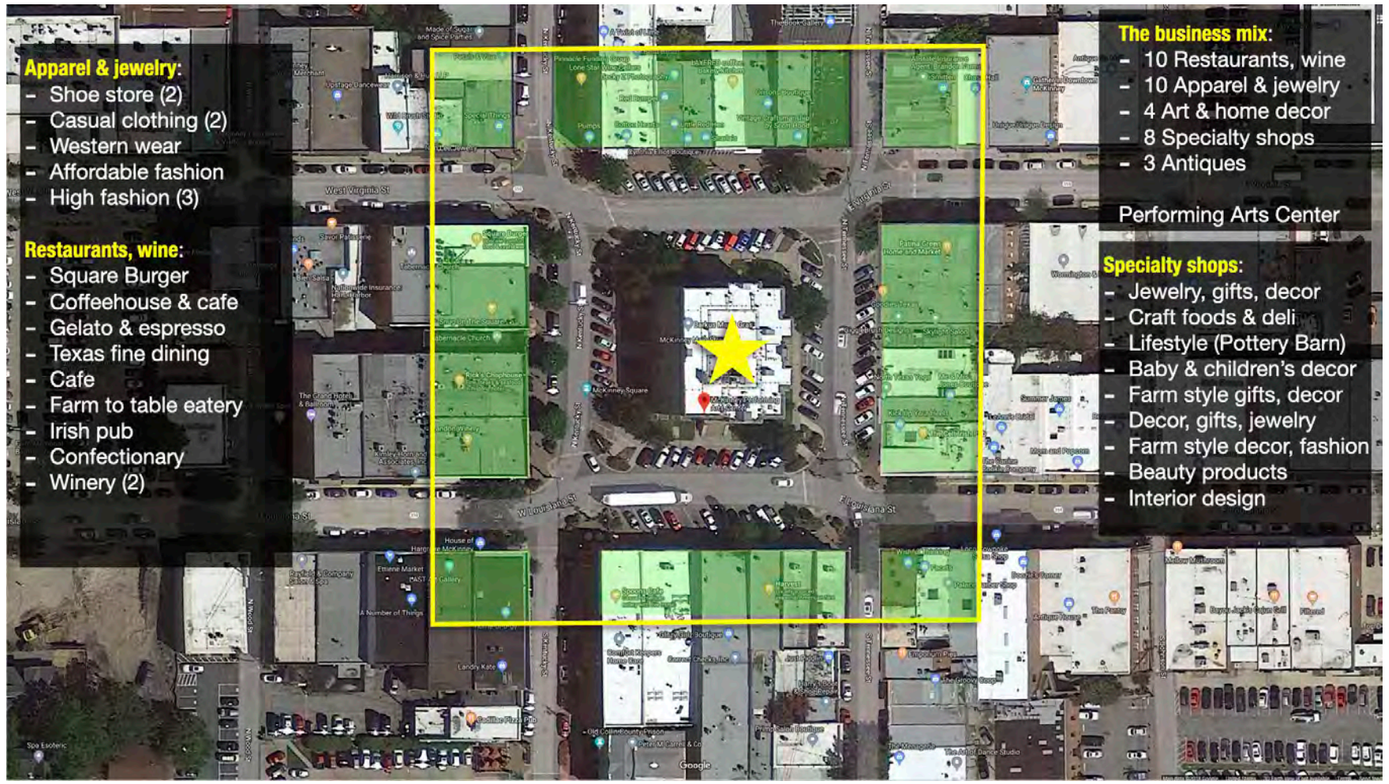
This is the power of having anchor tenants in your downtown.

Even though McKinley, Texas, a Dallas suburb, (top right) is a bigger city than Caldwell, and part of the 5th largest metro-area in the U.S. it's surprising how many Dallas area residents head to McKinney for its great downtown shopping and dining experience. Wrapped around the performing arts center (former courthouse), it includes the shops, above, and is a very popular downtown to visit. The list shown in the slide are just the businesses in the green shaded buildings.

For Caldwell, the anchor tenant for decades has been Indian Creek Steakhouse. Now you can add Amano to that list.

When it comes to retail anchor tenants, this is the missing ingredient in downtown Caldwell. Having a D&B Outlet Store, or a saddle shop, or a few very experiential shops, would solidify Caldwell's Plaza District as a destination shopping district.

This is the rule of Critical Mass and having Anchor Tenants.



Downtown business mix

During this process, the DDA team developed a list of successful businesses in these downtowns, based on location and local population numbers and based on the prior research detailed on the previous pages.

This list includes businesses already in the Plaza District, so these are not in addition to what the City already has in terms of retail.

This list is based on what works in a city of more than 20,000 population, which Caldwell has by multiples. However, the reason for starting with this "starter set" is due to the fact that for decades, the residents of Caldwell have done nearly 95% of their shopping (per U.S. Census Bureau numbers) in neighboring communities.

These figures were prior to having a Fred Meyer, Home Depot and D&B in town, and those have greatly reduced the leakage of locally earned money being spent elsewhere.

The following is a list of businesses, by business type, that should be very successful in downtown Caldwell - in just the Plaza District.

THE RIGHT BUSINESS MIX

- Four coffee shops (or books and coffee)
- A full-service bakery & breakfast house
- Butcher shop
- 30 sit-down restaurants, yes, 30 including:
  - At least six should be fine dining
  - Italian (fine dining)
  - East Indian (casual or fine dining)
  - Two steakhouses (casual/fine dining)
  - Three Mexican (fine dining/casual)
  - Chinese or Cantonese (fine dining)
  - Four Panini Shops/ Deli's w/takeout (casual)
  - Two pizza and pasta shops (casual)
  - Barbecue (casual)
  - Three microbreweries with restaurants
  - Two gourmet burger & shakes w/takeout
  - Two ice cream, frozen yogurt shops
  - Two American farm to table (fine dining)
  - East European (casual or fine dining)
  - Mongolian barbecue (casual)
  - Donut and cake shop
  - Irish pub
- Three wineries (plus the co-op store)
- Confectionery (candy, fudge, etc.)
- Shoe store (a must! 5,000 square feet)
- Three home accents and decor (lifestyle)
- Garden and outdoor furnishings (5,000+ s/f)
- Kitchen Store
- Two antique shops (not second hand stores)
- Two floral & gifts
- Kids, family toys and educational games
- Full-service outfitter (at least 5,000 square feet)
- Two pharmacies & gifts
- Pet store with grooming, gifts, etc.
- Specialty food store (organic)
- Health food store, classes
- Two children's clothing stores
- One men's clothing store (dress and casual)
- Three women's fashion shops (dress & casual)
- Bridal shop, tux rental shop
- Two jewelry stores
- A wine co-op store (4,000+ square feet)
- Three art galleries (not just wall art but unique furnishings, lamps, etc.)
- Mercantile (10,000+ square feet)
- Book store (new and used with gathering places, author signings, events)
- Three event venues
- Three day spas, beauty shops, supplies
- Two hair salons
- Barber shop (upscale)
- Luggage and travel shop
- Two real estate offices (these can be franchise locations such as Windermere or Caldwell Banker)
- Western wear & saddle shop, leather goods
- Olive oil shop (with classes and pairings)
- Bike shop: Ebikes, street and mountain bikes, rentals, repair
- Electronics store (cell phone repair, etc. this one could be a franchise)
- Wine and Culinary Center
- Speakeasy or themed entertainment, pub, bar
- Stationery store (unless combined with a book store)

Perhaps the best "anchor tenant" you should recruit to downtown Caldwell would be a D&B Outlet Store. This would be almost like a mercantile where they would heavily discount discontinued or out-of-season, or slow selling stock. This, all by itself, could be a powerful draw to downtown Caldwell and would easily pull people from Eastern Oregon to beyond Mountain Home.

This list is not 100% of the businesses or retail types that can work in downtown Caldwell, but is what has been proven to work in other communities across the country.

To become a true shopping district, the district needs to be a one-stop shop - much like malls used to be and how lifestyle retail centers create their business mix.

If it's back-to-school shopping, can we get everything we need from backpacks to school supplies, to clothing - without leaving town?

If we're holiday shopping, are there enough shops with unique gifts so we can find great options, once again, without leaving town?

If we're getting dressed up for a major gala, can we get our hair done, find great clothing options, along with floral and shoes?

CONSISTENCY

Downtown Caldwell needs to think and act like a successful mall or lifestyle retail center:

- Ground floor spaces are to dedicated to retail and food services, except for the occasional real estate office. Period.
- They have an orchestrated business mix like the list you see here.
- They have consistent operating days and hours
- Upper stories are used for lodging, residential, and professional office

After doing this type of work for more than 45 years, we have found that when you see too many churches and too many hair salons downtown, you know that they are typically there because the rent is cheap, not because it's where they could or should be. Churches, quite frankly, should be in residential areas, like schools and not in a downtown where they are only occupied perhaps just a few hours a week.

NOT TO BE DOWNTOWN

The list of businesses that should not be in the core shopping district (if you won't find them in mall, then you shouldn't find them in your downtown) include:

- Social services
- Vape shops
- Tattoo parlors (although we've seen one or two very nice places in many downtowns)
- Adult books, videos and novelties
- Automotive services
- Big box stores of more than 20,000 square feet other than perhaps one home furnishings store
- Second hand stores (one antique mall would be just fine)
- Churches
- Chains or franchises (with a few exceptions - more on this later in the plan)
- Businesses not open to the public (at street level)
- Residential (at street level)
- Professional services (at street level)

DEMOGRAPHICS

In several meetings we heard, over and over, that the demographic in Caldwell is lower income and can't support a shopping district with retailers such as those on this list.

While this may have been the case ten, twenty or thirty years ago, this is simply no longer true. Looking at demographic data, Caldwell is right in line with the demographics found in Nampa, Meridian and even Boise. In fact, Caldwell is staring to become more upscale than many places in these neighboring communities.

Yes, there are lower income families in Caldwell, and especially in the areas between (and including) Ontario, Oregon and Caldwell. But the list on this page can cater to ALL demographic groups. Other than some fine dining, formal wear, or art galleries, every business in this list caters to "Middle America" as well as to lower-income families.

One of the primary goals for the Plaza District is not only to cater to Caldwell residents, but those that live west of Caldwell - from Baker City, Ontario, and other smaller towns that often make the drive to the greater Boise area for their shopping.

In the Stockyards District, there are plans for additional big box retail stores, such as a Costco or Sam's Club, and others so that these folks can do 100% of their shopping - and dining - in Caldwell.

Additionally, the top activity of visitors, in the world - not the reason they come, but the top activity once they arrive - is shopping, dining and entertainment in a pedestrian-friendly, intimate setting. Your downtown.

In fact, this is where 80% of the non-lodging spending takes place. This is precisely why there's a Downtown Disney next to each of its parks: to get that 80%.

Having more than 300 hotel rooms in your downtown will increase local spending dramatically. All of these guests are looking for places to shop, dine and be entertained every evening during their stay.

Better connecting other attractions like the Night Rodeo, County Fair, College sports games and other events in that area, to downtown, will also increase retail sales downtown.

Then, with a good mix of anchor tenants - businesses we'll go out of our way for (see opposite) like Amano, Caldwell will attract Boise regional residents, like the city does for Winter Wonderland, for its shopping, dining AND entertainment.

Class A Office Space

One of the biggest challenges of living in one of the fastest-growing areas of the country, is having residential development outpace demand for workspace so these new residents could actually work where they live.

According to the U.S. Census Bureau, a third of Caldwell's workforce works in the professional service industries. These include:

- Legal
- Accounting and finance
- Architecture & engineering
- Technology
- Consulting services
- Creative services (advertising, graphic design, publishing)
- Corporate offices & headquarters
- Real estate & property management

Class A office space represents the highest-quality commercial properties in a given market featuring top-tier amenities, modern construction or recent renovations, and prime locations.

These structures command the highest rent and lease rates, feature high-end finishes, and attract premier tenants such as those listed above.

They typically include best-in-class amenities including on-site management, 24/7 security, high-speed fiber Internet access, modern HVAC systems, shared mail and conference facilities.

They also often include a coffee shop or eatery (or two) on the main floor, and some even include fitness centers.

Currently, if you live in Caldwell and work in one of these industries, chances are pretty good that you have to commute to Nampa, Meridian, Boise or Eagle where you can find sufficient Class A office space.

In preliminary research, we found that Caldwell can support an office complex of more than 60,000 square feet, and it should be developed downtown, where there are - or will be - more than 30 lunch spots, a variety of shops and activities and support services. For the downtown, this is your lunch traffic, and it can be substantial.

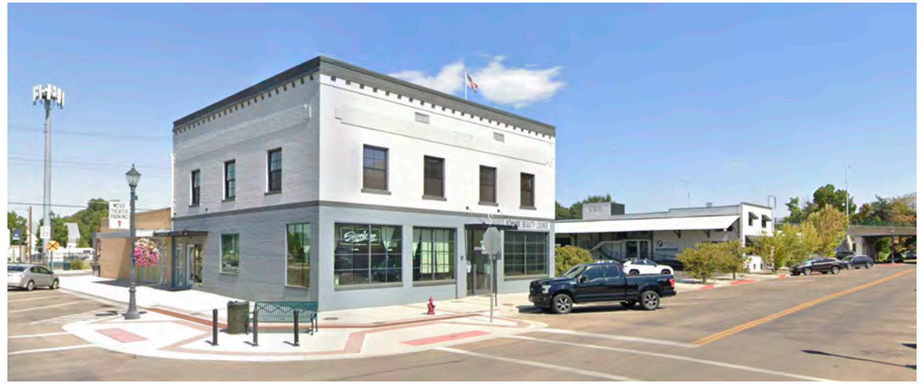
One of the recommendations we offer is, once a developer has been identified, to contact Regus, which will lease entire floors of office space and then divide these up into small individual offices for small local businesses and start-ups, with shared reception services.

They currently operate spaces in Meridian, Eagle and Boise - and so there's a great opportunity to have them as a primary tenant in Caldwell to handle the growing Nampa and Caldwell areas. Regus, alone, typically accommodates 10,000 to 20,000 square feet in a single Class A office building.

In this concept (opposite) we designed a four-story office building that would stretch from 9th to 10th Avenues, behind the multi-screen theater.

This provides ultra-easy access to I-84, is just a block or two away from dozens of eateries and Indian Creek Plaza, and with the rail quiet zone in place, will be an attractive place to conduct business.

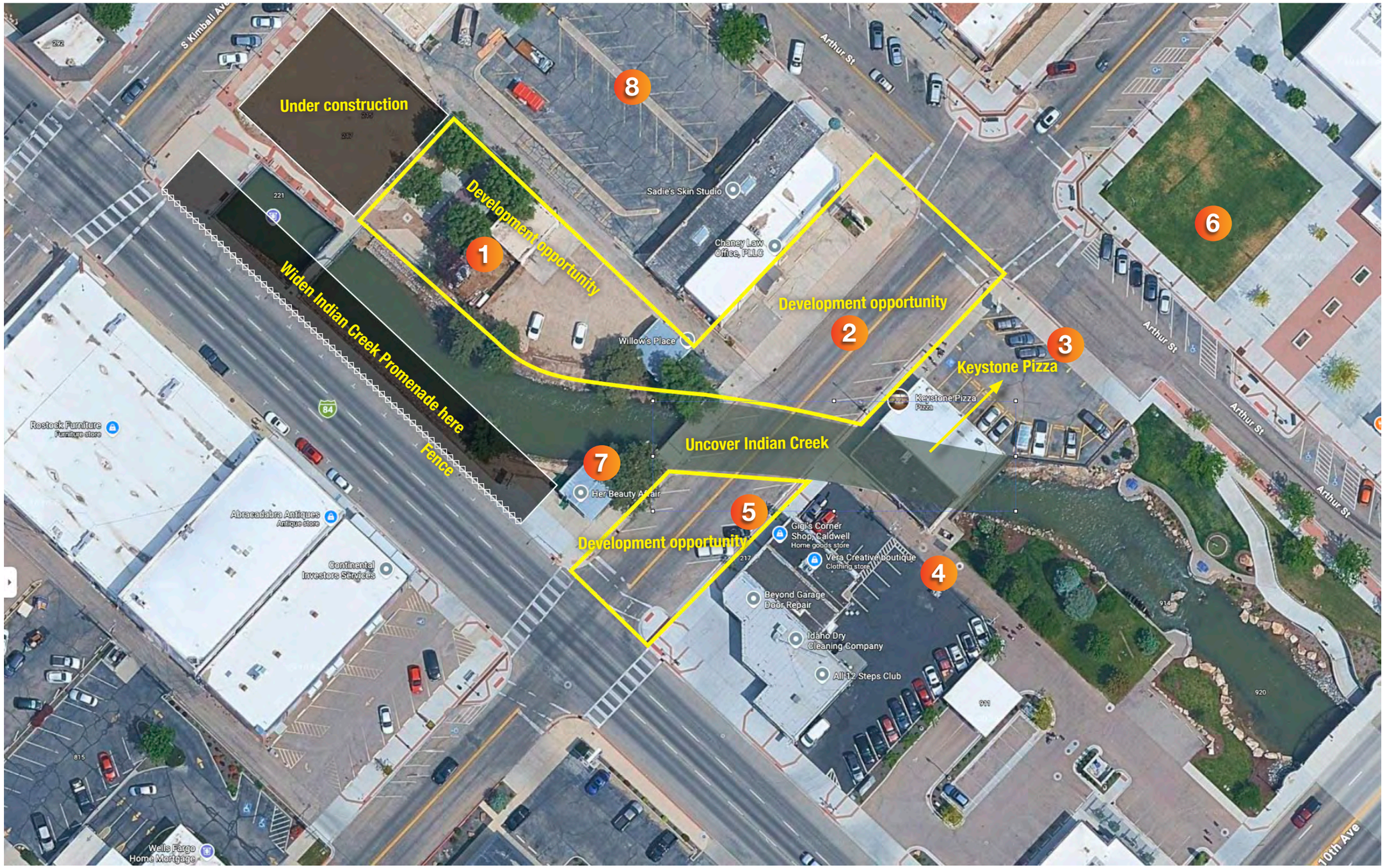
We actually love the Sessions building on the corner as it's one of the most attractive of ALL the buildings on the north side of Main Street from 5th to 10th Avenues. Perhaps this could be incorporated into the proposed office building.



The office building concept you see here has a 27,500 square foot footprint, so a four-story building would include 110,000 square feet of space. This, of course, includes common areas, shared conference and meeting rooms, mail room, building maintenance and management offices, etc.

The opposite page shows the concept for what we are referring to, in this plan, as the 9th Avenue dining area. Imagine the popular 8th Street dining district in downtown Boise, but add waterfront outdoor patio dining, a stunning Promenade, beautiful landscaping and two bridges crossing Indian Creek in a pedestrian-only atmosphere. If you include The Grit Restaurant, Amano, Happy Teriyaki (just out of this site plan), then add another six restaurants, plus moving Keystone Pizza from over the creek and next to it with patio dining, this little area of the Plaza District would be home to more than a dozen restaurants, with at least five of them offering creekside patio dining.

The drawing, this page, shows what's there now, so you can compare the Vision and how it might be developed. The properties (#2 and #5) would be sold to development interests and the funds used to remove the street, add bridges and other amenities to this beautiful area of downtown.



Private Parking Deck
with 1st Floor Retail
8
Bldg. Under
Construction
9th Ave.
Coffee Shop
6
Retail/Office
1
Restaurant
Chaney
Law Office
Parking
2
Restaurant
3
Keystone Pizza
Arthur St.
Blaine St.
Indian Creek
Bridge
7
Outdoor
Seating
Coffee
Shop
Retail
5
Retail
Restaurant
Existing
Retail
4
Signature
Restaurant
Restaurant
Indian Creek
Bridge
Parking
Parking
Blaine St.

If you are standing at the corner of Blaine and Kimball Avenue and look up the creek towards the restaurants (looking east), this concept shows what that view would be like.

Private Parking Deck
with 1st Floor Retail
Bldg. Under
Construction
Retail/Office
Restaurant
Chaney
Law Office
9th Ave.
Coffee Shop
Parking
Blaine St.
Indian Creek
Restaurant
Keystone Pizza
Arthur St.
Bridge
Outdoor
Seating
Coffee
Shop
Retail
Retail
Restaurant
Existing
Retail
Signature
Restaurant
Restaurant
Indian Creek
Bridge
Parking
Parking
Blaine St.

On these two pages we move slightly east so you can see how the dining district integrates close to 10th Avenue. Opposite, you can see where the third hotel would be located along Blaine Boulevard between 10th and 11th Avenues with pedestrian access to the restaurants, shopping, and Indian Creek Plaza following the Promenade under 10th Avenue.

More about this third hotel will be detailed on the following pages.

From this hotel parking lot, pedestrians can actually follow this side of 10th Avenue (a sidewalk is already in place) and can pass under 10th to just behind the theaters. This way pedestrians at the hotel or those parking here never need to actually cross 10th Avenue, unless they are at the intersection at Blaine Boulevard.

This hotel would be Caldwell's flagship hotel, and its only full-service property, meaning that it also has a restaurant. Because of this, it could hold the catering contract with the upcoming Conference Center as well as other event venues.

This hotel could either be a flagged property (i.e. Hilton, Marriott, or Embassy Suites) or a boutique brand.

It would be home to 140 to 160 rooms, bringing the total number of rooms in downtown to more than 300, and more than 400 when including the property being developed next to the fairgrounds.

These 400 rooms make a Caldwell Conference Center feasible, and will finally launch Caldwell into the tourism industry.

This five-story property will have parking on both the Blaine Boulevard side (primary access and entrance), as well as "behind" the hotel across Arthur Street, with a stunning walk across a new Indian Creek pedestrian bridge. Half of the rooms would face Indian Creek and these always command a premium per night cost.

The ground floor would include a full-service restaurant with outdoor patio dining overlooking the creek, a fitness center, indoor pool and spa, a boardroom, and approximately 2,000 square feet of meeting space.

On the corner of Arthur and 12th Avenue, the Promenade continues on, with an opportunity to develop a small coffee shop, bakery or other small food-oriented retail shop on this currently undeveloped corner.

The colored paver pattern on 11th Avenue is where the bridge elements spanning the creek are currently placed.

10th Ave.
Indian Creek
bridge
outdoor patio
HOTEL
Indian Creek
CALDWELL'S
Plaza
DISTRICT
Indian Creek
Bitline St.
11th Ave.
ARTHUR ST.
Outdoor Seating
Outdoor Seating
Coffee Shop
12th Ave

6th AVE.
HOTEL
Bridge
Playground
INDIAN CRE
PLAZA
BLAINE STREET
EVENT/CONFERENCE
CENTER
Indian Creek
Blaine St.
Kimball Ave.
Plaza

Hotel and the Caldwell Conference Center

One of the key initiatives of this plan is to tap into Idaho's second largest industry: tourism. Caldwell is already a popular visitor destination, but the city currently takes very little advantage of it. Most people come, enjoy the wineries, farms, Indian Creek Plaza, the Fair, Rodeo, or attend an event at the College of Idaho, and then leave to spend the night elsewhere.

These are just the leisure visitors. The number one reason people travel is to visit friends and family. If they are not staying with you, where are they spending the night?

The second most popular reason for travel is business. Like our firm (the DDA), we spent nearly $15,000 on accommodations - all of that in Nampa or Meridian. We've heard from many other local businesses including manufacturers to larger corporations based in Caldwell, and they need to have their guests or visitors stay in Nampa, Meridian, Boise or even Eagle.

Caldwell has pent-up demand for nearly 600 hotel rooms, and this plan provides for the development of nearly 450 rooms, including the hotel next to the fairgrounds.

The entire Boise region is also well short on meeting space, and with more than 400 "conference quality" rooms on the horizon, Caldwell could easily be the bookend conference destination.

To that end, this plan recommends the development of a 70,000 square foot conference center, which would be developed where the "old" city hall is currently located, and where the fire station currently is - and is about to move to a new location.

This is a perfect but challenging site. At one point Indian Creek ran underground here, making this site a less-than-desirable site for "heavy" uses such as a parking garage, hotel, or apartment complex. A Conference Center, on the other hand, is basically a big empty box - an ideal use for this site. Plus the fact that these two properties are already publicly owned.

A Conference Center is much smaller (and far more affordable to build) than a typical Convention Center, but can accommodate conferences, conventions, and trade shows of 1,000 guests in a banquet setting plus have ample trade-show and meeting room space.

The example you see, top left, is in Monterey, California (population 30,000) and something along this line would be a good fit for Caldwell.

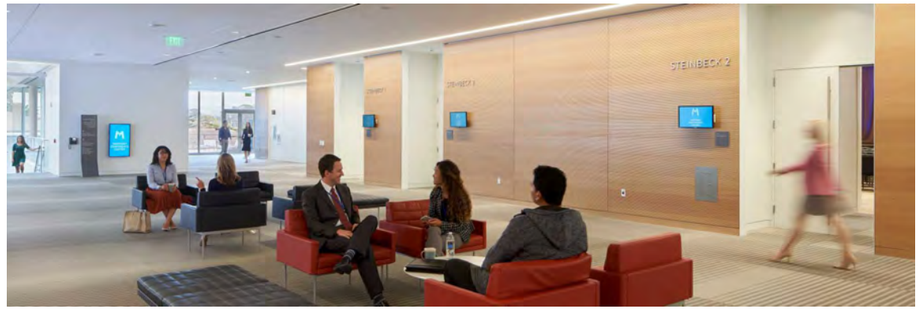
On the following pages you'll find more information about this and similar Conference Centers.

One of the upcoming recommendations in this plan is to conduct feasibility and initial planning for the Conference Center, which will determine costs, financing, size, market for it, and operations.

We recommend bringing in a firm such as GriffinSwinerton, a Design Build Finance firm, who has a great deal of hospitality experience with projects such as this.

In terms of operation, the City

Caldwell Conference Center (continued)



The Sequoia Conference Center, located in Eureka, California has just under 10,000 square feet of conference space, far short of what's feasible in Caldwell, but has a very luxurious layout with natural beam and wood accents. This is shown just to provide a look at what a banquet could look like in Caldwell in just one of the ballrooms.

would typically own the facility, but would lease it out for perhaps $1 a year to a newly developed Convention & Visitors Bureau (CVB) to actually market and operate it.

The State of Idaho allows for an auditorium tax, which is a 5% add-on tax paid by people staying in local hotels. These funds are typically used to market, staff, and maintain the facility, while also providing for capital improvements.

The top photo (left) is inside the Monterey Conference Center, while the two lower photos were taken in the Sequoia Conference Center located in Eureka, California (population 27,000).

In a recent (January 2026) Idaho Statesman article, the Boise Centre (Boise's convention center) is exploring a major expansion to address capacity constraints after hosting more than 150,000 visitors and generating more than $50 million in economic impact for Boise. Last year, the Boise Centre turned away more than 400 events. Consulting services have recommended they add more than 100,000 square feet of exhibit space, double the grand ballroom space, ultimately more than tripling the current space.

Additionally, the current facility is more than 35 years old, and in need of modern and upgraded technologies.

This would allow them the ability to attract annual visitors to well over 300,000 a year by 2031.

Caldwell is not looking, at all, at competing with Boise, but could accommodate hundreds of smaller meetings, retreats, state and trade associations, and smaller conferences, conventions, and trade shows.

The Nampa Civic Center (photo, right) is just that, a civic center, which is geared to more local "civic" activities and events. It only has 28,000 square feet, leaving a huge opportunity to develop something between what Boise offers and what Nampa has available. To host events with trade shows, Nampa's Civic Center can accommodate up to 110 trade show booths, and the John Brandt Performing Arts Theater can host up to 640 guests.

The Caldwell Conference Center would be twice the size and very modern featuring the latest in technology with an open-air feeling, and could even be home to rooftop gardens and patio areas overlooking Indian Creek and the Plaza District.

All three downtown hotels would be within a five-minute walk (or two-minute shuttle ride), and attendees will be right across the street from, down the road, dozens of restaurants, retail shops, and nightlife.

In Idaho, alone, there are nearly 300 trade associations, many of which host annual conferences and conventions, which move around the state. Roger Brooks, CEO of the DDA team, has been the keynote speaker at the Idaho Governors Conference on Tourism on multiple occasions, and in several instances met in Burley and other areas without sufficient meeting space, something that is an issue statewide.

Developing a Conference Center ensures feasibility for hotel development, especially downtown, will bolster restaurant and retail sales, and puts "heads in beds" when hotels need occupancy the most: During the shoulder season months of March, April, May, September and October. And nearly all conferences, conventions, exhibitions, and trade shows are held during weekdays.

The Caldwell Sports Complex, when developed, will make Caldwell the ideal location for statewide tournaments, and other sporting events.

Don't forget the fact that Caldwell is already the heart of Idaho's wine region, with 40% of the state's wineries physically located in Caldwell.

Exhibit 2

MONTEREY
CONFERENCE CENTER

EVENT PLANNER GUIDE

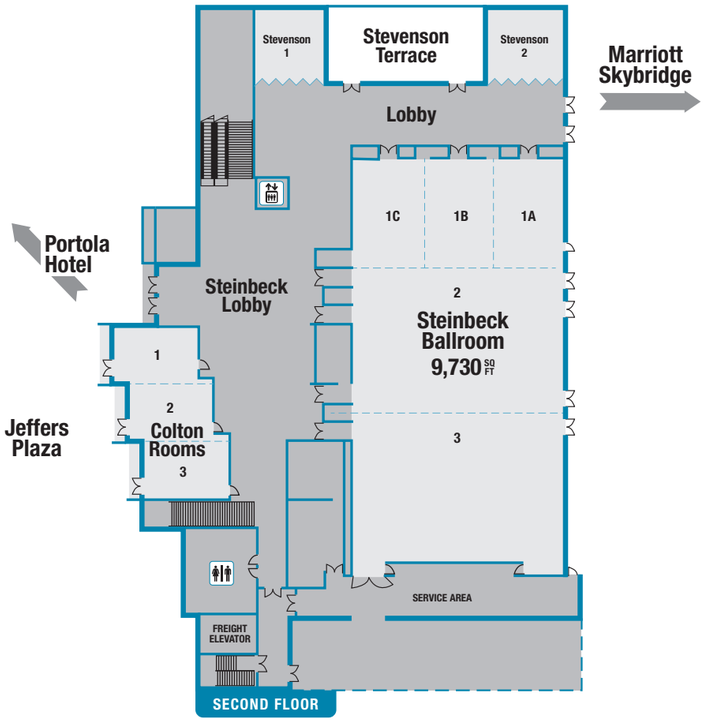
One Portola Plaza
Monterey, CA 93940
(831) 646-3770

Our team is committed to ensure the success of your event. Please discuss any areas not covered in this document with your Event Manager. These general policies, rules and regulations are subject to change.

The Monterey Conference Center (MCC) keeps an up-to-date calendar of all events taking place throughout the year. In order to help the surrounding community and businesses properly staff for event attendees, we post all events to our website as soon as we have a signed contract. If you prefer your event not to be posted on our website, please notify your Event Coordinator.

ADA COMPLIANCE – MCC is ADA compliant. In accordance with the ADA, we are responsible for accommodations associated with permanent premise access, such as, but not limited to, wheelchair ramps, elevator standards, door width standards and restroom accessibility. It is the client or renter's responsibility to accommodate non-permanent accessibility requirements and incorporate visually-assisted devices, interpreters, and temporary seating accessibility if needed. Assisted hearing devices are available through our preferred in house AV provider. Advance arrangements are suggested to ensure adequate set up time and availability of inventory.

AMPLIFIED SOUND/NOISE LEVEL – Client understands that other functions may be scheduled in different portions of the MCC, at the same time as the event. Client agrees to ensure that amplified sound used in connection with the event shall not disrupt or interfere with other events or persons using the MCC. Furthermore, client shall immediately comply with the City's request to reduce the noise generated by the event.



The floor plans, above (and photos, below), are from the Monterey Conference Center, which is a great model to work from for Caldwell. The City of Monterey, as a side note, has a total of 900 parking spaces. Caldwell, on the other hand, will have nearly 1,000 spaces in just the Plaza District, and another 1,000 spaces in and around the fairgrounds - WITH event shuttles.

During the research, the DDA Team also looked at the Three Rivers Convention Center, located in Kennewick, Washington, which is also undergoing a major expansion.

All in all, developing a Conference Center in Caldwell is one of the priority projects and could be done in conjunction with the parking garage, and a commitment for hotel development.

Wine and Culinary Center
HOTEL
Main St.
Historic Train Station
Transit Shelter
Transit Stop
Shuttle Bus

Wine & Culinary Center

In 2105 Caldwell embarked on this journey, starting with the Caldwell Branding, Development & Marketing Action Plan.

A key component of that effort was Caldwell's "brand" - what differentiates Caldwell from all the other cities and towns in Idaho - and beyond.

That brand direction revolves around the Sunnyslope Wine Trail. Caldwell is home to nearly thirty of Idaho's 65 or so wineries (40%), and wine areas attract the highest end visitors (they generally don't need policing) and residents, helping to balance the demographic of Caldwell and its residential communities.

Yet, with this brand direction, there is very little tie to the wine industry in Caldwell. If downtown wanted an example to follow, it would look no further than Walla Walla, Washington. This city of 35,000 residents was best known as a prison town, then for its onions. But over a decade or two, it changed its focus to wine, and the rest is history. It's now one of the nicest communities in the Northwest and for good reason. A once struggling downtown is now home to more than 40 tasting rooms and wineries (that's right, forty), largely concentrated within walking distance of each other along Main Street.

The downtown is full of eateries, boutique shops, and it is busier than ever.

While the classic Ford pickup truck with the wine barrels is a nice touch on Indian Creek Plaza, that's about the only noticeable thing that says Caldwell even has anything to offer in terms of wine, wineries, or even "Cork to Fork" restaurants.

Wine tourism, across the country, will float all boats: It attracts the highest-end visitors, who spend more at upscale boutique hotels, will frequent every type of restaurant, especially those featuring a great atmosphere, like Amano's, and they spend nearly twice the money shopping and dining than the average visitor.

To get Caldwell into the wine industry, one of the recommendations is to have a wine co-op retail store in downtown Caldwell, perhaps with a cafe and wine-tasting events hosted by various wineries throughout the year.

This can include displays from each of the 30+ wineries in the area (Caldwell, Nampa and throughout the area), and the store can also offer a host of events. Wineries would schedule events at the shop with tastings, or combined with tours, and food offerings.

Currently, the wineries in the area often are noted as "Boise's Wine Region," and Caldwell needs to take ownership of the wine region, since it's home to most of them.

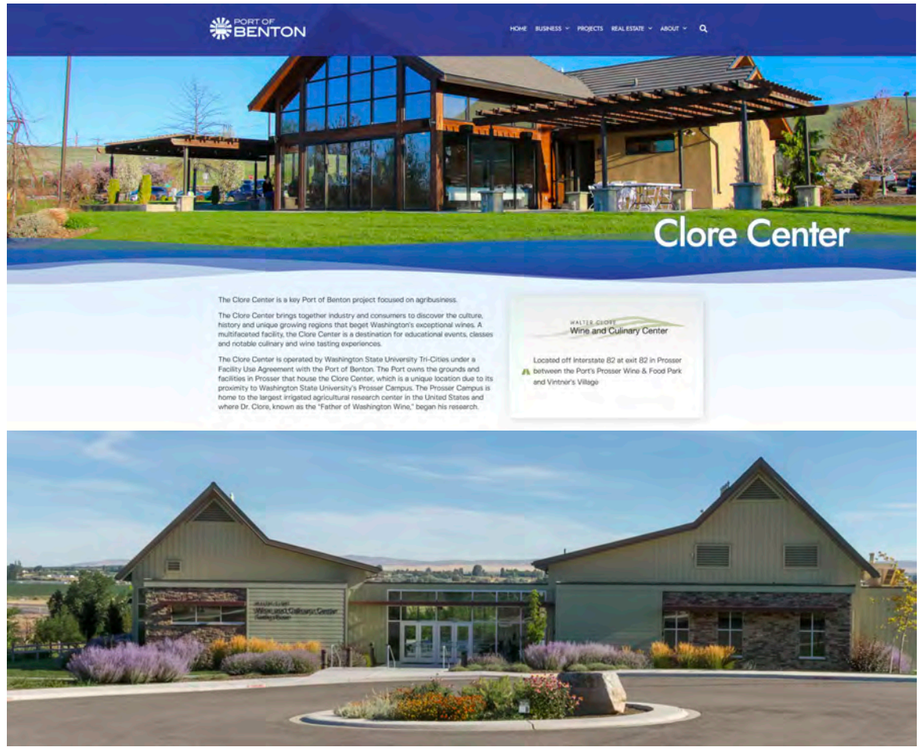
The second major recommendation is to develop a Wine and Culinary Center, a step-up from the fledgling one developed by the Port of Benton County, in Prosser, Washington (population 6,500).

The Clore Center was developed in 2014 as Prosser was first getting into the wine industry, funded by a $2 million grant from the Economic Development Administration (EDA).

The 15,000 square foot facility struggled for years, but now has been adopted by Washington State University. It includes a tasting room, wine shop, event venue, and educational center dedicated to teaching consumers about Washington State's wine and agriculture.

It features wines from throughout the state, and it's open for lunch on Fridays, Saturdays and Sundays. Event space is rented for weddings, private parties, business meetings, and family reunions and other occasions.

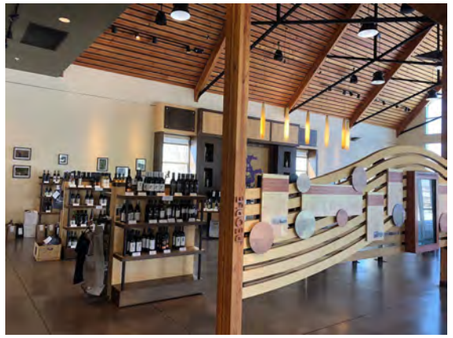
They also host special events such as "Blind Tastings," and "Wine and Cheese Pairing" experiences, and larger tasting events. They also offer in-depth culinary experiences, including a monthly Supper Club series. They are open from 11:00 am to 5:00 pm daily.



We recommend that the City own and build the Center and then have the College of Idaho actually operate it, tapping into culinary and wine education. This is a great way to get the College presence into downtown, and make it more a part of Central Caldwell.

It would provide a great opportunity for students to get into the culinary arts, the business side of operating a facility such as this, education tied to owning and operating a restaurant, staffing, and a host of other educational experiences in a real-life setting.

Wineries can be partners as well, offering wine-making classes, pairing education, and other activities. The photos on this page are all of the Clore Center in Prosser.



22 Get into the tourism industry - not half way, but all the way

Since its earliest days, Caldwell's economy has relied on agriculture. But, over time, and with substantial residential and commercial growth replacing farms, ranches and growers, the city must diversify its economy.

The easiest, fastest, and most profitable way to do that is to take advantage of tourism.

Tourism is perhaps the purest form of economic development. People come, spend money, then go home. No need for schools, additional homes, and social services.

The most successful tourism is not about attracting more people to the community, but about getting the visitors already coming to Caldwell to stay longer and come back more often.

A tourist is defined as a person living at least 50 miles away and spending time in your community. This can include day visitors from Eagle and Boise, but the emphasis would be to attract those who travel two hour or more since they are more likely to spend the night.

Overnight visitors spend three times that of day visitors. The goal is to get half the visitors you already get, spending twice as much time (and money) in Caldwell.

The top reason for travel is to visit friends and family. We don't refer to family as "tourists" but as "visitors." Every community that has residents has tourism just by the fact that the top reason for travel is to spend time with friends and family.

The second most popular reason for travel is business. While developing this plan, members of the DDA team spent nearly three months in Caldwell over a year, but spent every night in another city - typically Nampa or Meridian.

That's just one small company on just one project. Caldwell is home to many manufacturers, ag producers, and other companies that host guests and, as we heard from many of them, they have their guests staying east of Caldwell in other area hotels.

Think of all the vendors, store operators, sales people, and management that come spending spend time at D&B's flagship store and world headquarters. Wouldn't it be terrific to have them staying in Caldwell?

The third most popular reason for travel is leisure - the typical tourist. Caldwell is not looking to become another McCall, Ketchum, or Sandpoint. In fact, nowhere in this plan is Lake Lowell even mentioned.

The goal in Caldwell is to keep the visitors along the Sunnyslope Wine Trail and in Central Caldwell where there's rarely a need to venture beyond Cleveland Boulevard, or east beyond Linden Avenue.

This keeps the visitors within pretty well defined boundaries so there is no intrusion on the residential neighborhoods, or the lake, which local residents want to keep to themselves.

Currently, approximately 95% of the visitors to Caldwell come for an event, or ice skating, or to visit friends and family, and then just head back home or to lodging in Nampa, Meridian or Boise.

This is about to change with the development of several hotel properties: three in the Plaza District, one near the fairgrounds, and one on the north side of Interstate-84 near the new hospital.

There is demand for more than 600 hotel rooms and, once again, these folks spend three times that of day visitors.

Additionally, the top activity of visitors - not the reason they come, but the top activity once they arrive - is shopping, dining and entertainment in a pedestrian-friendly intimate setting - your downtown. In fact, this is where 80% of the non-lodging spending takes place.

This is why there's a Downtown Disney next to each of its parks - to get that 80%.

THE NUMBERS

Tourism in Idaho is the state's second largest industry, and the fastest growing, binging in more than $5.8 billion a year in visitor spending.

The industry accounts for more than 55,000 jobs and nearly $440 million in state tax revenues each year. In fact, if tourism were absent in Idaho, each taxpayer household would pay an additional $649 a year in additional taxes.

In Canyon County, tourism spending accounts for nearly $200 million a year in visitor spending. This helps offset the leakage of locally earned dollars being spent in Nampa, Meridian, Boise and other areas outside of Caldwell.

In fact, just like a business, communities that spend (or leak out) more than they bring in, go broke. The same applies to Caldwell.

Ada County has nearly six times the visitor spending as does Canyon County. And that's due to numerous factors, but Nampa, Meridian and Caldwell - growing suburban bedroom communities, have done little to really tap into the industry.

In Canyon County, tourism generates $1.3 million in local taxes, and $14.6 million in state taxes each year. The county employs more than 2,700 jobs in the tourism industry.

Consider this, with a Conference Center, more than 400 quality hotel rooms, and a marketing budget coming from lodging taxes (no cost to local taxpayers), tourism spending in Caldwell alone will blossom to $600 million a year in visitor spending. That's three times what the entire county now sees.

The next two recommendations have to do with "lodging taxes" - where visitors are charged an extra add-on sales tax, which is then used to better market the community. These are common across the country. In fact, if you stay in Las Vegas, you'll be surprised to see that you also pay more than 20% in add-on lodging taxes. That applies to hundreds of communities across the country.

Additionally, Idaho allows cities to create an Auditorium Tax, a 5% add-on tax on lodging that can be used for the development, operations, and maintenance of conference centers, like the one being developed, as part of this plan, in Caldwell.

Boise, Idaho Falls, Nampa and Pocatello are just three of the Idaho communities with an Auditorium tax.

For the tens of thousands of visitors who descend on Caldwell for the Night Rodeo, Canyon County Fair, College of Idaho football games, and other festivals and events held at the fairgrounds area, if only HALF of these folks actually spent the night in Caldwell, tourism spending would more than double.

Then add the festivals, events, concerts and activities on Indian Creek Plaza and downtown, which are about to expand, per the recommendations in this plan, tourism spending would dramatically increase.

When you add up the value of a Conference Center, hosting thousands of people each year, having corporate and business travelers working in Caldwell and actually staying in Caldwell, plus those coming for sporting tournaments or simply visiting friends and family, tourism is a fantastic way to diversify Caldwell's economics.

Most communities tapping into tourism have to develop activities and attractions - often starting from scratch. In Caldwell, outside of the Conference Center and, of course hotel development, Caldwell is simply leveraging what it already owns and can offer visitors: The fairgrounds, a fantastic downtown, Idaho's largest wine region, sports parks and facilities, the College of Idaho, and the list goes on.

23 Create a tourism advisory board, and a Convention & Visitors Bureau

Now that Caldwell will have access to lodging taxes, new hotel accommodations, and will be marketing Caldwell as one of Idaho's premier visitor destinations, a Lodging Tax Advisory Board will need to be created.

This is the group of volunteers who manages the receipts from lodging add-on taxes.

This Advisory Board should include (by state law) the following five members. We've added a couple of additional members:

- Two hoteliers (those who collect the funds)
- Two representatives that are involved in activities funded by the tax. For this, one would be Destination Caldwell, and the other should be a representative from the Sunnyslope Wine Trail
- A city council representative
- Canyon County Fair & Event Center

Once the Lodging Tax Advisory Board is put in place (they should meet monthly), next up will be the creation of the Caldwell Convention & Visitors Bureau (Caldwell CVB).

This would be a new 501(c)(3) non-profit corporation, charged with the promotion and development of tourism in Caldwell.

The Advisory Board is the board for this organization.

The overhead for another organization can add up to more than $150,000 a year, so we recommend that Destination Caldwell be expanded to not only focus on the Plaza District with its current board and staff, but also add dedicated staff specifically for the development and promotion of tourism.

Each organization can work together, but will have a separate board, and separate accounting and bookkeeping accounts.

The first expenditure would be to contract for a CVB Operations, Management & Market Plan.

The cost for this would be in the $40,000 to $50,000 range, but would detail annual budgets for three years, establish estimated revenue streams, would include staffing and job descriptions, overhead and insurance, and a detailed tourism marketing plan with accompanying budgets.

It's quite likely that the CVB would operate the Conference Center on a contract with the City, and so that would also be part of the plan.

Typically, once a Conference Center (or similar facility) begins construction, the General Manager, CEO, or Executive Director is hired along with the marketing and sales staff (typically one or two people) and they begin marketing the facility a year before it's complete. This way, when it opens, it's ready to roll, bringing in conferences, trade shows, conventions, banquets and hosting special events.

The CVB, in this scenario, would share the overhead with Destination Caldwell to keep costs low so that both organizations can maximize their revenue streams.

The CVB would also work with the Southwest Idaho Travel Association, the regional marketing association that markets the broader area.

Hotels coming to Caldwell, and those this plan includes recruiting:
- Marriott (fairgrounds location): 119 rooms
- Hilton (Sky Ranch location): 119 rooms
- Holiday Inn Express (city hall): 93 rooms
- Boutique hotel (on Main St.): 82 rooms
- Full-service hotel (10th-12th): 140+ rooms

Total hotel room inventory: 553 rooms*
*This does not include the existing hotel accommodations already in Caldwell.

Note: At a $120 average daily rate and at 60% annual occupancy a 2% add-on tax would generate $290,656 a year. The 5% Auditorium Tax would generate $726,642 a year for management and marketing of the conference center.

24 Create a TBID and adopt a 2% add-on tax

Idaho already imposes a 2% add-on sales tax on overnight stays, which is used to promote Idaho as a great visitor destination.

Many communities create an "add-on" lodging tax, primarily used to promote tourism. These are "local option" taxes and can range anywhere from 1% to as high as 14%.

Here are a few Idaho examples:
- Sun Valley: 4% add-on lodging tax
- Sandpoint: 14% add-on lodging tax
- Twin Falls, Nampa, Meridian, Coeur d'Alene, Caldwell: 2% add-on tax
- Boise, Pocatello, Eagle: 2% add-on lodging tax plus the 5% Auditorium tax.

These taxes, only paid by overnight visitors staying in local lodging facilities, are in addition to the state's 6% sales tax.

We recommend the city boost its 2% add-on tax to 4% to allow for better marketing, and to help with the management and operations of the Conference Center.

This would also provide extra marketing of the fairgrounds and Event Center, which we'd like to see host more than 150 open-to-the-public events each year.

It would also provide needed marketing for the Sunnyslope Wine Trail and all things wine and culinary related.

Based on just 400 hotel rooms in Caldwell (with demand for 600 rooms), and a 2% add-on tax, this would generate $280,000 a year that would be used, by state law, for the promotion and development of tourism.

These are the funds that are administered by the Lodging Tax Advisory Committee for CVB operations, marketing, and sales efforts.

25 Create a state-authorized Auditorium District

Your Lodging Tax Advisory Board and CVB will work with the Idaho Department of Commerce's Tourism Division, and the Idaho State Tax Commission to establish an Auditorium District in Caldwell.

This is a lodging add-on tax (short term rentals of less than 30-days) of 5%, that is used for building, operating, and maintaining public auditoriums, convention and conference centers, and meeting facilities.

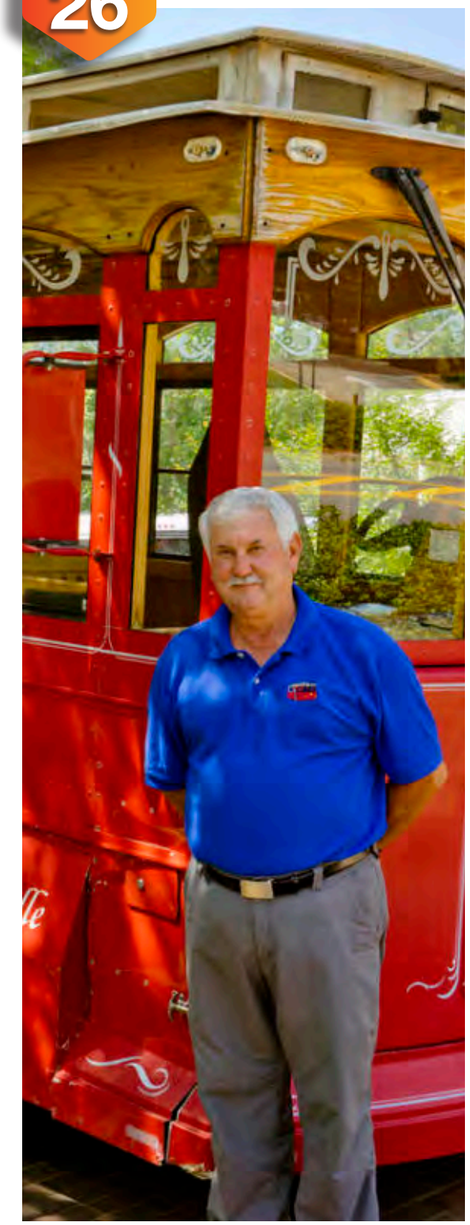
Using, as a base, 400 hotel rooms, with an average daily rate of $160, and at only 60% occupancy, the Auditorium Tax would generate approximately $700,800 a year in revenues.

These funds, and the 4% add-on tax, will generate more than $1.26 million each year for the operations, management, maintenance, capital improvements of the Conference Center, and also the marketing of Caldwell to attract visitors.

When a guest stays at a Caldwell hotel, the total tax would add up to 15%, which is slightly below the national average.

As of late 2024, there are at least four Auditorium Districts in Idaho:
- Greater Boise Auditorium District
- Idaho Falls Auditorium District
- Pocatello-Chubbuck Auditorium District
- Nampa Auditorium District (November 2024) for upgrades to the Idaho Center

26 Develop a transportation plan



Earlier in this plan, a Parking and Transportation Team was put in place to help the city navigate property acquisition, contractors for the design, build, and finance of a parking structure, and the creation of event shuttle stops at various locations.

They will also work with transportation providers to provide the actual shuttle services.

Hopes are that down the road, Caldwell will have several rubber-tire trolleys, rather than ordinary buses, that can shuttle visitors between the various facilities in Caldwell.

To do this, the City of Caldwell should contract with transportation specialists, creating a "Transportation Plan" for the City.

Sometimes, Design/Build/Finance firms also do this work, which is funded through the actual development process, saving time and money.

If not, there are engineering firms that offer these services, and they specialize in parking needs analysis, location analysis and recommendations, development costs, as well as operations and maintenance.

They also develop transit and shuttle routes, services, and even develop local transit authorities should Caldwell, at some point, take the lead in developing its own shuttle system and service.

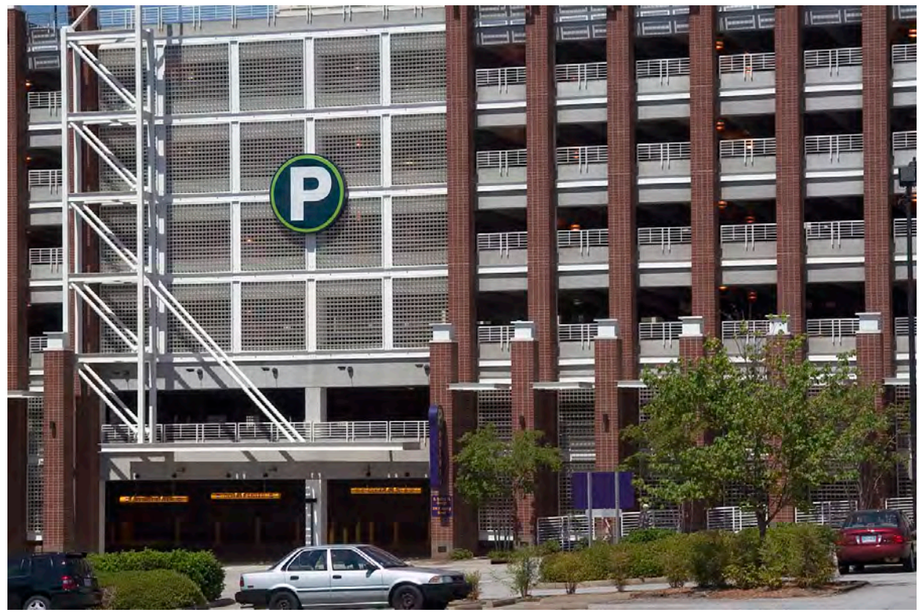
They can help set up the "Parking Authority" that would manage the parking facility (or facilities) including fees, enforcement, insurance, and many other operational factors.

One item not mentioned earlier in this plan, is creating a parking garage that is not a concrete monstrosity - but looks attractive. A key item in this plan is keeping Central Caldwell with a "home-town" or "small town" atmosphere, avoiding ugly big-city structures as you often see. The photos, opposite, are of the key parking structure in Greenville, South Carolina. This particular garage includes seven floors, while the recommendation for Caldwell would be to keep it to four stories: three levels with rooftop parking.

The use of brick and attractive screening helps the structure fit into the overall architectural elements of their downtown.

Additionally, we recommend that the city develop a concrete parking structure as opposed to steel (like the one in Nampa), which have a much shorter life span and require much more in terms of maintenance.

Scott Tilmant, a City of Caldwell Council Member has a lot of experience building parking structures, and would be a good resource - perhaps as the Council liaison on the Parking & Transportation Team.



27 Contract with a Design Build Finance firm for major projects

We applaud the efforts of Caldwell's Urban Renewal Agency (URA) and the projects they've undertaken over the years.

But there are several projects in this plan that will far surpass the ability of the URA in terms of development costs and timelines.

For instance, urban renewal agencies rely on Tax Increment Financing districts, where the property taxes from new projects (or increases in value of existing properties) is used to finance new projects to, over time, increase private investment into cities, towns and counties.

The challenge often is the time it takes to have those tax receipts actually available, or the risk of borrowing against them based on projections, when projects may not yet be 100% committed to Caldwell.

Yet, having a Design Build Finance partner in the mix can get things done - today - that will dramatically increase the tax base in short order and will solve issues now, rather than sometime down the road when funds are available.

With offices around the country, Caldwell's Economic Development Office has been working with Griffin|Swinerton, with offices in Boise, regarding some of Caldwell's larger projects.

These would include the parking garage, the Conference Center, and the Wine & Culinary Center.

We recommend the City Council and URA sit down with members of the Griffin|Swinerton team to discus their process, timelines, and how this approach would work for Caldwell.

Here is an overview of how this Design Build Finance (DBF) process works. In essence, the DBF model brings private development expertise and guaranteed cost and schedule performance to publicly-owned, publicly controlled government assets.

In this case the City would contract with Griffin|Swinerton to design, permit, finance and build the parking structure, the Conference Center and the Wine & Culinary Center.

This approach builds on a conventional Design Build process. It brings all key design and construction disciplines into the pre-development process as early as possible to fast-track construction, where demolition, site work, and grading can occur before construction document have been completed.

In this case, Griffin|Swinerton finances 100% of the total project costs and leads the process under a Guaranteed Maximum Price in a collaborative, open book, fully transparent process subject to audit by the City.

Under a DBF, the developer is responsible for financing and guaranteeing total project costs and schedule with substantial liquidated damages if time frames are not met, which creates strong incentives for the developer to perform and to achieve schedule efficiencies and cost savings that are credited back to the city.

The City, working with the developer, first creates a Special Purpose Entity (SPE) to execute the project (or in this case multiple projects).

Once each project is completed, the City enters into a long-term lease agreement, often between 30 and 40 years or the life of the project, after which time the City has full ownership of the project.

When the project is complete the developer is out of the picture other than collecting the lease payments. The city, or its assigns, actually operate the facility, maintain it, improve it and have complete control over it.

The City, after construction, has the right to repay or refinance the privately issued debt at its sole discretion and receive, at no cost, the unencumbered fee title to the financed facility when it desires.

Land owner: City of Caldwell

Facility owner: City of Caldwell or SPE

Developer: Griffin|Swinerton in this case

Financing:
1) 100% privately issued tax-exempt securities
2) 100% privately issued taxable securities
3) Conventional debt & private-equity investment
4) Custom hybrid financing structures

City control:
1) Option to purchase or debt prepayment
2) Ownership reversion at the end of the lease
3) All operations and maintenance decision-making during the lease
4) Operations and Maintenance: By the City or contracted out.

We see the parking garage owned by the city but operated by a Parking & Transportation Authority.

The Conference Center would be owned by the City but managed by the Convention & Visitors Bureau under a $1 a year lease. They would cover all costs of operations, marketing, and maintenance.

The Wine & Culinary Center would be owned by the city, but leased to the College of Idaho under a $1 a year lease. They would cover all costs of operations and maintenance.

A great project to explore is the Pflugerville, Texas Downtown East project, which includes a new city hall, multi-generational recreation center, programmable plaza, greenspace, and retail village. Pflugerville is about the size of Caldwell.

28 Move from events to activities: Indian Creek Plaza

Besides the creation of "Caldwell's Living Room" - the primary driver behind Indian Creek Plaza, it's also meant to attract commerce and investment in downtown Caldwell by bringing customers to their retail and restaurant doors a minimum of 250 days a year.

To bring people back to the Plaza on a consistent basis, several key initiatives need to be put into place.

1. AT LEAST TEN ACTIVITIES

There should, at all times, be at least ten different activities that will bring people to Indian Creek Plaza and downtown.

- People watching, visiting, reading, relaxing, and dining on the plaza is one activity, not several. This is hanging out at the plaza.
- Playing in the splash pad (ice skating during the winter months)
- Having six large chess sets and two checkers sets is one activity, not two.
- The spun chairs (at least eight)
- Four to score games (at least four)
- Playing on playground equipment (when developed)
- Six foosball tables (built for outdoors)
- Six ping pong tables (also built for outdoors)
- A portable skate park
- Playing the musical percussion instruments

2. CHANGING IT UP EVERY TWO WEEKS

Activities need to change on the plaza every two weeks - so 26 changes during the year. You can actually schedule 13 different sets of activities, depending on time of year, and then repeat them twice during the year.

Here"s a sample spring break (two week period instead of just the spring break week):
- Hanging out, of course, is all year round
- Imagination Playground (four complete sets)
- Four, four to score games
- Bouncy house or ball pit (inflatables - rent)
- Two to four badminton sets
- Six giant chess sets, two giant checkers sets
- Eight giant Jenga block sets
- Playing the musical instruments (always)
- Playing on playground equipment (always)
- Ice ribbon or splash pad

From this sample list, you can see you really only need to change out six of the activities since the ice ribbon or splash pad, playground, musical instruments, and hanging out are always available.

Then for the following two weeks, the activities would change to perhaps:
- Hanging out
- Musical instruments
- Playground
- Splash pad
- Two or three portable skate park sets (taking up about half the plaza)
- Eight spun chairs
- Six foosball tables
- Five sets of hoola hoops
- Six ping pong tables
- Blowing bubbles (soap, water, bubble wands)

During this time you'd remove the Imagination Playground equipment, four to score games, badminton, giant chess sets, etc. so that the plaza is always changing. This is key to success.

You want people at home to always ask, "I wonder what's going on this week on the plaza?" To keep it fresh it needs to change.

Then the following two weeks, activities might include:
- Hanging out
- Musical instruments
- Playground
- Splash pad
- Portable zip line (taking up about a third of the plaza)
- Two or three portable climbing walls (perhaps a small charge of $2 per child, half an hour or so)
- Six giant chess sets, two giant checkers sets
- Ten fitness equipment items such as the cardio walker, leg presses, etc.
- Four, four to score games
- Table games that can be checked out (no charge) at the skate window

The large picnic tables should ONLY be put out when there's a concert or a special event on stage. The rest of the time you might have half as many, and every two weeks, re-arrange them. You always want people to "rediscover" the plaza.

Using this as a guide, if you have 13 "sets" of activities, and six different activities in each set, you would need a total of 78 different activities, which would be daunting to obtain and store.

But if you had a few that repeated every so often, you could create a fantastic array of activities with just 50 different activities.

Creating a master list of activities that can work on a plaza, they might include:

Plaza owned activities:
1) Giant chess and checkers
2) Imagination Playground
3) Portable skate park
4) Spun chairs
5) Foosball tables
6) Hoola hoops
7) Ping pong tables
8) Bubble blowing wands
9) Corn hole toss
10) Four to score
11) Giant jenga block sets
12) Badminton sets
13) Portable bocce ball courts
14) Portable bowling alley
15) Table games that can be checked out
16) Shuffleboard
17) Air hockey (requires power)
18) Ring tosses
19) Magnetic darts (for on the stage)
20) Portable disc golf (three nets, fenced area)
21) Giant dominos
22) Hop scotch
23) Giant tic tack toe
24) Exercise equipment (four different types)
25) Cradle hammocks
26) Slammo game sets
27) Juegoal giant pong game (ball toss)
28) Molkky Wooden Pin & Skittles
29) Ladder toss
30) Formula One road course trike path
31) Seesaws (two and four seat)

32) Round swing and stand
33) 9-hole inflatable mini-golf
34) Carrington's Carousel
35) Fun Shot Funhoop
36) Giant Yahtzee
37) Wild Sports Axe Throw Set (not dangerous)
38) Inflatable human foosball

Vendor and rental equipment
38) Zip lines
39) Climbing walls
40) Bouncy house
42) Inflatable corn maze
43) Inflatable ball pit
And we're quite sure there are even more options and ideas out there. There's almost an unlimited array of just inflatables, which are always a big draw with young kids.

Of course, with any of these you need to have at least four to six of each so no one has to wait to use one of the games.

3. ACQUIRE TENTING

As nice as the weather generally is in Caldwell, you can't always count on 250 days of great weather. For this, Destination Caldwell should have two or three large tents so that weather is never a reason to stay away.

This might include the need to actually sink anchors into the concrete, with a cover over them, to anchor the tent corners down.

You should have perhaps three 20' x 60' tents (see sample, opposite) that can be put up for special events or just to house activities when the weather isn't great.

You can put up one, two or all three depending on the activities. Some you can combine to create a giant 60'x60' square that can house all kinds of activities.

To make this happen, staff would concentrate on developing activities instead of spending months planning, organizing, and marketing a single event.

This might include renting equipment, the need for additional storage, working with vendors who own portable climbing walls and zip lines.

4. THEMED ACTIVITIES

You can even change the activities to a theme. For instance you might have two, two-week periods that are Fitness Challenge Weeks. During those times you'd bring in activities (and events) that sponsor the wellness theme:

- Hanging out, musical instruments, playground
- Exercise equipment (10 to 12 pieces)
- Five sets hoola hoops
- Vendor booths selling fitness bands, yoga mats, and other inexpensive fitness items they can use at home
- Vendors selling specialized fitness bars, drinks, and other healthy get-fit food items
- Yoga instruction each morning at perhaps 9:00 for an hour (free from a local yoga instructor)
- Three portable Climbing walls (all ages)
- Zumba classes (could be video on stage) three or four times a day
- Three treadmills or stair steppers on the stage
- Little tykes tricycle track

You can host a "Teamwork Weeks" where people come to compete with each other or in teams. Activities might include:
- Hanging out, musical instruments, playground
- Inflatable human scale foosball court
- Four badminton sets
- Six foosball tables
- Six giant chess sets, two giant checkers sets
- Six ping pong tables
- Six to ten corn hole tosses
- Four, four to score games
- Portable bocce ball courts (two or three)

Besides the always there activities (hanging out, splash pad, musical instruments, playground), you may have one or two activities that repeat perhaps two two-week periods. Good candidates for this would be the giant chess and checker sets.

But NO portable activities should be on the plaza for more than a month without being removed for at least two weeks.

You can even produce activities around the Rodeo and fair, such as teaching people how to rope, using a post. And then they can graduate to roping a person (well padded) running or walking across the plaza.

Adding horseshoes (yes, you have to develop a sand box for this).

5. ICE RINK SET UP, TEAR DOWN

While in Caldwell we heard from numerous on-plaza shops that it was disappointing to lose two months of the year due to the time it takes to set up and tear down the ice ribbon.

This, in other cities with similar facilities, is done in two weeks - even if they have to contract for additional help during those weeks.

Once the parking garage is developed and 7th Avenue and Arthur are closed to daily traffic, then this area will be able to provide a myriad of activities for all who are not skaters.

This would be a great place for the large tents, lined up and down 7th Avenue full of vendors and a variety of activities during the winter months.

6. SPECIAL EVENTS, SCHEDULED EVENTS

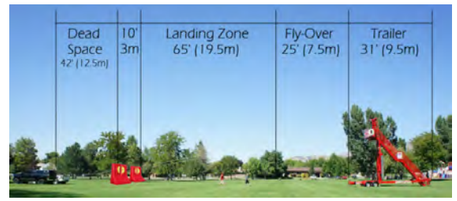
During the year you should host a number of "scheduled events." These are not big productions but could include a series of events:

- The Thursday Farmers Market
- Yoga on the Plaza every Wednesday morning from 9:00 to 10:00 for perhaps 12-weeks
- Zumba on the Plaza every Saturday morning from 10:00 to Noon.
- Tai Chi on the Plaza, every Monday from 9:00 to 11:00

These yoga and exercise classes could be hosted by local studios, who can also sell the clothing and mats to participants. These would be free and open to the public, but a great way for these folks to land new customers.

- Wine and Cheese every Friday from 5:00 to 7:00 pm. This could be produced by the Sunnyslope Wineries and it could include vendor booths and food pairings. Even cooking demonstrations on stage.

You could have a set of these "regularly scheduled events" throughout the year, like the horse and buggy rides during Winter Wonderland and others.



Shown here, clockwise from above: Portable climbing wall, recruiting artisans in action (pottery-making, chain saw carvers), lawn bowling (portable), top left three photos showcase a portable zip line. Many of these would be supplied by vendors.

Then there are the Special Events. A group of people can spend up to six months preparing, organizing, and producing an event that lasts a single day.

These should be limited to no more than ten events, produced by Destination Caldwell, throughout the year. We recommend capping at that. Most only produce about six events each year.

7. RECRUIT OUTSIDE CLUBS & ORGANIZATIONS
This is perhaps the very best, and most cost-effective way to host special events without your staff having to do all of the work.

In this case, a staff person would be dedicated to spending full-time attracting local, regional, and even national clubs and organizations that host events, encouraging them to host one of their events in Caldwell.

Using GuideStar, an online resource that lists just about every non-profit club or association including contact information, listed by state, is a great way to develop a database.

Using this method, you would work to attract:
- Quilt shows and quilting clubs
- Pottery and arts clubs and associations
- Mustang Car Clubs (there's a car club for just about every make of car out there including BMW, Mercedes, Volkswagen, Subaru, Jeep and the list goes on and on)
- Motorcycle clubs: Goldwings, Harley Owners Groups, etc.
- Biking and BMX clubs, cycling clubs
- Baseball card and sports memorabilia collectors exchange clubs and events
- Stargazing and photography clubs
- Dance clubs and exhibitions

Some cities will end up hosting 40 to 50 of these a year - filling nearly every weekend. You provide the venue (the plaza, closing off 7th or even Main Street) and they do all the work. They promote it, market it, produce it, invite the vendors, and run the actual event.

All you have to do is invite them.

8. ARTISANS IN ACTION
This is also a great event to attract and produce and can include:
- Chainsaw carvers
- Ice carvers
- Potters who bring potting wheels, kilns, and other gear with them, teaching people the art of pottery. In exchange, they sell their creations while in town.
- Food truck festival
- Garden clubs and nurseries. They sell and teach the art of indoor gardens, container gardens, building lawn furniture, and you also invite vendors - in essence, creating a Home and Garden Show on the Plaza.

With these examples (there are dozens of other ideas as well) you can work with local state trade associations that can reach out to their members to help you organize these events.

Each of these types of events typically last four to five days, often starting on a Wednesday and ending on either Saturday or until Sunday afternoon.

Most car and motorcycle shows last two to three days.

9. MAINTAIN IT YOURSELF
There were months where we were on the plaza and leaves, trash, and debris were in front of all the shops along the Arthur Street side of the plaza. We heard the Parks Department was responsible and that they were waiting for all the leaves to fall. Sorry to say, but that's no excuse and not a valid reason to making the plaza look like no one cares. If the Parks Department does not have the staffing or has issues with equipment, have them provide a dumpster and you take the lead on vacuuming or blowing the leaves every morning during the fall months.

In many countries, the merchants actually go out every morning and clean, sweep, and wash down the sidewalks and gutters in front of their own businesses.

There's no "it's someone else's problem" since their business relies of providing a good positive welcoming first impression.

THE BOTTOM LINE
The goal is to have between 250 and 300 days a year with at least ten different activities available at any time, on Indian Creek Plaza and surrounding streets and throughout the Plaza District.

That provides between 60 and 100 days a year when the ice ribbon is being set up or stored, for inclement weather, and every plaza should have a one or two-week period where it goes through a spring or fall-cleaning where the crew is upgrading equipment, painting, pressure washing, or doing other maintenance tasks that keep the plaza closed during that time frame.

Even then, consider using Arthur Street, and every space you can find to provide things for people to do. It doesn't all have to be on the plaza.

This is a major mind and staffing shift where the focus is no longer on events, but creating 13 two-week schedule of activities that would

be repeated twice a year. This is a total of 26 changes throughout the year. It requires a lot of storage, easy ways to move things in and out, and the ability to "rearrange the furniture" so it's always different and there are new things to explore.

This is an "all hands on deck" move and a fundamental shift in how to program the plaza so that there are always dozens of people on the plaza, nearly every day, year round.
The first plan that resulted in the creation of Indian Creek Plaza only took it to getting the plaza built. So these recommendations were supposed to be a part of the "next steps" plan to be created three years later - in 2018.

But it's never too late!

The first and 15th of every month, there should be a total change on the Plaza making it almost unrecognizable from the previous two weeks.

For most of 2025 we saw very little change week after week and that, to many people, makes the plaza boring and gives less reason to spend time there.

Once you have your list of activities, create a calendar along the lines of the one on the following pages, and develop your "schedule" of activities. Remember, you are looking for 13 sets of activities with at least six of them not repeating for more than twice a year. That being said, every once in a while you'll have an activity that's a big hit. In that case, by all means, change things up a bit. Bring it out for a day or two. Be flexible and keep it changing.

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ACTIVITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Badminton						
Basketball hoops (portable)						
Bumper Bubble Zorb balls						
Corn hole toss						
Farmers market						
Fire pits						
Flickin' Chicken (check out from office)						
Foosball						
Four-to-score						
Giant chess						
Giant checkers						
Giant Jenga						
Hoola hoops						
Ice skating						
Imagination playground						
Ladder toss (check out from office)						
Laser tag (check out from office)						
Outdoor fitness						
Patio dining (Indian Creek Commerce)						
Playground						
Plaza vendors						
Portable climbing wall						
Ring toss (check out from office)						
Roller blading						
Roller skating						
Skate trail toddler tricycle (rental)						
Skate trail tyke trikes						
Skate trail scooters (rentals)						
Splash pad						
Spun armchairs						
Table tennis | ping pong						
Table-top board games (check out)						
Yoga | Tai Chi | Zumba						
# interactive activities available	9 9 8 8 8 9 9 8 8 8 10 9 10 15 16 14 17 18 18 17 18 24 21					

JUNE JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER

19 21 22 22 20 23 23 20 21 22 24 21 19 19 18 19 17 16 18 17 15 11 11 9 9 8 8 8

Envision C

29 Pole banners and signage: Plaza District

One of the key projects for Destination Caldwell, working with the city, will be to clearly identify the Plaza District as Caldwell's premier Shopping, Dining & Entertainment District.

Over time, the "Plaza District" should be on all wayfinding signage, but for now, identifying the district through the use of pole banners, stenciling the logo on crosswalks and other areas, will get the process started.

Looking north up Kimball from Blaine, you can see (most marked with stars) seven decorative lamp posts where the Plaza District pole banner can be hung (photo below).

Using a pole banner on each side of the pole allows the other side to be used to market events, such as you can see here promoting the Caldwell Night Rodeo.

First up is determining how many pole banners to print and their final size. We recommend they be the same size as the Rodeo banners you see in the photo, below.

You can use the banner design (opposite) here, or can create another, but make sure they are colorful and festive. Downtown is all about excitement, fun, and vibrancy.

Also work with a StreetPrint vendor (Duratherm process) to emboss the logo into intersections, starting at Blaine and Kimball, the primary gateway into the Plaza District (top right).

Then start adding them at other intersections throughout the district (upper left, bottom right).

The Duratherm process will last for decades where a stencil and paint is relatively short-lived. This process actually embosses the design down into the asphalt, which is then filled with a polymer that will last, even through snow removal, the use of tire chains, and normal wear.

30 Create Plaza District zoning ordinances: No chains or franchises, business mix

One of the biggest dangers to a thriving downtown is gentrification. To keep this from happening, it's recommended that the City develop a zoning ordinance that does not allow chains or franchises in its downtown. This is the one place in Caldwell where all shops should be unique to just Caldwell.

There might be three exceptions to the rule:

One is having a real estate agency downtown that might be tied to a franchise such as Windermere or Caldwell Banker.

The other exception would be an Idaho specific business that might be in multiple locations. These would be allowed to be in downtown. A perfect example of this would be to have a D&B Outlet Store downtown. The "outlet store" makes it unique to only Caldwell.

The third would be the movie theater, be it a Regal Cinema or AMC Theaters.

The DDA crew, even though we were staying in Nampa or Meridian, and had a variety of restaurants quite a bit closer to "home," we made the trip to Caldwell to dine at our favorite restaurants there. For lunch that was The Twisted Fig. For dinner it was either The Grit, Indian Creek Steakhouse, or The Chop Shop. For morning (or afternoon) beverages, it was either the Flying M or Bond and Bevel. The point: If it's unique to you, we'll go out of our way to visit. We certainly don't need to visit the Plaza District for a Subway or Dairy Queen. We can find those just about everywhere.

Places such as the Happy Teriyaki (another place we frequented often) is grandfathered in, so there will be no effort to have them removed.

The Stockyards District has a lot of opportunities for chains and franchises. For instance, in that area we'd love to see an Olive Garden or Red Robin, or a Mongolian Barbecue. It would also be a great spot for a Trader Joe's, a Costco that would serve the Eastern Oregon communities from Baker City, Ontario all the way to Caldwell, and even most of Nampa.

By creating this ordinance, we do not have different areas of town competing with each other. If you want something unique to Caldwell, head to the Plaza District. If you are looking for a chain, franchise, or big box store, simply head to the Stockyards District, or the options north of Interstate-84.

The second ordinance would restrict the use of ground level storefronts, which would be reserved for retail businesses and food services.

Upper floors would be mixed-use spaces, which could include office space, residential, lodging, or professional services.

Once again, consider a successful mall or lifestyle retail center where you won't find offices with architects, law firms or engineers. You also won't find laundromats, churches, or social service organizations. This is the rule of critical mass - "like" businesses congregating together make downtown a powerful draw.

In the past, the DDA team has worked with downtowns wrapped around a central courthouse where a lot of the street-level businesses were law firms. To attract people to downtown, many of them actually converted the first 15' inside their doors to other uses such as a coffee shop, or a newspaper and book stand, a panini shop, a confectionery, and a florist.

This provided each of them with a tenant, who paid rent and brought commerce - and potential clients - to their doors.

While we can't create an ordinance relating to operating hours, it's important to note that 70% of all consumer bricks and mortar shopping takes place after 6:00 pm. And downtowns are the place we go after work and on weekends.

This is why the key hours for Indian Creek Plaza tend to be from 4:00 pm to 10:00 pm. It's also why most restaurants are open until 10:00. If the plaza is successful in bringing customers to these businesses' front doors during the evening hours, then there will be more incentive to stay open later.

Across the country, we are moving to the "European Standard." The average time families had dinner in the 1960s and even in the 70s was between 5:30 and 6:00. Today it's getting closer to 7:00. Throughout Western Europe, the average time for dinner is 9:00 pm.

Landlords need to include in their lease agreements that their retail tenants be open at least six days a week, and should be open from 10:00 or 11:00 am to 9:00 pm, except on Sundays - the one day people are home early.

This is a process that will take time to develop, but meanwhile, the City can enact specific ordinances that apply just to the Plaza District to keep it unique and to create the critical mass, or clustering, of "like" businesses.

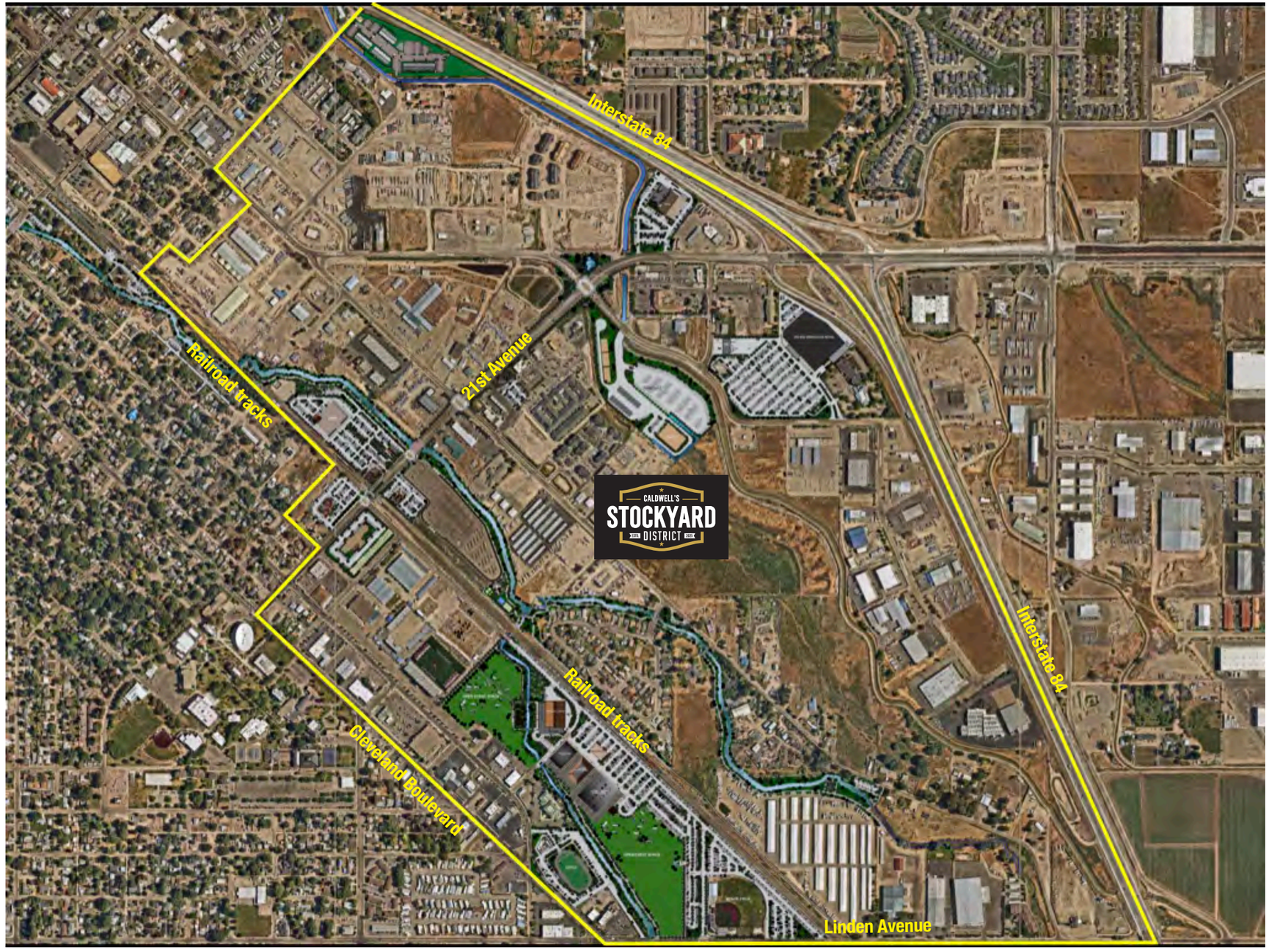
The Stockyards District

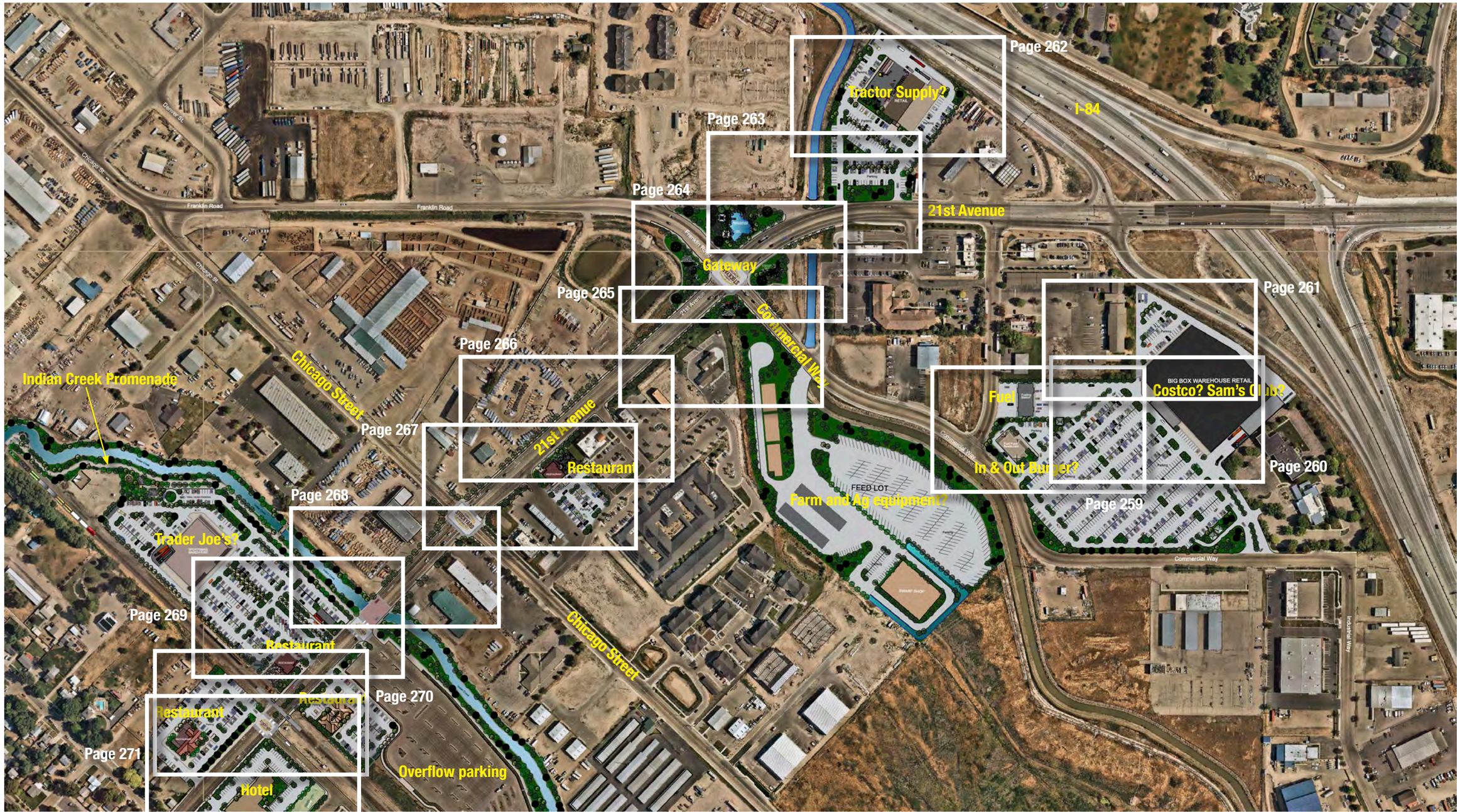
Welcome to The Stockyards or the Stockyard District! This is the heart of Caldwell's long-standing agricultural heritage, with a focus here on farm and ranch. This is also an ideal location for some big box retailers, bringing these to the south side of I-84, where the majority of Caldwell residents actually live. The Stockyards area is home to the Canyon County Fair, the Caldwell Night Rodeo, College of Idaho sports (football and baseball).

The overview, here and opposite, shows the boundaries for the district, its brand identity (logo) and initial ideas of where certain types of projects could be developed. In hearing from local residents, both Trader Joe's and a Costco neared the top of the list of what they like to see in Caldwell, and in this area.

While the Plaza District will not allow chains or franchises, this would be a great area for restaurants such as Olive Garden, Red Robin, In & Out Burger, Chili's and others - with a focus on sit-down dining. Three of these would be within a couple-minute walk of the fairgrounds and the hotel, being constructed in 2025 and 2026.

FOCUS:
- Farm & Ranch
- Canyon County Fair
- Caldwell Night Rodeo
- College of Idaho Sports
- Big box retail
- Restaurants
- Lodging

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Restaurant
Fuel
Costco? Sam's Club?
In & Out Burger?
Page 260
Page 268
FEED LOT
Farm and Ag equipment?
Page 259
Trader Joe's?
Commercial Way
Page 269
Chicago Street
Industrial Way
Restaurant
Page 270
Restaurant
Restaurant
Page 271
Overflow parking
Hotel

Close to I-84, with excellent visibility, this site is perfectly suited for a Costco or Sam's Club, which would serve communities from La Grande, Oregon all the way to Caldwell, and then all of Caldwell and much of Nampa. This is the entrance to that retailer, so the fueling station would be as you would find at a typical Costco or Sam's Club.

The fast food restaurants would also have great feasibility, and this would be an ideal location for an In & Out Burger or similar type of restaurant with easy access to I-84.

BIG BOX WAREHOUSE RETAIL
Control Booth
Parking
Parking

Once again, this is a fantastic location for a Costco or similar major retail store with easy access and visibility from I-84, and particularly for traffic coming from Eastern Oregon and Western Idaho.

The building you see (left) is the La Quinta Inn, which has tremendous potential with some upgrades and improvements. A development like this would bring overnight customers from the rural areas of Eastern Oregon, who would likely spend the night before heading home after a day of shopping here, across the freeway at Home Depot, D&B and other major retailers.

Across 21st Avenue from the potential Costco site, is another excellent opportunity, also with easy access and tremendous visibility from I-84.

Shown here is a typical Tractor Supply store, but this could be any type of retailer, such as a Target or any type of ag-related retail business.

To the right is the tail end of the parking lot to the retail store, opposite. This gives you a good view of the gateway into both Caldwell and the Stockyard District.
Parking
GRAND MARQUEE ENTRANCE SIGN
Water Feature

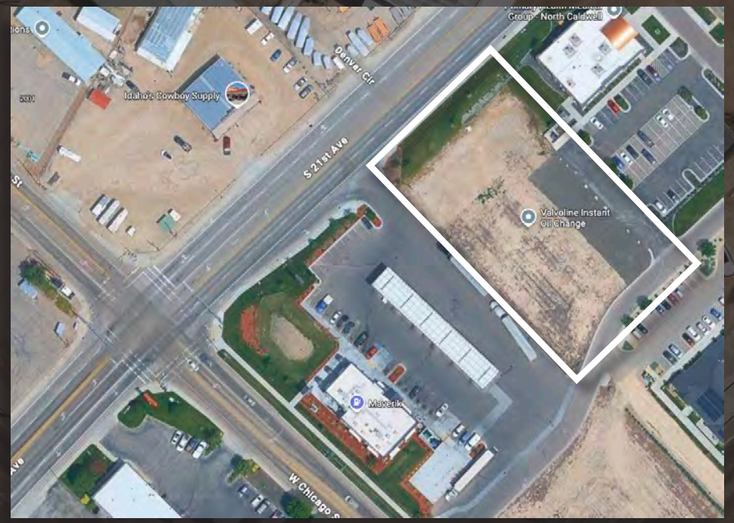
GRAND MARQUEE
ENTRANCE SIGN
Water
Feature
Franklin Road
FUTURE
ENHANCED
LANDSCAPE
IMPROVEMENTS
ENTRANCE SIGN
& LANDSCAPE
FEATURE
21st Avenue
FUTURE
ENHANCED
LANDSCAPE
IMPROVEMENTS

On these two pages you can get a good idea of how 21st Avenue could provide a stunning entrance to Central Caldwell and the Stockyard District.

The heavy landscaping and monument signage would help screen the run-off ponds and would be the beginning of adding street trees from this location, on both sides of 21st Avenue, to Blaine Boulevard, as you can see here.

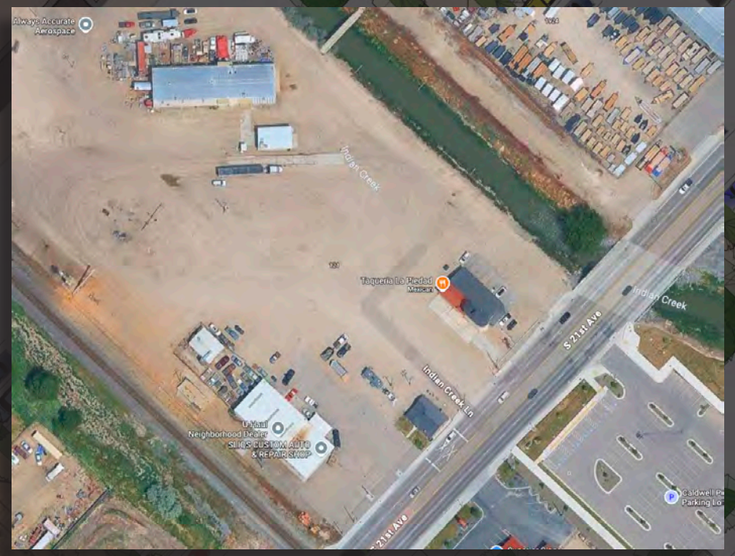
21st AVE.
RESTAURANT

A restaurant (both of these pages) is needed in this area of Caldwell, especially being so close to so much commercial, industrial, and event traffic. The photo below shows the empty lot that might be ideal for this type of project.



Riverside Trailers
CALDWELL'S
STOCKYARD
DISTRICT
Indian Creek Promenade
Indian Creek
21st AVE.
Commercial Tire
Restaurant parking
Woody's Outdoor Power

This site is located directly across the street from the city's fairgrounds overflow parking lot, an ideal location for a sit-down restaurant such as an Olive Garden, Red Robin, Texas Roadhouse Grill, or Chili's - to name a few.



RESTAURANT
Parking
RESTAURANT
Parking
RESTAURANT
CALDWELL'S
STOCKYARD
DISTRICT
AVE.
STOCK-TR
Pa

This is a very key area of the Stockyard District for several reasons:
1) It's located next to Caldwell's new upscale hotel, which will have more than 100 guest rooms. Having three restaurants here will greatly benefit hotel guests, but will also be super convenient to all events held at the fairgrounds.

2) There is plenty of room for adequate surface parking for any type of restaurant.

3) It has easy access from both I-84, as well as Blaine and Cleveland Boulevard's.

4) Most of the properties in this location are under-utilized (see inset photo, right).

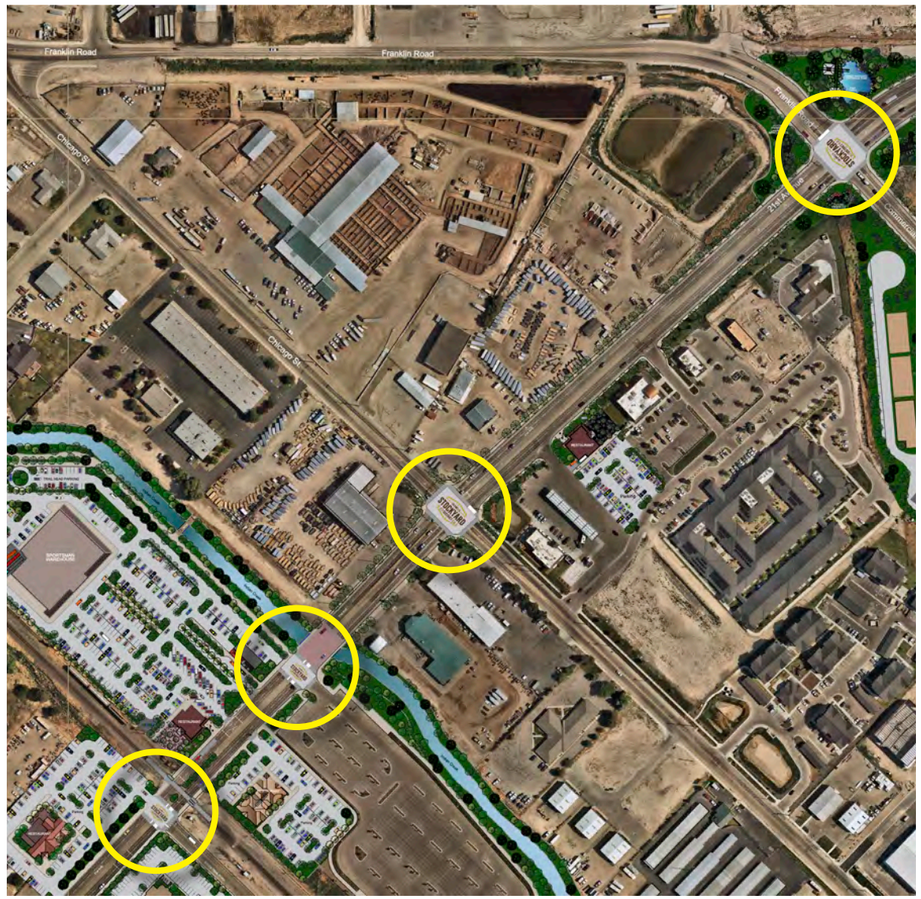
5) The Stockyard District is a major center of commerce for Caldwell and the terminus for Highways 20 and 26.

6) It provides ultra-easy access from the Sky Ranch area: The new hospital, D&B's flagship store, Home Depot and Fred Meyer.

31 Pole banners and signage: Stockyard District

CALDWELL'S STOCKYARD ESTD. DISTRICT 2025

CALDWELL'S STOCKYARD ESTD. DISTRICT 2025



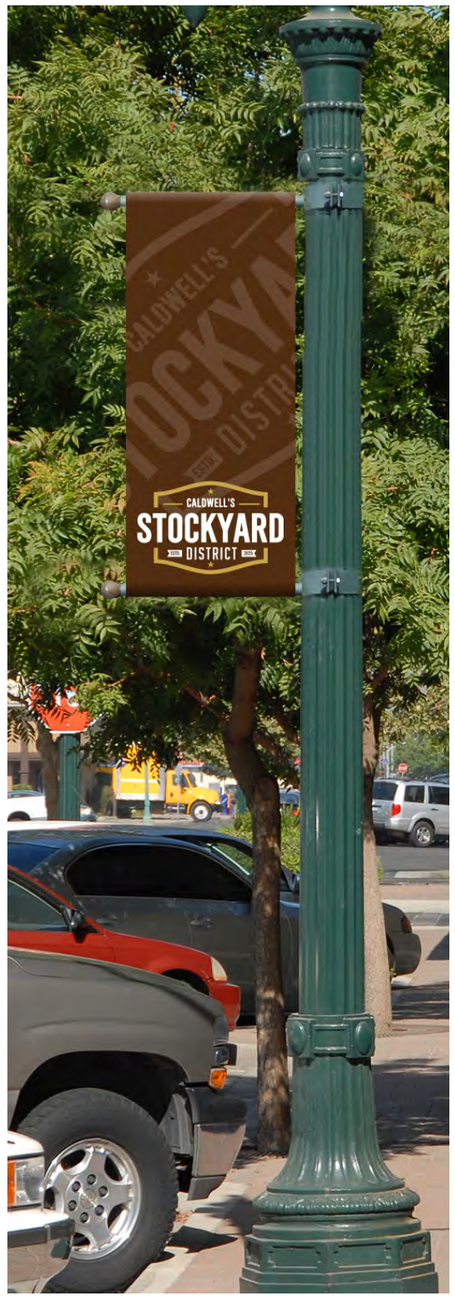
In the case of the Plaza District, Destination Caldwell would take the lead in terms of pole banners. But in the Garden and Stockyard Districts, the city would take the lead for adding pole banners, and for doing the intersection treatments in all three districts.

Opposite, the photo is looking south towards the fairgrounds from the south side of 21st Avenue just over Interstate-84. You can see the light standards all the way down the Avenue, and on each should be a pole banner on one side promoting the Stockyard District, and on the other a pole banner promoting one of the upcoming events at the fairgrounds: Rodeo, Fair or other major events.

To do this will take cooperation from Idaho Power who owns these light standards, and from Idaho Transportation (ITD), who owns this roadway (unless it converts to a city thoroughfare once it turns from Franklin Road to 21st Avenue).

The Duratherm (StreetPrint) intersection logos would be put in four locations along 21st Avenue, and over time, it would be nice to also have them on Blaine at Linden, and on Blaine at 21st Avenue.

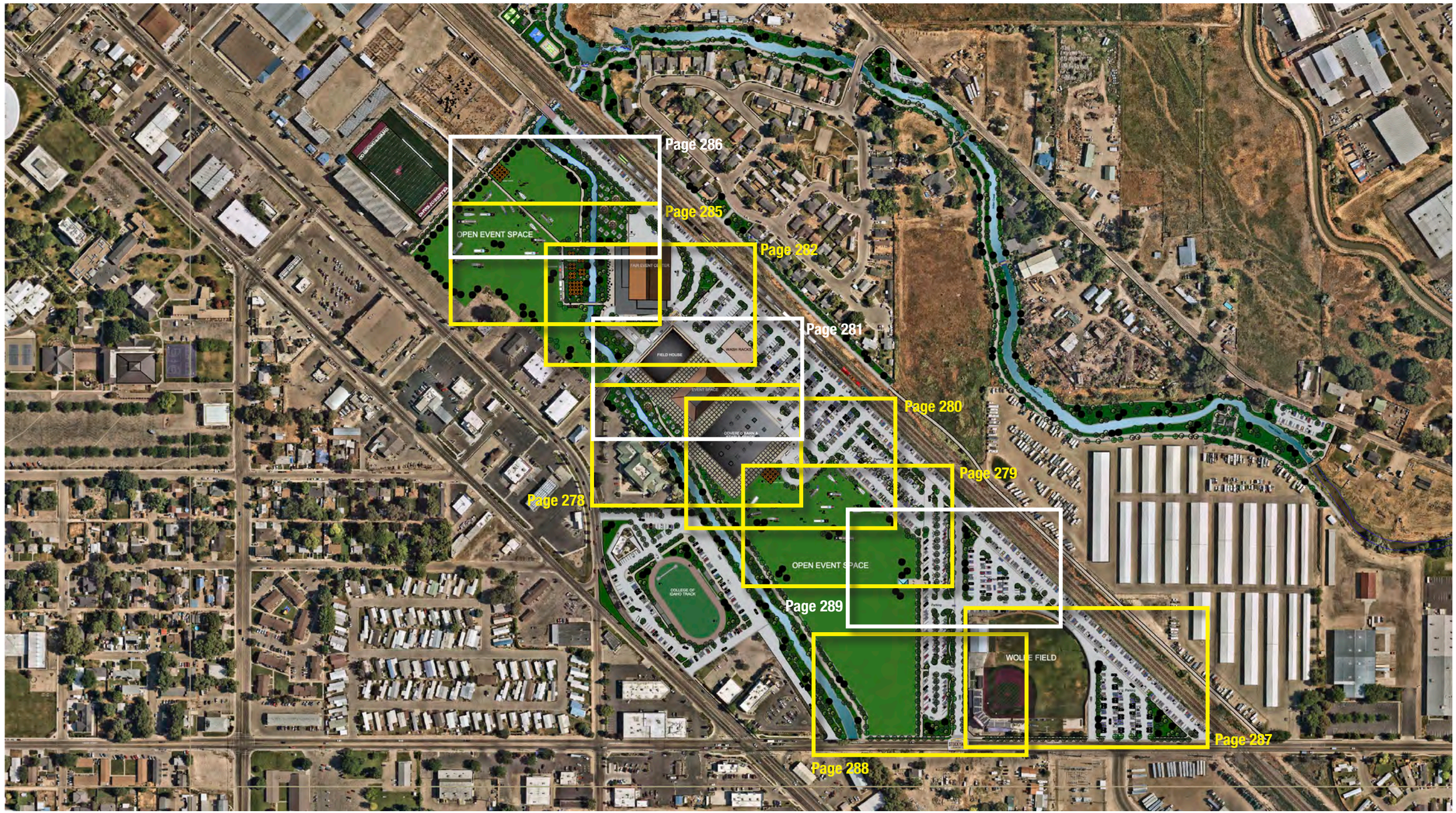
To start, the primary intersection would be where Commercial Way intersects with 21st Avenue.


CALDWELL'S
STOCKYARD
DISTRICT

ONLY
ONLY

Canyon County Fairgrounds

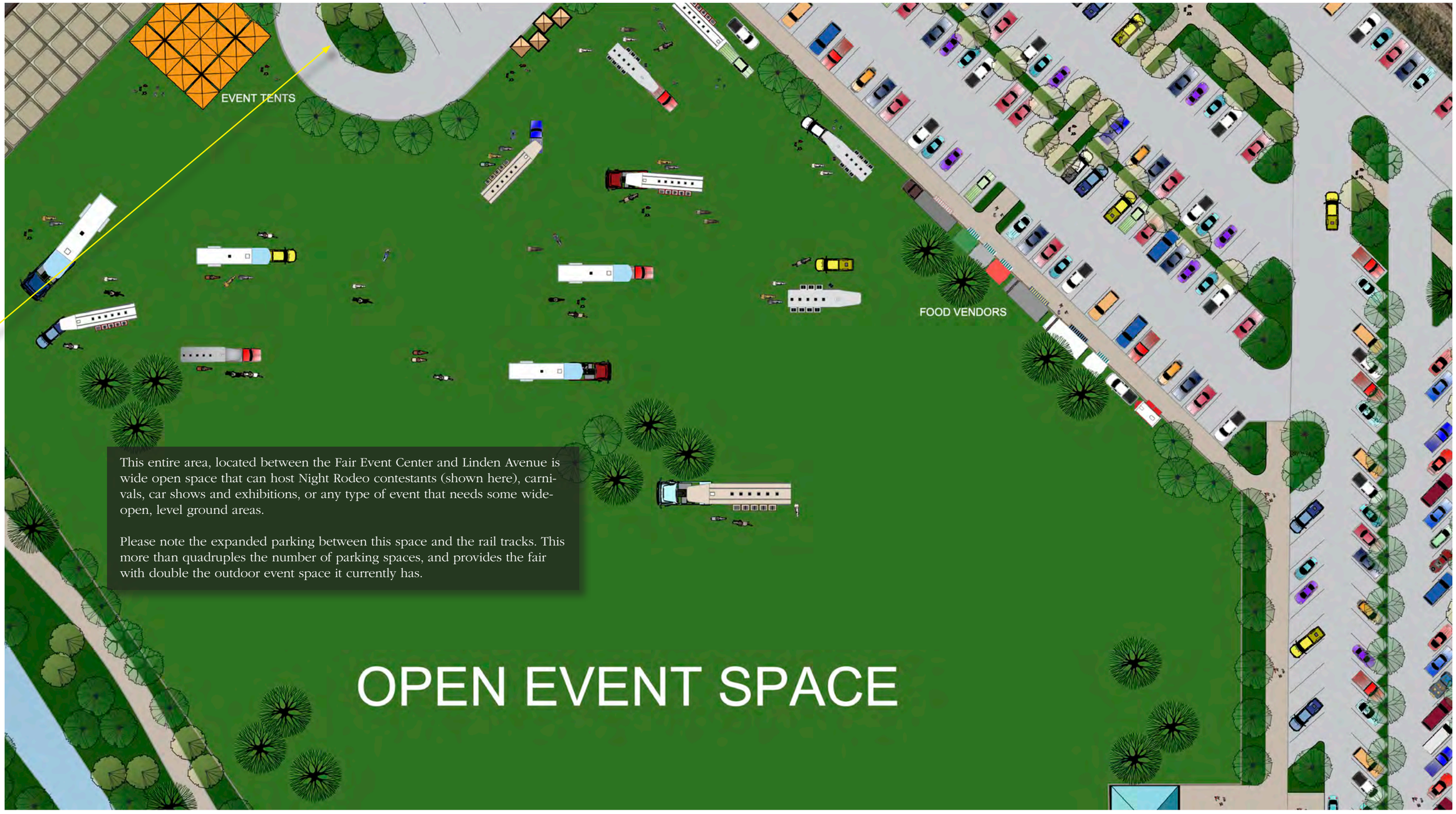
Over the course of this planning effort, the DDA team sat down with the users of these facilities (not the owners) to develop a site plan that will work for the Caldwell Night Rodeo, the Canyon County Fair and its other events, and the College of Idaho. Over the next several pages you'll see close-up views of that effort, which includes more than 1,000 parking spaces and far better utilization of the properties.


Page 286
Page 285
OPEN EVENT SPACE
Page 282
Page 281
FIELD HOUSE
WASH RACKS
Page 280
Page 279
Page 278
OPEN EVENT SPACE
COLLEGE OF IDAHO TRACK
Page 289
WOLFE FIELD
Page 287
Page 288

Over the course of this planning effort, the DDA team sat down with the users of these facilities (not the owners) to develop a site plan that will work for the Caldwell Night Rodeo, the Canyon County Fair and its other events, and the College of Idaho. Over the next several pages you'll see close-up views of that effort, which includes more than 1,000 parking spaces and far better utilization of the properties.

The trail here, along the canal, connects with Indian Creek Promenade on the east side of the Canyon County Fair Event Center. The bridge here provides access to Stewart's Grill and the businesses along Blaine.

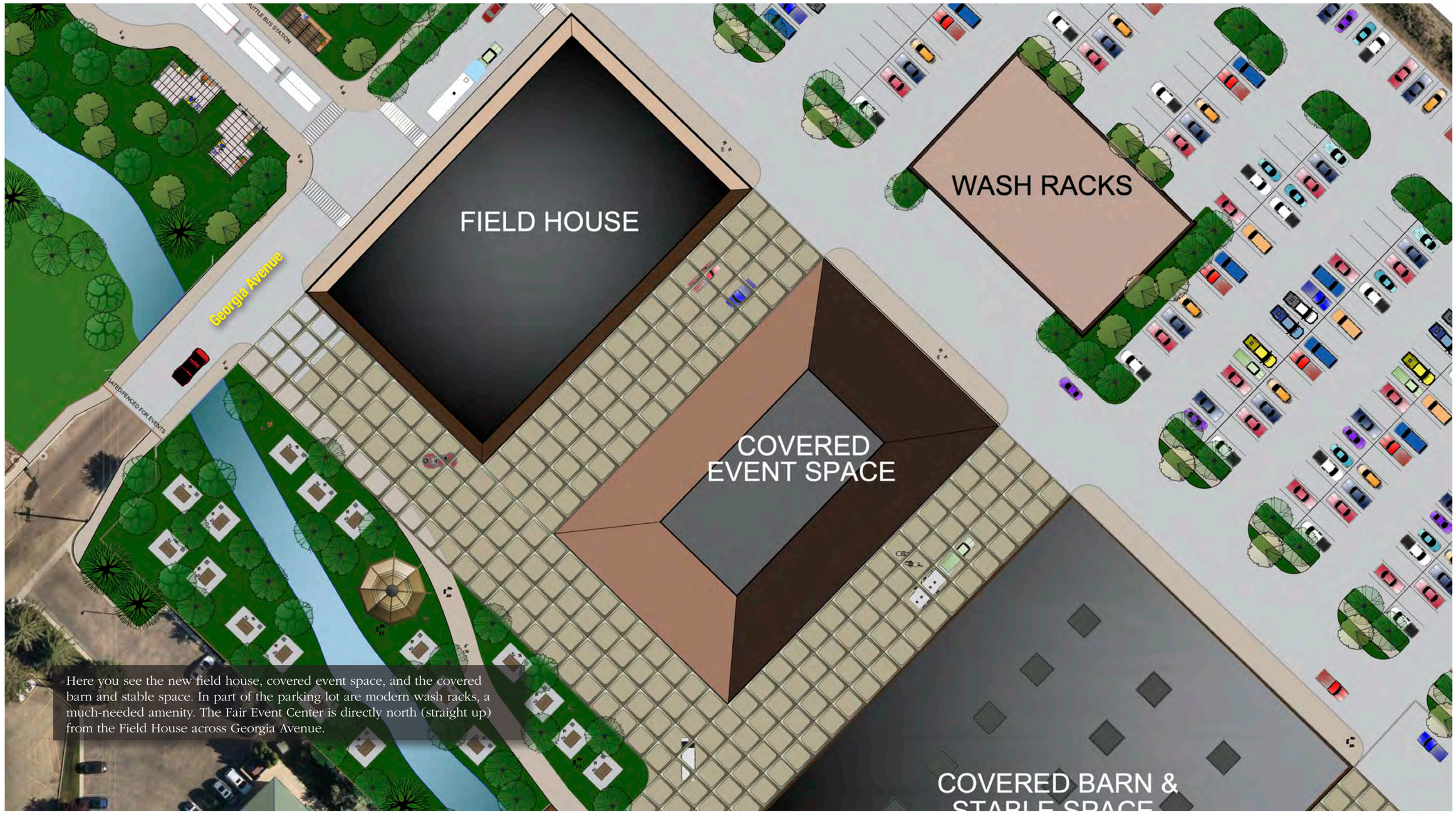
There will be a gate on this bridge so that for paid events, people will need to go to the proper gates along Georgia Avenue.



This entire area, located between the Fair Event Center and Linden Avenue is wide open space that can host Night Rodeo contestants (shown here), carnivals, car shows and exhibitions, or any type of event that needs some wide-open, level ground areas.

Please note the expanded parking between this space and the rail tracks. This more than quadruples the number of parking spaces, and provides the fair with double the outdoor event space it currently has.

The plan is to, over time, build a new field house, and new fair buildings along the lines of those at the northern end of the fairgrounds, but have them here close to the new Event Center, with more modern amenities, and additional room so the County Fair can grow with additional events added. The goal is for the fairgrounds and facilities to host up to 150 days of open-to-the public events each year.



Here you see the new field house, covered event space, and the covered barn and stable space. In part of the parking lot are modern wash racks, a much-needed amenity. The Fair Event Center is directly north (straight up) from the Field House across Georgia Avenue.

For events, the goal is to have gates along Georgia Avenue that can be closed during paid entrance festivals and events. This way people can easily cross from one side of Georgia to the other without going through additional gates.
EVENT TENTS
VENDORS
FAIR EVENT CENTER
PICK UP/DROP OFF
Vendor tents & booths
Vendor booths
Shuttle stop
SHUTTLE BUS STATION
CALDWELL'S STOCKYARD DISTRICT
Trellis shaded picnic shelters
FIELD HOUSE
WASH RACKS
ORGE AVE.

The goal of this whole site plan is to rethink the entire site to make it work better for all types of uses, particularly the main events, which include, of course, the Caldwell Night Rodeo, the Canyon County Fair, and College of Idaho sports.

Just for fun, we included a track across the canal (along Blaine) in case some property opened up for this type of development.

This would give the college the three primary sports facilities they need - all next to each other.

Here are a few highlights of this site plan:

- This provides nearly 1,000 paved parking spaces, sorely needed.

- There will be four shuttle stops (two at the north end, one at the parking lot along 21st Avenue, and one next to the Event Center).

- This keeps the fairgrounds in a single location between Linden Avenue and D&B Stadium.

- Gates along Georgia and the pedestrian bridge over the canal provide easy access between the two open areas without having to go through additional gates.

- The entire fairgrounds event areas would be fenced with beautiful wrought iron fencing to accommodate paid events. This would be the same type of fencing already used around the Event Center.

- The field house, covered event space, and stalls and barn space would be along the same sizes used at the other end of the grounds, but re-built here with more modern amenities and better proximity to the Event Center.

- A paved canal-side trail will be developed through the fairgrounds.

- Retaining walls (see site plan) will be added, which will increase the usable event space substantially.

Here you can see the synergy of keeping the fair-related facilities and grounds together, creating a much more enjoyable experience for attendees and well as vendors and participants.
Vendor booths
Picnic grounds
OPEN EVENT SPACE
FAIR EVENT CENTER
Vendor booths
FIELD HOUSE
WASH RACKS
COVERED EVENT SPACE
COVERED BARN & STABLE SPACE
Picnic grounds
Parking
Parking
Indian Creek
Indian Creek
COLLEGE OF IDAHO
ST GEORGE AVE
STOCKYARD
EVENT TENTS
FOOD VENDORS

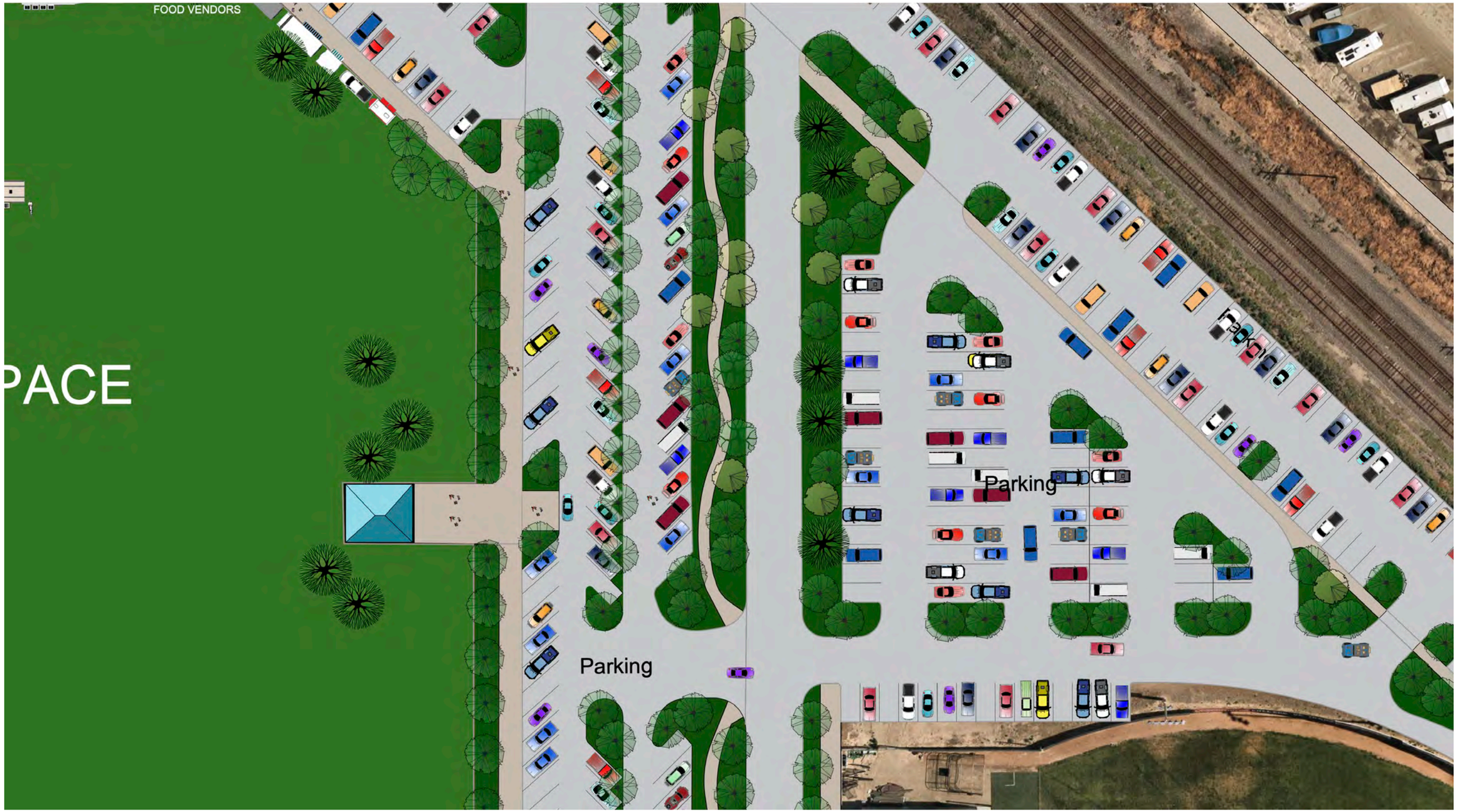
The yellow outline is the approximate fence-line, always providing open access to all parking areas and access through the fairgrounds. Should there be multiple events taking place at the same time, the grounds could be divided by the north area and the south area (with Georgia Avenue as the divider).

OPEN EVENT SPACE
Picnic area
EVENT TENTS
FOOD VENDORS
FAIR EVENT CE

Access to rodeo and animal pens area
EVENT TENTS
fence line
STOCK TRAIL ROAD
Picnic area
OPEN EVENT SPACE

WOLFE FIELD
Parking
LINDEN STREET

Open event area
fence line
fence line
fence line
LINDEN STREET
Linden Avenue
CALDWELL'S
STOCKYARD
DISTRICT
WOL


FOOD VENDORS
PACE
Parking
Parking
Parking

32 City to divest itself from the fairgrounds and area facilities

We believe this is one of the most important, and likely most controversial recommendations in this plan. Since early on in this planning process we learned that the O'Connor Field House needs millions of dollars in upgrades and improvements. We learned that D&B Stadium needs substantial improvements or an actual re-build as its steel structure is coming to the end of its lifespan. We learned that college football players, and the teams who use this field have no locker rooms, so those need to be developed. We learned that there was a dire need for additional parking. With the new box seats at D&B Stadium, the scoreboard will need to be relocated to the other end of the field.

Finally, we also learned that the county owns some of the fairgrounds area and the city owns some of the fairgrounds area, and users have to deal with two entities to organize any use of the facilities.

We could find no county fairgrounds, across the country, that are owned by two government entities.

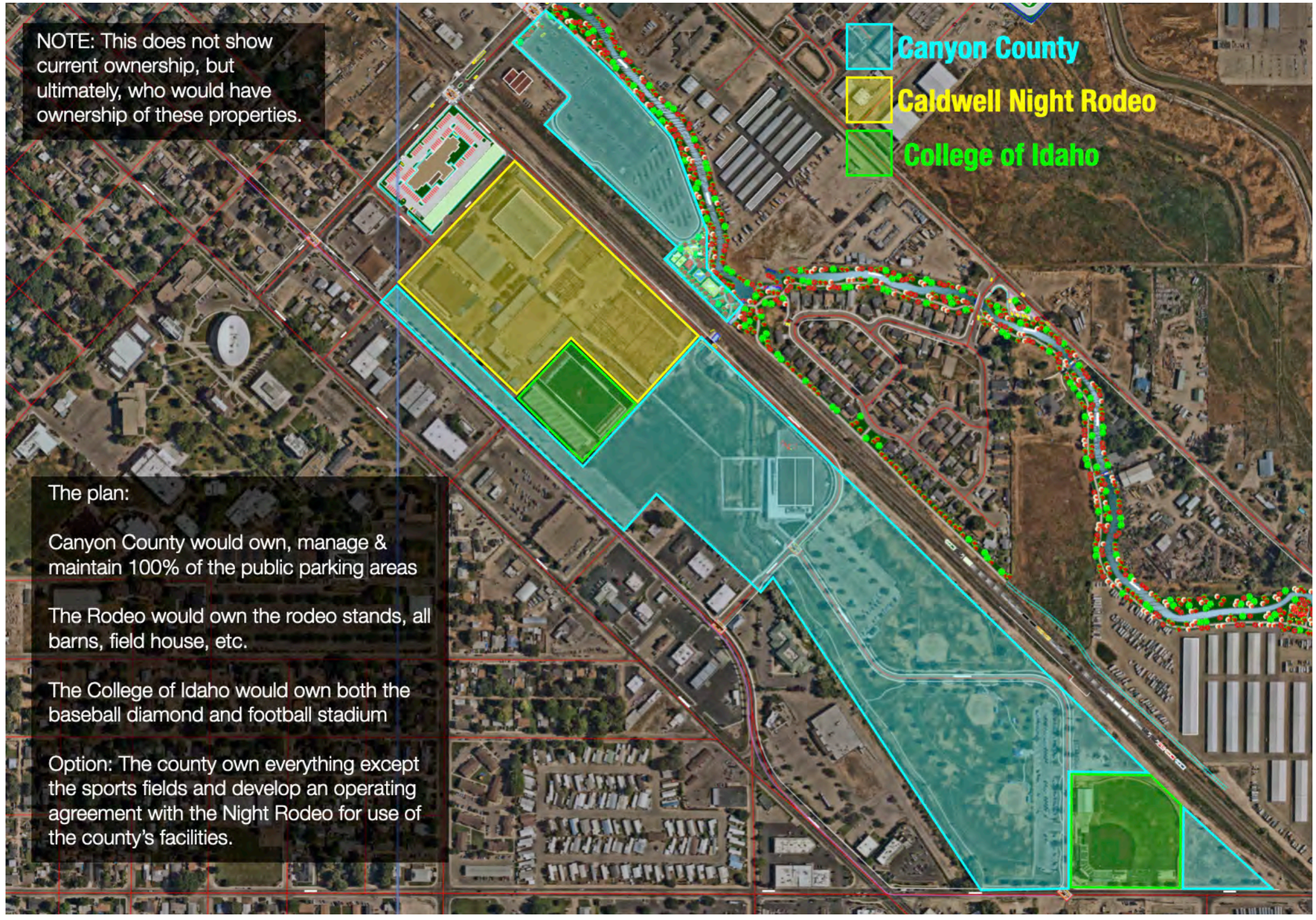
This begged the question, "why the heck is the city in the County Fair business anyway?"

As outsiders, the DDA team has no idea of the past history, challenges, or of any dealings with regards to these facilities or ownership of them. This allows us the opportunity to look at this recommendation from fresh eyes, with no politics getting in the way and no axe to grind with anyone or any organization.

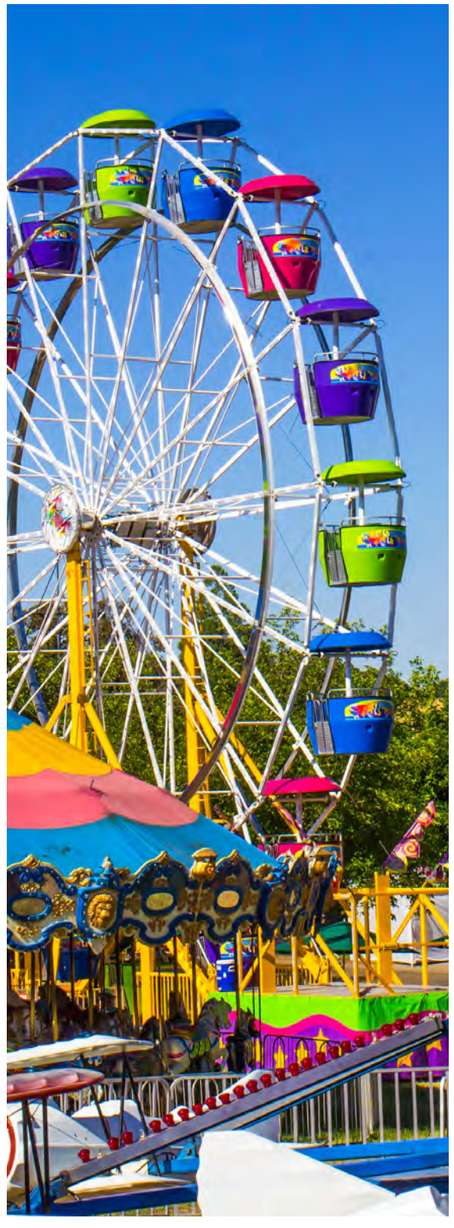
Quite frankly, every recommendation in this plan will create a return on investment for the City, so why invest millions of dollars into these facilities when they could be deeded over or sold to other organizations (non-profit, municipal, or educational) to invest in, manage, and market?

If you take a look at the map, right, the areas in blue would be deeded over to Canyon County including 100% of the parking. There's no need for the City to own and manage a parking lot here if it's no longer a landlord in this area.

The two areas in green would be deeded over to the College of Idaho at no cost to them.



City to divest itself from the fairgrounds and area facilities (continued)



The areas in yellow would be sold or deeded over to the Caldwell Night Rodeo.

The City should take the extension building, located downtown, a piece of property they own on 5th Avenue, and perhaps another piece of property or two - and then leave it at that. Remember that this plan calls for Canyon County to spend millions of dollars to redevelop the fairgrounds with a new field house, new fair facilities, the addition of retaining walls, gates, and fencing, and development of hundreds of new parking spaces.

The county would own all of the parking, which would be used free of charge except during certain events and would be managed and maintained by a single entity rather than by multiple entities.

The College would be responsible for the addition of locker rooms and improvements to the stadium and Wolfe Field.

The Caldwell Night Rodeo would own and manage their facilities without having to deal with both the county and city - they would be in charge of their own destiny and facilities.

All three of these organizations work well together, and getting the city out of the way will make it far easier to attract new festivals and events to Caldwell.

The goal of this plan is to see this area of Caldwell host more than 150 days a year of multi-day major open-to-the-public festivals, exhibitions, and fairs of all types.

In fact, the city's new Convention and Visitors Bureau will work with the County to help promote ALL of Caldwell's attractions.

We developed a priority funding list for Caldwell, focusing on the top initiatives that will:

1) Improve the quality of life for its citizens.

2) Increase parks, trails, and open spaces the city needs to accommodate a growing population.

3) Include new and better sports and sporting facilities.

4) Reduce leakage of locally earned money by increasing private-sector development in Central Caldwell particularly in the Plaza District.

5) Reduce commuting and commute times with the private-sector development of Class A office space.

6) Dramatically increase the tax base by getting into the tourism industry (Conference Center and downtown hotels).

7) Save the city millions and millions of dollars in needed maintenance and upgrades so it can concentrate on using those funds to attract private-sector investment into Central Caldwell (more than $400 million over the next 20 years).

You can easily see that the fairgrounds are nowhere near the top of the priority list - in fact, they are not even on the list.

It's extremely important to emphasize that the fairgrounds, with The Canyon County Fair, the Caldwell Night Rodeo, and the College of Idaho sports, are absolutely important and vital to Caldwell.

For the city to divest itself of the fairgrounds property does not in any way diminish their importance to the community and its citizens. The Sunnyslope Wine Trail and the fairgrounds are the two best tourism assets Caldwell has, and they are two of most important assets to all of Canyon County.

This recommendation simply creates partners without the city needing be in charge of and owning just about everything.

There likely will be many discussions about what the property is worth and what the city will receive in exchange.

Instead, consider all the improvements and repairs that are needed, and subtract that from the value, and you'll see that the city would be far better off divesting itself of these properties or doing some property exchanges in areas that can help enhance the initiatives in this plan, or in other areas of the city.

Once again, in the list of priorities, the Garden District is at or near the top of the list, with decades of neglect finally being addressed.

The Plaza District is the economic engine in terms of consumer spending, quality of life through the activities taking place on Indian Creek Plaza, and the fact that this small area can and will attract nearly $200 million in new private-sector investment in fairly short-order.

There is tremendous opportunity in the Stockyard District along 21st Avenue as well. Not all of the big box retailers need to be in Sky Ranch or on the north side of I-84.

Recruiting businesses like Costco or Sam's Club, Trader Joe's and others would be fantastic income generators with hundreds of employees, and tens of millions of dollars in new investment into Caldwell.

Additionally, they would be located closer to the general Caldwell population without the need to head over the Interstate.

In terms of priorities, we recommend that the city divest itself from the fairgrounds and the parking lot along 21st Avenue so it can concentrate on those things that will, ultimately, reduce the tax burden on local residents, shifting it to commercial properties.

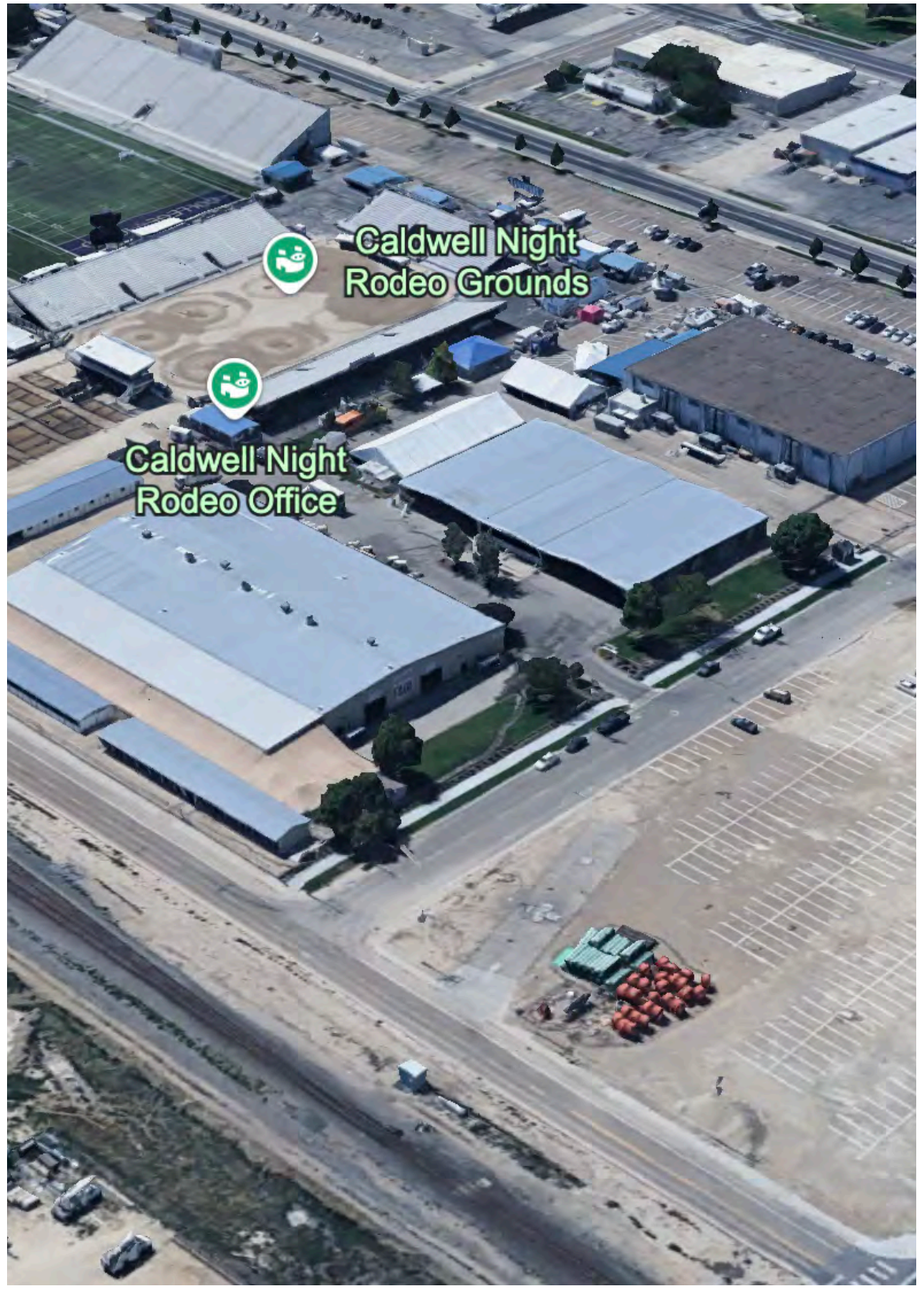
In summary, the three areas where the city was lacking was:

1) It was near dead-last in Idaho in terms of parks, sporting facilities, trails, and open space per capita. This doesn't include Lake Lowell as open space. This plan addresses that, putting Caldwell very near the top of the list with public amenities.

2) Caldwell has had the highest rate of leakage of all cities with populations of more than 30,000 residents. This plan, and the businesses to be recruited, will change that dramatically. In fact, Caldwell will become the hub for shoppers from as far away a La Grande, Oregon. And having these, like the new Home Depot and flagship D&B Supply store, will allow these visitors to not be required to drive past Caldwell.

3) By creating office and professional space in downtown, commute traffic can be dramatically reduced, and new professional businesses can move to Caldwell along with their families.

This plan concentrates 100% on achieving these goals, but to do so is not easy. But this vision clearly creates a priority list for Central Caldwell (not all of Caldwell, but this key area), and while the fairgrounds and related facilities are vitally important, we believe it's time to pass those on to capable partners, helping wherever possible, and moving to the fulfillment of this plan and the City's Comprehensive Plan that was adopted last year.


Caldwell Night
Rodeo Grounds
Caldwell Night
Rodeo Office

Last, but definitely not least, welcome to Caldwell's Whitewater Challenge Course, Park and Environmental Center. These plans for this part of the project were designed and donated by the Destination Development Association (DDA) team. Our chief urban planner, Robert Scott, dedicated a month to developing perhaps the nicest, best, and sure to be the highest-rated whitewater challenge course in Western North America.

Over these following pages, we'll walk you through the elements of this 55-acre project, which is already generating a lot of enthusiasm, not only among kayaking enthusiasts, but from residents and investors alike.

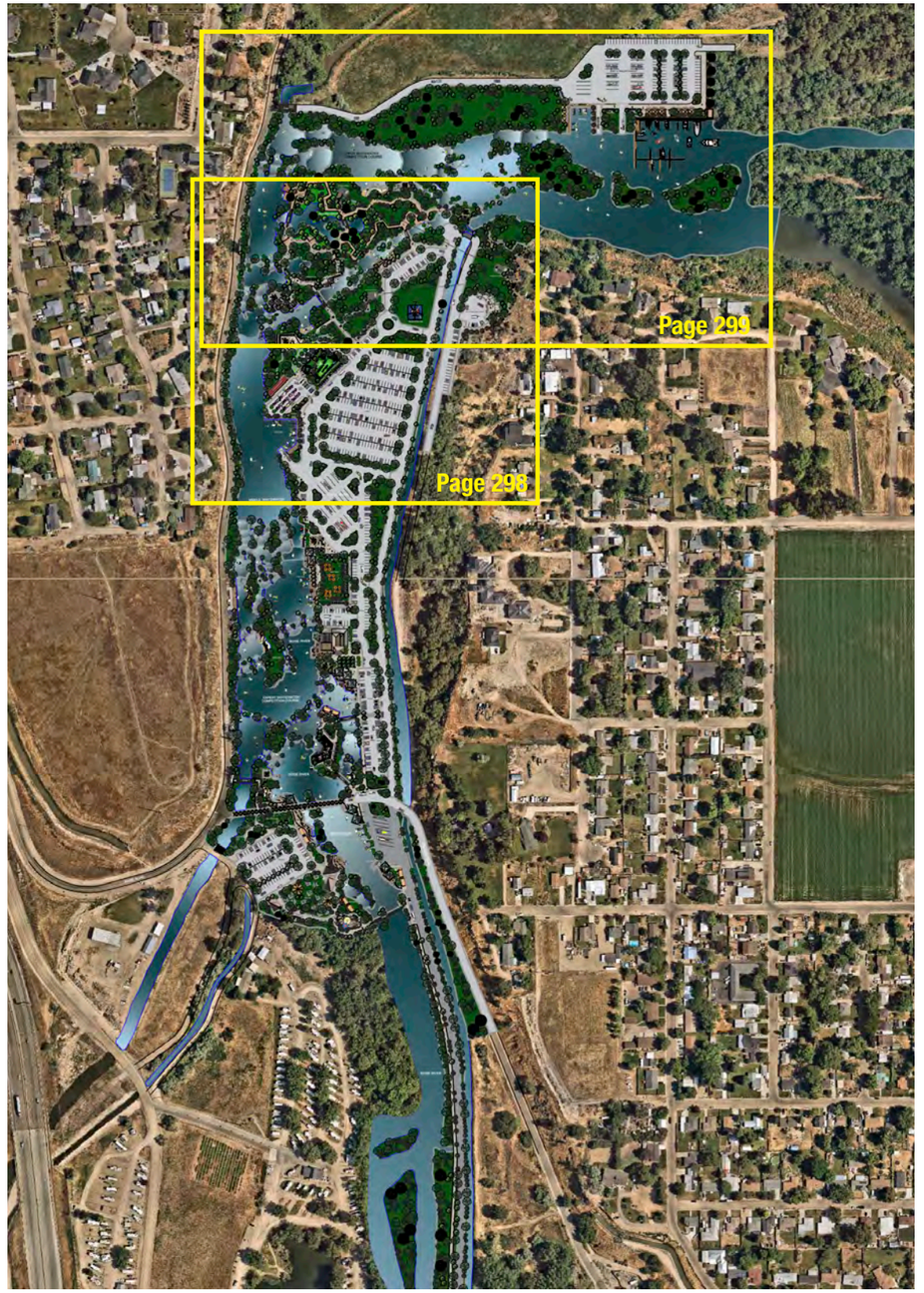
This, when developed, would most likely become a partnership with the State Parks Department, Department of Commerce, the Economic Development Administration, City of Caldwell, Canyon County and others. We hope you love this as much as we did when planning it!

Whitewater Challenge Park

Upper Whitewater Challenge Course, Adventure Park & Wetland Preservation Area
UPPER WHITEWATER COMPETITION COURSE
MIDDLE WHITEWATER COMPETITION COURSE
BOISE RIVER
EXPERT WHITEWATER COMPETITION COURSE
BOISE RIVER
BOISE RIVER

Lower Whitewater Challenge Course, Adventure Park & Wetland Preservation Area

ZIP LINE LANDING
WETLAND HABITAT
Bridge
Bridge
Bridge
Bridge
Bridge
VENDOR BOOTHS
ZIP LINE LANDING
ZIP LINE PLATFORMS
HELICOPTER PAD
WAITING AREA/TURN AROUND
KAYAK STORAGE AREA
PARKING
KAYAK DOCK
BOAT & TRAILER PARKING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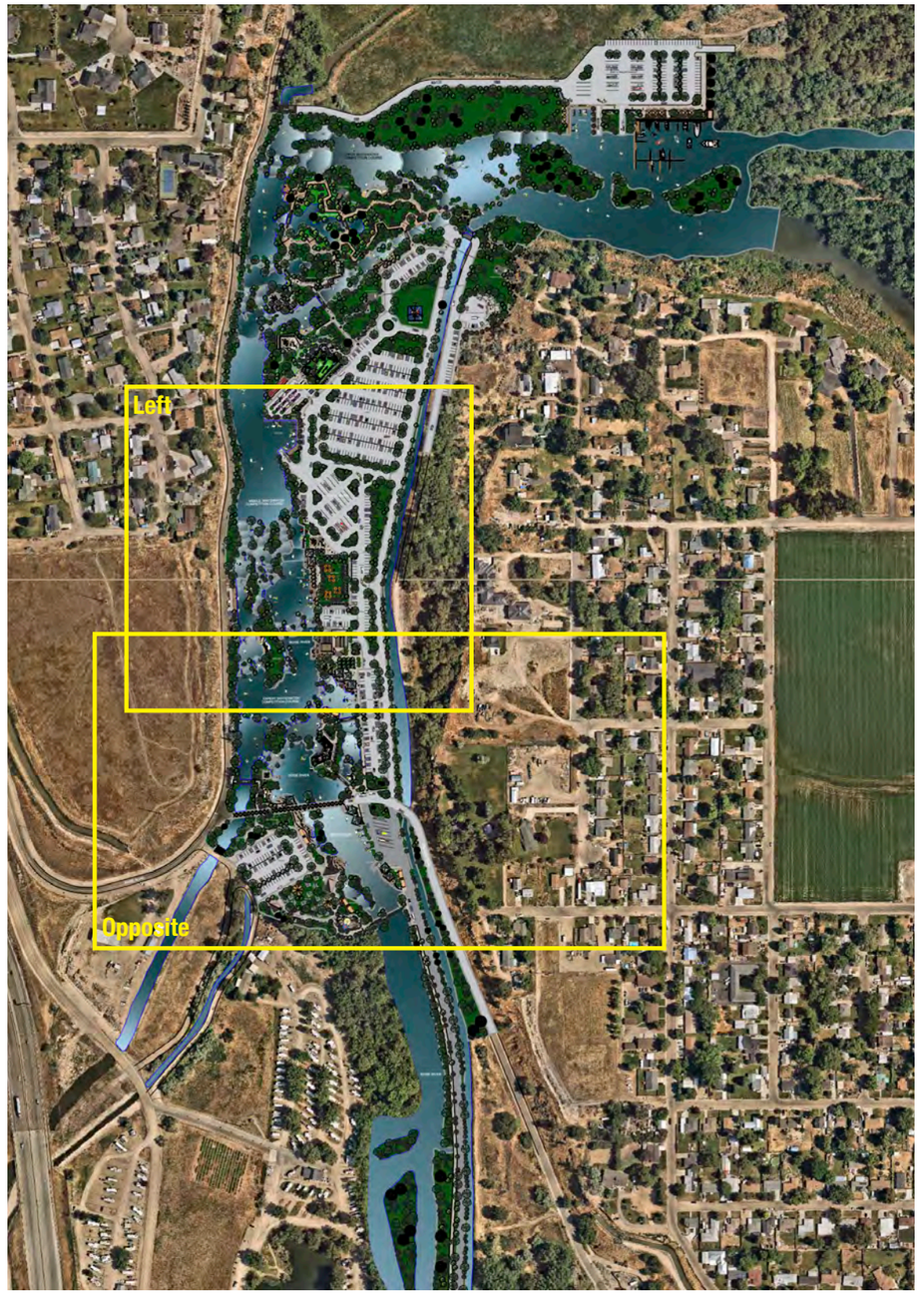
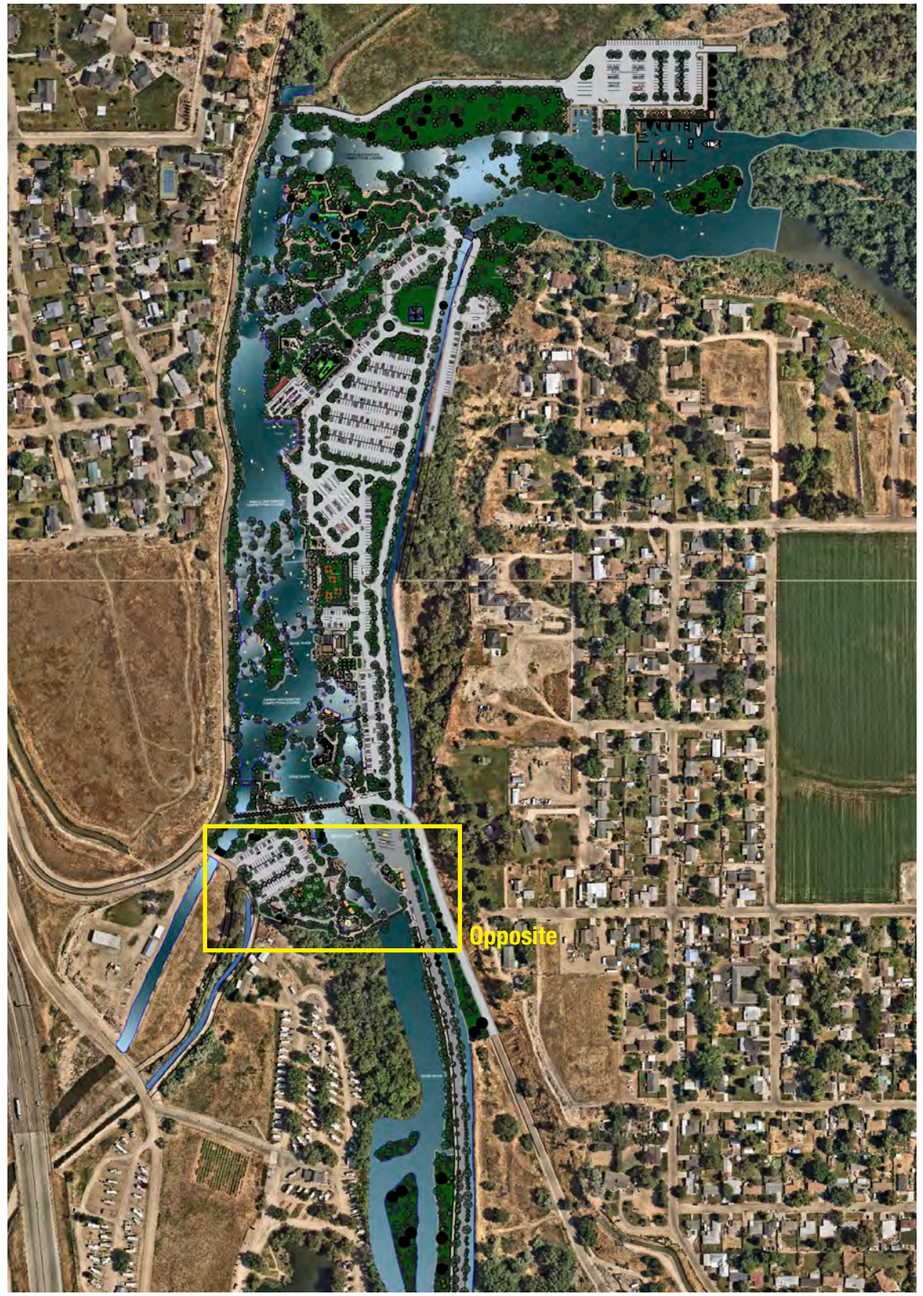
BOAT & TRAILER PARKING
Bridge
KAYAK DOCK
BOAT RAMP
BOAT RAMP
UPPER WHITEWATER
COMPETITION COURSE
ZIP LINE LANDING
WETLAND HABITAT
Bridge
Bridge
Bridge
Bridge
Bridge
RESTROOMS & CONCESSIONS
VENDOR BOOTHS
ZIP LINE LANDING
HELICOPTER PAD
ZIP LINE PLATFORMS
WAITING AREA/TURN AROUND
ANCHOR TOWER

MIDDLE WHITEWATER
COMPETITION COURSE
BOISE RIVER
EXPERT WHITEWATER
COMPETITION COURSE
KAYAK DOCK
PARKING
EVENT TENTS


Left
Opposite

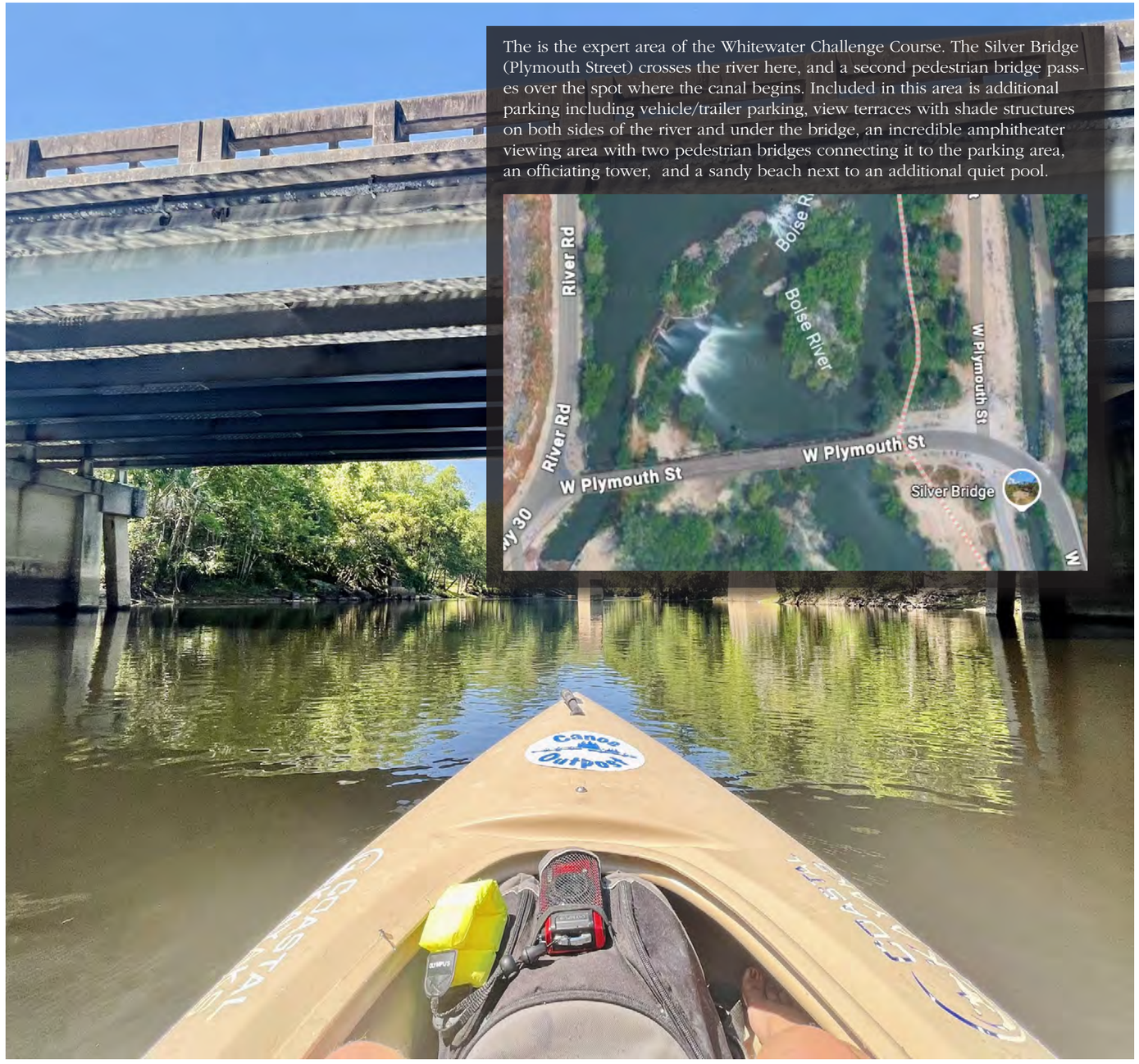
BOISE RIVER
EXPERT WHITEWATER
COMPETITION COURSE
RIVER ROAD
BOISE RIVER
BOISE RIVER
Plymouth Street
RIVER ROAD
KAYAK DOCK
Bridge
VIEW TERRACE
PICNIC AREA
PARKING
PAVILION
BLEACHERS
BOAT RAMP
TRAILER PARKING

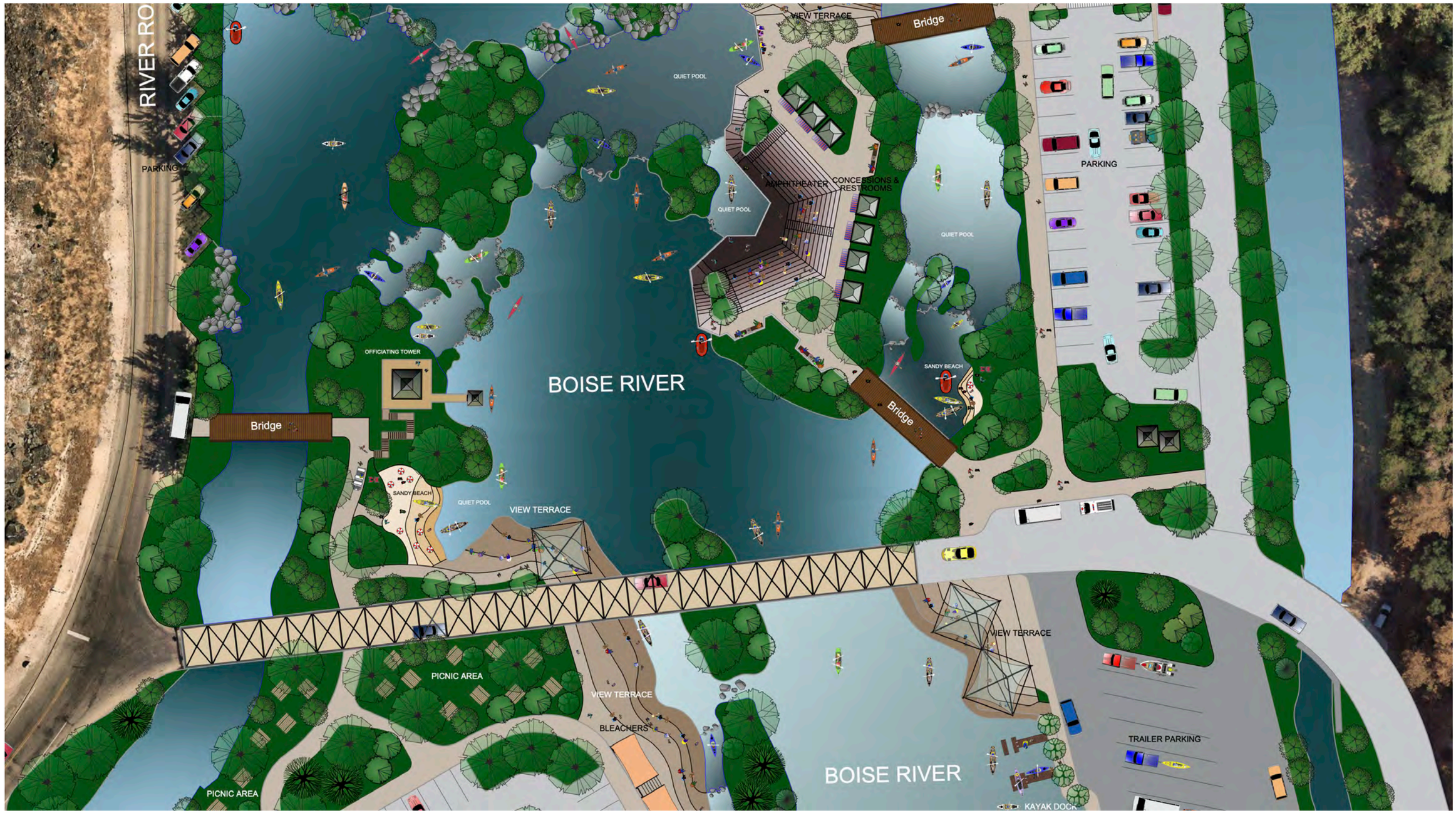
Starting at the lower (southern) end of the Whitewater Park, working our way north, the park begins at a new pedestrian bridge that spans the river (opposite) just north of the RV Park. This area includes kayak and rafting docks with trailer/vehicle parking, view terraces on both sides of the river, bleachers, picnic pavilions, public restrooms, and a splash pad next to the picnic area.



BLEACHERS
PICNIC AREA
PARKING
BOISE RIVER
TRAILER PARKING
KAYAK DOCK
VIEW TERRACE
BOAT RAMP
VIEW TERRACE
BLEACHERS
Plymouth Stree
PAVILION
PAVILION
PICNIC AREA
PAVILION
PAVILION
BLEACHERS
VIEWING AREA
SPLASH PAD
Bridge

The is the expert area of the Whitewater Challenge Course. The Silver Bridge (Plymouth Street) crosses the river here, and a second pedestrian bridge passes over the spot where the canal begins. Included in this area is additional parking including vehicle/trailer parking, view terraces with shade structures on both sides of the river and under the bridge, an incredible amphitheater viewing area with two pedestrian bridges connecting it to the parking area, an officiating tower, and a sandy beach next to an additional quiet pool.

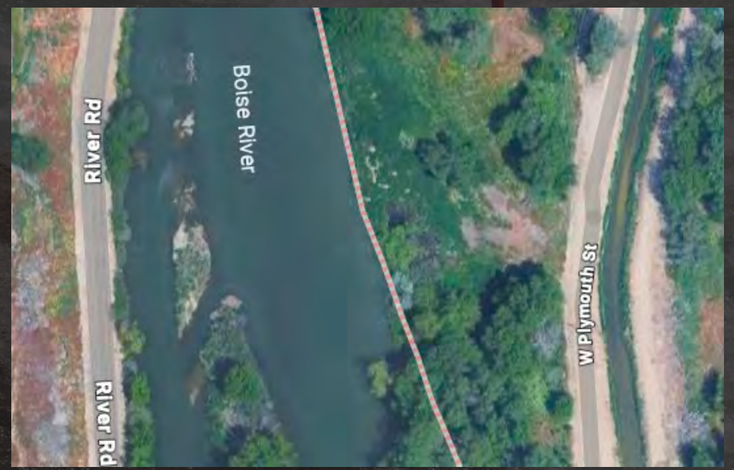


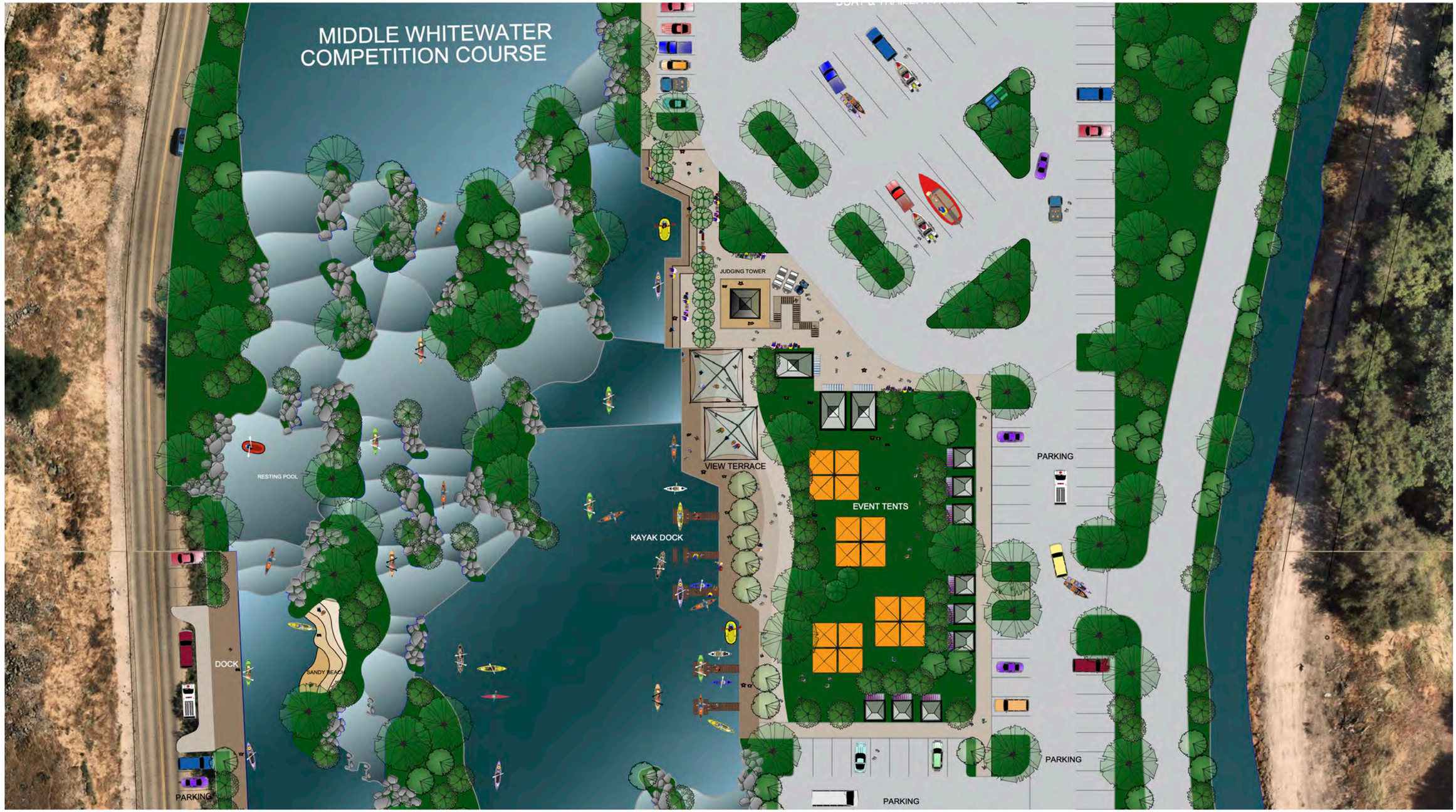

RIVER RO
PARKING
QUIET POOL
VIEW TERRACE
Bridge
AMPHITHEATER
CONCESSIONS & RESTROOMS
QUIET POOL
QUIET POOL
PARKING
OFFICIATING TOWER
BOISE RIVER
SANDY BEACH
Bridge
Bridge
SANDY BEACH
QUIET POOL
VIEW TERRACE
VIEW TERRACE
PICNIC AREA
VIEW TERRACE
BLEACHERS
TRAILER PARKING
BOISE RIVER
PICNIC AREA
KAYAK DOCK

At this location along the expert whitewater competition course, is the primary building, which will be home to a ticket booth (for ticketed events and check in), a coffee shop & deli, meeting and training rooms, offices for staff and a gift shop. It has a viewing terrace with outdoor dining spaces, and a trellis covered shade area. Just south of the offices is a viewing tower, and just beneath that are viewing terraces with shade structures. Across the river is a sandy beach and pull-out area and additional parking.

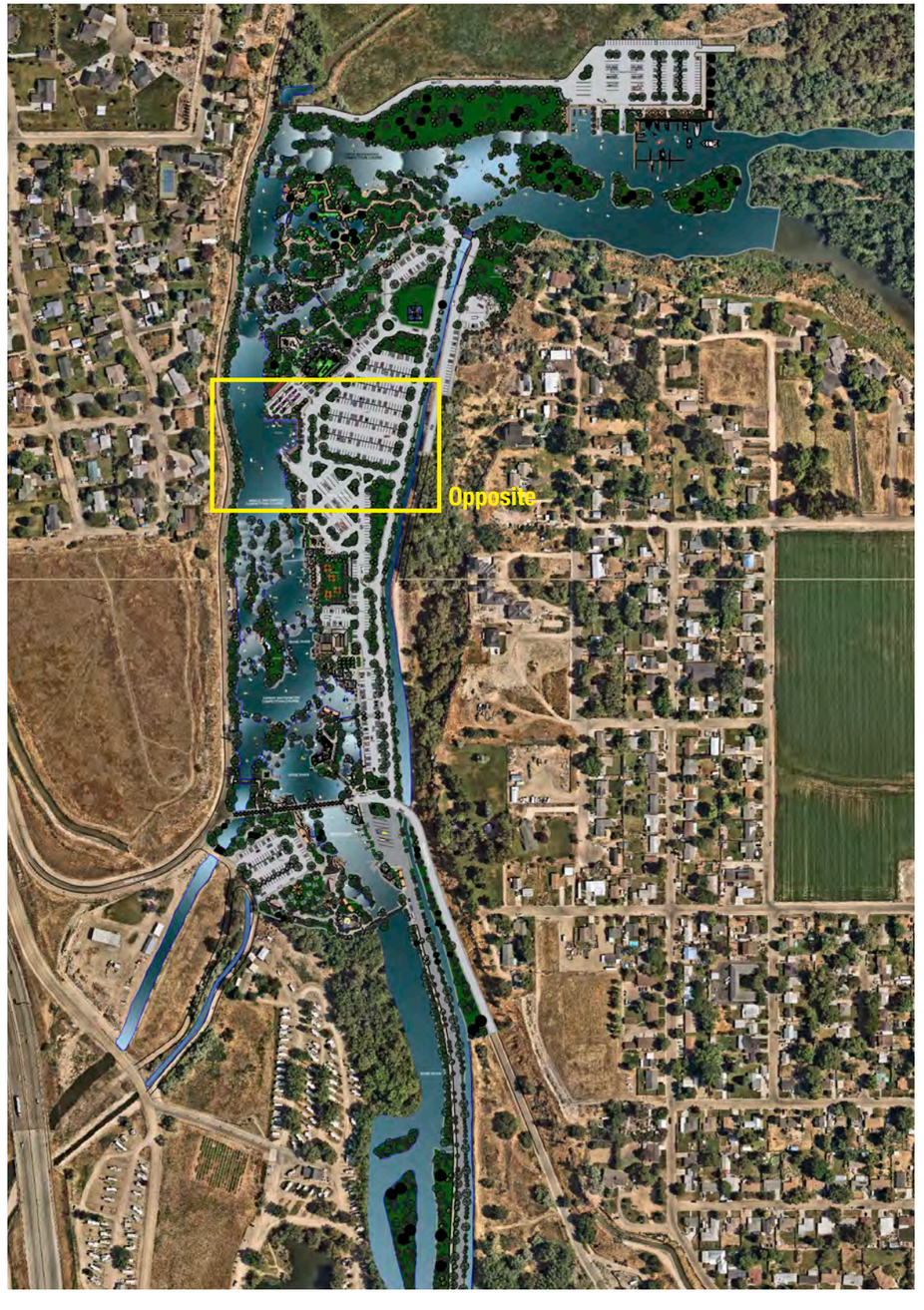
PARKING
PARKING
PARKING
RESIDENT MANAGER
OFFICE/MEETING ROOMS
COFFEE SHOP
CONTROL/TICKET BOOTH
BOISE RIVER
SANDY BEACH
KAYAK DOCK
VIEW TERRACE
EXPERT WHITEWATER
COMPETITION COURSE
QUIET POOL
PARKING
BLEACHERS
VIEW TERRACE
Bridge
QUIET POOL
IVER ROAD

Welcome to the middle whitewater competition course area. As throughout the Park, there is plenty of spectator and participant parking, as well as parking for vehicles with trailers. Here there is another judging tower, view terraces with shade structures, kayak docks and a vendor park. Shown are 10'x10' and 10'x15' vendor booths, which could be more permanent but portable structures (silver colored) and four event tents.

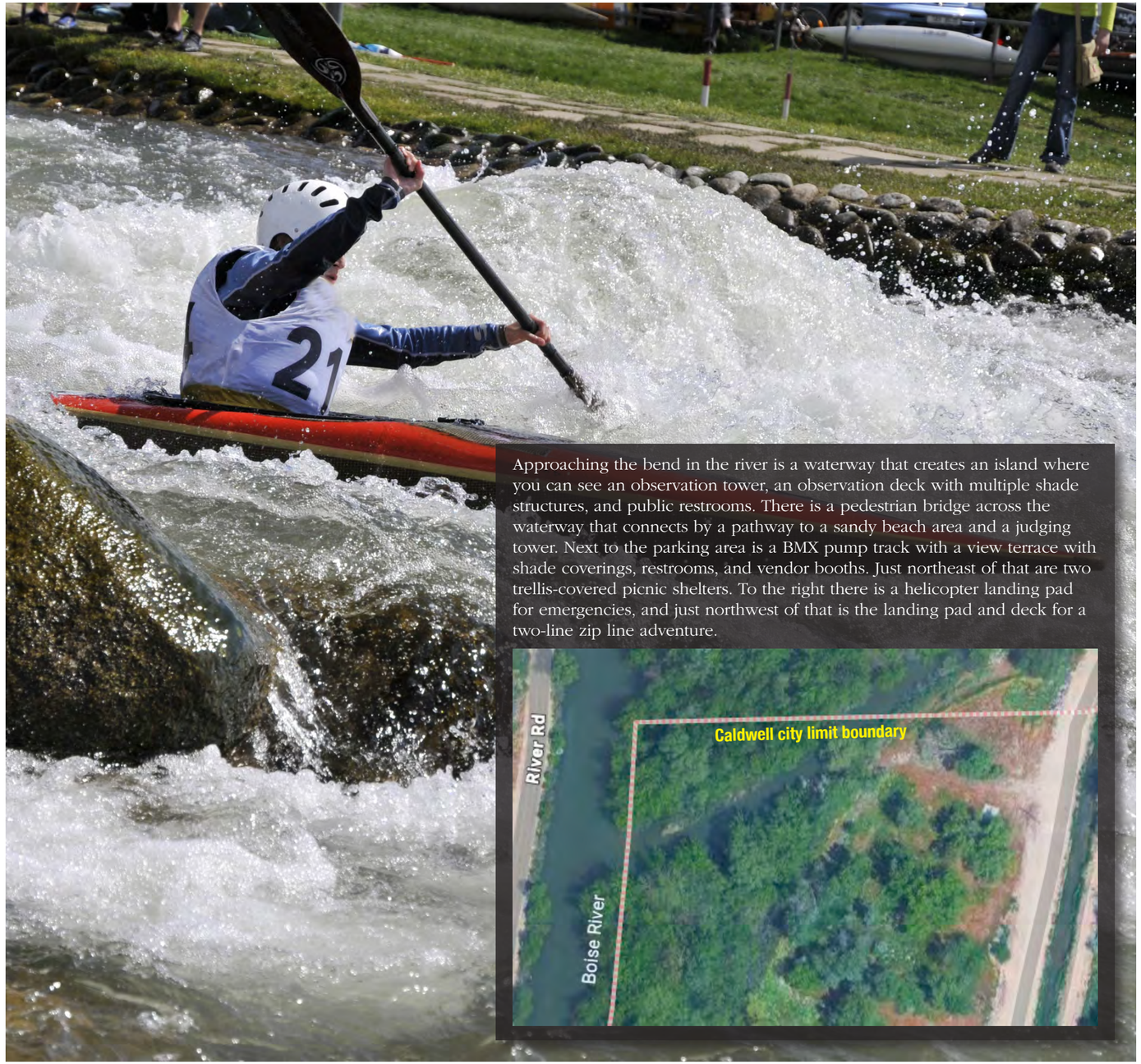



MIDDLE WHITEWATER
COMPETITION COURSE
JUDGING TOWER
VIEW TERRACE
RESTING POOL
KAYAK DOCK
EVENT TENTS
PARKING
DOCK
SANDY BEACH
PARKING
PARKING
PARKING

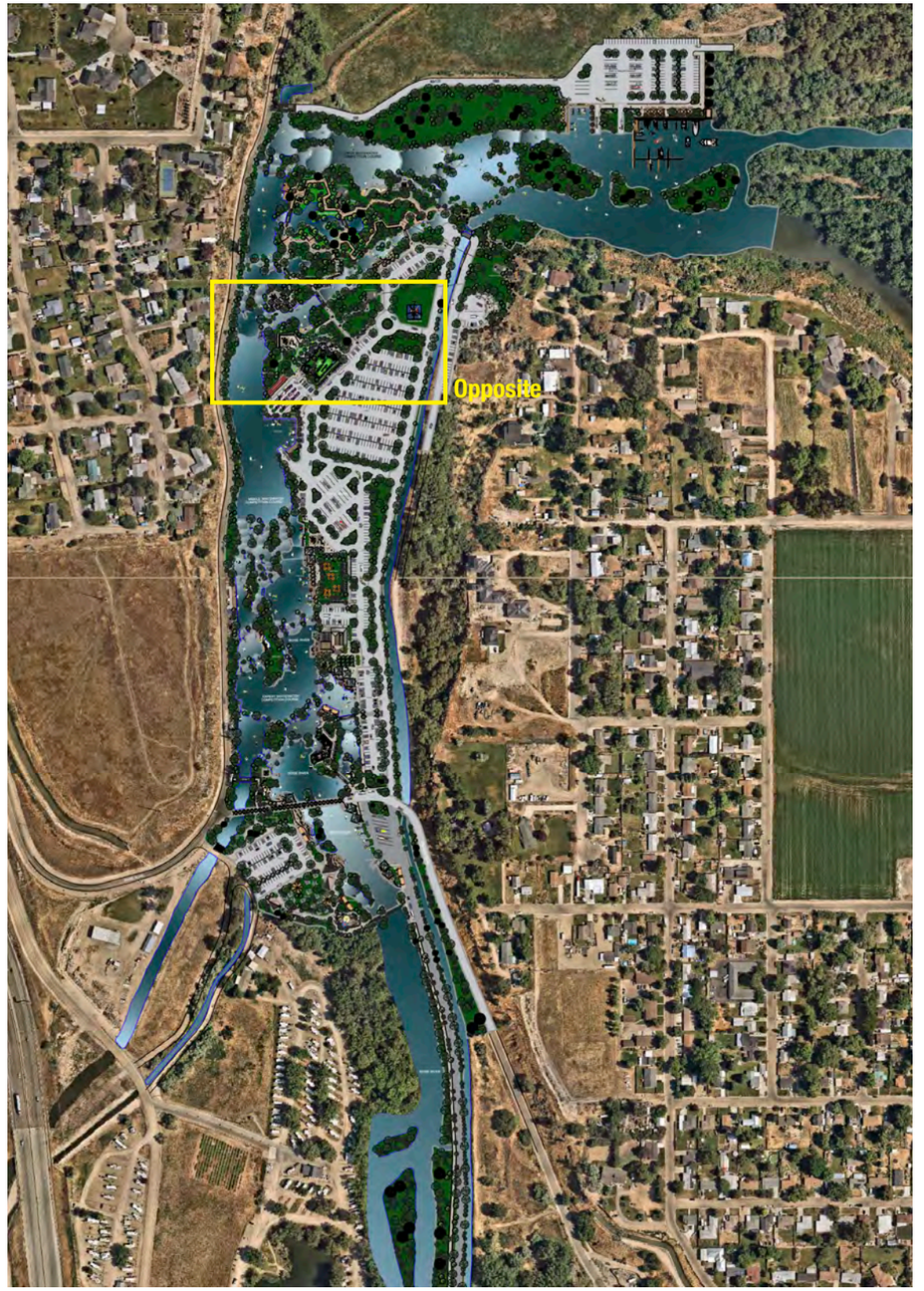
As the river begins to narrow a bit, the uplands area provides the primary parking lot including vehicle/trailer parking. There is a boat ramp for larger crafts, a kayak and raft marina with docks and a wrap-around boardwalk, kayak and canoe storage racks.



KAYAK STORAGE
KAYAK STORAGE AREA
READER BOARD
KAYAK DOCK
PARKING
BOAT RAMP
BOAT & TRAILER PARKING
MIDDLE WHITEWATER COMPETITION COURSE



Approaching the bend in the river is a waterway that creates an island where you can see an observation tower, an observation deck with multiple shade structures, and public restrooms. There is a pedestrian bridge across the waterway that connects by a pathway to a sandy beach area and a judging tower. Next to the parking area is a BMX pump track with a view terrace with shade coverings, restrooms, and vendor booths. Just northeast of that are two trellis-covered picnic shelters. To the right there is a helicopter landing pad for emergencies, and just northwest of that is the landing pad and deck for a two-line zip line adventure.



ZIP LINE LANDING
OBSERVATION TOWER
OBSERVATION DECK
Bridge
HELICOPTER PAD
SANDY BEACH
JUDGING TOWER
VIEW TERRACE
BMX PUMP TRACK
VENDOR BOOTHS
RESTROOMS
VENDOR BOOTHS
KAYAK STORAGE SHED
KAYAK STORAGE AREA

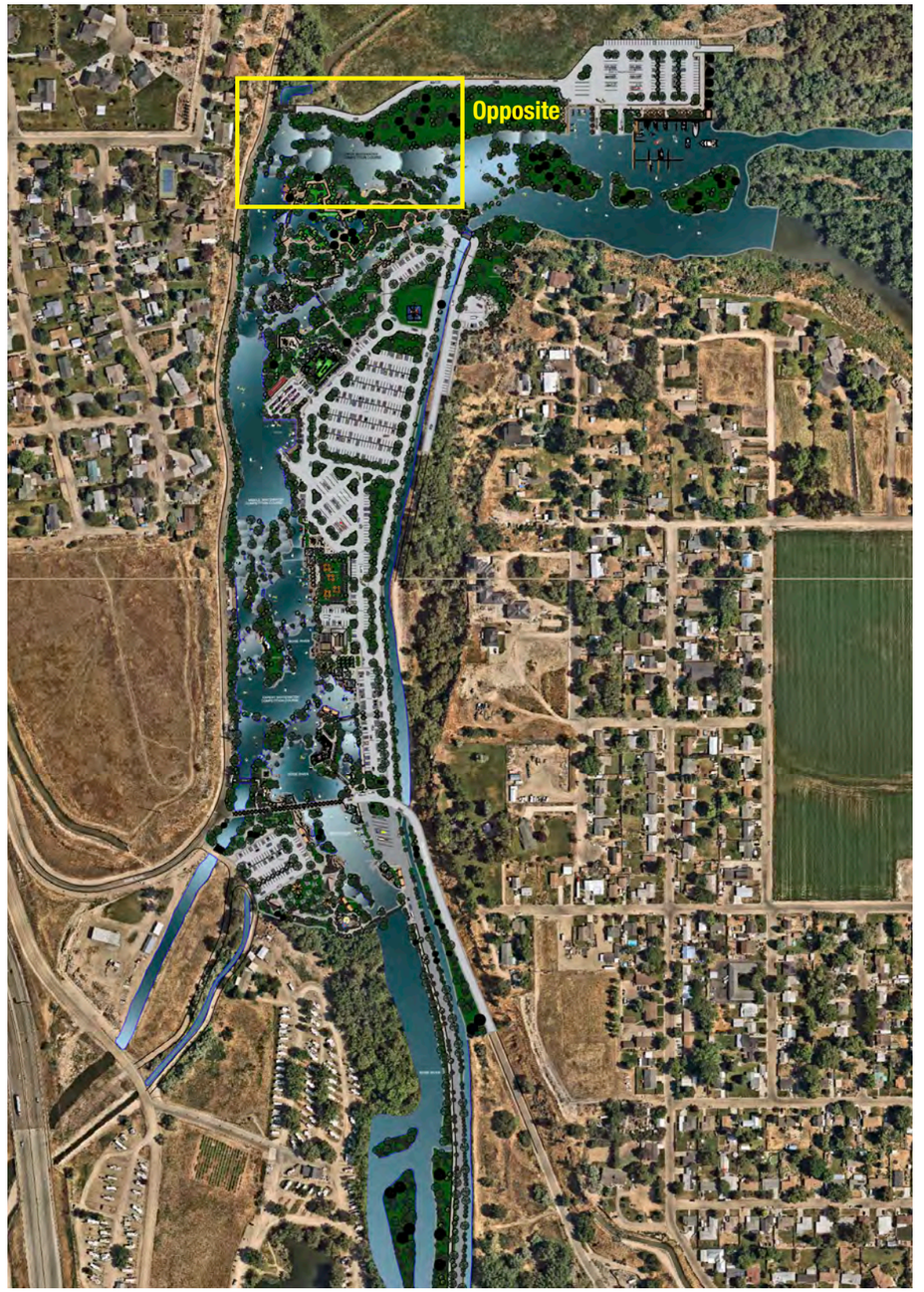
Welcome to the wetland habitat preserve and environmental education area.. There are more than a mile of raised boardwalks and bridges through this stunningly beautiful area, a viewing tower and the north zip line landing deck (top center). Throughout this area there will be dozens of interpretive panels that tell about the history of the area, native flora and fauna, fish and wildlife of this area and the importance of preserving these wetlands. Near the center of the site plan, in the lower portion, are public restrooms, viewing areas with shade structures, and several vendor booths.

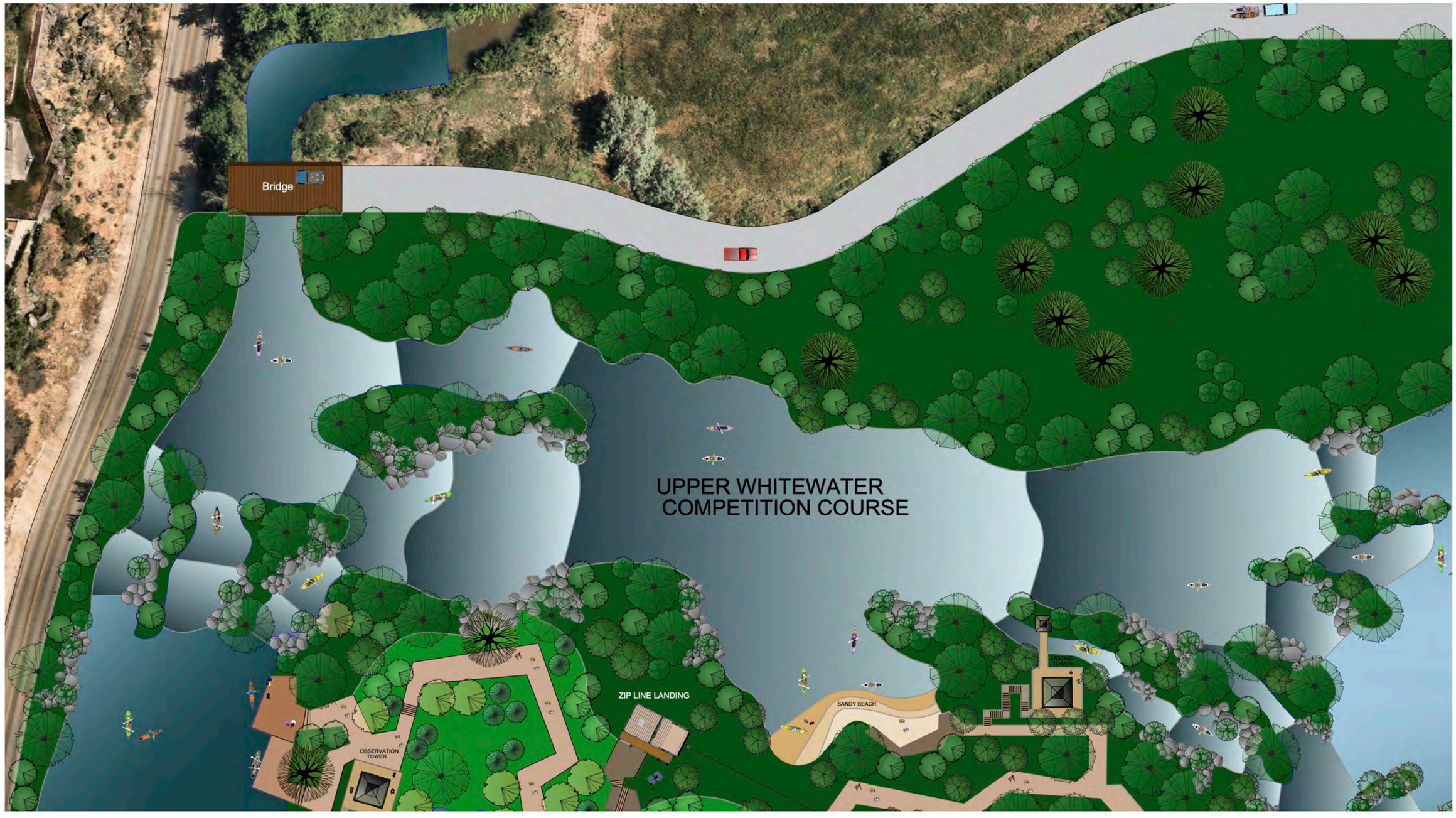
OBSERVATION TOWER
WETLAND HABITAT
Bridge
Bridge
Bridge
RESTROOMS & CONCESSION STAND
Bridge
VENDOR BOOTHS
BREWING PLATFORMS
ZIP LINE LANDING
OBSERVATION TOWER
OBSERVATION DECK
Bridge

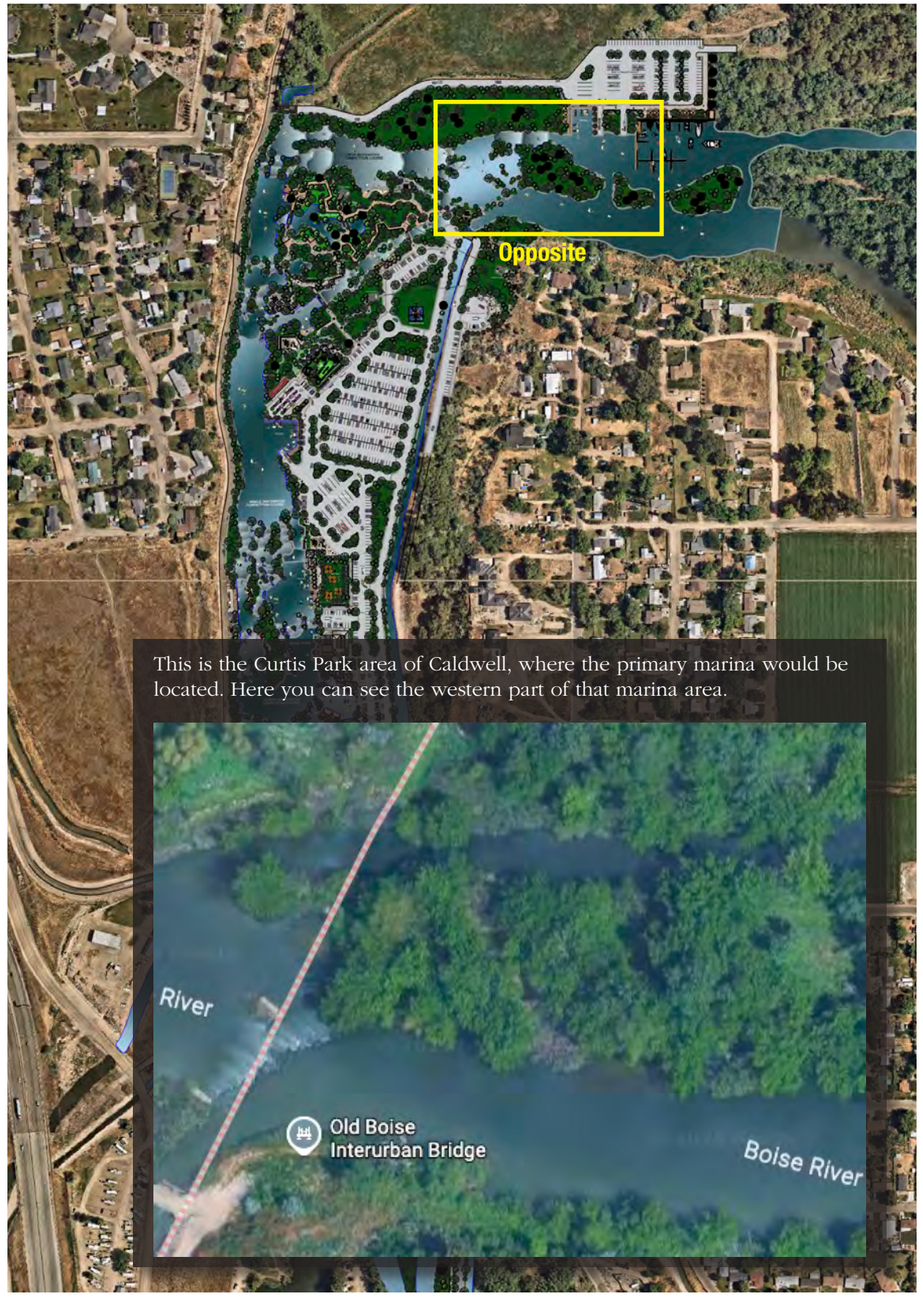
ZIP LINE LANDING
SANDY BEACH
LODGING TOWER
OBSERVATION TOWER
WETLAND HABITAT
Bridge
Bridge
Bridge
Bridge
RESTROOMS & CONCESSION STAND
VENDOR BOOTHS
VIEWING PLATFORMS
ZIP LINE LANDING

The views on these two pages showcase the upper portion of the wetland habitat, boardwalks and, viewing platforms, the north zip line landing deck (opposite), and on this page, the zip line platforms where that experience begins.

In this location a vehicular bridge would be built to allow vehicles to connect to the park areas and the primary marina (coming up). Here you can see the UpRiver Whitewater Competition Course. Note the viewing tower and sandy beach areas.




Bridge
UPPER WHITEWATER
COMPETITION COURSE
ZIP LINE LANDING
SANDY BEACH
OBSERVATION
TOWER
JUDGING
TOWER



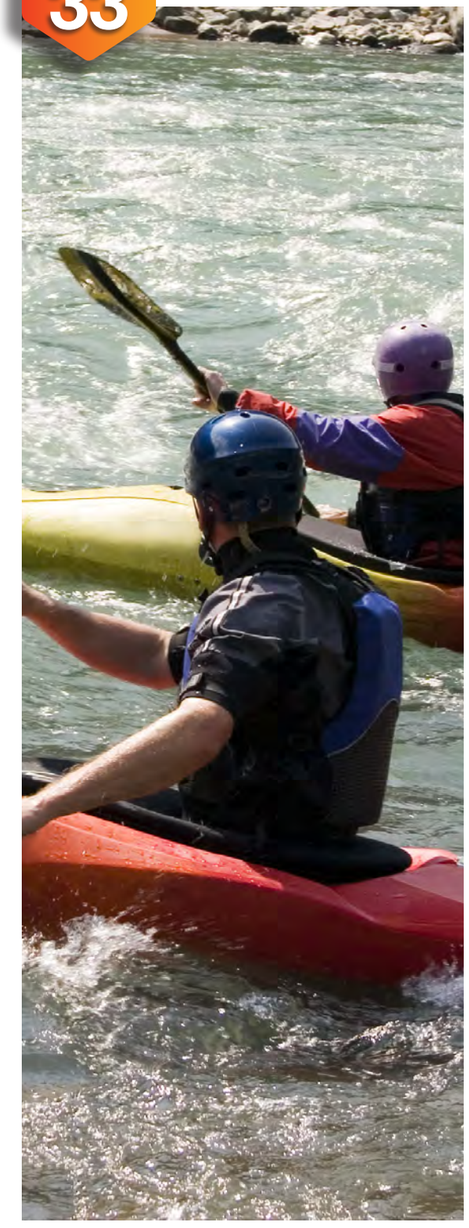
This is the Curtis Park area of Caldwell, where the primary marina would be located. Here you can see the western part of that marina area.

KAYAK DOCK
BOAT RAMP
BOAT RAMP
CANOPY OVERHEAD
CANOPY OVERHEAD
JUDGING TOWER

Opposite
The marina sits in Curtis Park, a City of Caldwell park, which is a primitive park and offers hiking trails and views of the river. You can see that there is a separate marina for kayaks, canoes and rafts (left side), two boat ramps, and slips for larger power and paddle boats.
Boise River

KAYAK DOCK
BOAT RAMP
BOAT RAMP

33 Develop the Whitewater Challenge Course team



The last of the Teams to be created for this Central Caldwell Vision, the Whitewater Challenge Course team will likely be the most fun - but with the most difficult task to accomplish.

In January of 2026, Roger Brooks made a presentation to the Caldwell Chamber of Commerce members and presented the major initiatives in this planning effort.

Far and away, the most commented on project was this whitewater course and park, with many people enthusiastically in favor of its development.

This Team may not even start until the Envision Central Caldwell Team is ready to tackle it, but if there are local, regional, and even national enthusiasts, clubs, and organizers that would like to take on this challenge then, by all means, get the team together and have them go to work.

As part of this plan, the DDA team did produce a fly-through video of this course, park and environmental park, which the Chamber of Commerce, Destination Caldwell, and the Envision Central Caldwell team all have access to.

It should be added to the website, one of the recommendations in this plan.

This team might be quite large because they will likely include a lot more members than just those within Caldwell.

Included on the team:
- Idaho Dept. of Commerce: Tourism Division
- Idaho Transportation Department (IDT)
- Idaho State Parks Department
- Idaho Dept. of Environmental Quality
- Idaho Fish & Game
- A state district area legislator (state level)
- A state representative or senator (federal)
- City of Caldwell Mayor or council member
- Caldwell Parks Department
- Caldwell Public Works Department
- Idaho Canoe Kayak SUP Club
- Two to four local enthusiasts (doers that can help promote it and will keep the energy high)
- Private investor groups that might manage, maintain and staff the facilities
- Destination Caldwell
- Caldwell Chamber of Commerce
- Envision Central Caldwell team member
- Caldwell Planning & Zoning
- Caldwell Urban Renewal Agency
- Caldwell Convention & Visitors Bureau
- SW Idaho Tourism Association

This team would meet initially just to make sure this is a good mix. Perhaps some may drop off this list and others may be added.

This will be the booster club to promote this idea and to bring it to fruition. It could easily become one of Idaho's premier attractions, bringing visitors from around the world and making Caldwell an even better place to live, raise a family, retire, invest in, and visit.

The Curtis Park Marina is home to parking, two picnic pavilions with shade structures, public restrooms, information kiosk and panels, the kayak marina, boat ramps, and larger slips, and vendor booths.

BOAT & TRAILER PARKING
KAYAK DOCK
BOAT RAMP
BOAT RAMP
CANOPY OVERHEAD
CANOPY OVERHEAD

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Destination Development Association

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