

Westside Downtown District 14th Street Neighborhood Design & Development Strategy

November 2006

Prepared for:

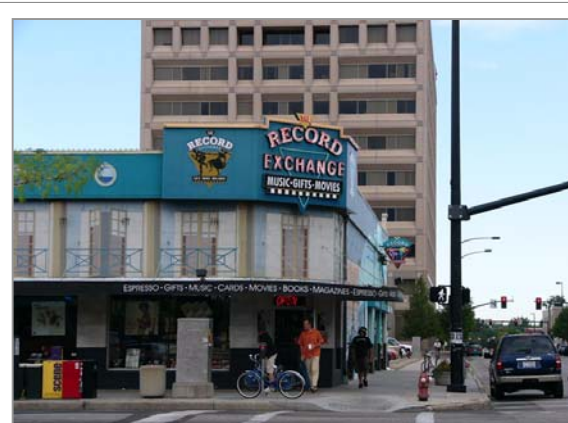
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Introduction / Process

Context

Capital City Development Corporation (CCDC) and Boise City adopted the Westside Downtown Plan in 2001. This plan is a vision for the neighborhood just west, and still part of downtown Boise. It covers the time frame from 2000 to the year 2025. The Plan laid the groundwork for what changes needed to occur within this newly defined district to help the area accommodate growth and infill as downtown Boise continues to develop.

In short, strategic objectives were identified and from them principles were adopted relating to the district, including:

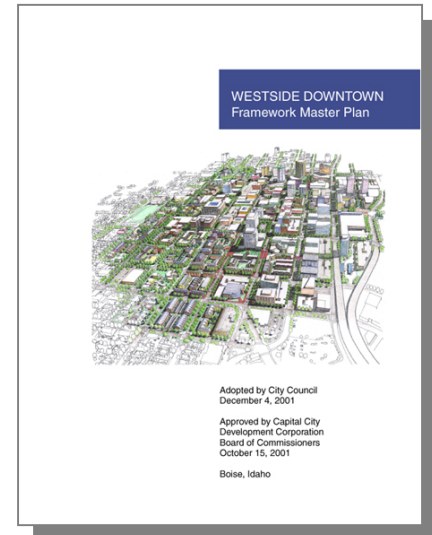
- Create a rich and varied public realm;
- Develop mixed-use in compact, pedestrian-oriented configurations;
- Create lively in-town neighborhoods infused with housing in emerging mixed-use districts;
- Be responsive to changing markets with flexible implementation; and
- Encourage public-private partnerships to enable implementation.

The Westside has recently begun to gain interest from developers with land prices increasing, speculative buying, and multiple projects in various stages of planning and development. Several successful business owners, wishing to stay in the area, have expressed the need for more space. The area is on the verge of a growth expansion and perhaps, under the right conditions, a growth explosion.

The Westside is an urban renewal district. CCDC is ready to begin investment and improvements in the district. An important consideration for CCDC is to gather ideas from stakeholders in the neighborhood to determine what needs and priorities exist at the local level. A primary goal of the agency is to utilize its funds to the greatest benefit of the neighborhood. This desire prompted the following strategic process.

In June 2006, CCDC retained the services of a consultant team to revisit the 14th Street neighborhood and develop a design and development strategy for the area. The team was comprised of Dave Leland and Mindi Plummer, Leland Consulting Group, Urban Real Estate Strategists; Paddy Tillett, Zimmer Gunsul Frasca, an architect and urban planner; Don Stastny, StastnyBrun Architects, an architect and urban designer; and Gary Cudney, Carl Walker Incorporated, a professional engineer and parking specialist. Work by the consultant team built upon the Westside Plan, focused in particular on the 14th Street neighborhood, and explored what changes, strategies and tactics are needed for successful growth.

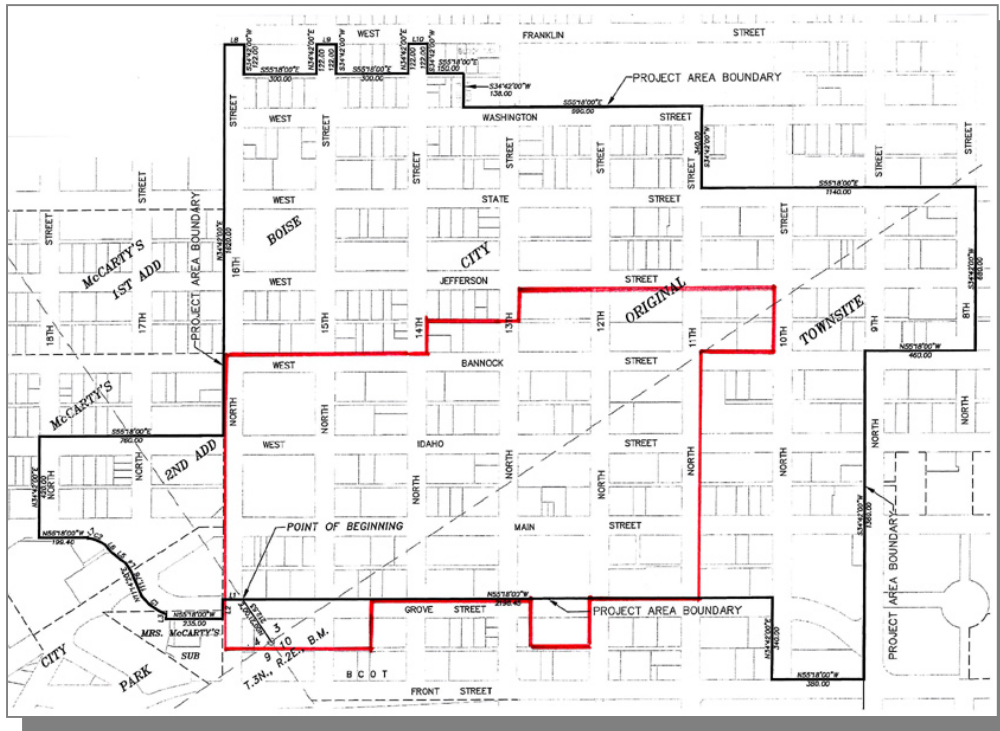
Thus, the overall purpose and goal of this project is to guide and stimulate development in the Westside District, and the 14th Street neighborhood in particular, within the



Boise Westside Downtown Framework Master Plan, 2001

boundaries shown in the following map. The 14th Street neighborhood is denoted by the red boundary.

The two main vehicles used in this process were a series of confidential stakeholder interviews and a three-day workshop with CCDC, the consultant team, property owners, developers, business owners, and other stakeholders from the 14th Street neighborhood and Boise City.



Westside Plan District

Stakeholder Interview Process

The Stakeholder Interview Process is a time-tested methodology developed by the Urban Land Institute (ULI), and used by Leland Consulting Group in public and private sector engagements across the country. The process involves an intense multi-day procedure made up of interviewing business owners, property owners, brokers, fraternal organization members, developers, and agency representatives, typically in groups of two to four in a confidential setting. It offers a unique chance for stakeholders within the community to speak candidly about visions, opportunities and barriers for a project or area. The process thus generates a wealth of “on-the-ground” knowledge and perspective for the consultant team in a very condensed amount of time. Patterns are sought that help pinpoint issues and ultimately assist in solutions to a project. The consultants can then form a strategic objective from this fact-finding process.

In June 2006, Leland Consulting Group conducted confidential stakeholder interviews. They interviewed over 40 individuals, representing a wide range of public and private stakeholder groups, as described above.

Workshop Process

Following the interviews, a three-day workshop was held at the offices of CCDC during July 2006. The workshop, using the information gathered during interviews, as well as the knowledge of the existing Westside Plan, examined development strategy options for the district, tested the strategies, and explored implementation tactics for development and redevelopment to occur in the 14th Street neighborhood. Local stakeholders were invited to attend and participate in the workshop. The stakeholders were invited to presentations by the consultant team, walking tours, one-on-one discussions, and small group sessions to discuss development strategy, planning, public and private investment opportunities, housing and parking concepts and solutions, defining the districts and sub-districts, and place making strategies. At the conclusion of the workshop, CCDC and the stakeholders used the information to develop a strategic plan including a series of initiatives that will lead to appropriate and compatible development in the neighborhood.



Workshop Day 1: Walking tour with participants

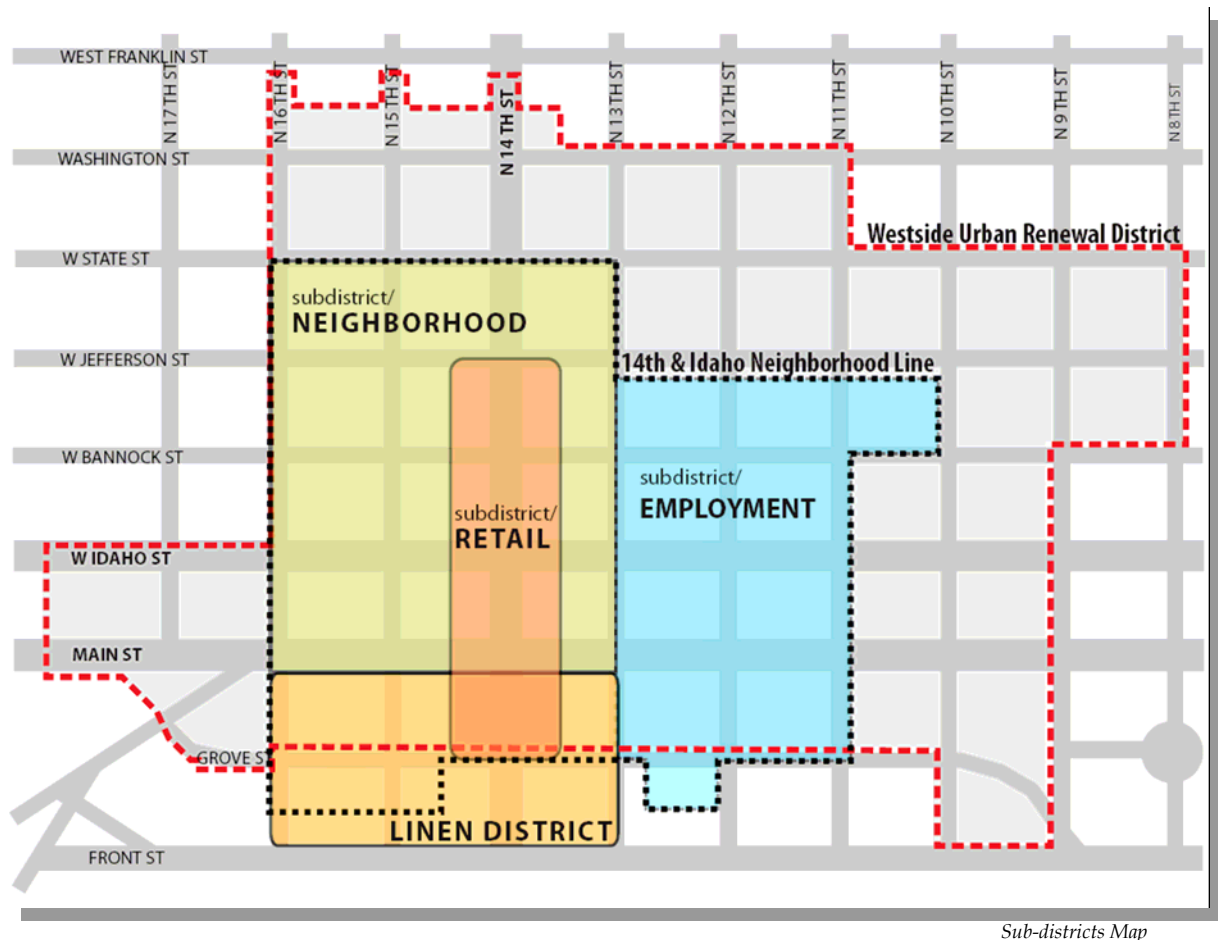
This report summarizes the information gathered during the interviews and workshop, particularly the information presented by the consultant team and the topics that were discussed during the workshop. It concludes with recommended implementation tactics for realizing the strategic plan.

14th Street Neighborhood: Characteristics

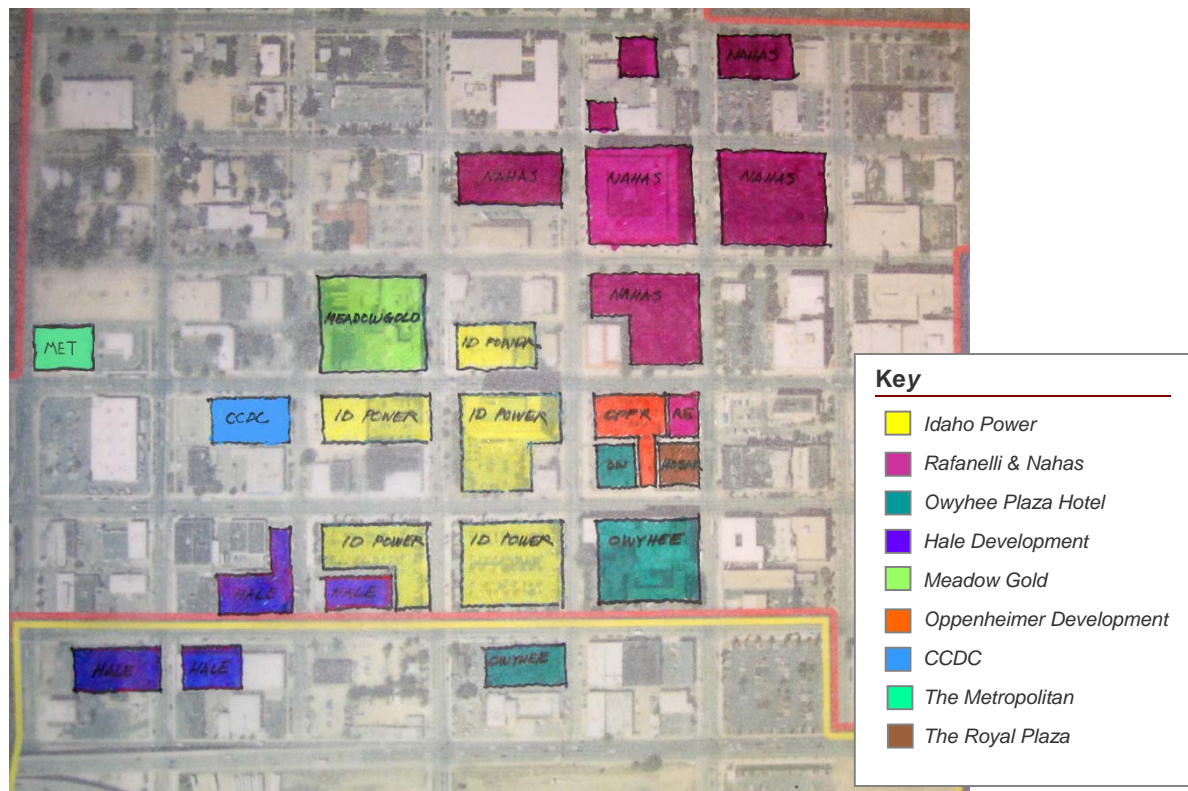
From the entire process, several facts emerged that make the 14th Street neighborhood in the Westside District very interesting and possibly unique in Boise. Because of the importance to shaping a strategy and approach to the neighborhood, they are worth mentioning first.

Sub-districts

First is the fact that the district, although “labeled” one area, is very distinctly two sub-districts and possibly more. Land and businesses east of 13th Street have an urban downtown sense of scale and character, with two very large office buildings and accompanying parking lots for employee parking, a new six-story housing project underway, the Owyhee Plaza Hotel, and a select number of smaller developments. The character distinctly changes on the west side of 13th Street. Buildings become one or two-stories in height, are typically older, and have a small-scale, neighborhood character. The newly formed “Linen District” fits into this western sub-district and reflects a possible emerging brand and character for the area.



A related and important detail is that two property owners own almost a majority of the land in the sub-district east of 14th Street—Idaho Power and Rafanelli & Nahas. The other major property owner is the Owyhee Plaza Hotel. Oppenheimer Development owns a key parcel centrally located in the sub-district. David Hale, who is spearheading the development of the Linen District owns a series of parcels along Grove Street, and both David Southers and Meadow Gold Dairy own full block sites.



Major Property owners, 14th Street neighborhood

Idaho Power's corporate headquarters are located within the 14th Street neighborhood. There is one nine-story tower on one of its blocks and two one-story buildings on two other blocks, currently accommodating their program needs.



Idaho Power

Idaho Power is currently reviewing and updating its strategic and master plan for the corporate headquarters, with a completion target by the first quarter of 2007. This will help inform if space needs are changing.

The rest of Idaho Power's land is used for employee parking. Idaho Power's policy is to provide parking for 60 percent of its employees. That means the other 40 percent either use an alternative method of transportation, use on-street parking, or ride-share. Idaho Power employees receive a discounted rate for monthly passes to use company parking lots from the typical cost for parking in downtown. Parking passes do not guarantee a reserved space but a "license to hunt."

The former Boise Cascade building, newly named Boise Plaza and owned by Rafanelli and Nahas, is the other large property owner in the sub-district. The six-story building has 330,000 square feet on one block. The additional land is used for parking for employees in the building. All the lots are currently surface parked, as is the case with Idaho Power.



Boise Plaza

Although directly west of downtown, the area is distinctly different in character, primarily due to extensive surface parking and lack of continuous storefront retail.

Parking

Related then is the second fact that although there is a shortage of parking in the area, more than 60 percent of the land is currently in use as private parking lots. Additionally, there is ample on-street parking. Meadow Gold Dairies, another significant employer in the neighborhood, has but 14 dedicated spaces for its 100-plus employees, although that number is split between three daily shift operations. All other employees use on-street parking.

Land values currently do not justify the expense of developing parking structures, which would free up valuable land for redevelopment. Raw land prices in the area vary greatly, in part due to current land speculation. With that said, the range is between \$20 and \$45 per square foot, comparable to land prices in the downtown business core. The median monthly rent nationwide for structured parking is \$148 per space. It is presently \$79 per month in downtown Boise. The management and revenue of the public parking system (consisting of on-street parking meters, parking violation tickets, and off-street parking lots/structures) are currently split between multiple agencies. This limits the ability to cohesively manage parking and address parking challenges. Many municipalities have successfully integrated the entire downtown parking system under the responsibility of a single agency so that all parking revenues can go toward improving the parking system.



Meadow Gold Dairy

Auto-oriented Neighborhood

This area remains heavily auto-oriented, even with its close proximity to downtown. Many of the businesses are, in fact, auto-related. Downtown employees drop their car off for service and walk to work, others frequent businesses on their way to and from entering or exiting downtown on Idaho Street and Main Street. The Downtown Boise Mobility Study, completed in 2005, was commissioned by CCDC, Boise City, Ada County Highway District, Valley Regional Transit, Idaho Transportation Department and Boise State University to evaluate transportation needs and solutions to the year 2025. One of the key recommendations is to create a Downtown Circulator system which would include a route connecting the 14th Street neighborhood to the downtown core and the hospital district on the east end of downtown. Implementing the Downtown Circulator would allow the 14th Street neighborhood to urbanize and become more pedestrian oriented. It could also be used to link together activity nodes in the neighborhood to parking facilities.

Stakeholder Interviews: Findings

The findings from the Stakeholder Interviews can be divided roughly into five categories: land use, development, safety, agencies, and ideas for improvement. Appendix 1 outlines the issues for each category. In general the following patterns emerged:

- Businesses and organizations want to stay in the area. Business owners like the neighborhood, they are happy with the amount of business they receive, primarily due to downtown office workers and residents, and see the ability to stay in the area and grow their business as a high priority. This wish to grow is correlated with the need for more parking and more building space for several of the business owners interviewed.
- Businesses and property owners have concerns about getting “pushed out” with redevelopment. The flip side to the area growing and changing as downtown moves west means the neighborhood will inevitably change and become more dense. Many small businesses expressed concern about the implications that would have on their viability.
- The neighborhood is primarily auto-oriented. Downtown office workers use Idaho Street and Main Street as commuter streets in and out of town. This is positive for many businesses, particularly those that are auto-oriented, such as Big O Tires, Hurless Brothers Foreign Car Service, and Oakley Moody Auto-Repair Service. It is also attractive to many employees in the area, as there is free on-street parking for those who work at businesses where parking is not provided for everyone. The primary way people access businesses is by driving rather than walking. Businesses are separated by surrounding parking lots, sidewalks are often in poor condition and lack street trees and weather protection.



Idaho Mountain Touring



Meadow Gold Dairies

- Parking is an issue with everyone. Parking and traffic are always hot-button issues, and this neighborhood is no exception. The few large employers in the area, primarily Idaho Power and Meadow Gold Dairies do not provide 100 percent off-street parking for their employees. Thus, many of them park on the street. This predictably creates conflict for retailers, who want on-street parking by their shops available for their customers and employees. The interesting anomaly within the 14th

Street neighborhood is that in addition to having on-street parking on almost every street, more than 60 percent of the land is used currently for parking lots.

- Safety is a primary issue. Employers and business owners both discussed the safety issues currently in the neighborhood. They include poor street lighting in areas, cruising and vandalism on the weekends with little enforcement from the city, a nearby homeless population, and several businesses that cater to a “controversial clientele.” In addition, since the area has little to no housing and is primarily auto-oriented, pedestrians after work hours and on the weekends are scarce, lending an additional feeling of exposure and risk.
- Many are waiting to see what the city and CCDC have planned for the neighborhood. The work done during the Westside Plan showed many changes to the area, including a new plaza and pedestrian way along 14th Street, parking structures in different blocks, street improvements and a new transportation system. Many businesses expressed a desire to wait and develop or do improvements and expansion after these improvements are complete. Others fear the change will drive out their business.

Ideas for improvement in the area included building parking structures to accommodate the demand and free up valuable development lots, making the streets two-way again to give more exposure for retailers, building the planned plaza/park at 14th Street as well as other much-needed streetscape improvements, and providing pedestrian and bicycle improvements in the neighborhood.

Workshop

Development Strategy

The workshop goals were to determine a development strategy for the 14th Street neighborhood and explore implementation tactics to achieve the strategy. Using a walking tour as a starting point, with observations about the character of the district, buildings, and outdoor realm, the strategic discussion focused primarily on three areas: the Linen District, the intersection and planned public plaza at 14th and Idaho, and the parking lots owned by Idaho Power and Rafanelli and Nahas. The consultant and participants worked to develop several development strategies to test, keeping in mind CCDC's strategic objectives for the area at all times, including:

- **Create a mixed-use district including residential, retail, office and service businesses.** This effort creates a vibrant and self-sustaining neighborhood, but also offsets the need for more parking.
- **Explore alternative models for future parking.** Major employers or property owners might partner with CCDC or each other to provide parking structures; property owners may develop partnerships to get more use from existing private parking lots. Uses with offsetting hours could share the same parking facilities.
- **Form partnerships and make investments that stimulate high-quality projects.** CCDC is interested in the projects that will most effectively jump-start quality redevelopment and creation of a new neighborhood community. Projects may include streetscape improvements or parking facilities, or they may involve partnering with business owners or a developer to help the first development opportunities reach financial feasibility.
- **Forge partnerships between CCDC and stakeholder groups.** The work and future success of the neighborhood must be owned by those who have the most to gain – the stakeholders. This process is intentionally interactive to support that objective and bring the right tools and incentives to the area.

Findings

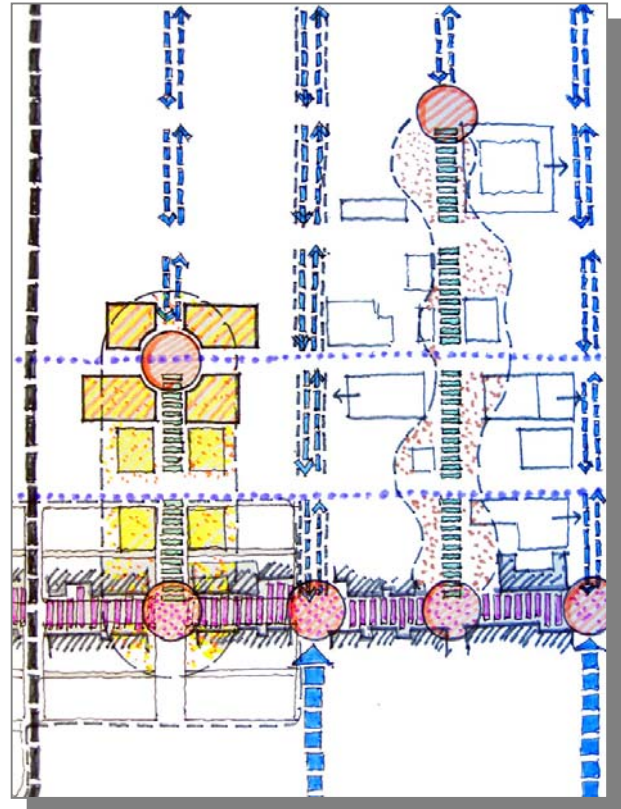
From the interviews, walking tour, general discussion, and break-out session, the following strategic focus emerged:

- 1 Lead with housing: Redevelopment of the neighborhood should focus on housing with an emphasis on a younger demographic – offering both apartments and entry-level for-sale product.

Housing in the area will jump-start the future redevelopment in several ways. It immediately brings added density, life and vibrancy to a neighborhood. Safety increases as residents create a 24/7 environment in concert with daytime business. Parking issues decrease somewhat as a proportion of residents will choose this area due to its proximity to downtown and alternative transportation options, negating the need for a privately-owned vehicle.

Currently there is little to no housing within the district. Two housing projects are planned, Royal Plaza, a six-story condominium project currently under construction

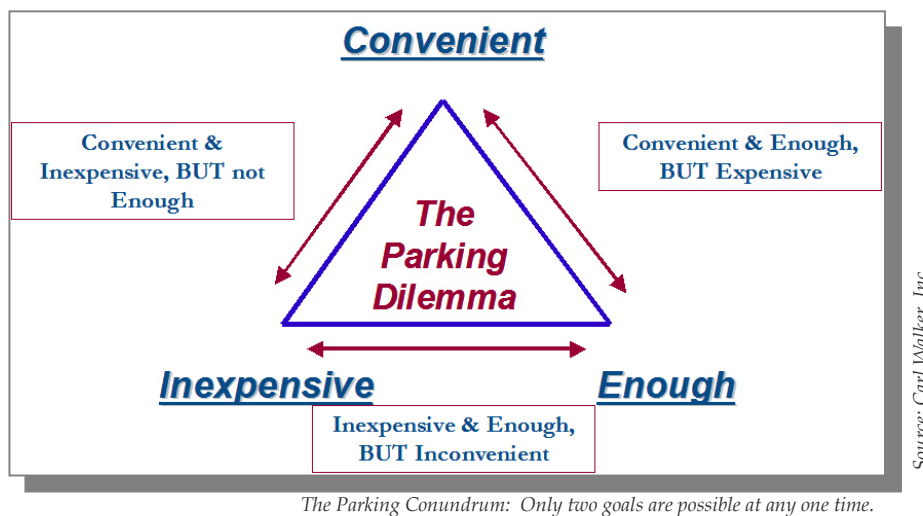
- at 11th and Main Streets, and the Metropolitan, a 90-unit mixed-use building planned for the block at 15th and Idaho Street.
- 2 Locate the epicenter of the district through a collaborative process with stakeholders. The neighborhood is very invested and interested in what public improvements and amenities will occur. A collaborative process to locate the “heart” of the neighborhood, involving those who will use it the most, will serve to strengthen the emotional investment from stakeholders towards revitalization in the area.
 - 3 Focus public catalyst improvements on 14th Street, from Idaho Street to Grove Street. 14th Street remains the best option for a public plaza or pedestrian way, particularly in light of the street and traffic flow, and its intersection with the Linen District. It is particularly advantageous in that CCDC owns the Boise Heating and Cooling Building, making it immediately available for redevelopment to the right partner.
 - 4 Create outdoor rooms within the public realm. Outdoor rooms create the character for a district, and also encourage successful development. The existing wide streets, predominately one-story buildings and lack of street furniture (trees, lighting, benches, trash receptacles, etc.) reinforce the idea that this neighborhood is a pass-through area to somewhere else. For instance, a dramatically new approach for 12th Street was illustrated during the workshop (see Appendix 2) that would recreate the street experience. Improvements to Main, Idaho and Grove that create a distinctive character and slow traffic could transform this area into a pedestrian-oriented place that has identity.
 - 5 Establish priorities for investments in public / outdoor realm amenities (CCDC). With input from stakeholders, CCDC can create a list of priorities for public amenity projects, including location, design, timelines, and capital investment.
 - 6 Acknowledge Main and Idaho as a Traffic Corridor. These two streets serve as major thoroughfares for commuters and shoppers to downtown Boise. The streets work well in this capacity. This fact will remain and should be acknowledged in planning and decision-making.
 - 7 Create “pulse points” of development along the Main / Idaho Corridor. Centers of activity will bring energy, activity, and reinvestment in an area. Many projects in one location spur revitalization. The areas between the designated pulse points will infill as redevelopment occurs. As Main and Idaho Street are the most heavily trafficked streets in the area, they need the initial focus.



Workshop diagram: Outdoor Realm Possibilities
Source: StastnyBrun Architects

- 8 Build upon the strongly pedestrian-oriented tradition of Eighth Street in creating the Grove Street Corridor. This is seen as a private development opportunity area. The primarily one-story industrial and commercial buildings should be developed with more “transparency” to the street and incorporate upper levels that add uses and activity. The street will function as a primary east/west connection (visual as well as functional) from the western neighborhoods to the downtown core. Intersections should be celebrated and designed to initiate activities and qualities greater than the movement of cars and people. Everything should be designed and developed considering “the spaces in-between” --those public and private spaces that give activity, diversity and involvement in the urban form.
- 9 Define the sub-districts (residential, mixed-use, office, downtown, etc.). The sub-districts discussion begun in the workshop should continue and expand; finding the areas where residential, entertainment, mixed-use, and other uses are most likely to occur. This will inform public realm decisions for the area and help prioritize initial investment.
- 10 Recognize the emerging Linen District on Grove Street. The character of Grove Street is undergoing a transformation through the efforts of a private developer. Property is being assembled, buildings are undergoing renovation and new businesses are locating in this area consistent with an overall concept. This corridor is becoming a focal point for an eclectic collection of creative enterprises and retail businesses. Additional improvements to the public realm would create a more distinctive identity for this area.
- 11 Keep the existing, unique character of the neighborhood intact – enhance exploration and discovery. This area of town is unique. Business and property owners like the “edgy character” of the neighborhood. Building upon the existing character creates the most authentic revitalization.
- 12 Revise zoning to accommodate urban density (C-5 Light). The current zoning for much of the 14th Street neighborhood is C-2 or general commercial, which is intended to “fulfill the needs for travel-related service and retail sales areas in the City.” Generally C-2 areas are along major streets and are auto-oriented. The Westside Plan states that the C-2 District is inconsistent with the plan’s intent and a new zoning district is needed for the 14th Street neighborhood. The neighborhood is also experiencing rising land prices, which creates a demand for higher yield from the land in terms of building density. CCDC is developing a zoning district that would allow for higher densities in this area.
- 13 Integrate the market/finance/funding reality to projects. A neighborhood strategy should include both a long-term vision and a realistic view of the marketplace and what is feasible to achieve. Developers and business owners know the market, they know what will ‘pencil.’ If there is no market, a project will fail. The key to implementing a neighborhood strategy is attracting development projects that are feasible in the marketplace and carry the overall goals of the Westside Plan forward.
- 14 Anticipate future trends – recognize that substantial changes may affect conditions and economics 25 years out. The Westside Plan is a 25-year plan. Markets will change, lifestyles will change, the way people do business will change, and transportation methods and needs will change within the framework of the master plan. The 14th Street neighborhood anticipating these trends will strengthen the sustainability of development occurring now.

- 15 Allow for evolution as the district develops. It is difficult to anticipate future trends; provide the flexibility within the plan and anticipated improvements to change as needed for future development.
- 16 Solve the parking issue (consolidate, go to structures, etc.). Boise City parking fees are well below the national average. There are no meters in much of the 14th Street neighborhood. Employees of the large companies in the neighborhood currently park on the street for 8 hours a day or more. All day parking along street frontages works against retail. This issue is a multi-faceted one with a variety of solutions to solve it. Many parking solutions were explored in the final presentation of the workshop. Appendix 2 provides detail about solutions for the district.



- 17 Use parking to stimulate development. Traffic and parking issues are a mixed blessing. A retail district cannot have too much traffic. Parking solutions are often the tool most useful to encourage policy and zoning changes towards density and transportation alternatives.
- 18 Connect the neighborhood to the downtown core and to parking facilities through transit. Transit allows people to extend their legs without having to resort to the automobile for transportation. It allows land uses to intensify and creates more flexibility in how parking is provided and managed.
- 19 Locate a body of local destination retailers to kick-start retail revitalization. There are many successful businesses in the neighborhood that are invested in staying and growing their business. This local resource of retail leadership can be transformed into a growth hub for retail in the area. Establish a forum for communication between business owners; encourage partnerships in business, networking, marketing, advertising, and parking solutions. Working with CCDC on goals and needed resources, this body is a vital link to revitalization.
- 20 Incorporate both vertical and horizontal mixed-use into the district. Due to the existing character and zoning for the 14th Street neighborhood, mixed-use development may take on a more horizontal than vertical nature. Incorporating both strengthens the redevelopment by not limiting uses on a key site.

- 21 Brand the district. This neighborhood in many respects is a forgotten area of downtown. It is unique and has a particular quality to it. Branding the district will strengthen and capitalize on the existing strengths and character of the neighborhood; it will serve well for marketing, gaining momentum and providing a face to define the area. The brand can create the buzz. The Linen District begins this effort.

Implementation Tactics

Strategic Initiatives:

The strategic initiatives are specific actions designed to achieve the strategy. The effort is approached from a holistic perspective, just as revitalization in an area must be holistic. CCDC, local business owners, local property owners, and developers all have an important role and tasks for successful growth and development over the next few years.

The tactics are described below, organized generally for the first two tactics, and specifically by group and task thereafter.

- 1 **Revitalization is a holistic process.** Recognize that urban transformation takes vision; it must be championed from the top down. Large and small businesses, property owners, agencies, and others need to participate. Barriers must be identified and removed. One entity or person will not come in and save the day, but through an inclusive and thorough process and intentional cooperation, revitalization will occur.
- 2 **Implementation recommendations for neighborhood redevelopment will result from:**
 - a. Discussions with stakeholders about current conditions, hopes, concerns, and needs;
 - b. Definition and understanding of the sub-districts, how they ought to “behave,” and thus what their particular needs are;
 - c. Discussions with the developer community about market feasibility, plans, and their readiness to proceed;
 - d. Reaching consensus regarding market readiness for various sectors of housing development in the neighborhood, pricing and timing;
 - e. Introduction of the Downtown Circulator and further definition in terms of form, cost, ridership, route, and timing;
 - f. Understanding and addressing the challenges relating from parking pressures. There are several methods to mitigate parking pressure, from shared parking plans/structures, one agency managing all the parking systems, going to meters on-street, and so on.
 - g. “Getting Ready” for investment in the neighborhood and sub-districts; and
 - h. Exploring and defining what opportunities exist for public-private and private-private partnerships. Partnerships may include a multi-use parking structure, small business assistance in partnership with a developer, etc.
- 3 **Partner with Boise City, Ada County Highway District and others to address codes, incentives, resources and parking:** achieving success in implementing a long-term strategy for the neighborhood requires unified leadership and ownership of the strategy by the public agencies which have jurisdiction. The Mayor’s Office and the

Boise City Council have a key role to play since the city regulates development and has resources that could be brought to bear. The stakeholders, in concert with CCDC, need to forge a partnership with Boise City for this effort to be most effective.

- a. Utilize the ability to obtain height exceptions to allow greater residential densities until the zoning regulations in the neighborhood are revised. Create a critical mass of housing needed to generate urban vitality, increase support for retail businesses, allow people to both work and live downtown and increase safety.
- b. Provide incentives to encourage affordable, entry-level and low cost housing for the workforce. Possible incentives include waiving development fees and expanding the P-1 parking district, which reduces parking requirements, into the neighborhood.
- c. Create unified parking system that includes both structured and on-street spaces. Utilize revenues generated by the overall system to underwrite the cost of supplying public parking structures so revenue allocation can be freed to spur further redevelopment of the area. Evaluate the parking rates in downtown Boise to determine if they should be increased to appropriately support needed parking development and maintenance.
- d. Take direct action to limit and discourage “cruising” in the area. This action should be directly coordinated with the police.
- e. Relieve CCDC of certain capital commitments, such as sidewalks, in order to focus CCDC resources on building projects that serve as bigger catalysts to private development. Identify other sources of funding that can be used for typical street improvements. CCDC’s goal is economic development.
- f. Create the plaza space on 14th Street as envisioned in the Westside Plan. Dedicating this plaza is another clear signal of public commitment to the area at a level similar to the commitment shown by other public spaces in downtown such as 8th Street, the Grove Plaza and the Basque Block.
- g. Acknowledge the citywide benefit of downtown improvements through funding. Downtown improvements, due to their location and function at the heart of the city, benefit the entire community of Boise and even the greater Treasure Valley. Public improvements provide the setting for cultural and entertainment events, restaurants, shopping, and other activities that benefit greater Boise. To jump-start private development, broaden the base of funding available for downtown improvements to include in the 14th Street neighborhood while revenue allocation is relatively small.

4 Strategic initiatives for CCDC: CCDC can help jump-start development in the area by looking at several key initiatives within the agency. These include:

- a. Coordinate management of on- and off-street parking with Boise City and ACHD. Ideally, one public entity would manage all parking, including on-street parking, parking structures, and parking enforcement. Until policy changes to allow that, CCDC should work to manage as many pieces as possible.

- b. Push for metered on-street parking in the area and use one-hour meters in areas where retail businesses are located. Meters provide minor revenues and regulate how parking is used, whether for short-term or long-term parking. Availability of short-term parking is critical to retail businesses. More importantly, regulated parking signals a change in the attitude and approach toward the 14th Street neighborhood by other agencies, employees and the neighborhood itself.
- c. Consider uses on Front Street that are compatible and even complimentary of the 14th Street neighborhood. Front and Myrtle streets are seen as edges, disconnecting this neighborhood from the River Street neighborhood south of Myrtle. Instead, view them as a seam, with uses and public improvements to the street rights-of-way that create a human scale and that act to link the two districts together. Streetscaping with special paving patterns on the north-south streets across Front and Myrtle, connecting the 14th Street and River Street neighborhoods using the Pioneer Corridor, and compatible uses are vehicles to create the seam.
- d. Initiate branding for the District by promoting the 'Linen District' identity.

5 Strategic Initiatives for Developers:

- a. Identify and promote workforce housing for the downtown that includes both rental and ownership units. Work with CCDC, Boise City and other partners to make workforce housing feasible.
- b. Price market rate apartments to compete with outlying housing.
- c. Market to entry-level buyers, young professionals, and one-and two-person households.

6 Strategic Initiatives for Business and Property Owners:

- a. Investigate options with other owners to reduce parking demand. Ideas include providing free transit passes, incentives to walk, carpool, or bicycle to work.
- b. Introduce entertainment and events in the neighborhood to generate interest and buzz and create critical mass.
- c. Recognize that there is an inevitable need for structured parking.

Appendix 1:

July 12 Workshop Introduction

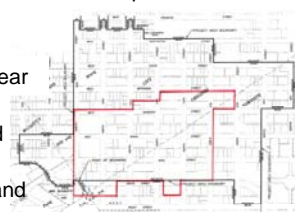
14th and Idaho Workshop: July 12-14, 2006

- Agenda
 - Team
 - Goals
- Interviews Summary
- Westside Plan: sub-districts
 - Parking and Landuse



Westside Plan: 25 Year Look

- Now ready to move towards implementation
- Build on the existing plan
- Beginning a 20-year conversation
- CCDC committed to improvements
- Time to explore and prioritize projects



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Consultant Team

- Leland Consulting Group
 - Dave Leland, CRE
 - Mindi Plummer, AIA
- Zimmer Gunsul Frasca
 - Paddy Tillett, FAIA, FAICP
- StastnyBrun Architects
 - Don Stastny, FAIA, FAICP
- Carl Walker, Inc.
 - Gary Cudney, PE



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Westside Plan: 2001 – 2025



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Workshop Agenda: DAY ONE

- Goal: Create Development Strategy
 - Kick-off
 - Walking Tour
 - Opportunities and Barriers
 - Development Strategy



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Workshop Agenda: DAY TWO

- Goal: Test and Refine Development Strategy
 - Discussion Sessions
 - Fourteenth Street
 - Linen District
 - Housing and Parking Concepts
 - Place Making—Linking Public & Private Investment
 - Consultant Work session



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Workshop Agenda: DAY THREE

- Goal: Create Game Plan for Achieving Strategy
 - Consultant Work session
 - Presentation
 - Discussion
 - Conclusion
 - Next Steps

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Goals of Workshop

- Define sub-districts
- Accelerate private investment
- Explore parking solutions;
- Create safe and inviting places for pedestrians and bicycles; and
- Link public and private investment
- Introduce Place Making.



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Place Making

"The process of identifying and revitalizing underutilized public and private spaces that results in the fundamental transformation of community."



—Urban Land, January 2000

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Stakeholder Interviews

- Two days of *confidential* interviews
- Three to five individuals at a time
- 40 to 50 business owners, property owners, fraternal members, developers, and agency representatives
- "On the ground" information about the westside neighborhood
- Vision, opportunities, challenges, needs

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Interviews—What We Heard:

- Businesses and organizations want to stay in the area
- The area is changing
- The area currently caters to an auto-oriented clientele



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Interviews—What We Heard:

- Parking is an issue with everyone
- Businesses and property owners have concerns about getting "pushed out" with redevelopment



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Interviews—What We Heard: Challenges



- Zoning
 - Westside is an emerging neighborhood and it is changing
 - There may be several sub-districts within the Westside Plan, which has zoning implications
- Parking
 - Surface parking is extensive, but also limited due to demand
 - Structures are expensive
 - Limited parking may be restricting growth

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Interviews—What We Heard: Challenges



- Development / Leasing / Acquisition
 - Existing structures vs. new (costs / revenues)
 - Increasing speculation
 - Responding to growth in Boise
 - Downtown housing shows promise, and is still being tested
 - Many businesses need more space / more parking
 - Many projects currently seem cost prohibitive

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Interviews—What We Heard: Challenges



- Safety
 - Security and safety for employees and patrons
 - Cowboy Corner—cruising on the weekends
 - Homeless population
 - Vandalism
 - Landscaping / lighting need improvement
 - Some businesses attract a controversial clientele
 - Auto-oriented area

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Interviews—What We Heard: Opportunities



- City / CCDC Involvement
 - Zoning
 - Financing
 - Team Building
 - Good relationships between agencies and departments for partnership
 - Parking
 - Public improvements

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Interviews—What We Heard: Opportunities



- Urban Environment
 - Street improvements
 - Two-way streets
 - Plaza and / or park
 - Streetscape renovation
 - Pedestrian / Bicycle Improvements
 - Create Community
 - 24 / 7 Environment
 - Encourage "positive" activities

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Interviews—What We Heard: Opportunities



- Development / Leasing / Acquisition
 - Linen District
 - Housing
 - Hotels
 - Offices
 - Mixed-Use
 - Plaza
 - Restaurants
 - Public Buildings



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Westside Plan— Sub-Districts

- Business / Downtown Sub-district



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Westside Plan— Sub-Districts

- Linen District



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Westside Plan— Sub-Districts

- Mixed-Use / Residential Sub-district



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Let's Get to Work!

- Time to set priorities
- What does the neighborhood need?
- What projects are the highest priority?



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LELAND CONSULTING GROUP

Urban Strategists

Portland • Denver • Seattle • Boston • San Angelo • San Miguel, Mexico

www.lelandconsulting.com



Zimmer Gunsul Frasca



StastnyBrun Architects



Carl Walker, Inc.


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Appendix 2:

July 14 Final Presentation

**BOISE WESTSIDE
DOWNTOWN**
14th Street District Workshop

Strategic Initiatives
for Redevelopment
and Implementation




CAPITAL CITY DEVELOPMENT CORP.

14 July 2006

Agenda

- Westside Plan 2001
- Purpose and Goals
- Process
- Opportunities
- Recommendations
- Parking
- Strategic Initiatives
- Implementation Tactics



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Westside Plan: 2001 – 2025



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Goals of Workshop

- Build on Westside Plan
- Define sub-districts
- Opportunities & barriers
- Accelerate private investment
- Parking solutions
- Create safe & inviting places
- Public / private investment



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Place Making

"The process of identifying and revitalizing underutilized public and private spaces that results in the fundamental transformation of community."



—Urban Land, January 2000

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Stakeholder Interviews

- Two days of *confidential* interviews
- Three to five individuals at a time
- 40 to 50 business owners, property owners, fraternal members, developers, and agency representatives
- "On the ground" information about the westside neighborhood
- Vision, opportunities, challenges, needs

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Interviews—What We Heard:

- Businesses want to stay
- Westside is changing
- Caters to an auto-oriented clientele
- Parking is an issue
- Concerns about getting “pushed out” with redevelopment



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Interviews—What We Heard: Challenges

- Zoning
 - Westside an emerging neighborhood
 - Change is underway
 - Several sub-districts within the Westside Plan, (zoning implications)
- Parking
 - Extensive surface parking, limited due to private control, as well as demand
 - Structures are expensive
 - Limited parking may be restricting growth

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Interviews—What We Heard: Challenges

- Development Economics
 - Existing structures vs. new (costs / revenues)
 - Increasing speculation
 - Responding to growth in Boise
 - Downtown housing shows strong promise, and is still being tested
 - Many businesses want more space / more parking

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Interviews—What We Heard: Challenges

- Safety
 - Security and safety for employees and patrons
 - Cowboy Corner—cruising on the weekends
 - Homeless population
 - Vandalism
 - Landscaping / lighting need improvement
 - Some businesses attract a controversial clientele
 - Auto-oriented area

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Interviews—What We Heard: Opportunities

- City / CCDC Involvement
 - Zoning
 - Financing
 - Team Building
 - Good relationships between agencies and departments for partnership
 - Parking
 - Public improvements

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Interviews—What We Heard: Opportunities

- Urban Environment
 - Street improvements
 - Two-way streets
 - Plaza and / or park
 - Streetscape renovation
 - Pedestrian / Bicycle Improvements
 - Create Community
 - 24 / 7 Environment
 - Encourage “positive” activities

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Interviews—What We Heard: Opportunities

■ Mixed-use Environment / Opportunities

- Linen District
- Housing
- Hotels
- Offices
- Mixed-Use
- Plaza
- Restaurants
- Public Buildings



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Guiding Policies Support Strategic Initiatives

Westside Plan:
2001 - 2025

CCDC Strategic Plan:
2006 - 2015

Westside Downtown Plan: Adopted Principles

- Create a rich and varied public realm
- Develop mixed-use in compact, pedestrian-oriented configurations
- Infuse housing in emerging mixed-use districts
- Maintain Westside vision based on design excellence
- Be responsive to changing markets w/ flexible implementation
- Encourage public-private partnerships to enable implementation

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CCDC Strategic Plan: 2006–2015 Selected Objectives

- Create a shared revitalization plan
- Prepare code amendments for consideration by Boise City
- Create an effective regional, multimodal transportation system
- Create a downtown circulator system
- Maximize use of existing public parking by supporting development

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CCDC Strategic Plan: 2006–2015 Selected Objectives

- Create mixed-use districts to reduce need for parking
- Explore alternative models for providing future parking
- Form partnerships and make investments that stimulate high-quality development projects
- Forge partnerships between CCDC and stakeholder groups

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Opportunities

Right Timing

- Momentum
- Favorable Market
- Transit Circulator
- Property ownership cooperation



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Opportunities

Mutually Supportive Districts

- Linen District
- Church Row
- Emerging Districts

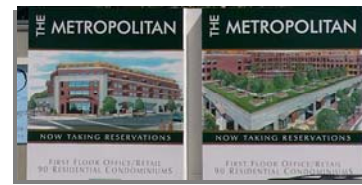


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Opportunities

- Housing
 - Entry-level Market rate condominiums
 - Affordable Rental Apartments



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Opportunities

- Public Open Space



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Major Property Owners



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1 Downtown Connectivity



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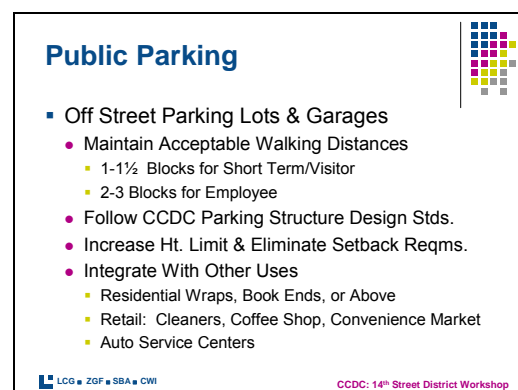
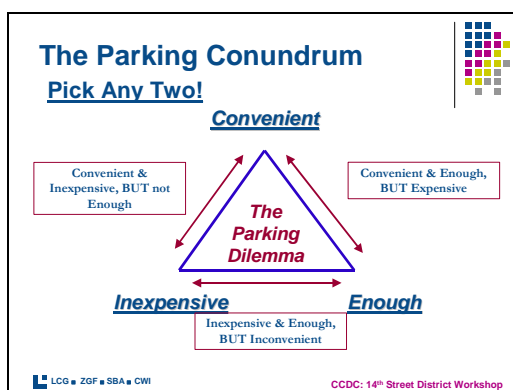
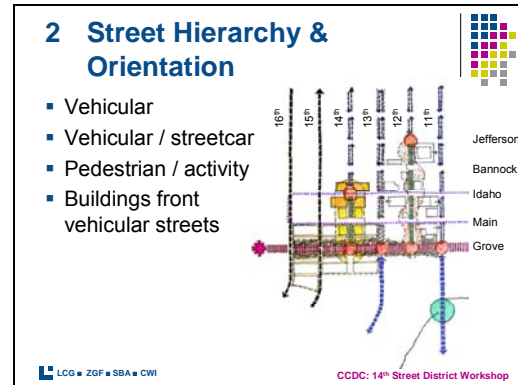
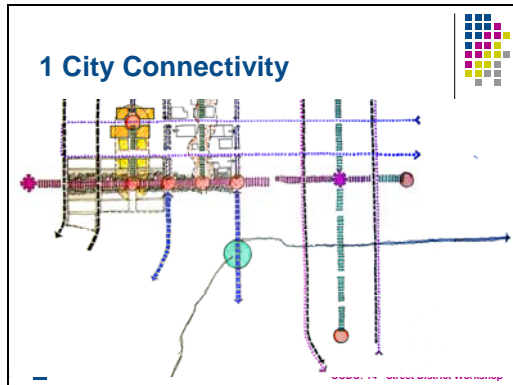
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1 Connectivity to Greater City

- Join West Boise neighborhood to River Myrtle neighborhood
- Create areas of distinctive character and identity in the district (like Basque block, BoDo, Old Boise)
- Extend Downtown to the West
- Orient with landmarks, focused views

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Funding Public Parking Initiatives

- “Best Practice”: Vertically Integrated Parking System
 - Consolidate All Downtown Public Parking Operations
 - Parking Lots
 - Parking Garages
 - On-Street Meters
 - On-Street Enforcement & Ticketing

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Consolidated Parking Revenue

- Integrated Management of All Parking Spaces
- Generate Funds for Parking to Serve as an Economic Development Stimulator
- Parking Revenues Funneled Back Into System
 - Debt Service
 - Operating & Maintenance Costs
 - Maintenance Reserves

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On-Street Parking Initiatives

- Expand Use of Meters in West Side District
 - Purpose:
 - Generate Funds for Parking Development
 - Manage Use of Spaces
 - Methodology
 - Maintain Conveniently Located Short Term Spaces
 - Add 10-Hour Employee Meters
 - Consider New Technologies: Multiple Space Meters, Pay by Cell Phone, Debit & Credit Card Payment

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Private Parking

- Reduce Seas of Asphalt Parking Lots
 - Reduce Parking Demand: 10% minimum
 - Subsidized Transit Passes
 - Car Pooling Incentives
 - Increased Downtown Residential (Walk to Work)
 - Bike Lockers & Free Bike Tune Up Certificates
 - “Oversell” Spaces: 15% minimum
 - Shared Parking w/ Residential Developments
 - Privately Owned Employee Parking Structures:
 - Shorter Walk Distance
 - Employee Benefit
 - Weather Protection
 - Recapture Land Value

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Mixed Use Parking Examples

- Residential & Parking
- Office, Residential & Parking
- Multi-Model Transit & Parking
- Residential Book End & Parking
- Retail & Office Wrap + Parking
- Stacked Mixed Use: Underground Parking, Grade Level Restaurant, Above Grade Parking & Residential
- Power Company Office Above Public Parking

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Residential & Parking



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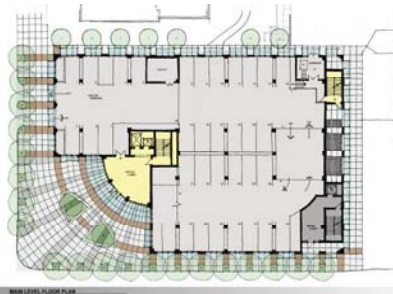
Office, Residential & Parking



Kalamazoo, Michigan
Now in Final Design

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Multi Modal & Parking



Sioux City, Iowa

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Residential Book End & Parking



Greenville, SC

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Retail/Office Wrap & Parking



Boulder, Colorado

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Stacked Mixed Use & Parking



Denver, Colorado

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Power Company Office Above Public Parking



Davenport, Iowa

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Public Park Above Parking



Chicago, Illinois

Three Level Below Grade
Parking Structure Under a
Grass Park

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Strategic Initiatives

City Council
CCDC
Developer
Owner

Strategic Initiatives

- Urban revitalization and transformation is a holistic process:
 - The vision must be championed
 - The barriers must be removed
- Validation / implementation recommendations result from:
 - Discussions with stakeholders about conditions, hopes and concerns;
 - Definition of sub-districts

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Strategic Initiatives

- Validation / implementation recommendations result from:
 - Discussions with development community about readiness to proceed;
 - Consensus about probable real estate markets with a housing emphasis;
 - Introduction of the Downtown Circulator streetcar;
 - Challenges relating from parking pressures;
 - Helping the district "get ready" for investment; and
 - Defining opportunities for public-private partnerships.

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Strategic Initiatives: City Council

- Housing height limit exemption
- Low-cost Housing
 - Waive development fees
 - Limit parking requirements
- Transfer parking meter revenues to CCDC
- Take action on cruising / coordinate with police
- Relieve CCDC of certain capital commitments

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Strategic Initiatives: City Council

- Dedicate the park space on 14th Street
- Utilize a portion of public works funds for sidewalk improvements
- Acknowledge Citywide benefit of downtown improvements through funding

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Strategic Initiatives: CCDC

- Coordinate management of on- and off-street parking
- Meter on-street parking, with 20-minute retail exemption
- Consider compatible uses on Front Street
- Initiate branding for the District

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Strategic Initiatives: Developer

- Sell housing and parking separately
- Identify and promote affordable housing and low-end market rate apartments
- Price low-end market rate apartments to compete with outlying inexpensive housing plus commute costs

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Strategic Initiatives: Owner

- Investigate options with business owners for reducing parking demand
 - Free transit passes
 - Inducements to walk, bike or carpool to work
- Introduce other entertainments and events in the District
- Recognize the inevitable need for structured parking

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