



Boise Smart City Initiative Committee Report



Revised 1/06

Updated Vision for a Smart City

***Ed. note:** The Boise Smart City Initiative creates a model for urban revitalization that combines high-quality, sustainable urban design with the use of technology to support and advance community-wide communication and worldwide connectivity. The project's initial work took place in 2000, drawing on the dedication of the more than 50 people involved. The following report summarizes that work and the recommendations which emerged from it. Reviewing the report now in the fall of 2005, we find it remains both pertinent and valuable, with few exceptions. We have decided to leave it intact, adding this clarification: Initially the vision was set in the 260-acre River/Myrtle urban renewal district in downtown Boise, however, after the report was completed CCDC and the initiative's members expanded the scope to include the nearly 500 acres in all three urban renewal districts (new map, p. 34). Thus whenever the report refers to the River/Myrtle district, the current meaning more accurately is "downtown Boise." Since the report's publication, progress has been made in several areas, particularly in downtown mobility and residential development, and readers interested in learning more are encouraged to contact CCDC at www.ccdcboise.com or 208-384-4264.*

The Smart City Initiative envisions downtown Boise becoming a vibrant urban village—where there is a lively mixture of housing, workplaces, restaurants, retail, cultural and educational activities and social spaces. More importantly, there will be a rich intellectual and cultural environment that attracts talented people and sparks creativity and innovation, supported by state-of-the-art telecommunications. This place will have delightful architecture and pedestrian-oriented streets, gathering places, green spaces and water, public art, pocket parks and plazas. The design and development of downtown Boise will be sustainable—using green building design and alternative forms of energy, such as the city's geothermal system, and transportation systems that minimize reliance on automobiles. It is a place where new economy companies will sprout and grow, adding to the economic prosperity of Boise and the region.

Creating this place will be an adventure in how to make our communities better places for the future. This report sets the stage and provides the initial direction for how to get it done.



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Foreword

The report before you provides the highlights from a yearlong effort by 50 dedicated citizens who form the Boise Smart City Initiative. This initiative is a project of the Office of the Mayor and Capital City Development Corporation, the urban renewal agency in Boise, Idaho. The focus of this effort is how to create an exceptional urban place that offers:

- a great location in which cutting-edge, new economy businesses can sprout and grow.
- a creative and exciting environment in which people live, work and learn.

The result is a vision for creating this place in the River-Myrtle Urban Renewal District in Boise. River/Myrtle consists of 260 acres of undeveloped and underdeveloped land between the city's existing downtown core and the Boise River. This report presents our ideas for revitalizing this area and bringing the vibrant success of downtown Boise to it. The report includes:

- a description of the Smart City Initiative.
- overviews of the work of each of four citizen subcommittees: business and economic development; education; technology; and socio-cultural, urban design and transportation.
- highlights from the Smart City Community Forum held on June 14, 2001 and from the keynote addresses given at this forum.

The forum was attended by more than one hundred members of the community, and resulted in a lively discussion about how to move the revitalization of River/Myrtle forward. The participants' suggestions are included as part of our report.

This report is only the beginning. It charts a course and suggests a number of desired actions and outcomes. It is our intent that this report be accompanied by a detailed implementation strategy to guide the process of turning these ideas into concrete reality. A third document focuses on development incentives and is intended to serve as a marketing tool.

We hope you will find this report stimulating and that it will encourage you to become involved in this effort—as a citizen, resident, landowner, developer, business person or investor. Please join us in implementing the ideas presented here and become a part of the renaissance of River/Myrtle.

Boise Smart City Initiative Steering Committee & Subcommittees

February, 2002



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Background on the Smart City Initiative

The Boise Smart City Initiative was launched by Boise Mayor Brent Coles and the Capital City Development Corporation in order to fashion a plan that integrates broadband telecommunications in the planned redevelopment of the River/Myrtle urban renewal district. A well thought-out communications network designed and installed along with the sidewalks and streetscapes of traditional infrastructure would be an enormous economic and social advantage for any city. Yet not only did Boise not have such a plan, neither did many other cities elsewhere. Thus a secondary goal of the Smart City Initiative was to make a replicable template tying telecommunications strategy to urban design, for use elsewhere in Boise and in other cities.



The initiative's charter called for bringing together the very best thinkers in the community, in a central steering committee and a group of subject-specific subcommittees, to create a visionary plan for integrating telecommunications infrastructure with community design. As might be expected, these thinkers were not content with mere network-integration, but instead took on the

A well thought-out communications network designed and installed along with the sidewalks and streetscapes of traditional infrastructure would be an enormous economic and social advantage for any city.

design of the district as a whole. They felt that telecommunications does not happen in a vacuum, and before you can design a network-integration strategy for a place, you have to design the place itself. In getting reacquainted with River/Myrtle, the committee members discovered enormous potential, but also serious challenges to the vision set out in the district urban renewal plan. Rising land values and earlier suburban-style development patterns meant a true urban mix of uses and density might be hard to accomplish.

The committees determined that what they were picturing River/Myrtle to be was a place that is attractive to what has now become known as the "new economy": densely formed, design-rich, technology-filled and culturally vibrant urban locales. The initiative goal then began to shift from creating a replicable network-integration plan to the more interesting one of creating a place for this new economy—a true Smart City. ❖



What is CCDC?

Capital City Development Corporation—CCDC—is the urban renewal agency for Boise, Idaho. CCDC facilitates the ongoing redevelopment of downtown Boise and its neighborhoods, ensuring high quality physical environments and a versatile, modern infrastructure, while supporting social well-being and long-term economic vitality. This unique role is accomplished both independently and through collaborative partnerships with public agencies and private entities focusing on professional master planning, historic preservation, infrastructure and facility development, financing tools and community-wide advocacy and education.

CCDC is responsible for preparing and implementing master plans adopted by the Boise City Council within designated urban renewal districts. Currently CCDC is implementing urban renewal plans in the Central Business District (formed in 1965), the River Street-Myrtle Street District (formed in 1994) and the newly created Westside Downtown District, approved in December 2001. The Smart City Initiative focuses on the River/Myrtle district.

Redevelopment activities in Boise's urban renewal districts include both public and private projects. Public projects, primarily funded by tax increment financing, are used to leverage private development in the plan area. Public projects have included construction of parking garages, street improvements, brick sidewalks and public plazas, planting street trees, construction of public buildings, partnerships with private developers and funding public art. CCDC anticipates an expanded role in the implementation of the Smart City Initiative recommendations.

What is River/Myrtle?

The River/Myrtle district was formed in December 1994, and consists of approximately 260 acres located between the downtown core and the Boise River to the south, and bordered by Broadway Avenue on the east and Americana Boulevard on the west. This district is characterized by two older residential neighborhoods, former railroad yards and warehouses, the city's emerging cultural district and a significant amount of vacant land. (See pp. 4, aerial photograph, and appendices for maps of land use and ownership.)

Major development projects underway in River/Myrtle include the University of Idaho's Idaho Place and Idaho Water Center at Broadway and Front on the eastern end of the district. These two projects comprise 700,000 square feet of education, research, office, retail and residential uses and involve partnerships with Idaho State University, state and federal agencies, and Civic Partners, a private developer. The new Ada County Courthouse and Courthouse Parking Garage at Front and Third streets were completed in 2002, and 307 residential units are planned in the Civic Plaza project on Avenue A in 2002-2003. On the western end of the district, a 150,000-sq.-ft. convention center expansion is being built on Eleventh Street between Front and Myrtle. It will be linked to the Boise River by the Pioneer Corridor, an urban promenade that will also serve as a centerpiece for urban-intensity, mixed-use development in the surrounding River Street neighborhood. ♦

General Recommendations

The Smart City subcommittees and the Smart City Community Forum identified a number of general recommendations. More detailed recommendations are presented in the reports that follow from each subcommittee and the forum.

Public investment.

Identify which interventions will be needed to achieve our vision, including incentives and code revisions. Use public investments to leverage private involvement; form partnerships with major landowners and others to participate in the vision. Create a core tunnel system in the River/Myrtle area, so that communication, power and geothermal lines are all placed underground and made available to current and future developments.

Urban design.

Create an environment that is diverse, inclusive, sociable, creative, interesting, safe and livable. Re-establish River Street and Myrtle Street neighborhoods to include neighborhood-scale commercial and retail space, housing options and parks and open space. Celebrate the history of the district.

Transportation.

Find creative ways to minimize the impact of private automobiles. Promote transportation alternatives, including a downtown circulator. Use Broad, Miller and Grand as local pedestrian-oriented streets, with slow-moving traffic. Make Broad Street a through connection. Plan for parking.

Live/work.

The vision absolutely requires more people living downtown. Encourage residential development in mixed-use projects through public intervention. Emphasize a variety of housing choices. Revitalize remnant neighborhoods.

Work smart.

Tie education closely to economic development. Integrate sites/facilities for both formal and informal learning into the fabric of the entire area. Connect existing institutions together and add incubators, creativity and business development centers.

Sustainability.

Promote sustainable design and development through partnerships, incentives and infrastructure investment. Encourage the use of alternative energy sources, including geothermal energy.

Spread the word.

Aggressively market the River/Myrtle story to the outside world—its attributes (current & planned), its many assets and continuing promise. Attract anchor companies that would help bring other companies and organizations. ♦

Role of CCDC

The committees made a strong recommendation that CCDC take a key role in implementing the Smart City Initiative. In addition to serving as the “champion” of the Smart City vision and goals and providing financing tools, CCDC should:

- Market the Smart City project.
- Create a core tunnel and conduit system.
- Implement the Pioneer Corridor design.
- Create development incentives.
- Develop transportation and parking solutions.
- Serve as information clearinghouse.
- Facilitate participation by a wide variety of players.



Business and Economic Development Committee Overview

Business development promotes wealth creation and is a foundation for economic development. Economic development within River/Myrtle will be promoted through a broad range of people and organizations, including business people, residents, tourists, visitors, young and old, male and female and people of all ethnic backgrounds. The better the mix, the stronger the social fabric and business potential in the area.



As a geographic area, River/Myrtle will become known as a “brain trust,” an area of enormous energy, innovation, creativity and collaboration. The River/Myrtle district will be a potent magnet that attracts business, local citizens and a variety of professional and educational organizations. It will be an integrated, flexible environment of mixed use, natural blending and clusters of similar activities. The district must have a supportive

infrastructure—power, communication, streets, pathways, transit options and parking must all be in place or planned as the area develops.

To promote business and economic growth, formal and informal learning opportunities must be plentiful. Business development centers and incubators will provide assistance to new or emerging enterprises and bring a spirit of innovation. Certain types of business, social and governmental activity will provide the seeds that promote and guide development. Private-public partnerships are essential for creating the ideal urban business campus—they will become more critical with the acceleration of development.

A simple, streamlined and fair permitting process (with a built in pre-approval process) is essential for the district to

appeal to developers. CCDC is a key ingredient in facilitating and guiding River/Myrtle overall development and must take an active role in identifying new processes and guidelines that will promote and simplify the area’s proper development.

Business development centers will assist new enterprises and bring a spirit of innovation.

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Successful marketing of the River/Myrtle area to the outside world will bring great benefits to Boise. The River/Myrtle concept, its design and its developmental process will have portability and be transferable to other cities locally, regionally and nationally.

Recommendations Related to Business & Economic Development

- Aggressively market the River/Myrtle story to the outside world, its attributes (current & planned), its many assets and continuing promise.
- Recognize the importance of education to economic development. Encourage connections among businesses and the nearby universities—Boise State University and the local branches of Idaho State University and the University of Idaho—that focus on professional development, job skills, and research and innovation.
- Create a business incubator that capitalizes on the district's proximity to the universities in Boise. Coordinate with work being done by BSU to establish a business incubator.
- Identify and attract anchor companies that would help bring other companies and organizations to River/Myrtle.
- Consider creating subdistricts in the River/Myrtle area which each have a focus and where a mix of appropriate uses is concentrated.
- Streamline the local permitting process and create a central clearing-house for all regulatory, permitting and utility information sought by developers.
- Promote alternative modes of transportation that provide access to and circulation within the River/Myrtle area to ease traffic congestion. Plan for and provide an adequate supply of parking.
- Determine what businesses need first, and incorporate these ideas into how River/Myrtle is planned and what infrastructure is built. Create a model for urban design that works with the new economy.
- Collaborate with INEEL and other similar centers of research, technology and business to identify economic development opportunities.
- Convene a team of key leaders from the business community to regularly review CCDC plans and to monitor and assist with implementation of the Boise Smart City Initiative. ♦



Education Committee Overview

Learning is lifelong, and it happens through a variety of settings and circumstances—educational institutions, families, peers, life experiences and the workplace. In order for the River/Myrtle district to become an environment that is truly conducive to learning, it is essential to have

collaboration and integration among learning institutions, government, business, other states and countries and people everywhere. Our responsibility is to create multiple environments within River/Myrtle that provide learning opportunities for everyone—business people, residents, tourists, visitors, young and old, male and female and people of all ethnic backgrounds.



The River/Myrtle area, in large part due to its educational opportunities and technological capabilities, will become an increasingly important facet of Boise's urban learning environment. It will be developed to create and sustain a highly energized, broadly supported learning culture that accommodates both experiential and explicit learning opportunities, through both direct and indirect means.

Education is a critical magnet—businesses, organizations and individuals of all backgrounds gravitate to dynamic learning environments. An area's educational climate is an important criterion in virtually every corporate location search. Boise

will be able to capitalize on education and learning opportunities in the River/Myrtle district as a competitive advantage. ♦

Recommendations Related to Education and Learning

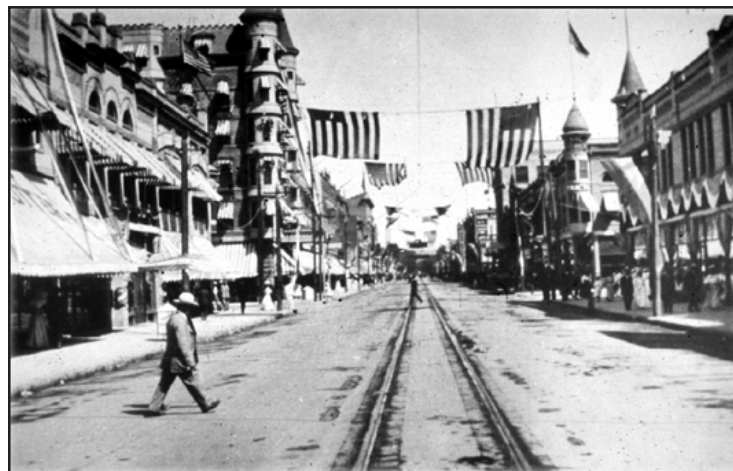
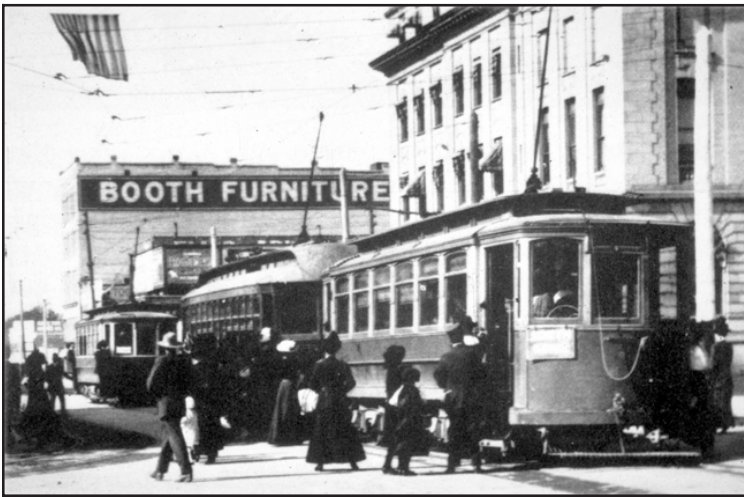
- Recognize the contribution that education makes to economic development, and use Boise State University and the local branches of Idaho State University and the University of Idaho and their educational programs as attractors for business.

- Integrate sites/facilities for both formal and informal learning into the fabric of the entire River/Myrtle area.

- Build a new main Boise Public Library building in the next five years (by 2007).

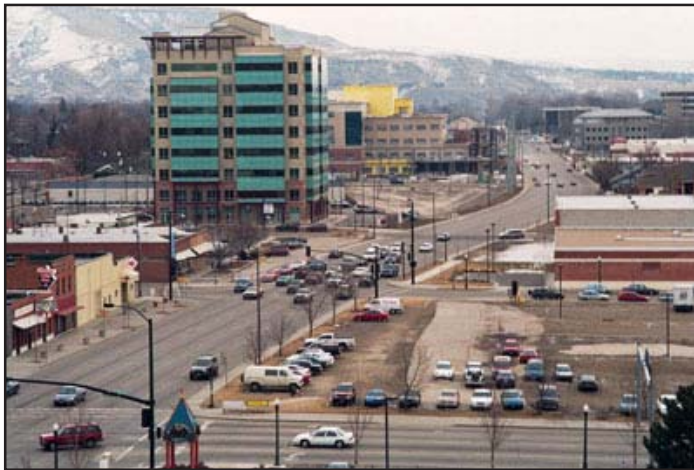
Our responsibility is to create multiple environments within River/Myrtle that provide learning opportunities for everyone.

- Develop a collaborative system of linkages among the universities, library, museums, learning centers, schools and other educational institutions and programs.
 - Create an integrated network in River/Myrtle using informational kiosks, businesses, and educational and cultural institutions that can serve as a conduit for learning for residents, employees and visitors.
 - Assure childcare facilities and programs are available within the River/Myrtle district.
 - Establish more transient learning opportunities such as seminars, lectures and artists and writers workshops in the River/Myrtle area.
 - Create a permanent educational team that is involved in implementation of the Boise Smart City Initiative on an ongoing basis. ♦
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Technology: Telecommunications and Power Infrastructure Committee Overview

The mission is to create a leading edge, standards-based technology strategy that serves as a catalyst for exceptional urban redevelopment in the River/Myrtle District. On the telecommunications side, the initial focus must be on the overall characteristics of the infrastructure. At this stage, it is important to “architect” the strategy rather than “engineer” it—to focus on design concepts rather than details. The strategy must have a design that will



accept a range of current technologies and be adaptable to future innovation. We call this open architecture. The strategy will include establishing a Community of Interest Network (COIN) in River/Myrtle so that connections among businesses, educational and cultural institutions, residences and social gathering places are commonplace and a dynamic, interactive communication environment is created.

On the power side, the strategy will promote alternative energy sources and generation methods in River/Myrtle, including the extension of Boise’s geothermal system throughout this district.

This strategy will serve as a template for not only River/Myrtle, but for other cities desiring to build a technological infrastructure that transforms their downtowns into flourishing urban communities. A distinction of River/Myrtle is that a reliable technology infrastructure for both communications and power—capable of expanding and adapting through innovation—will be a given, whereas in many other places this type of infrastructure would come at an additional cost.

Characteristics of the Recommended Technology Strategy

Universal access – There will be secure, transparent access anywhere and any-time within the River/Myrtle area.

Standards-based – Priority should be given to standards-based technology, however given the time frame the technology will evolve and change. Standards-based technologies are open, well defined, organization, backward compatible (IEEE, ANSI, EIA, TIA, ISO ...) and interoperable.

Open architecture – Strategy should have an open architecture, one that is designed to accept multiple technologies, vendors and products. An open architecture is inclusive rather than exclusive.

Ability to adapt and innovate (includes interoperability, extensibility, scalability, compatibility and manageability) – technology will evolve over time so the strategy must be able to adapt.

Reliable/Redundant – Technology strategy must be reliable, redundant and survivable. From an economic development perspective these are critical to differentiate the River/Myrtle area. Redundancy does not mean just the technology but also having multiple providers of the technology.

Green – Environmentally friendly, sustainable, nonpolluting.

Affordable – It is important that the technology solution be affordable relative to local, state, national and worldwide standards. From an economic development perspective this is important and will be an attraction to River/Myrtle.

The technology solution should be affordable relative to local, state, national and worldwide standards.

Viable – Strategy reflects technologies that are current, open and proven.

Openness – Any bona fide provider should have access into the River/Myrtle area. This provides customers a choice, encourages competition and is inclusive rather than exclusive. ♦

Recommendations Related to Technology: Telecommunication and Power Infrastructure

General

- Create a tunnel system in the River/Myrtle area that would contain communication and power lines and other infrastructure underground. The tunnel system should allow technologies to be added in the future without disruption. Where feasible, the city geothermal heating system should be incorporated.
- Build a feeder conduit system for communication and power lines that connects into the River/Myrtle tunnel system. Start with building a trench that would be open for a period of time and all qualified providers would be invited to participate. The conduit would remain available for qualified future providers after the trench is closed.
- Establish a joint trench association.
- Establish development guidelines for building design that encourage or allow:
 - Structured wiring systems.
 - More than one connection point for power and communications to enhance survivability of systems.
 - Inclusion of wireless technology.
 - Use of personal communication systems and devices inside buildings.
 - Multiple providers for communication services.
 - Energy management systems.
 - Use of communications infrastructure as part of building security systems.



Recommendations Related to Technology (continued)

Communication

- Create a redundant communication infrastructure (using fiber optic, copper and other technologies) that encircles River/Myrtle.
- Encourage service providers to use an expanded ring topology for survivability.

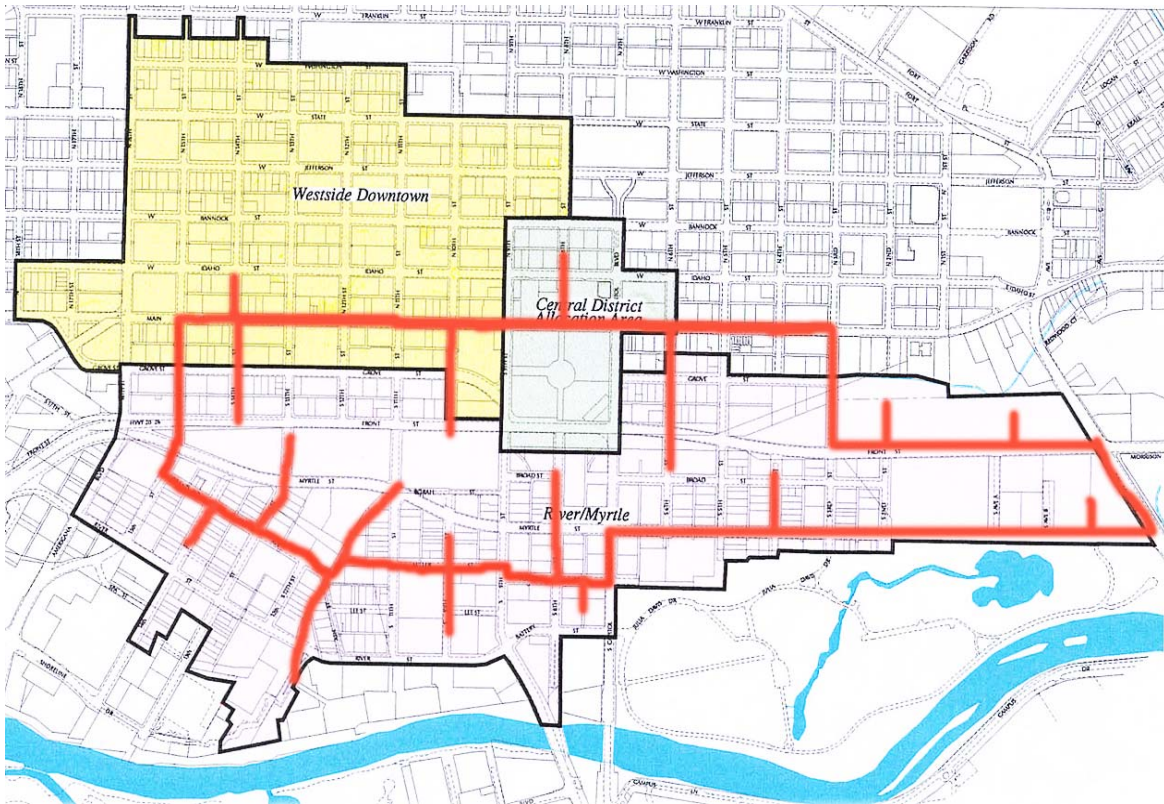


Fig. 1. Conceptual diagram of expanded “ring” infrastructure.

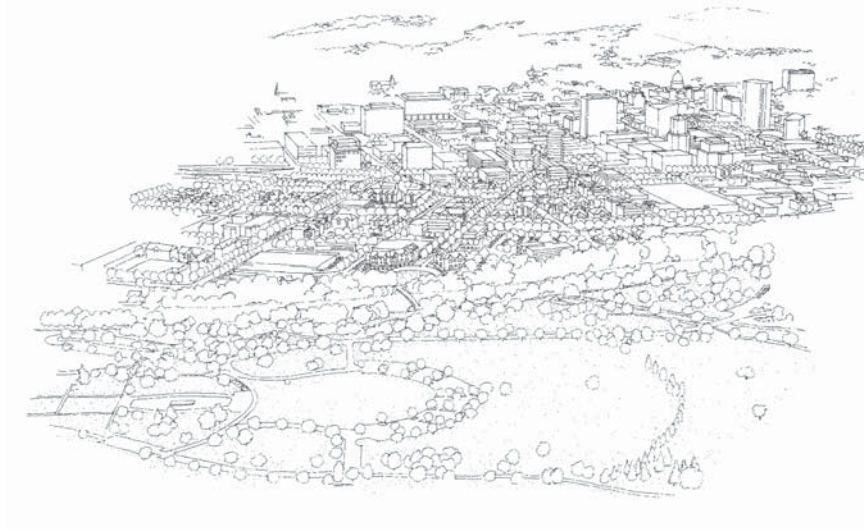
- Encourage new communications technologies. Use River/Myrtle as a test-bed and showcase area for new standards-based wireless technology.
- Create policies that address wireless technology.
- Encourage major or “anchor” tenants to incorporate new technologies into the design of their facilities and to use building design that is compatible with these technologies.
- Implement a Community of Interest Network (COIN), a simple, easy to acquire and inexpensive method of linking users to an intranet and the Internet.
- Continue the scout function—use the Boise Smart City Initiative to look at and encourage emerging technologies and ongoing innovations that often come from working groups and networks. Create a mini-society of sharing.
- Expand the role of the university system in identifying and nurturing technological innovation.

Power and Energy

- Encourage the use of all forms of alternative energy sources.
- Ensure that the city does not tax alternative energy providers in River/Myrtle, or make the use of alternative energy sources an unduly difficult proposition.
- Use geothermal energy whenever possible.
- Work with developers to implement the use of multiple sources of power (such as battery backup).

CCDC Role in Technology

- Inventory existing communications and power infrastructure.
- Develop a master plan for the core tunnel and conduit system.
- Sponsor construction of the core tunnel and conduit system for use by communication and power suppliers so River/Myrtle has an integrated system of infrastructure and a market edge.
- Create standard agreement templates for all technology providers within River/Myrtle who want to use the core tunnel and conduit system.
- Assist with obtaining easements and rights-of-way needed to create an integrated communications and power infrastructure.
- Work with the city to review its code practices so they meet the requirements of new technologies.
- Act as a point of referral, a clearinghouse of information for all energy, communication and all utilities related to the district.
- Help offset the cost of installing the infrastructure by sponsoring the core tunnel and conduit system, but not become a provider of communication services or power generation. ♦



Socio-Cultural, Urban Design & Transportation Committee Overview

Talented people are essential to the new economy and they are attracted to thriving places—places where people are able to use their intelligence and creativity in the workplace and in their communities and there is a high quality of life with abundant cultural, educational and recreational opportunities. Boise can better position itself in the new economy by developing such a place in the River/Myrtle district. To create this thriving place we must create an environment that is diverse, inclusive, sociable, creative, interesting, safe and livable.



The goal for development in River/Myrtle is urban, not suburban, in style. Very good urban design requires higher density, concentrated development, a rich mix of uses, live-work options, transportation options that minimize use of the automobile, improved walkability and sustainability. To lessen the demand on the earth's resources, sustainable (or green) development is needed in the district. In River/Myrtle, green development includes

attention to such items as building orientation and materials, alternative modes of transportation, use of alternative energy sources and recycling.

In River/Myrtle, high-quality design will be everywhere—we see many design elements being consistent, but also plenty of room for the unique. The district includes space that is multipurpose and adaptable to accommodate many needs. We envision a place with delightful architecture that is at a human scale, with pedestrian-oriented streets, gathering places, green spaces and water, public art, pocket parks, plazas and places for people-watching. It offers elements of surprise and uniqueness: one-of-a-kind buildings, businesses and intriguing spaces and experiences.

We must create an environment that is diverse, inclusive, sociable, creative, interesting, safe and livable.

It will be easy to move throughout the district. Convenient and efficient alternatives to travel by automobile will provide access to and through the district. The area will retain and create connections to the Boise River, the downtown core and the Boise Foothills. With a mixture of built and natural elements like water and green space, the area will feel unencumbered, open and free. It will include gathering places for informal interactions among people. Kinetic and sensual elements will abound: music, food, artwork, fountains and running water will appeal to our sight, sound, smell, taste and touch. It feels physically and emotionally accessible for children and adults from every background and encourages creativity and play.

The history of the River/Myrtle District will be celebrated: its tie to the river and cultivation of orchards, development of the River Street and Myrtle Street neighborhoods, Riverside Park with its ball field, outdoor theater and dance pavilion, the coming of the railroad, Lover's Lane and the Pioneer Pathway.

To create such a dynamic, thriving urban place, patience and most likely intervention through public investment will be required. If no interventions are made, future development will likely focus on office, restaurant, retail, entertainment and hotel uses because they bring the highest return. Uses that are needed to create a more complete community will not occur. The emphasis in development should be on long-term results rather than short-term gains. Steps will be taken through regulation, incentives and investments to assure the vision for River/Myrtle is realized.

Recommendations Related to Socio-Cultural, Urban Design and Transportation Issues



Fig. 2. Streets and land-use mix.

- Assure the mix of uses in River/Myrtle includes not only office, retail, restaurants and hotels but also residential, cultural, educational and community facilities and open space, pedestrian plazas and pathways. (See fig. 1.)
- Develop incentives to overcome market pressures that work against getting this mix of uses, and give particular attention to assuring residential uses are included.
- Use the urban design framework developed during the Boise Smart City Initiative as a guide for development (see figs. 1 and 2). Revise the River Street-Myrtle Street Urban Design Plan to incorporate this framework.



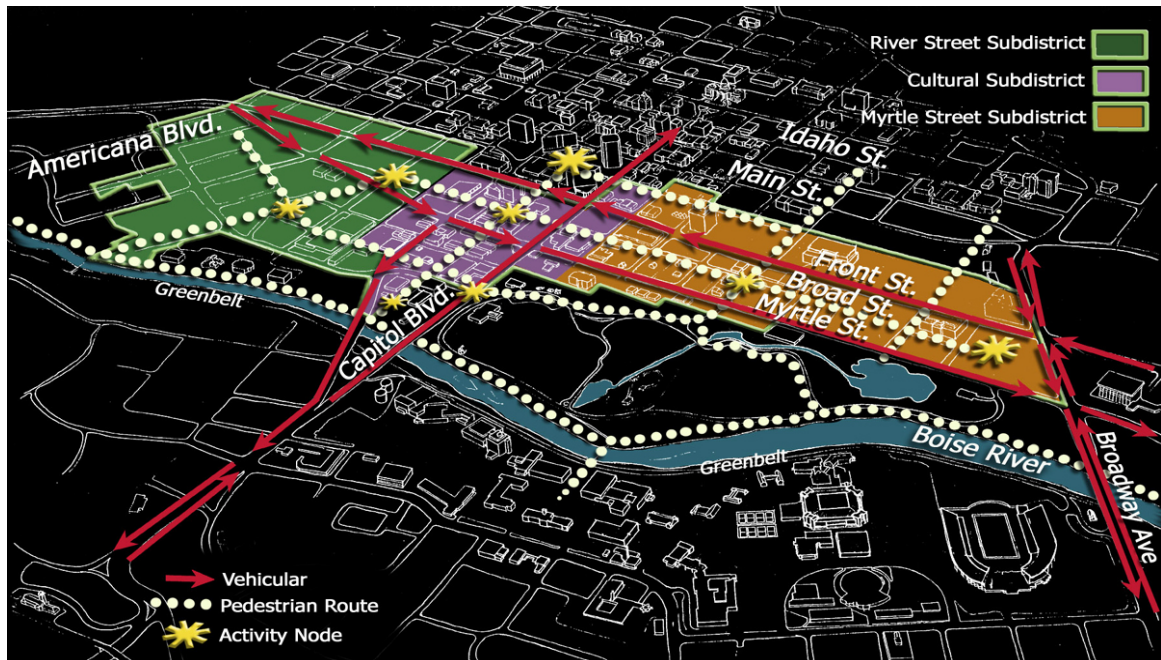


Fig. 3. Street character, subdistricts and nodes.

- Create three subdistricts in River/Myrtle as shown in the urban design framework: River Street neighborhood, Cultural District and Myrtle Street neighborhood (see fig. 2).
- Create an overall structure to the River/Myrtle district by designating auto-oriented and pedestrian-oriented streets, pedestrian connections and activity nodes. (See fig. 2.)
- Re-establish the River Street and Myrtle Street neighborhoods to include neighborhood-scale commercial and retail space, housing options and parks and open space.
- Use Broad, Miller and Grand as local pedestrian-oriented streets and as part of the neighborhood structure. Make Broad Street a through street.
- Create transportation options that minimize the use of the car. Consider a trolley, free bus, or shuttle system that connects the east and west ends of the district, and connects the district to Boise State University, the Hospital District, downtown core and surrounding neighborhoods.
- Build parking garages in River/Myrtle so traffic within the district is minimized and walking or use of transit is encouraged.
- Implement the Cultural District Master Plan. Use arts and cultural institutions as anchors in the development of River/Myrtle.
- Incorporate the plan for the Pioneer Corridor into the River Street-Myrtle Street Urban Design Plan and into the framework used for development of this district.
- Identify what interventions will be needed to achieve the urban design framework, including incentives and code revisions. Create partnerships with landowners and developers to accomplish this vision. ♦

Implementation Strategy

This committee report presents recommendations on how to transform the River/Myrtle District into an exceptional urban place—one that values humanity and nourishes its creativity—and is ready for the rapid lifestyle, workplace and technological changes occurring in our society. The benefits of the committees' work will not be realized, however, without specific actions to implement these recommendations.

What is needed is an implementation strategy that:

- Identifies specific short, medium and long-range projects to be done, who will be responsible for them and when and how they will be funded.
- Generates additional ideas on how to achieve the Smart City vision.
- Obtains additional support and involvement from the community in the Smart City Initiative and identifies project partners.

Creation of an implementation strategy signals a shift in the focus of the Smart City Initiative, from envisioning to planning and action. We anticipate creation of an implementation team recruited from the community that will work with Boise City and CCDC to prepare this strategy. This strategy needs to be done quickly in order to maintain the momentum of the Initiative.

It is our recommendation that a task force be convened to create the initial version of the implementation strategy, and that it be completed by March 2003 so that it is available as the City Council and CCDC Board of Commissioners prepare budgets for 2003 fiscal year. The strategy should be dynamic and capable of responding to new circumstances and opportunities. It would continue to be refined as conditions change and projects are completed. Most important, though, it should serve as a means to measure progress in achieving the Smart City vision.

Marketing

Spreading the word about the Smart City Initiative within the Boise community, and to potential investors and partners, is essential. To accomplish this result, we recommend that a variety of marketing materials be developed to tell the story of the Initiative. They should emphasize the comprehensive vision for the district, investment opportunities and financing tools available to the private sector to achieve it. These materials should be direct, to the point and take a variety of forms including print media, CD, DVD and Web-based products.

Leadership Team

The committee members strongly believe that an energetic leadership team is needed to guide the implementation of the Initiative and keep it moving forward. What is needed is a dedicated group of citizens from a variety of backgrounds who have the expertise and connections that will move the Initiative to the forefront of civic endeavors in Boise. We recommend that the City of Boise and CCDC should convene this team as soon as is practical. We recommend that they draw upon existing committee members, the participants in the Forum and other community leaders to obtain the talents required for this important work.



Appendix 1: The Smart City Forum

Participants' Recommendations

The Smart City Community Forum, held on June 14, 2001, brought together a wide mix of people with interests in the redevelopment of the River/Myrtle area. Participants included members of all the Smart City Initiative committees as well as landowners, developers, planners, real estate professionals and other interested citizens. In the afternoon session people formed groups and discussed issues and ideas for making River/Myrtle attractive to the new economy. Their strategic recommendations are synthesized below.

1. Create an owners' association for business and property owners to work as a catalyst to bring owners together. It needs someone in the middle to work as a catalyst; CCDC is in the best position.
2. Educate financial institutions about mixed-use development—they're not familiar with it.



3. Create a political environment conducive to business activity and public investment. Take it to as high a level as you can – senators & representatives.
4. Locate incubators in the district, especially near the universities. Real-estate businesses can serve as referrals to incubators, and then pick up the successes. Successful incubators are good service providers. Incubators can be other than “business” —they can be art, software, etc.: for example, a “Creativity Center.”
5. Find a leader in the development process—not a controlling one, but a facilitator, a clearinghouse. We need to hear the same message from the Chamber, DBA, CCDC and others.
6. Fix the zoning codes to encourage a true mix of uses. Create ordinances to enforce the comprehensive plan and special district plans. Coordinate building codes with the zoning ordinances.
7. Create policies and incentives for rehabilitation of historic buildings. Treat historical buildings individually with codes. Offer tax credits for new buildings within historic districts if they follow the design standards of the district.
8. Support a diverse housing mix with public intervention. Speak developer language; create incentives for development. Allow innovative development—by-right rather than PUD. The public sector should take a leadership role and educate the marketplace. Invest in pilot projects.

9. Provide a true variety of housing choices, especially in the affordable and market-rate range. Don't concentrate on one type or size; seek designs that accommodate Idaho and western lifestyles. Learn from those who have done it before, here and elsewhere. Ensure that housing is mixed with office and retail uses, especially home-related services. Build to a high density for vitality and economy, but allow for adequate open, green and recreational space.
10. Improve transportation in the district; especially reduce reliance on the automobile. Require pedestrian-friendly design. Provide useful, reliable public transportation—into and within the district. Slow traffic on the Connector and reduce its width. Create more street crossings; make them safer, more attractive. Build safe havens in transit stations throughout the district. Bring people quickly and cheaply from the airport to downtown.
11. Choose designs that promote a sense of place, are human in scale and pedestrian friendly; that have an identity, yet have obvious connections to neighboring places.
12. Market the district's identity, starting with a new name. Re-establish neighborhood and subdistrict identities, sell the concept to property owners, the city and outside.
13. Major employers within the district should lead the way—provide housing and on-site educational opportunities for workers, offer incentives to use transportation alternatives, anchor development at transit stops, promote sustainable design.
14. Focus on creating an urban environment with these characteristics:
 - ❑ Live/work/shop/recreate/entertain in one place.
 - ❑ Proximity to creative spontaneous activity, including evening activities, entertainment; a diversity of experience.
 - ❑ Stewardship of natural and human resources; reconnection to resource reality; design that is sustainable.
 - ❑ Urban design to mitigate harsh environmental factors. Small-scale grid/blocks.
 - ❑ Effective lighting.
 - ❑ Contiguous buildings—no gaps—with a change of interest every 30 feet.
 - ❑ Neighborhood responsibility (building community) accountability.
 - ❑ Visible effective neighborhood policing.
 - ❑ Public art, cultural activities for children, teens and families.
 - ❑ Continued community participation in planning—involve everyone: all ages.
15. Celebrate tangible elements of the district's history:
 - ❑ The Pioneer Pathway, Lover's Lane.
 - ❑ Farms, orchards, possibly Chinese vegetable gardens.
 - ❑ The Boise River: menace and amenity.
 - ❑ Riverside Park: baseball, dancing, shows and events.
 - ❑ Pioneer Street red-light juke-joint gambling district.
 - ❑ Integrated neighborhoods; black culture. ❖

Choose designs that promote a sense of place, are human in scale and pedestrian friendly.



Appendix 1: Smart City Forum (continued)

Energizing Cities: The Connections between Talent, Technology and Lifestyle

Keynote Speaker, Dr. Richard Florida

Dr. Richard Florida is a professor at Carnegie Mellon University, in Pittsburgh, Penn., and a frequent author and lecturer on technology, talent and the new economy. His keynote address at the Boise Smart City Forum is summarized below from his notes.

I. How do we create truly great places?

Great regions, great cities, great neighborhoods, great communities, great downtowns? The key lies in understanding the 3 T's: technology, talent and tolerance. We are living through big fundamental changes in the way we live and work. How can we best understand, anticipate and respond to those changes?



There are several key questions of our age: What will life be like after the new economy? What can we anticipate? How will this affect cities, communities, neighborhoods? How will it affect real people, real workplaces, real communities? How will it affect your life?

The answer is much bigger than the new economy, it's much more than the ups and downs of

NASDAQ or the latest technology fads. It's bigger than the limits of the new economy debate, which has new economy pundits versus new economy cynics (i.e., "white collar sweatshops").

What's really going on is much more than technology; it's part of a broad and enduring shift in what matters to people. There's a broad shift in work, lifestyle and community that's been building up for years, even decades. Paul David said to look back at the Industrial Revolution, when changes were not just through technology, but deep and long-running changes in the organizational and institutional stuff of society. We are going through this kind of period today. Today, it's a shift in new forms for work, new forms of place and community, in what really matters to people. It's about the way we live today.

There are two driving forces in this change. First is the shift to creativity as a source of wealth. Creativity is the source of innovation, it's multidimensional. Where does creativity come from? People. Second is the shift from a company-centered to a people-driven economy, where people (talent) are the factor of

production. Economic growth today and in the future will be shaped more by the distribution of talent than by the distribution of firms. Economic development will be attracting people rather than attracting firms.

The key issue then is how to develop, attract and retain talent. If you don't believe me, take it from Carly Fiorina, CEO of Hewlett-Packard, speaking to a conference of governors, who said, "We will go where the highly skilled people are." You build a people-climate by creating great places.

This shift manifests itself across two key dimensions: people and places. Place becomes the key arena for collecting people and matching the two opportunities.

II. The Way We Live Today — Work

There is a rise of new ways of working, new ways of organizing time, a new work ethic. The new workplace is an arena for mobilizing creativity. Malcolm Gladwell noted the workplace has adopted Jane Jacobs' ideas about community and location; it has been molded and sculpted to harness creativity, to address people's requirements.

What do people want? Peter Drucker said it best, You cannot bribe knowledge workers. They have strong intrinsic motivations and desires. This is part of a new great American dream, a new way of life. People want a balance in time, money and freedom. They want the ability to pursue their dreams, to make their own roles, to work flexibly, to blur the boundaries between life and work and to be themselves in all they do.

Think about how you work versus your parents; how your children want to live and work. There's a sharp contrast between my life and

my father's. But even with all that, what is important in a job has not changed. An *Info Week* magazine survey found responses virtually the same in March 2000 at the height of the new economy boom and in March 2001 at the height of the new economy bust. The three most important factors regarding work were challenge and responsibility (64/64 percent), a flexible work schedule (57/55 percent) and job security and stability (47/53 percent). Place is also an important consideration: 20 percent cited location and commute time, and the need to blur the edge between companies and places.

You cannot bribe knowledge workers. They have strong intrinsic motivations and desires.

This is part of a new great American dream.

III. The Way We Live Today – Place

A people-driven economy makes place more important. People used to think the new entrepreneurial economy would be "placeless" as digital technology and the Internet would let firms and people locate wherever they pleased. Kevin Kelly, George Gilder and other new economy pundits could not be more wrong. Place is key; it mobilizes creativity, collects talent and matches opportunities.

There is a talent/location nexus. Economic activity has always occurred near resources and raw materials. People--talent--are the new critical resource, but



people are mobile. Place solves a twofold collective action problem by creating a labor pool for companies and a thick labor market for people.

Talent powers regional growth. Human capital is the main predictor of city and regional growth.

We need to attract and retain talent. What attracts people? First is opportunity: thick labor markets and a challenging work arena for mobilizing resources around opportunities. Other attractions include other great people, place as status, amenities and a wide variety of options for different demographics. We can rate

People want a New Community. They see community as the “third place” after home and work.

these options in a place on these indexes: creativity and creative energy, called the Bohemian index; diversity, low entry barriers to human capital, or

the gay index; and the foreign-born index. A sum of the three rankings gives the Composite Diversity Index, or CDI Multidimensional index. The last attraction is quality of place, defined by what’s there (building stock, authenticity and real neighborhoods), who’s there (diversity) and what’s going on (from watching to doing, i.e., vibrant street culture; and investment in community, like Paul Allen’s in Seattle).

This sense of community is important. There is a misleading debate over social capital (Robert Putnam and the Cushing analysis), but the two biggest factors are diversity of friendship and so-called protest politics. Our measures of diversity--the indexes--are the drivers.

People want a New Community. They want to get the resources they need to build a life and they want to be quasi-anonymous. They see community as the “third place” after home and work.

What does this mean? Places need to do it all. They need all 3 T’s of economic development: technology, talent and tolerance. All three work together to power economic growth; each is a necessary but insufficient condition. Top city regions, like San Francisco, Seattle, Austin, etc., do everything. Look at Pittsburgh or Milwaukee vs. Miami and New Orleans.

The 3 T’s can predict high-tech industry location. They’ve become the new economy score. The 3T’s also predict regional growth in 1990-2000, especially the Bohemian (Boho) index, which measures the over- or under-representation of artists and musicians in a metropolitan area. The Boho is highly correlated with population change and predicting active lifestyle centers.

There is an effect on downtowns, a new downtown paradigm. The change is from retail and spectator sports to active lifestyle downtowns, filled with diversity. A recent Fannie Mae analysis looked at two measures of downtown vibrancy: the percent of regional population that is downtown and the percent change in downtown population. Our CDI is the best predictor of both measures of downtown vibrancy; the gay index is correlated more with percent change in downtown population while the gay and Boho index are both strongly associated with the percent change in MSA population that is downtown.

V. How Does Boise Stack Up?

In technology there's a lot to be proud of. Boise is ranked fifth of 200 cities in the Forbes/Milken high-tech measure and is in the top ten percent (23 of 242) on the Milken Techpole ranking of high technology industry concentration and growth.

Regarding talent, Boise ranks 142 of 276 on basic talent index: 142 on S and E's and 130 on professional and high-tech workers.

*We need to create a people climate as well as
a business climate, and we need to create a
people climate for *everyone*.*

In tolerance, Boise is 62nd of 242 on Boho index (top 25 percent).

VI. Challenges After the New Economy

To build the 3 T's, we have to get away from mega-projects. There are no single-bullet solutions, it's the small things that matter. The solutions of the past do not work! A new world--a new model--is upon us.

There are five keys to success.

1. Stop doing generica – create great places. Build on realness and authenticity.
2. Attract and retain talent.
3. Build real quality of place by investing in lifestyle amenities, embracing street-level culture and blurring the distinction between high and low culture.
4. Emphasize and restore neighborhoods.
5. Embrace diversity and inclusion; eliminate exclusiveness. We need to create a people climate as well as a business climate, and we need to create a people climate for *everyone*.

There is a challenge before us; we are at an historic moment. You have an incredible opportunity but you need the energy and the will to pull them together. No one or two or three leaders can do it--this time it is up to all of us. It will take our collective energy to accomplish it. ♦



Appendix 1: Smart City Forum (continued)

Empty Warehouses to Urban Village: Lowertown Experiences in Public/Private Partnership

Luncheon Speaker, Weiming Lu



Mears Park, redesigned and rebuilt by LRC
Photos by Weiming Lu

Weiming Lu is president of the Lowertown Redevelopment Corporation in St. Paul, Minn., which has been successful in the mixed-use redevelopment of this 18-block riverfront historic district. His talk is summarized below from his notes.

The city of St. Paul initiated the creation of the Lowertown Redevelopment Corporation (LRC) with a request for funding from the McKnight Foundation. The foundation awarded a \$10 million Program Related Investment grant in 1979 and asked for the creation of a private corporation, headed by a blue-ribbon board. The LRC was to be an instrument for public/private partnership with a mission to generate \$100 million in new investments, to create jobs and to add housing. Activities of the board include envisioning, marketing and gap financing.

The goal for envisioning was to build community, not projects, and resulted in the Urban Village Vision and Plan. The vision was to attract investments, create and retain jobs, build housing and support families, support the arts, preserve St. Paul's architectural heritage, develop a beautiful and stimulating environ-

ment and reclaim the Mississippi riverfront. The plan called for mixed uses around Mears Park; 12 blocks of adaptive uses; development of an arts district ; streetscape, skyways and amenities; new housing and a "village common"; depot and riverfront development; and a new industrial park. Continued re-envisioning has meant responding to new forces and opportunities and new or updated plans.

Marketing efforts included producing surveys, brochures, advertisements and newsletters; offering exhibits, tours and videos; the creation of a Web site (www.lowertown.org); and one-to-one meetings.

Gap financing has meant creating a set of financing guidelines and instruments that can be used to bridge the gap between a publicly desirable development project and a private developer's bottom line. Financing instruments include investors equities; bank loans; tax credits (i.e. for historic rehabilitation and low-income housing); bonds, capital improvement budget and star grants; UDAG and CDBG grants; LRC's own loans and loan guarantees; foundation grants and others.

A major part of LRC's mission is creating a sense of place. As a private corporation, LRC has no regulatory power, and must rely on persuasion rather than regulation. Yet LRC has been successful in influencing private development. It has initiated the historic district designation of a 12-block area and encouraged historic rehabilitation, including the Lowertown Common and creation of new housing. LRC has set selective design guidelines as needed, for example in the case of the KTCA block, only four guidelines were used, including massing and height control, masonry materials and families of colors, window openings-to-wall ratios, and pedestrian and vehicular accesses. Other tools include exploring design alternatives, assisting in architect selection, use of contractual power in guiding project scale and design issues and participating in community decision-making.



One major goal is improving the public realm. LRC initiated a streetscape program, developed design standards and persuaded city and transit agencies to adopt them. It expanded the city's skyway system and helped defend the fine design standards of the system. It worked with artists, landscape architects and the community in design and construction at Mears Park and Children's Playspace. LRC's work in preserving St. Paul's architectural heritage is another way of adding value to investment.



Finch Building before and after renovation

LRC has had its share of failures, however. It was unable to scale down the Galtier Plaza development, although that stimulated other projects which were more successful. It failed to designate North Quadrant as a historic district, even though it was supported by the Heritage Preservation Commission, which resulted in four historic buildings being demolished and the loss of \$10 million in potential historic rehabilitation tax credits. There were many other attempts that failed: the first three artist housing proposals, the Guthrie Theatre 2, public arts for Galtier Plaza, art galleries, a super market, the transportation and science museums and a superconductor company. Some of these efforts were initiated independently; most of them with other partners.

LRC is not afraid of failure, and persistent effort ultimately has yielded great progress to date. LRC has been successful in halting decades of disinvestment in Lowertown, and in attracting new investment. Job creation, a broadened tax base, 1500 new housing units and the creation of a New Urban Village are the big success stories.

The New Urban Village comprises a residential neighborhood, an arts community and a cyber village. The residential neighborhood was created by the conversion of empty warehouses into a variety of housing, 25% of which is affordable. The result is 3,000 new residents with a mix of incomes, ages and ethnic groups and new neighborhood amenities and services like Mears Park, Childrens Playspace, Farmers Market, restaurants, a YMCA and district-wide heating and cooling.

The arts community came about first through envisioning the arts district then encouraging artist housing by working in partnership with artists, the city,



ArtSpace Inc. and others. Three initial failures were followed by four successful projects, and the demand has spilled over into market-rate housing. Artist housing was followed by galleries, an art school, cafes and arts organizations, including the Jerome Foundation, the Minnesota State Arts Board, Artists Quarter, Zeitgeist Quartet and Chinese American Dance Theatre. More than 500 artists are now living and working in Lowertown. One major attraction is the Arts Crawls, which are bringing increasing crowds into the district.

The cyber village transformed an empty warehouse into offices, retail, services and restaurants; unique and affordable spaces. The vision for the cyber village included building infrastructure and amenities like a satellite uplink, fiber optic network, switching station and large indoor space. Through a broad marketing campaign, gap financing, modest grants and the formation of the Cyber Village Group, LRC has attracted nearly 70 high-tech firms to Lowertown.



There have been many new challenges in Lowertown. A triple murder in an artist's loft, a downtown stadium proposal, the downturn in the NASDAQ index and change in political administrations as well as the "Return to the City" movement and steady development toward Lowertown Landing and the riverfront continue to challenge LRC and the community.



Depot before and after renovation

The story of the LRC offers a number of lessons. Foremost is the importance of continued re-envisioning, creating Lowertown's future in light of market trends and community aspirations.

The second lesson is the importance of dialogue and constructive exchanges. Through them, rather than regulation and review, we create a sense of place. When necessary we fight to protect district character and St. Paul's architectural heritage. We have no stylistic preference,

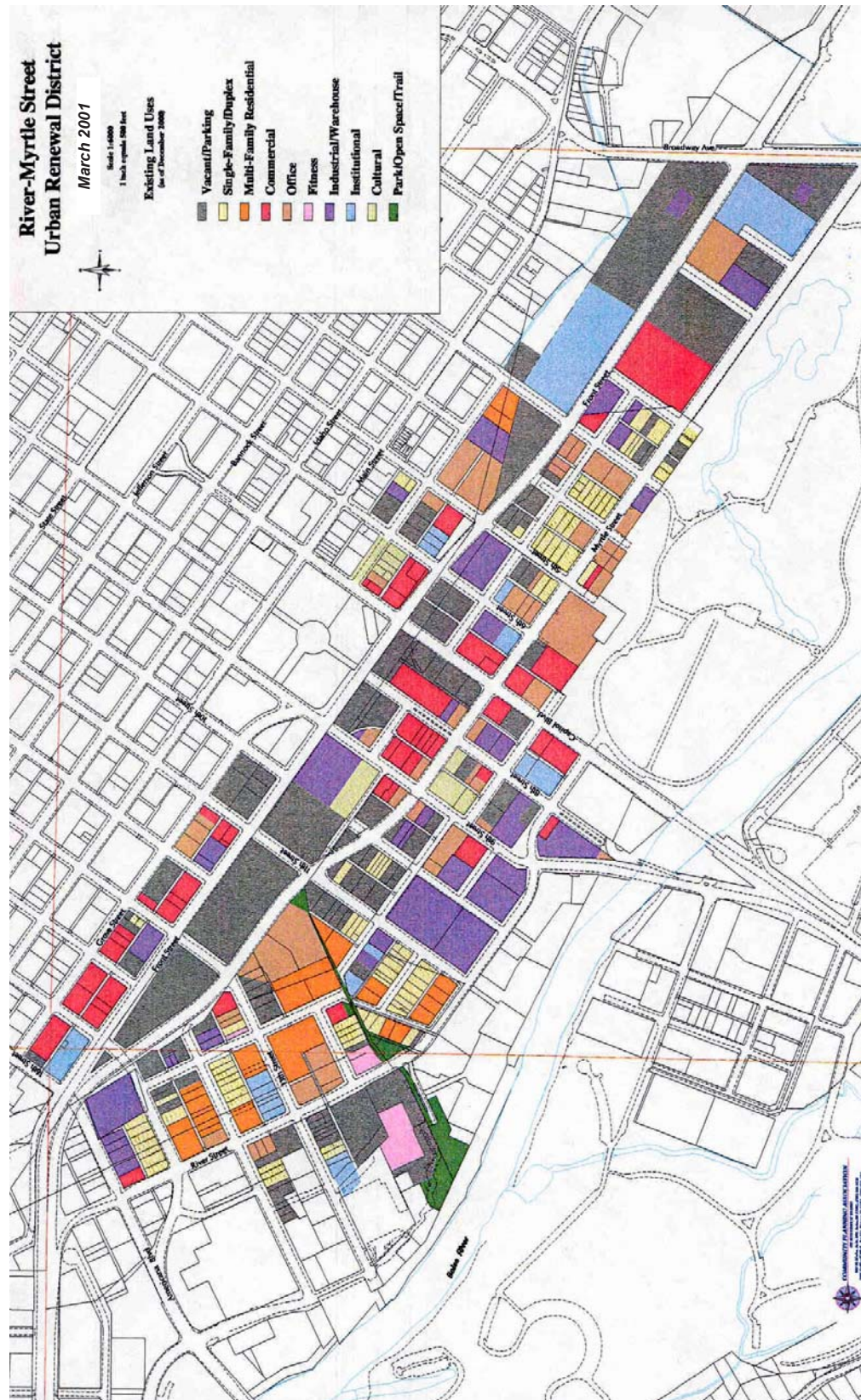
but search for excellence in contemporary design and public arts. Broad vision and generalized design principles won't help to build the city. We convert vision to concrete guidelines, design alternatives and realistic financing to make projects feasible.

Equally important is fiscal discipline, through which, with the advice of financial and legal experts, we assist projects when warranted and resist excessive soft financing under pressure. As a small corporation we are able to act quickly on loan requests. We are able to leverage effectively our limited resource to generate \$440 million in investment to date, and another \$130 million under way.

Creative and persistent marketing are critical. Through these marketing efforts, and above all through face-to-face meetings, we recruit investors from near and far. To date investors in Lowertown have come from the Twin Cities and Atlanta, Boston, Chicago, Dallas, Madison, Montreal and Philadelphia.

Finally, we work from the bottom up. That way, working in partnership with many, we build community rather than projects. And we always share the credit whenever we complete any project or win any award. We believe that only through committed partnership can we empower people and renew America. ❖

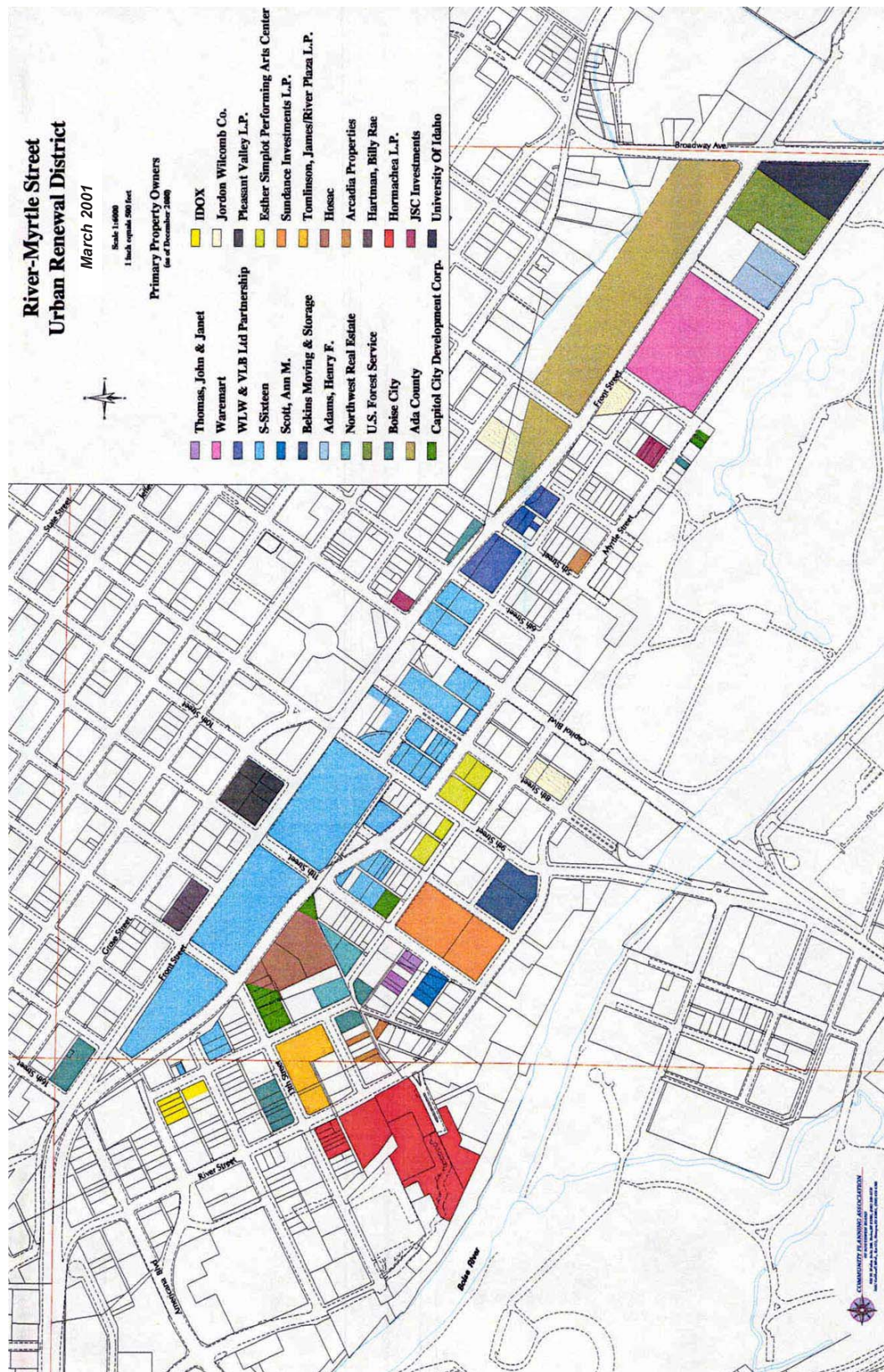
Appendix 3: Existing Land Uses



Appendix 4: Land Use Chart

DISTRIBUTION OF LAND USES IN RIVER/MYRTLE DISTRICT					
Based on Land Use Inventory - As of December 2000					
USE	# OF ACRES	% OF ACRES	ASSESSED VALUE (As of 12/2000)	% OF TOTAL VALUE	% OF DEVELOPED LAND
		260 AC			
Commercial	22.34	8.59%	\$31,377,200	27.41%	21.17%
Cultural Facilities	1.62	0.62%	\$1,257,000	1.10%	1.53%
Fitness	1.92	0.74%	\$1,584,700	1.38%	1.82%
Industrial/Warehouse	20.52	7.89%	\$15,492,100	13.53%	19.44%
Institutional	20.00	7.69%	\$1,478,200	1.29%	18.95%
Multi-Family Residential	9.40	3.62%	\$9,333,800	8.15%	8.91%
Single-Family Residential	10.92	4.20%	\$6,077,800	5.31%	10.35%
Office	15.05	5.79%	\$20,883,900	18.24%	14.25%
Open Space	1.37	0.53%	\$320,600	0.28%	1.30%
Utilities	2.41	0.93%	\$0		2.28%
Vacant/Parking	97.54	37.51%	\$26,667,000	23.30%	
Subtotal	203.08				
Streets	56.92	21.89%			
Total	260.00	100.00%	\$114,472,300		100.00%
Total Acres	260.00				
Acres in Land Uses	203.08				
Acres in Streets/Misc	56.92				
% in Streets	21.89%				
Acres in Developed Land	105.55				

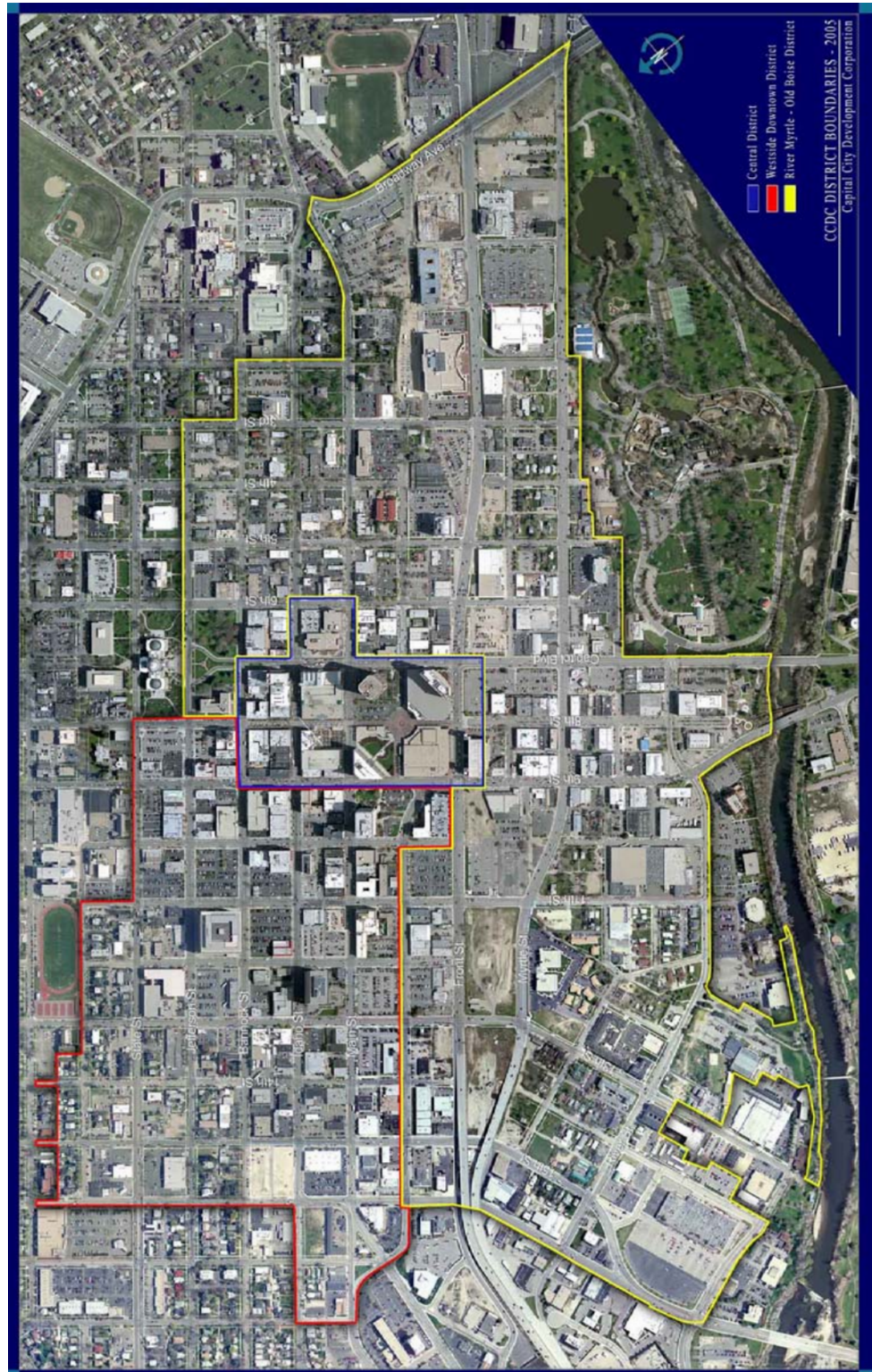
Appendix 5: Existing Ownership



Appendix 6: Boise City Geothermal Map



Appendix 7: Boise Urban Renewal Districts as of January 2005





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