

# CITY OF CALDWELL

## FRAMEWORK MASTERPLAN



PREPARED BY:

OPPENHEIMER  
DEVELOPMENT  
CORPORATION



CSHQ&A

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*The celebrated reopening of Indian Creek injected the community with a renewed enthusiasm and a common thematic thread for the redevelopment of downtown Caldwell. After many years of planning and determination, the city has realized its vision for downtown.*

## Table of Contents

A. Introduction .....	3
B. Downtown Development Framework .....	9
C. Potential Funding/Financing Options .....	41
D. Financial Models and Pro Forma.....	47
E. Recommendations on Assemblage of Parcels to Meet Overall Goals and Objectives .....	49
F. Conduit Right-of-Way Plan for Telecommunications .....	51
G. Project Cost Budgets.....	55

### Appendix

#### Referenced Reports

- i. City Center Zoning District Design Review Briefing
- ii. Phase II 2006—Strategic Report
- iii. Caldwell City Center—Building Design Guidelines
- iv. Caldwell City Center—Streetscape Design Guidelines

#### Presentations

- i. Meet the Team—November 29, 2007
- ii. A Vision of the Future—January 4, 2009
- iii. Cultural District Work Session—August 5, 2009
- iv. Old Town District Work Session—August, 12, 2009
- v. Civic Mall Work Session—September 2, 2009

#### Meeting Minutes

## Acknowledgements

Many agencies, organizations, and ,most importantly, people participated in this master planning effort and gave countless hours to make this master plan possible and make Caldwell's future better and brighter. This report would be remiss not to acknowledge the following contributors:

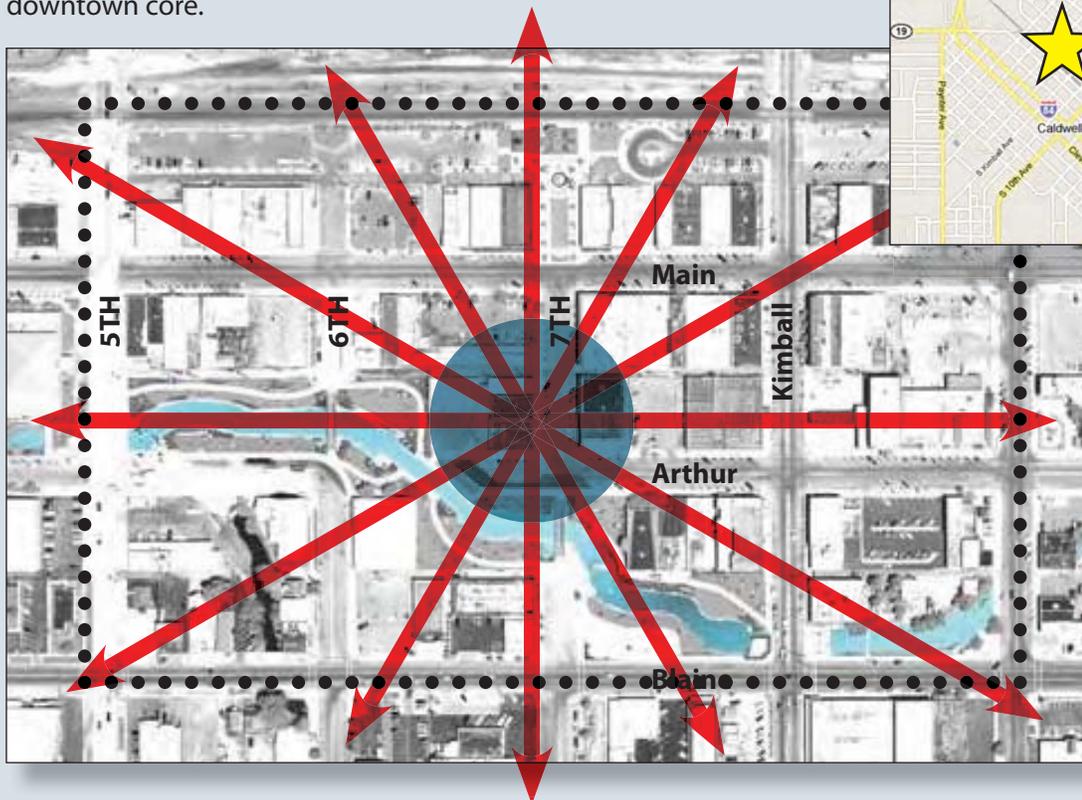
- *Mayor Garret Nancolas*
- *Caldwell City Council*
- *Concerned Citizens for Caldwell*
- *Caldwell Downtown Steering Committee;*
- *Downtown Caldwell Framework Master Plan Sub-committee*
- *City of Caldwell Development Services*
- *Idaho Wine Commission*
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## A. Introduction

In September, 2007, Oppenheimer Development Corporation (ODC), along with CSHQA architects and planners, were selected through a competitive process to serve the City of Caldwell in developing the Downtown Catalyst project, which included the development of a new city hall, public meeting hall and related improvements. Many years of determination to realize a new vision for Caldwell, culminating with the celebrated reopening of Indian Creek, injected the community with a renewed enthusiasm for the redevelopment of downtown Caldwell. In response to this public excitement, the City commissioned ODC to produce a comprehensive framework master plan to foster responsible and planned development in the downtown core.

The primary objective of this framework master plan is to provide clear and concise information to the community, agencies, property owners and developers to achieve the City of Caldwell's development goals and objectives, and to illuminate opportunities to develop a sustainable, cohesive, and well organized downtown core area. The area of impact for this effort is a twelve-city block area bound by the area north of Blaine Street, west of Kimball Avenue, east of 5th Avenue and south of the railroad tracks.



*The twelve -block study area of impact will set the framework for responsible development within downtown and the greater Caldwell area.*



*As Phase I of the Downtown Catalyst Project, the Treasure Valley Community College will bring new jobs and students to sustain downtown businesses.*

While the stated area of impact is the primary subject of this report, many opportunities would surely be missed without analysis of the greater Caldwell area. Therefore, the framework master plan addresses the need to build synergies with peripheral areas to harness as many community assets as possible. This holistic approach is necessary for the realization of the City's stated vision for downtown.

The framework master plan for the revitalization and development of downtown Caldwell represents the combined efforts of highly dedicated elected officials (led by Mayor Garret Nancolas) other city officials, Caldwell East Urban Renewal Agency, Board officials, citizens, stakeholders, developers, and design and urban planning professionals, among others. There must be a strong, focused effort in the downtown core to create a strong, vibrant, downtown economy. These efforts began in 2005, with the creation of a City Center Zoning District with design and development standards. Further implementation of these standards came in 2007, with the creation of the *Caldwell City Center Building Design Guidelines*

(completed by HDR), which introduced specific direction for development within the City Center Zoning District. Aspects of these guidelines were officially adopted into the City's zoning ordinances in 2008 as a means of further aligning future development with the City's goals for downtown. In addition to these important milestones and resources, the following studies contributed significantly to the development of the Downtown Caldwell Framework Master Plan, and served as beginning "building blocks" in the process:

- *City Center Zoning District Design Review Briefing* (HDR)
- *Phase I 2004 - Strategic Report* (Leland Consulting Group in association with McKibben + Cooper Architects & Urban Designers and Planning & Management Services)
- *Phase II 2006 - Strategic Report* (Leland Consulting Group in association with McKibben + Cooper Architects & Urban Designers and Planning & Management Services)



*The proposed city hall with public meeting hall in the Civic Mall is derived from the image of the historic city hall with modern interpretations and technology that reflect Caldwell's renewed strength and energy.*

Prior to the development of the framework master plan, a series of public meetings were conducted to assess the needs of the community and to build support for revitalization of Caldwell's downtown. Additionally, a variety of stakeholder groups were consulted to assure that citizens from every segment of the community had an opportunity to voice opinions or concerns, and to contribute ideas to aid in the plan's development. As a result of these discussions, and an active commitment to the community on the part of the City of Caldwell officials and steering committee, the City of Caldwell is progressing steadily toward its stated future vision to establish downtown as "the Community Heart of Caldwell."

As of March 2010, Indian Creek has been free-flowing for over a year, and the landscape and riparian areas have matured to create a serene environment that is ripe for development. The City of Caldwell's implementation of the vision to open Indian Creek, creating a half-mile long and 120 foot wide greenway through the City Center, has garnered much positive media attention and has energized the push to reinvigorate the downtown core. The annual Indian Creek Festival, which is a celebration of the creek flowing through downtown, has been established as a viable venue for vendors, attracting thousands of visitors from Caldwell and the surrounding region.

In other good news, FEMA's push to have downtown Caldwell classified as a designated floodway and 100-year flood plain has been blocked as a result of the focused efforts of several committed individuals and organizations, including Mayor Garret Nancolas, elected local officials, Idaho's congressional delegation, the City of Caldwell's Engineering Department, the Corp of Engineers, and CH2M Hill. Over the course of nearly a year of analysis, fact-finding, and political discourse, the combined efforts of the aforementioned people and entities were instrumental in spearheading a final ruling that was favorable to development in downtown Caldwell, which would have been stymied had FEMA's reclassification gone into effect.

Construction on Phase I of the downtown Catalyst Project, the new Treasure Valley Community College expansion, is currently moving ahead at record pace. The City's vision to create an active Civic Mall with access to urban amenities was instrumental in Treasure Valley Community College's decision to expand into Caldwell's City Center, which was chosen over several other locations in the Canyon County area. The opening of TVCC in Fall of 2010 will bring 41 full-time jobs and 800 students and visitors to downtown each day, providing an energetic and dedicated customer base for downtown retail and commercial establishments, which will contribute significantly to the momentum of development in the near future.



*Indian Creek presents a common thematic thread for downtown.*

The proposed Caldwell City Hall, public meeting hall, and retail center could be located in the heart of the Civic Mall. Once completed, the City Hall will house all City Departments in one central location, providing for more efficient communication between agencies and direct access for citizens. The public meeting hall will provide a dedicated venue for public events and administrative business, such as City Council meetings, which are currently held at various disparate locations throughout the city. In addition to meeting the functional and operational needs of the community, Phase II will create an increased customer base for downtown businesses, and will serve as a landmark that clearly expresses Caldwell's strong civic pride.

To this end, the master planning effort identified the following focus issues and tasks to address specifically:

- *Facilitate and provide resources to the City of Caldwell, Caldwell East Urban Renewal Agency, Caldwell Downtown Steering Committee and Sub-committees*
- *Develop the downtown development framework*
- *Review and coordinate framework design elements with Caldwell Public Works and Planning and Zoning*
- *Creation of sustainable model for future downtown development*
- *Outline building code considerations for development*
- *Identify potential financing options/financing models and pro-formas*
- *Provide recommendations on assemblage of parcels to meet overall goals and objectives*
- *Provide preliminary project cost budgets*



*Downtown Caldwell's current improvements have set the stage to create an attractive and welcoming destination location, similar to Walla Walla, Washington. Seasonal LED lights add charming mystical ambiance while conserving energy.*

## Implementation

In response to this master plan and the preceding studies, reports, and decisions, the City of Caldwell has implemented the following procedures for the advancement of planned development in the downtown core:

- Future Land Uses/ Zoning:
  - In October 2004, the City of Caldwell amended the Comprehensive Plan to integrate goals and standards for a City Center Zoning District. This district was established to allow for a greater range of mixed uses in the urban core, to develop architecture standards that compliment the existing historic vernacular, and to establish authority for design review of proposed downtown development in specific instances.
- Urban Design Standards:
  - In September 18, 2007, Caldwell City Center Streetscape Design Guidelines were developed to improve communication between the City of Caldwell and people doing business in the City Center Zoning District, and to provide specific directions for downtown development.
  - Ordinance No. 2571 was created as a companion document to the Design Guidelines, incorporating the design standards in a manner that allows for a certain degree of flexibility within the boundaries of meeting the City’s intent to create “a cohesive, sustainable, and pleasing environment for residents and visitors alike”. Additionally, the adoption of Ordinance No. 2571 allows the City of Caldwell to guide development in the City Center Zoning District through the Design Review process.
- Planning & Economic Development:
  - In February 2010, the City of Caldwell introduced a 2-part Red Carpet Program to specifically address development in the City. The plan includes the following provisions:
    - Restructures the Development Services Departments to facilitate the creation of 3- of 4-member teams that will be assigned to projects from start to finish. The intent of this system is to enhance communication between City staff and applicants, and to streamline the permitting process for all parties.
    - Provides a set of financial incentives for development in the City Center Zoning District based on certain business parameters such as job creation; type of use; investment/tax base; historic building renovation; and Silver LEED certifications/sustainability standards. These financial incentives may include access to Urban Renewal Funds for qualifying projects, and consultation on funding that may be available from additional sources.
- Utilities:
  - During the master planning process, a survey of downtown Caldwell was conducted to assess the current utility infrastructure, and to pinpoint which systems were in need of upgrade in order to support new planned development. The survey identified pressure irrigation, relocation of overhead power lines to underground, and sewer modernization to be of primary importance. To date, the City has developed a Streetscape Cost Proposal for the replacement of sidewalks, curbs, gutters, etc., in addition to providing for the purchase and installation of pedestrian amenities, such as streetlights, benches, and landscaping.
- Thematic Districts:
  - The City of Caldwell has integrated the three Thematic Districts, as described in this master plan, into the Comprehensive Planning Map for downtown development.





## B. Downtown Development Framework



*The alignment of the creek defines the geometry of downtown development and sets forth the notion of creating themed districts and idealistic “place-making” spaces with paved walkways, interpretive nodes, and historic lighting for people-centered, community supported development.*



### A Vision of the Future

The City of Caldwell is located on the western edge of the Treasure Valley. Located in close proximity to Idaho’s largest metropolitan area, Boise, it provides its residents with all of the benefits of being a short drive from a big city with the quiet appeal of a smaller community. Major employers in the area include the City of Caldwell, Canyon County, College of Idaho, the Caldwell School District, J.R. Simplot, Vallivue School District, and West Valley Medical Center.



*Commitment of the College of Idaho to remain strong in the educational market segment; the presence of Treasure Valley Community College in downtown; renewed optimism and enthusiasm with the reopening of Indian Creek; the creation of the American Viticulture Area (AVA) and the unbridled opportunity that exists in the agritourism market segment are the “stepping-stones” that will attract healthy and sustainable inward migration, visitors, commerce, and job creation necessary for the citizens to live, work, shop, and play within their own community.*

The city fosters a strong environment for higher education with both the Treasure Valley Community College and the College of Idaho being located within its borders. The College of Idaho has long been a source of educational excellence and cultural opportunities and it is important to highlight and underscore that this institution will continue its heritage of excellent service and be a vital part of Caldwell’s future. Connecting downtown to the College of Idaho is an important element of the City’s continuing evolution. The City of Caldwell has been

instrumental in facilitating the location of Treasure Valley Community College to a new downtown location, thus adding momentum to Caldwell’s renaissance. This facility will draw students, faculty and staff to the urban core to support existing and new restaurants, shops, culture and recreation.

The climate in Caldwell provides its residents and visitors with year round opportunities for outdoor activities. With average monthly temperatures that range from 31 degrees to 80 degrees, there are always a variety of options for outdoor recreation

and tourism. Whether it's exploring the countryside, outdoor concerts, wine tours, shopping, or enjoying Indian Creek in downtown Caldwell, the climate allows for enjoying the city's high quality of life to the fullest.

In addition to the climate allowing for ample outdoor activities, it also supports Caldwell as a strong agricultural center. Area growers include not only traditional, row-crop farmers, but also seed producers and vineyards. The climate in the area is ideal for the growth of grapes. In 2007, the Snake River Valley was designated as an *American Viticulture Area (AVA)*. Nestled in a scenic byway near the Idaho and Oregon borders, the wine region is anticipated to draw wine enthusiasts from the Northwest and beyond. The growth of this segment of the agricultural community in Caldwell will attract more residents to support this industry as the economy expands in response.

One primary function of the framework master plan is to facilitate the revitalization of downtown in order to draw a critical mass of potential customers, which will create a variety of retail opportunities and infuse life back into the struggling core. Due to its proximity to the wine region, downtown Caldwell is a natural landing spot for tourists seeking entertainment and services. As such, cultural amenities such as plazas, performance spaces, galleries, and boutique shops and restaurants shall be included and emphasized in the overall plan, in order to maximize economic opportunities. In addition, the viticulture industry will be an integral part of Caldwell's strategic plan for future growth and development. It is the intent of the City of Caldwell to leverage this unique industry as a catalyst for future agritourism, and to fuel the growth of related artisanal agriculture industries, such as cheese and bread making.

According to the U.S. Census Bureau, the population of Caldwell grew by 37.4% during the period between 2000 and 2006, while Boise grew by 19% in the same period by comparison. This trend will



*The College of Idaho is committed to Caldwell and looks to be an active partner in Caldwell's downtown renaissance.*

continue as people seek out quieter, more rural places to raise their families, with convenient access to urban amenities. Today, Caldwell is positioned to move into the future, reinvented as a healthy, sustainable community. Caldwell needs to capitalize on its many positive assets: commitment of the College of Idaho to remain strong in the educational market segment, the presence of Treasure Valley Community College in downtown, renewed optimism and enthusiasm with the reopening of Indian Creek, the creation of the AVA, and the unbridled opportunity that exists in the agritourism market segment. These are the "stepping-stones" that will attract healthy and sustainable inward migration, visitors, commerce, and job creation necessary for the citizens to live, work, shop, and play within their own community.



*The purpose of this framework master plan is to provide guidance and vision for the development of downtown Caldwell to create a great place to live, work, shop and play.*

The developmental goals, or “common threads” presented herein capture the values important to the citizens of Caldwell in the development of their community. These common threads can be summarized as follows:

- *Create an environment to live, work, shop and enjoy recreational activities;*
- *Development of high quality, energy efficient, sustainable development;*
- *Consistently reflect Caldwell’s history and architectural heritage that should provide many design cues that shape of future development.;*
- *Create and encourage pedestrian activities;*
- *Create linkages between neighborhoods;*
- *Create multi-functional, beautiful and comfortable streetscapes offering a sense of security;*
- *Distinguish entry points and implement way finding systems;*
- *Development of civic and public spaces interwoven within the downtown fabric that offer a variety of multi-functional and multi-cultural opportunities and experiences;*
- *Create a comfortable and contextual building scale of 2-3 story buildings with a variety of architectural interest and details;*
- *Integrate Indian Creek as a central theme of the downtown.*
- *Utilize a “River Vernacular” and contextual design theme with the train depot and historic building setting the tone for development.*
- *Integrate agritourism and viticultural themes*

## New Urbanism

The City of Caldwell is concerned about responsible growth and development and has embraced the ideas and concepts of “New Urbanism.” The New Urbanist development model is based on ideas derived from traditional neighborhood design,

and promotes pedestrian-focused development, including concepts of walkable paths between housing and jobs or services, diversity in building types and uses, and ample provision of public space. Architecture and landscape design celebrates local history, climate, ecology, and building practices. Development facilitates social interaction between people, with a focus on place-making.

New Urbanist theories are evident in many aspects of the framework master plan. Building uses have been arranged to provide easy access between goods, services, and residential components, with many opportunities for mixed use development. The historic city block grid has been respected and maintained, even with the channeling of Indian Creek through the center of the urban core. The creek displacement allows for meandering walking path systems that offers a casual way to experience and explore the downtown and beyond, with connection to a hierarchal system of activity nodes of varying scale and functional use to foster community interaction. Historical reflection of the original township will be preserved with adaptive reuse of those structures determined to be structurally sound and historically significant along with preservation of the existing street grid.

Given the downtown core as it exists today, the readily achievable, energizing, or life giving concepts for implementation, applicable in reinvigorating downtown Caldwell and aligning with New Urbanist principals are:

- Pedestrian Friendly/Secure Streetscape Concepts
- Active Street Edge
- Leverage Cultural/Entertainment Assets
- Intermodal/Multi-Modal Transportation
- Active Alleyways
- Residential Living
- Localism – Leveraging the Agricultural Asset
- Sustainability

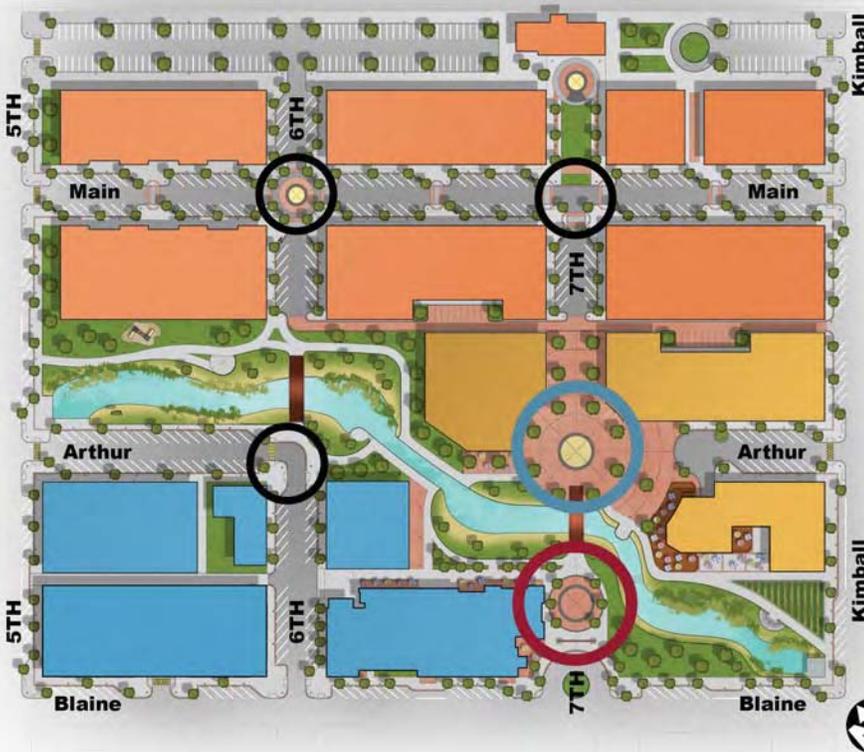
## Pedestrian Friendly/ Secure Streetscape Concepts

The creation of pedestrian friendly, safe streets is a fundamental goal of this framework master plan. This may be achieved, in part, by development that makes the pedestrian the priority over other modes of transportation within the area of impact. This includes solutions that separate pedestrians from moving traffic, such as wide sidewalks, diagonal street parking close and accessible to business, and traffic slowing solutions. Key activity node intersections will provide for sidewalk extensions, shorter distant street crossing and contained parked car groupings. In addition to dealing with pedestrian interaction with automobiles, adequate street lighting is a fundamental part of building a sense of security and extending the period of pedestrian activity.



### Activity Nodes:

- 1 Sidewalk extensions
- 2 Shorter crossing
- 3 Contained parking

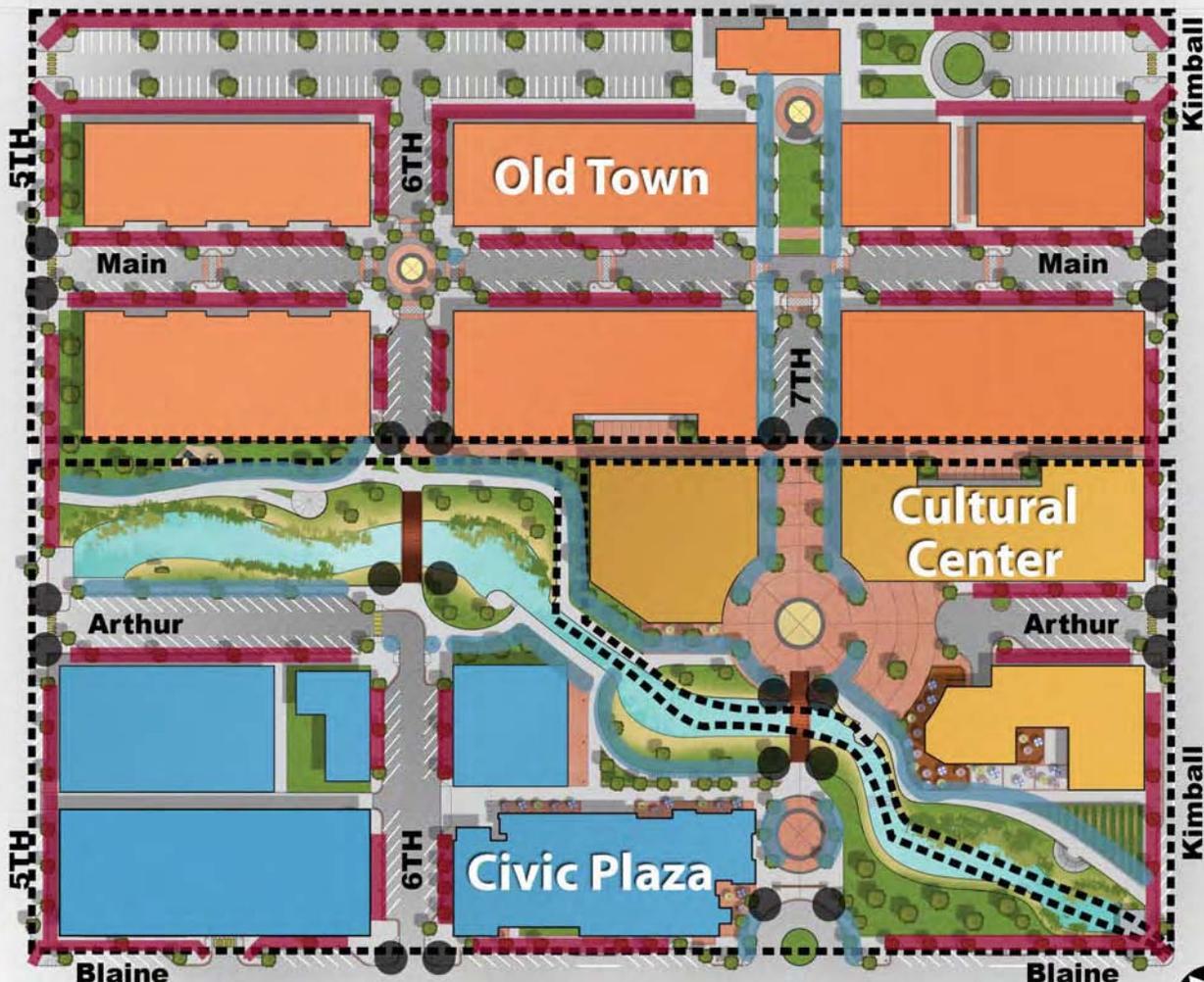


- Pedestrian activity nodes
- Community gathering node
- Gateway node

### Potential Ordinance Additions:

- Restrict development within a 75 foot radius around the community gathering node in order to create a public space
- Dictate acceptable gateway elements to be incorporated at Gateway node
- Mandate inclusion of block extensions at pedestrian activity nodes throughout downtown

*New Urbanism includes solutions that separate pedestrians from moving traffic, such as wide sidewalks, diagonal street parking close and accessible to business, and traffic slowing solutions. Key activity node intersections will provide for sidewalk extensions, shorter distance street crossing and contained parked car groupings.*



The map above indicates the locations of banners throughout the proposed master plan area.

- Type "A" ●
- Type "B" —
- Type "C" —

Streetlight banners will serve as the key signage element in the downtown development area. Streetlights shall reflect the traditional, historic context of downtown. Signage and banners shall be designed to reflect and emphasize themes associated with the districts—e.g., agritourism and viticulture—and shall aid in way-finding; contribute to sense of place; and draw attention to downtown gatherings and events. Signage/ banners may also reflect seasonal changes, holidays, or significant events and landmark dates specific to the City.

Streetlight features and banner size will vary with location. Large double banners will designate entry to particular Districts. Streetlights around event plazas and along primary arteries, 7th Avenue and Indian Creek, shall bear large banners (2'w x 5'h) with suspended planters to contribute to a sense of human scale, connection to nature, and nostalgia.

City standard streetlights and banners with optional planters shall occur at all other locations.

**Type "A" Gateway to Districts**

- Double Banner

**Type "B" Main Paths/Nodes**

- Large Banner
- Planter Basket

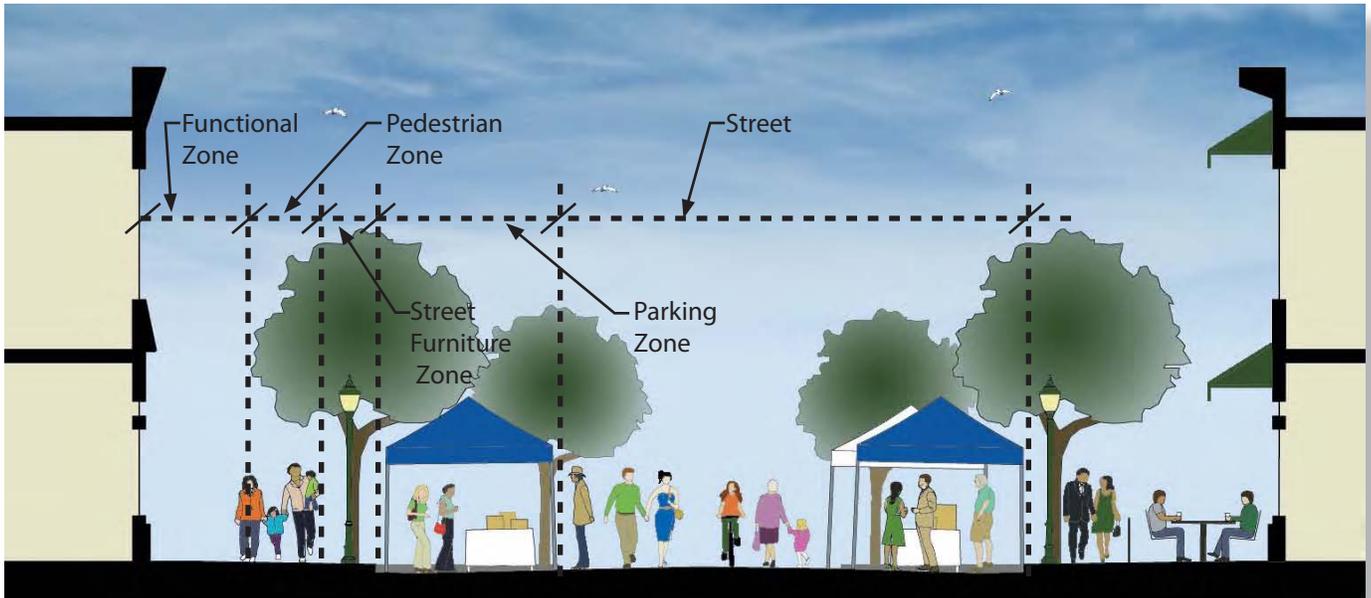
**Type "C" Standard**

- Standard Banner



**STREETLIGHT TYPES**

*Signage and banners shall be primarily designed to reflect and emphasize themes associated with particular districts and shall aid in way-finding, contribute to sense of place, and draw attention to downtown gatherings and events. While this reflects the 12-block area of impact, the signage and lighting concept needs to outreach into the gateway arterial roadways that come into downtown, such as 10th Avenue.*



*The entire public right-of-way needs to become functional and an active participant in the energization of the downtown.*

### Active Street Edge:

Another important element is the promotion of streets that are full of energy and activity. An active street environment may be achieved through development that provides a variety of commercial, retail, and restaurant options to pedestrians, with continuous transparency at the street edge to allow interaction between the sidewalks/plazas and business establishments. Well designed, contextual pedestrian amenities, such as street furniture and landscaping contribute significantly to the creation of a safe and fun environment and to building a sense of community.



*Well designed, contextual pedestrian amenities, such as street furniture and landscaping contribute significantly to the creation of a safe and fun environment and to building a sense of community.*

### Leverage Cultural/Entertainment Assets:

The City of Caldwell has many unique cultural offerings that may be harnessed to contribute to the excitement of the downtown experience. Galleries and interpretive centers will provide education opportunities and potential for collaboration with local educational institutions and cultural groups. Active commercial centers provide the ideal setting to showcase local arts and agricultural, expressing the regions individual flair. Creating entertainment opportunities to draw people into the urban core is essential to sustain commerce in downtown Caldwell.

An integrated public art program will create opportunities to integrate large pieces of art into the overall street design. Site specific public art will add to the context of the urban environment, help to define thematic districts, and convey a sense of community pride. Possible tie-ins with local organizations and educational institutions will provide marketing opportunities, and events may be developed around public art exhibits to draw visitors to the Downtown core. The integration of public art into the urban fabric is one the single most influential “place-making” factors.



*The Hispanic community in Caldwell contributes to a vibrant and diverse cultural experience. Creating entertainment opportunities to draw people into the urban core is essential to promote and sustain commerce in downtown Caldwell.*



*An intra-downtown trolley connecting Trolley Square, downtown and The College of Idaho will bring the educational community downtown.*

## Intermodal/Multi-Modal Transportation

New development will address multiple forms of transportation to draw potential customers into the downtown core. While pedestrian mobility is the primary focus of development in the impact area, future plans include the relocation of bus lines to points that are in closer proximity to downtown business and services, with an emphasis on connection to local educational institutions. Walking and biking paths provide non-motorized means of connecting to the urban core, while street parking and a future parking garage will provide for automobiles, while preventing the “sea of cars” that is common in typical suburban parking lot development. In addition to the standard forms of transportation listed above, discussions have indicated potential for a future connection to light rail from the historic Train Depot, which will provide an alternate means of transportation that is novel in its character and unique to the City of Caldwell.

A major function of transportation into the downtown core will be connection to local educational institutions, such as TVCC and C of I. These institutions represent an invaluable resource and customer base. Bus lines and delineated pedestrian pathways will provide this vital connection.

The City of Caldwell is currently undertaking the creation of a Parking Management Plan that will address and provide for the parking needs of TVCC and planned mixed-use development in the urban core. The City is also in the process of acquiring existing lots around the area-of-impact, and working with business owners to establish temporary use agreements that will provide additional public parking for visitors to downtown.



*Future plans include the relocation of bus lines to points that are in closer proximity to downtown and meeting LEED criteria for proximity to businesses.*



Many possibilities exist for repurposing these alleyways into integral elements that interface with Indian Creek and the associated pathways.



**Transformation**



### Active Alleyways:

The opening of the Indian Creek corridor has exposed many of the previously concealed alleyways along the waterway, transforming them from simple utilitarian service drives to new “Main Streets.” Many possibilities exist for repurposing these alleyways into integral elements that interface with Indian Creek and the associated pathways. In some scenarios, the portions of alleyways may become the de facto point of entry for small businesses along the creek. In other instances, the alleyways provide ideal space for plazas and outdoor seating for adjacent restaurants and bistros. From a retail marketing standpoint, the 120-foot-deep (street to alley) first-floor footprints are not conducive to effective retail marketing. Where the creek has created two “Main Streets” by exposing the alleyway, this is a significant enhancement for retail markets in the ability to take the existing 120-foot-deep building footprint and divide it into (2)-sixty feet deep retail bays. When redeveloped, these alleyways will serve to enhance activity along the Creek and allow internal cross walking circulation from the creek, through a building to an established street

## Residential Living:

Bringing a residential population to the urban core is crucial for the continued economic success of downtown. High- and medium-density residential uses, such as condos and industrial-style lofts, will fuel local businesses and provide “eyes on the street,”—adding a greater sense of security. Urban residences will provide easy access to restaurants, museums, arts, offices, and night life, and will extend the viable hours of operation for downtown businesses. Elimination of the train whistle in the urban core will help promote residential development.

Mixed-use zoning is a fundamental component of successful urban development. Since small businesses in urban cores often lack the marketing power and brand identity of big-box retailers, a

dedicated, local customer-base is absolutely essential to the economic prosperity of a downtown economy. In addition, individuals that are drawn to downtown living expect easy access to goods and services; safe and active streets; and familiarity with neighbors and business owners. The mixed-use development model addresses both of these factors by contributing to a symbiotic community environment, in which retailers have direct access to customers, and residents have the benefit of being able to walk a short distance to work, pick up groceries, or go to the theater. Beyond meeting the needs of neighborhood residents and business-owners, the mixed-use community model will also create an exciting, dynamic environment that pulls visitors from surrounding areas into downtown Caldwell for shopping, entertainment, and recreation.



*Many of the existing buildings in the downtown are historic, quaint and charming. They lend themselves well to redevelopment or reuse as retail/office at street level and desirable residential living on the upper floors.*

### Localism – Leveraging the Agricultural Asset:

Economic sustainability is best secured by the creation of self-reliant, local or regional community economies. With Caldwell’s rich agricultural heritage and with the creation of the American Viticultural Area (AVA) and other positive achievements, the stage is set to create a festival event downtown emphasizing and celebrating Indian Creek, sustainability, and localism, which would be accomplished by promotional involvement by local vendors, the AVA community, the educational/ cultural community, and artisans to become an annual family destination event.

By directing the momentum of the growing agritourism industry and through collaboration between community stakeholders, downtown Caldwell can become the epicenter for activity in Canyon County and beyond. This will require a strong visible presence on the part of the administrative/ organizational body, to garner support from community members and drive the mission to transform Caldwell into a captivating tourist destination, much like Walla Walla, Washington. While the development of this framework master plan is an important step in the right direction, collaboration between local stakeholders and organizations will lead the community of Caldwell into a vibrant and fruitful future.



*Caldwell’s rich agricultural heritage and the AVA designation have set the stage for the creation a festival event downtown.*

## Sustainability:

The City of Caldwell promotes a design philosophy that accounts for principles of economic, social, and economic stability, with the goals of eliminating negative environmental impact and connecting people to their natural environment. It has the potential to be a model of sustainability for the region. This provides life-cycle cost savings over the long-term and an inviting environment for owners, tenants and residents. By planning the system, it saves the public having to go back and redo various elements of the infrastructure. It should be noted that these sustainable philosophies and goals are complementary with those of New Urbanism and should be integral in moving forward.

The City of Caldwell is committed to these goals, practices and principals and took a major step in publicly expressing their commitment to a sustainable future for the citizens of Caldwell through the approval of Resolution 52-07 on April 3, 2007. This Resolution states that all public buildings within the downtown City Center zone are required to be constructed according to LEED standards for certification. Treasure Valley Community College is the first building to be constructed in conformance with this Resolution, and has been designed to achieve LEED Gold certification standards.



The following strategies are suggested as guidelines to be used by the city :

## Sustainable Sites

- Integration with Indian Creek
- Promote alternative modes of transportation
  - Indoor bicycle storage and shower facilities
  - Walking and Bicycle paths
- Pervious concrete
  - Direct infiltration
  - Mitigate “heat-island” effect
- Biofiltration



*Biofiltration is a pollution control technique using living material to capture and biologically degrade process pollutants. Common uses include processing waste water, capturing harmful chemicals or silt from surface runoff.*

## Water Efficiency

- Use native and water conserving vegetation and landscaping
- Grey-water treatment and reuse
- High Efficiency plumbing fixtures

## Materials and Resources

- On-site storage for recyclables
- Use of durable post-consumer recycled materials
- Regional manufacturers and distribution of major building elements (brick, concrete, etc)
- Recycled construction waste

### Indoor Environmental Quality

- Low VOC materials
- Occupancy controlled lighting
- Task lighting
- Day lighting and views

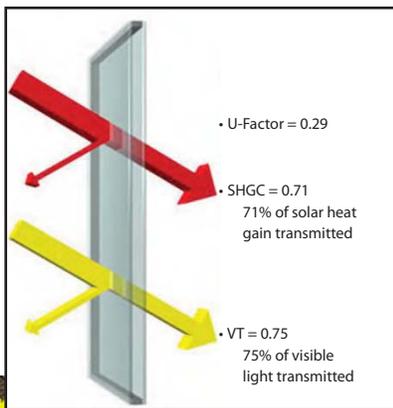
### Innovation & Design Process

- Canal rehabilitation
- Wildlife-friendly design
- Enhanced commissioning
- Design by LEED Accredited Professionals

### Energy and Atmosphere

- Building commissioning
- Lighting control systems
- Solar heating
- Energy recovery units
- Airlock entry vestibules
- Building shading with use of trees
- Window shading with use of louvers and projecting cornices while maintain day lighting

- Double-glazed, low-e glass



- Air-lock vestibules
- Projecting cornice provides shade for clerestory windows
- Louvered sunshade system mitigates heat gain while allowing open views and day lighting
- Shading from Trees



*The proposed Caldwell City Hall will incorporate historical elements of Caldwell's past and sustainable building technologies designed to meet, at a minimum, LEED Silver certification standards.*



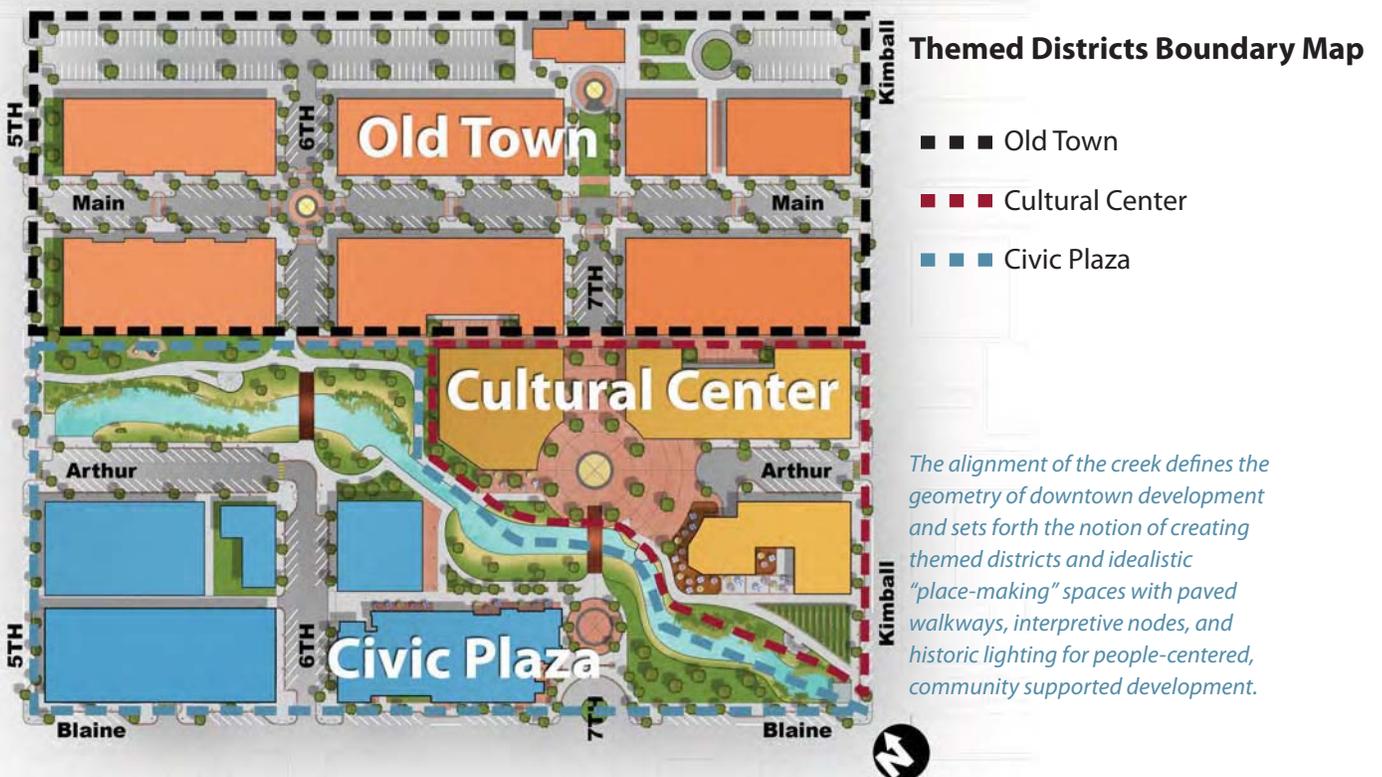
## The Creation of Themed Districts

The Indian Creek Restoration Project is the single most significant event to mark the beginning of Caldwell’s renaissance. The alignment of the creek defines the geometry of downtown development and sets forth the notion of creating themed districts and idealistic “place-making” spaces with paved walkways, interpretive nodes, and historic lighting for people-centered, community supported development. The historical quality of Caldwell’s original township, the city block grid dissected by the meandering Indian Creek, created three natural zones, or districts to accentuate the diverse characteristics of the downtown core. These districts and associated themes are:

- Civic Mall District—the catalyst project including TVCC (phase I) and the City Hall with public auditorium (Phase II)
- Cultural Center District—the emphasis is on arts and culture including AVA agritourism

- Old Town District—the preservation of Caldwell’s historic heritage

As part of the master planning analysis of Caldwell’s downtown, a visual survey of existing buildings and their uses was conducted to ascertain the best methods to balance development in the downtown core. The survey analysis also considered which buildings were potentially reusable, which should be considered for replacement, and was coordinated with the National Register of Historic Places and the Idaho State Historical Society to ascertain which buildings contributed to the historic fabric of Caldwell. Analysis was also conducted of which properties were within 300 feet of churches (Caldwell city code prohibits establishments within 300 feet of a church to sell alcohol). Potential new uses and square footages were then suggested based on the stated goals of downtown business owners and the City of Caldwell to support their vision for the future of Caldwell’s downtown.





*The Phase I Catalyst Project includes Treasure Valley Community College's downtown Caldwell campus, which will be completed for the Fall 2010 session.*

## Civic Mall District

The Civic Mall shall serve as the official gateway to downtown, and shall be the hub of local government and educational activities in the downtown area. Mixed-use commercial and retail development within this District shall communicate themes of permanence, stability, leadership, community pride, and sustainability, and shall set the tone for future growth.

TVCC and the proposed new Caldwell City Hall and plaza will be the backbone of the Civic Mall, illustrating the primary role of citizens in shaping the future of the City. A grand arch at the intersection of 7th and Blaine St. will greet pedestrians and draw them into the downtown "experience," and will serve as the starting point of a primary pathway along 7th that connects Districts on both sides of the creek and ends at the historic Train Depot.

The Treasure Valley Community College (TVCC), currently under construction, is a key feature and landmark in the Civic Mall District. The TVCC Caldwell campus will be completed in August 2010, just in time to begin classes for the Fall semester.

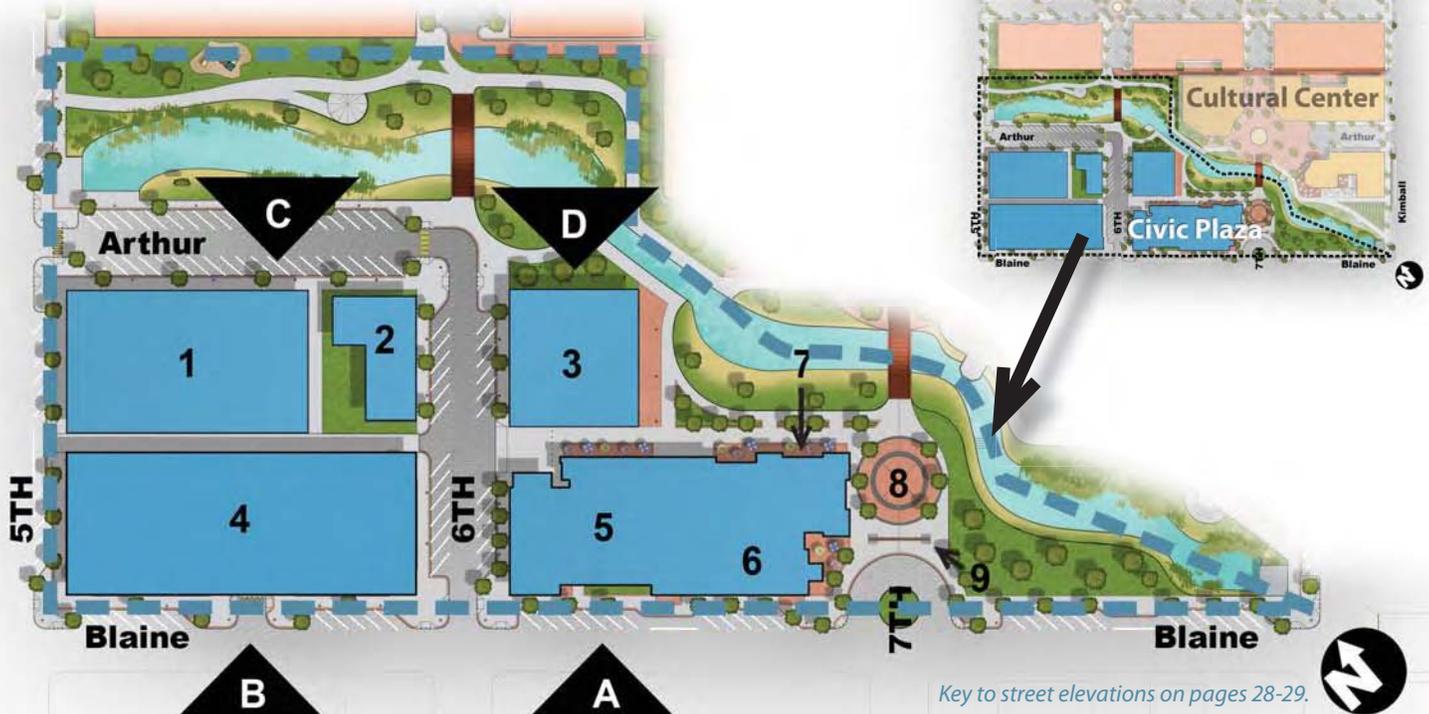


*TVCC and the proposed new Caldwell City Hall and plaza will be the backbone of the Civic Mall, illustrating the primary role of citizens in shaping the future of the City.*

The 3-story, 40,000 square foot building is a contemporary architectural gem that is designed to respect the vernacular of historic Caldwell, while reflecting the forward-moving progression of downtown development. The building design includes many innovative and sustainable technologies, and will serve as a shining example of the City of Caldwell’s commitment to creating a healthy, environmentally friendly community for its citizens. The college will draw hundreds of students from all over the Treasure Valley to downtown Caldwell, creating a multitude of opportunities for

commerce and cultural offerings. The College will be a major boon for downtown development, and will contribute significantly to the critical mass that is necessary to attract anchor retailers. Additionally, the transient nature of student interaction with the urban environment will help to influence development that is progressive and varied in its function, in order to serve the needs of a diverse student body and college staff at all times of the day and into the evening.

## Civic Mall Proposed Development Plan



Key to street elevations on pages 28-29.

- 1 Residential
- 2 Existing chapel to remain
- 3 Treasure Valley Community College
- 4 Mixed-use—parking/commercial office
- 5 Proposed New Caldwell City Hall
- 6 Proposed Public Meeting Hall
- 7 Retail along alley
- 8 Central plaza
- 9 Entry arch

### Features of the Civic Mall District

- Proposed New City Hall
- Treasure Valley Community College
- High-quality, energy efficient & sustainable development
- Mixed-use development (retail/office/residential)
- Consolidation of civic functions

**Elevation A — Blaine Street**



Existing Blaine Street, looking North (top); Proposed Blaine Street Elevation (bottom)

**Elevation B — Blaine Street**



Existing Blaine Street, looking North (top); Proposed Blaine Street Elevation (bottom)

**Elevation C — Arthur Street**



*Existing Arthur Street, looking South (top); Proposed Arthur Street Elevation (bottom)*

**Elevation D — 6th Avenue**



*Existing 6th Street, looking South (top); Proposed 6th Avenue Elevation (bottom)*



*Caldwell is located in the center of the newly designated AVA. An Idaho country vineyard theme and agritourism will be the common thread throughout the Cultural Center District.*

## Cultural Center District

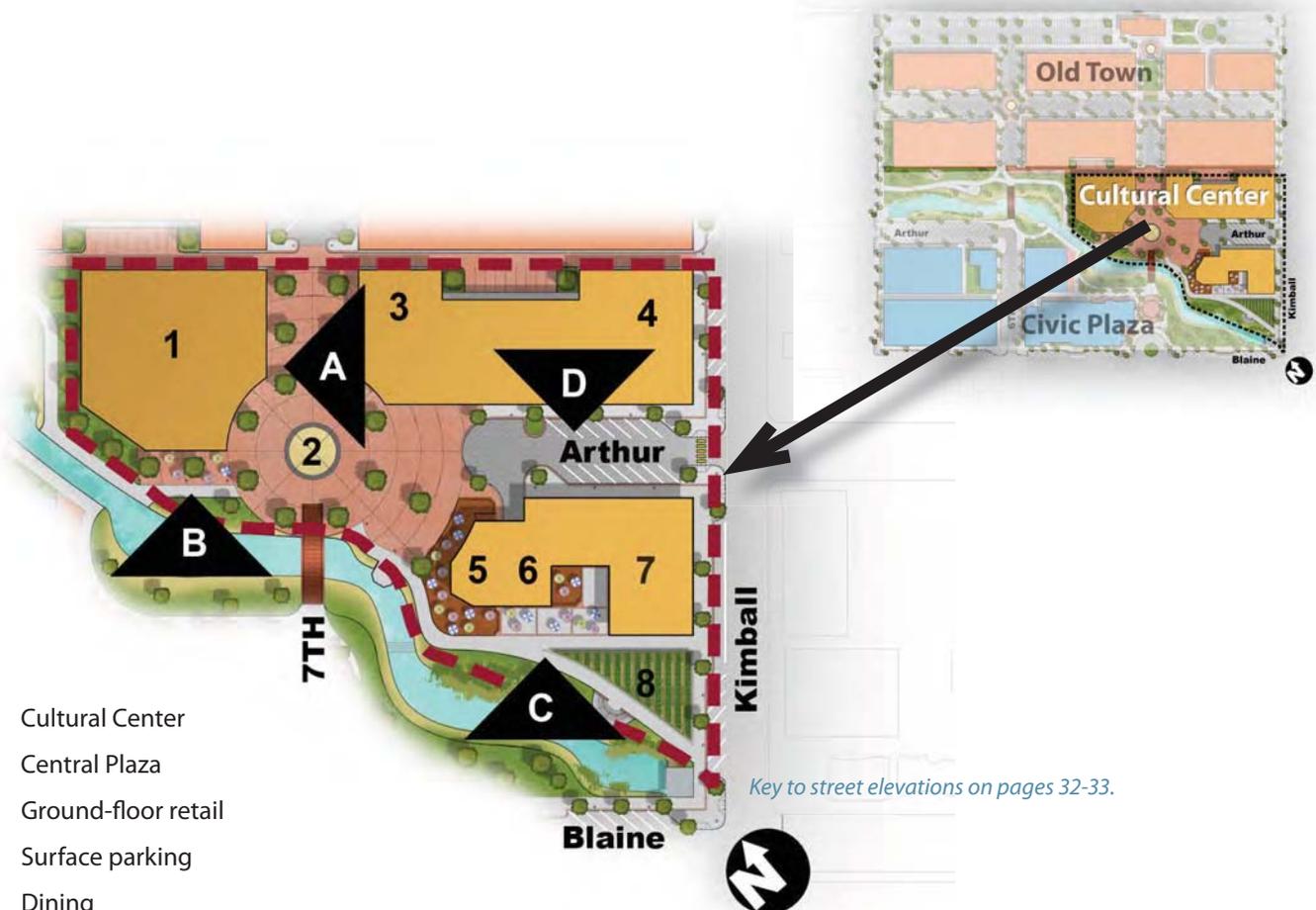
The Cultural Center District will serve as a hub for entertainment, shopping, and culinary experiences, emphasizing local viticulture and artisan/agricultural and cultural diversity. Development will provide opportunities for exploration, recreation, urban living and educational experiences through music, theater, and art, with a focus on regional heritage.

Provision of public space is a crucial element to draw large groups of people to the area of impact. An expansive central plaza at the heart of the cultural center will serve as the epicenter of downtown entertainment, provide a community gathering spot for large events, performances, or concerts, and will build strong connections to Indian Creek. A planned community event center and gallery will compliment the large plaza and will provide an ideal setting to showcase Caldwell's rich artistic and

cultural offerings. Additionally, the development of a community event center will create opportunities for partnerships between the City and educational institutions, such as Treasure Valley Community College and College of Idaho.

Mixed-use commercial, office and retail offerings, such as boutique food and wine markets, wine distilleries, gourmet restaurants, and bistros will compliment Caldwell's agritourism industry and provide a destination for visitors from around the valley. An active vineyard and interpretive center will provide opportunities for people to learn more about the process of wine making and will build interest in the Valley's wine region. Covered outdoor seating along the Indian Creek walkway will tie visitors to the natural environment and provide an ideal space for leisure activities.

# Cultural Center District Proposed Development Plan



- 1 Cultural Center
- 2 Central Plaza
- 3 Ground-floor retail
- 4 Surface parking
- 5 Dining
- 6 Winery
- 7 Tasting room/Bed and Breakfast
- 8 Gateway Vineyard

*Key to street elevations on pages 32-33.*

### Features of the Cultural Center District

- Views and vistas
- Strong connection with Indian Creek
- Community cultural/event center
- Country vineyard theme

**Elevation A —7th Avenue**



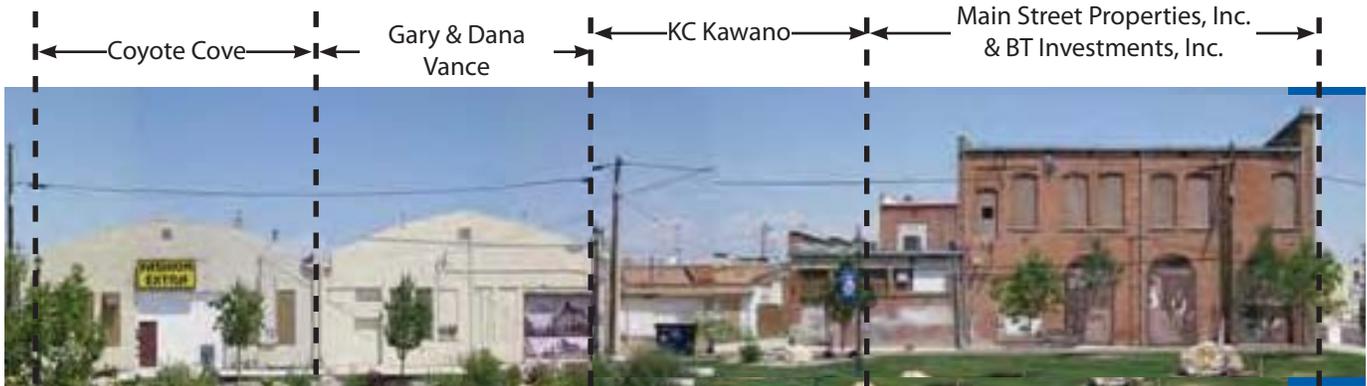
Existing 7th Avenue (top); Proposed 7th Avenue Elevation (bottom)

**Elevation B—Arthur Street**



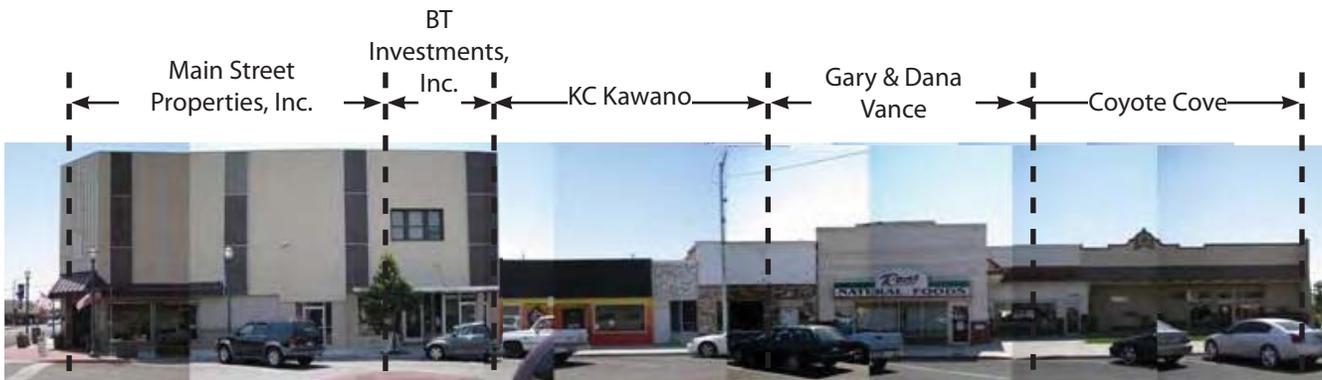
Existing Arthur Street (top); Proposed Arthur Street Elevation (bottom)

**Elevation C — Blaine Street**

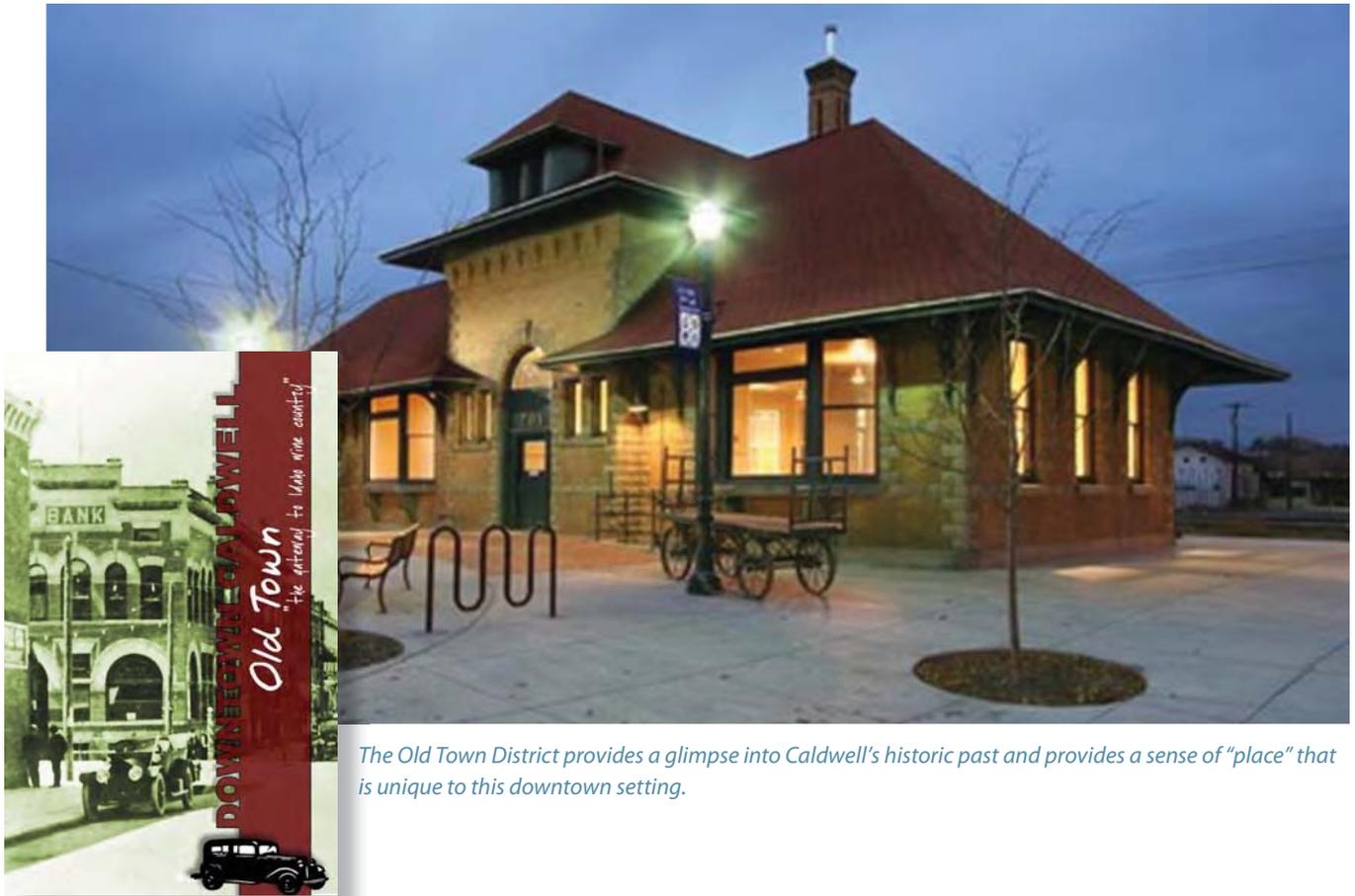


Existing Blaine Street (top); Proposed Blaine Street Elevation (bottom)

**Elevation D — Arthur Street**



Existing Arthur Street (top); Proposed Arthur Street Elevation (bottom)



*The Old Town District provides a glimpse into Caldwell's historic past and provides a sense of "place" that is unique to this downtown setting.*

## Old Town District

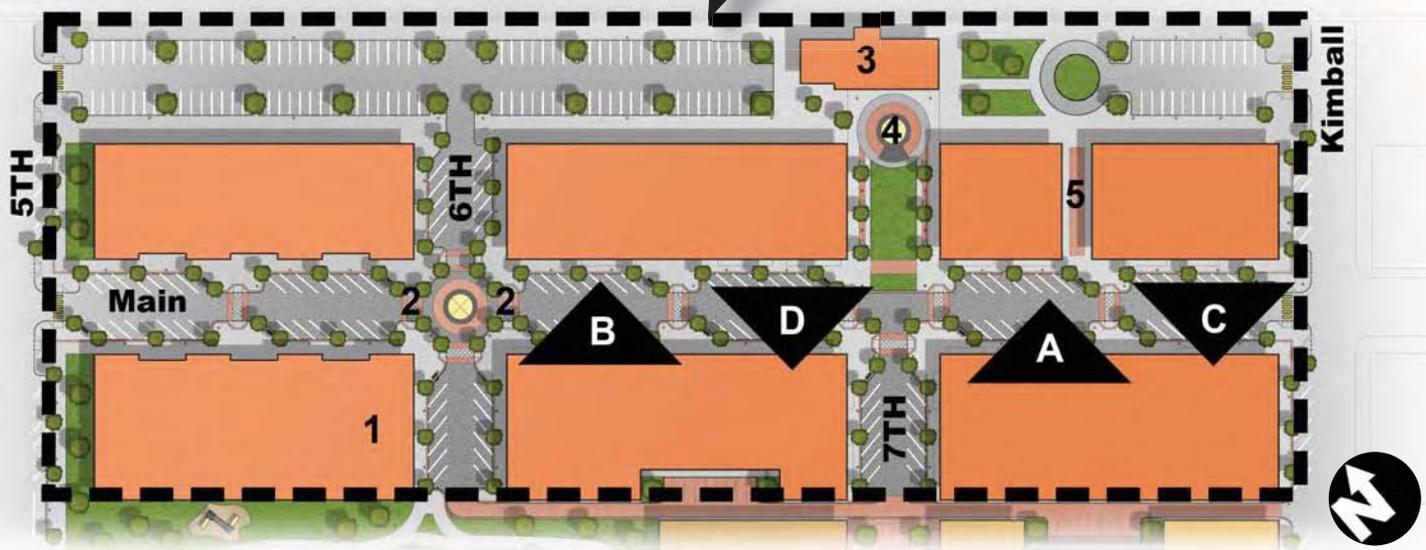
The Old Town District provides a glimpse into Caldwell's historic past and provides a sense of "place" that is unique to this downtown setting. The architecture of Caldwell's downtown reflects a particularly booming era at the turn of the 20th Century, and provides many design cues that inform the shape of future development. Styles that can be seen throughout Caldwell's downtown include Spanish Revival, Romanesque Revival, Renaissance Revival, and 'Main Street' Revival and these should be carried forward in future development efforts in order to maintain a consistent image and set the tone for future development, which will include retail, commercial, and residential uses, and shall be designed to contribute to the pedestrian experience.

Amenities such as benches and streetlights will mirror the historic character of this District, and will provide a sense of human scale. Development will focus on enhancement of existing buildings, with a focus on contributing to a safe and exciting pedestrian environment. In part, this will be achieved by the addition of pedestrian activity nodes at all intersections that facilitate commerce and personal interaction and serve as traffic calming features. Building uses along the ground floor will be primarily commercial and retail, including a variety of shops, businesses, and restaurants. At upper floors, residential uses will fuel the downtown economy and provide urban living opportunities.

The historic Train Depot serves as an axial anchor and an iconic landmark, with potential for future connection to light rail. Development adjacent to the Depot and the depot plaza will respect connections to the streetscape and provide opportunities for social interaction, including accommodation for small events such as farmers' markets and street fairs. Additionally, with the possible reintroduction of

light rail the Old Town District will become a de facto entry point to the downtown experience by way of the Depot.

## Old Town District Proposed Development Plan



Key to street elevations on pages 36-37.

- 1 Mixed-use retail/restaurant/residential (typical)
- 2 Sidewalk extensions
- 3 Train depot
- 4 Train depot plaza
- 5 Pocket park

### Features of the Old Town District

- Enhance existing buildings
- Activity nodes
- Pedestrian scale with traffic calming features
- Place-making infill development

**Elevation A — Main Street**



Existing Main Street (top); Proposed Main Street Elevation (bottom)

**Elevation B — Main Street**



Existing Main Street (top); Proposed Main Street Elevation (bottom)

**Elevation C — Main Street**



Existing Main Street (top); Proposed Main Street Elevation (bottom)

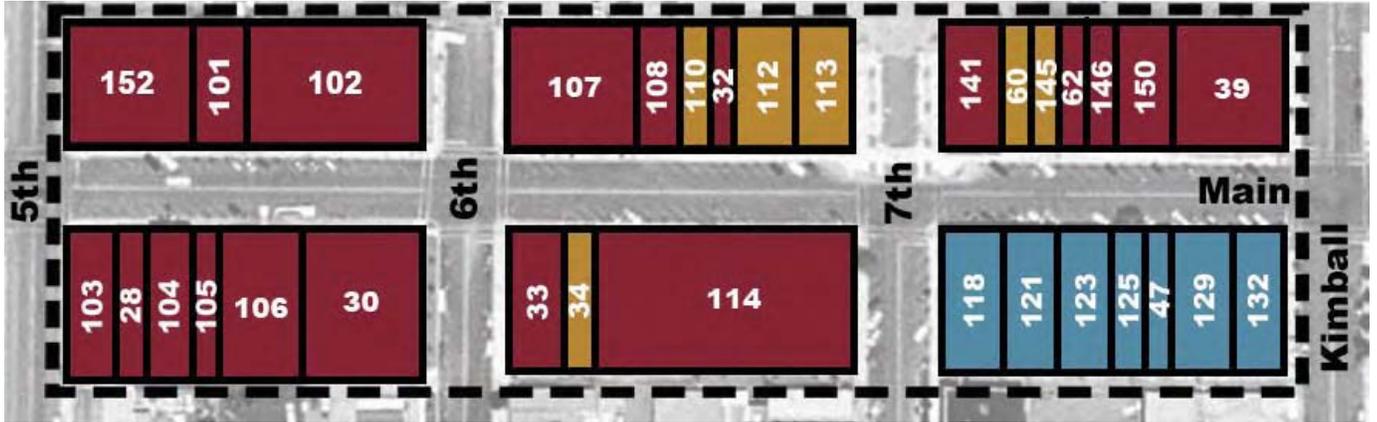
**Elevation D — Main Street**



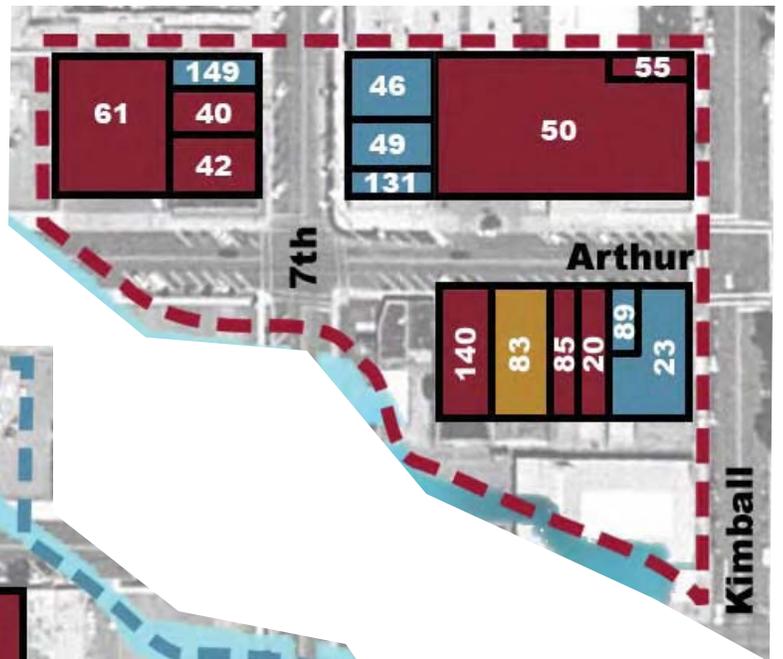
Existing Main Street (top); Proposed Main Street Elevation (bottom)

# Master Plan Utilization Diagrams

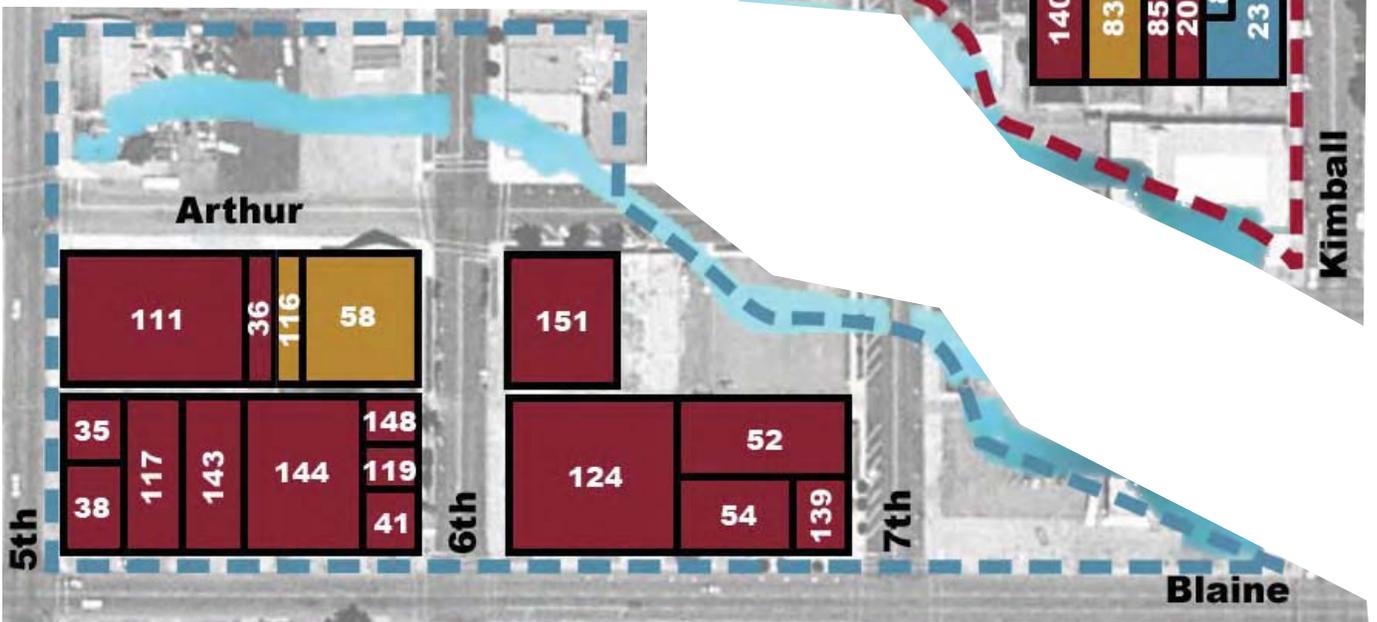
## Old Town District



## Cultural Center District



## Civic Mall District



**Property Use & Square Footage Key**

- "Highest & Best" long-term use
- "Good Bones" - existing building to be renovated
- Historic building

## Master Plan Use and Square Footage Analysis

Owner	ID	Current Use	Existing SF (Approx.)	New Use	Projected SF (Approx.)	Notes*
KC Kawano	20	Vacant	880	Retail	6,000	
Main Street Properties, Inc.	23	Dress Shop	22,500	Wine Tasting, Bed and Breakfast	22,500	R, C
John D. Eagan	28	Prop. Mgmt. Office	2,075	Retail/Office	6,600	
Gursewak S. Brar	30	Machine/Welding Shop	11,875	Retail/Office	23,750	C
Joe's Emporium LLC	32	Consignment Shop	2,725	Retail/Residential	4,800	
Ricky D. Wells	33	Repair Shop	1,350	Retail/Residential	6,060	C
Joe's Emporium LLC	34	Vacant	7,000	Retail/Office	7,000	R, C
Kenneth R. Patterson	35	Commercial Office	1,000	Parking/Office	12,625	
Donald R. Toolson	36	Office	1,200	Residential	5,800	C
Kenneth R. Patterson	38	Unpaved Parking	7,000	Parking/Office	17,500	
Craft Corner LLC	39	Craft Store/Dry Cleaner	11,100	Retail/Residential	20,000	C
Eva Gonzales	40	Restaurant	3,870	Mixed Use Cultural Center	3,300	
Scott A. Frazier	41	Radiator Shop	1,900	Parking/Office	12,125	C
Vern Subia Trust	42	Vern's Bar	3,950	Mixed Use Cultural Center	3,600	
Philip D. Whitener, Trustee	46	Vacant	8,900	Retail/Residential	8,900	R
Sun Valley Land Company	47	Vacant	6,200	Retail/Office	6,200	R, C
Gene H. Veldhouse	49	Bar	6,200	Retail/Residential	3,100	R
Sun Valley Land Company	50	Vacant	13,930	Parking/Retail	72,325	
City of Caldwell	52	Vacant	8,500	City Hall	18,050	
City of Caldwell	54	Vacant	4,600	City Hall	11,550	
Sun Valley Land Company	55	Vacant	1,000	Parking/Retail	8,000	R
Calvary Temple Inc.	58	Chapel	6,800	Chapel	6,800	R, C
Duane E. Seidenstucker	60	Collectibles Store	5,450	Retail/Residential	5,450	R
Patsy A. Oller, Trustee	61	Body Shop	5,500	Mixed Use Cultural Center	11,675	C
City of Caldwell	62	Park		Park		
Gary T. Vance	83	Grocery Store, Vacant	5,630	Winery	5,630	R
KC Kawano	85	Vacant	1,475	Winery	6,000	
BT Investments	89	Beauty Shop	5,000	Wine Tasting, Bed and Breakfast	5,000	R
Contreras Markets Inc.	101	Market	11,000	Retail/Office	9,600	
JJJ Properties LLC	102	Vacant	16,600	Retail/Residential	29,950	
John D. Eagan	103	Thrift Store	3,650	Retail/Residential	8,550	
John D. Eagan, Trustee	104	Barber Shop	4,600	Retail/Residential	8,600	
Henry II Busse	105	Machine/Welding Shop	1,625	Retail/Office	5,900	
Henry C. Busse	106	Machine/Welding Shop	6,475	Retail/Residential	18,000	
City of Caldwell	107	Parking	11,250	Retail/Office	22,500	
Florentino G. Paz Jr.	108	Parking	3,750	Retail/Residential	7,500	
Florentino G. Paz Jr.	110	Kung Fu School	2,725	Retail/Office	2,725	R
Donald R. Toolson	111	Office	7,000	Residential	53,775	C
Canyon County Pet Haven, Inc.	112	Thrift Store	11,000	Retail/Office	11,000	R
Javier Herrera	113	Clothing Store	11,000	Retail/Residential	11,000	R

\* R-existing building to be retained

C-within 300 feet of church

Master Plan Use and Square Footage Analysis (continued)

Owner	ID	Current Use	Existing SF (Approx.)	New Use	Projected SF (Approx.)	Notes*
Gursewak S. Brar	114	Office/Parking	10,800	Retail/Residential	53,750	
Calvary Temple Inc.	116	Bare Land	1,200	Chapel Expansion	1,200	R, C
Kenneth R. Patterson	117	Auto Service Shop	1,300	Parking/Office	12,050	
Lucio Prado	118	Restaurant	10,000	Restaurant/Office	10,000	R
Twyla M. Carmean	119	Vacant	1,600	Parking/Office	4,050	C
Canyon County	121	Vacant	10,000	Retail/Residential	10,000	R
Main Street Properties, Inc.	123	Vacant	10,000	Retail/Office	10,000	R
City of Caldwell	124	Vacant	5,300	City Hall	36,100	C
Robert C. Carpenter	125	Vacant	6,200	Retail/Residential	6,200	R, C
Maddy Family Trust	129	Retail	10,000	Retail/Residential	10,000	R
Vern Subia Trust	131	Vacant	2,700	Retail/Parking	4,275	R
BT Investments	132	Retail	10,000	Retail/Offices	10,000	R, C
City of Caldwell	139	Vacant	3,100	City Hall	5,850	
Coyote Cove LP	140	Dress Shop	5,050	Restaurant/Office	9,000	
Jim Pike	141	Chinese Restaurant	5,500	Retail/Office	9,900	
Kenneth R. Patterson	143	Unpaved Parking	6,025	Parking/Office	30,125	C
Koch, Inc.	144	Restaurant/Parking	1,600	Parking/Office	60,125	C
Thu Ngoc Doan	145	Vacant	2,725	Retail/Office	2,725	R
John D. Eagan	146	Vacant	2,725	Restaurant/Office	4,900	
Donald R. Taylor	148	Parsonage	850	Parking/Office	6,750	C
Eva Gonzales	149	Bar	2,090	Mixed Use Cultural Center	1,900	R
Craft Corner LLC	150	Craft Store	5,500	Retail/Residential	10,100	C
CEURA	151	Under construction	18,225	TVCC	42,000	C
Canyon County	152	U of I Extension	11,000	Restaurant/Office	20,000	

\* R-existing building to be retained  
 C-within 300 feet of church

Square Footage By Use

Use	Existing (approximately)	Projected (approximately)
Religious	8,850	8,000
Educational	11,000	42,000
Restaurant	29,545	49,830
Office	7,865	116,970
Retail/Shop	168,520	206,310
Parking	48,490	183,500
Municipal	-	71,550
Residential	-	181,805
Cultural	-	20,475
Vacant	117,505	-
<b>TOTAL</b>	<b>391,775</b>	<b>880,440</b>



## C. Potential Funding/Financing Options (for private development)

### Common Bank Financing Options

#### 1. Established Commercial & Industrial Borrower (Manufacturing, Wholesale Distribution, Retail > 3 years in business)

##### Common Commercial Loan Types

- **Lines of Credit:** For seasonal or temporary cash flow support. Usually a 1-year maturity, but sometimes > 1-year. Supporting collateral is typically Accounts Receivables and/or Inventory.
- **Term Loans:** Generally for purchasing equipment, machinery or vehicles. Typical maturities are from 3 – 7 years, but not to exceed useful life of the collateral. Loan amounts up to 80% of collateral value or cost.
- **Commercial Real Estate Term Loans (Owner-Occupied):** Owner-Occupied typically means > 50% occupancy.
  - **Land Acquisition:** Loan terms up to 12 months with maximum Loan-to-Value usually not exceeding 60%.
  - **Construction Loan:** Loan terms from 1-2 years depending on project length. Loan amount up to 80% Loan-to-Value, but could be less if property is considered special purpose.
  - **Commercial Building:** Loan terms up to 10 years with amortization schedules up to 25 years. Maximum loan amount is typically 80% Loan-to-Value, but loan amount, term and amortization could be less for special purpose properties.
- **SBA Loans:** There are several SBA programs available, but the primary SBA programs provided by most Banks, include SBAExpress, SBA 7(a) and 504 loan programs.
  - **SBAExpress:** Maximum loan amounts of \$350,000 that is guaranteed up to 50% by the United States Small Business Administration. Term loans and revolving Lines of Credit are available under the program.
    - **Revolving Lines of Credit:** Provided with a maximum term of 3 years with the possible allowance of an extension not to exceed a total of 7 years.
    - **Term Loans:** Fully amortizing loans are available for terms up to 7 years for equipment, motor vehicles, leasehold improvements, business acquisition/start-ups, and working capital needs. Fully amortizing loans are available for terms up to 25 years to purchase or refinance owner-occupied commercial real estate.
  - **SBA 7(a):** Maximum loan amounts of \$2,000,000. Under the 7(a) program the Small Business Administration provides guarantees up to 85% on loans < \$150,000 and up to 75% on loans > \$150,000.
    - **Term Structure:** Fully amortizing terms loans are available for terms from 5 – 7 years for equipment, motor vehicles, leasehold improvements, business acquisition, start-ups, debt refinance and working capital needs.
    - **Advance Rates:** Amount that can be financed varies by the borrowing need. Typical advance rates are 90% of cost for fixed assets, 75% for soft assets, 85% for business acquisition and 100% for debt refinance.
  - **SBA 504:** Provides Commercial Real Estate Term loans up to 90% Loan-to-Value. Building must be owner-occupied > 51% occupancy for

existing buildings and > 60% occupancy for new construction. Loan structure is 10% owner equity, 50% bank loan, 40% SBA loan. Maximum loan amounts are \$4,500,000 with the maximum SBA debt of \$1,500,000 in most cases.

## 2. New Business – Start-ups (Manufacturing, Wholesale Distribution, Retail).

Loan programs through the SBA are often the best option when needing bank financing for either a start-up business or business acquisition. Any and all available collateral including the business owners' primary residence will usually need to be pledged. A business plan accompanied by financial projections will be required for new business start-ups.

### Common Loan Types

- **SBAExpress Term Loans:** Under this program, loans up to \$350,000 are available to start a new business or to acquire an existing business. Loans are fully amortized up to 7-years.
- **SBA 7(a):** Loans available for a new business start-up or the acquisition of an existing business. Loans are fully amortized from 7 –10 years. Loan amounts can be up to 75% of start-up costs for a new business and 85% of acquisition costs to purchase an existing business.

## 3. Developer & Investor – (Commercial, Residential Construction)

### Common D&I Loan Types

- **Land Acquisition:** Loan Terms up to 12 months with maximum Loan-to-Value typically not exceeding 60%. Development usually must commence within 12 months of purchase.
- **Land Acquisition & Development:** Loan terms up to 3 years with maximum Loan-to-Value typically not exceeding 75%.
- **Residential Construction:** Loan terms typically up to 2 years. Maximum Loan-to-Value will vary from 70%-80% on pre-sold or speculative and type of project, single-family or condominium.

- **Commercial Construction:** Loan terms up to 3 years. Maximum Loan-to-Value will vary from 60%-80% based on project type and type of real estate.
- **Permanent Commercial Real Estate:** Commercial Real Estate term loans available for stabilized properties with terms up to 10 years and amortization up to 25 years. Maximum Loan-to-Value will typically vary from 60%-80% depending on the property type.

## 4. Investor Financing – (Liquid Collateral and Stock Secured Loans)

### Common Investor Loan Types

- **Non-Purpose Loans:** Loans or lines of credit secured by liquid collateral and used for any purpose other than purchasing or carrying margin stock. Liquid collateral could include listed stocks, government securities, bonds, cash surrender value of life insurance and savings, money market or certificate of deposits from sound financial institutions. Advance rates and margin calls vary depending on the type of liquid collateral.

## 5. Tax-Exempt Financing Opportunities from the Economic Recovery and Reconciliation Act of 2009

### a. Expansion of 2% De Minimus Rules

Non-bank qualified bonds – private activity bonds, housing and industrial development bonds, larger governmental and 501(c) 3 transactions. Can be issued under bank qualified tax-exempt status during 2009 and 2010. Examples: non-profit health service providers, private or charter schools.

### b. Recovery Zone Facility Bonds (RZFB)

RZFB's can be issued under bank qualified tax-exempt status during 2009 and 2010.

- Land cost may not be included in the bond, however it can be used for the equity portion of the financing. Land cost beyond the equity requirement can be

financed in a taxable loan with structure parallel to the RZFB.

- Must be closed prior to December 31, 2010 and at least \$50,000 advanced.
- Historic tax credits are generally accepted.

**Restrictions/Requirements for Economic Recovery and Reconciliation Act of 2009:**

- IHFA serves as issuer (Idaho Housing & Finance Association or Idaho Health Facilities Authority).
- Issuance fee of ½% from IHFA (housing) and annual fee of 1/8% to IHFA (housing).
- Bond counsel for issuance estimated at \$30,000+.
- Can be structured as loans, i.e. funded by the bank, operates like a loan, bond trustee.
- Can fix the rate conventionally or use a swap.
- Normal bank credit approval and underwriting as to loans to value, debt service coverage, leverage, guarantors, etc.
- Start with bank and allow about four months for tax questionnaires, hearings, documentation, etc.

**Funding Opportunities for Historic Buildings**

• **20% Tax Credit for Rehabilitating Historic Buildings**

- The FEDERAL HISTORIC PRESERVATION TAX INCENTIVES PROGRAM—the 20% tax credit—began in 1976. Since that time, the National Park Service (NPS) has administered it in partnership with the Internal Revenue Service (IRS) and with State Historic Preservation Offices (SHPOs). To date tens of thousands of rehabilitation projects have been approved, representing billions of dollars in private investment.

One of the federal government’s most successful and cost-effective community revitalization programs, the Preservation Tax Incentives reward private investment in rehabilitating historic properties such as offices, rental housing, and retail stores. Abandoned or under-used schools, warehouses, factories, churches, retail stores, apartments, hotels, houses, and offices in many cities have been restored to life in a manner that retains their historic character. The Preservation Tax Incentives have also helped to create moderate and low-income housing in historic buildings.

• **National Trust Preservation Fund**

- The National Trust Loan Fund (NTLF) has more than 35 years of experience in supporting preservation-based community development projects across the country. As a certified Community Development Financial Institution, it has a mission of providing financial and technical resources to organizations that use historic preservation to support the revitalization of under-served and distressed communities.

NTLF specializes in predevelopment, acquisition, mini-permanent, bridge and rehabilitation loans for residential, commercial and public use projects. Eligible borrowers include not-for-profit organizations, revitalization organizations or real estate developers working in certified Main Street communities, local, state or regional

governments, and for profit developers of older and/or historic buildings.

- The National Trust Community Investment Corporation, the for-profit subsidiary of the National Trust for Historic Preservation, makes equity investments in the rehabilitation of historic properties eligible for the 20 percent federal historic rehabilitation tax credit, and where available, state historic tax credits and the New Markets Tax Credit (NMTC). NTCIC invests in projects that have at least \$6.0 million in total development costs and that generate at least \$1.5 million in historic tax credit equity. Smaller deals will be referred to the Small Deal Fund for equity investment consideration. Tax-exempt nonprofit organizations and public-sector developers may be eligible for an NTCIC equity investment by creating a limited liability partnership. NTCIC has a special interest in those projects with a high community benefit.

• **New Market Tax Credits**

- The New Markets program is designed to encourage investments in low-income communities that traditionally have had poor access to debt and equity capital. The New Markets Tax Credit (NMTC) is a 39 percent federal credit that is earned on a Qualified Equity Investment (QEI) into a certified Community Development Entity (CDE), such as NTCIC. It is claimed over a 7-year compliance period (5 percent over the first 3 years and 6 percent over the last 4 years). The CDE must make a Qualified Low-Income Community Investment (QLICI) in the form of equity or a loan to a Qualified Active Low-Income Business (QALICB) within a 12-month period. All NMTC investments must be made to entities located in qualified low-income census tracts. Visit the Novogradac New Markets Tax Credit Resource Center to determine whether your property is located in a qualified census tract. Most commercial and mixed-use real estate development projects are QALICBs. (Residential

projects without a commercial component do not qualify.)

Low-Income Communities are defined as U.S. census tracts with a 20 percent poverty rate or household median incomes at or below 80 percent of the area or statewide median, whichever is greater. Due to this liberal definition, 40 percent of all U.S. and most central business district census tracts qualify for the NMTCs. Because most older buildings are found in disinvested parts of cities and towns, and most rehab tax credit projects are located in central business districts, historically 68 percent of all RTC Part 3 approvals were granted to properties in qualified NMTC census tracts.

**“Main Street” Programs:**

The Main Street Four-Point Approach® is a community-driven, comprehensive strategy used to revitalize downtown and neighborhood business districts throughout the United States. It is a common-sense way to address the variety of issues and problems that challenge traditional business districts.

**Organization**—involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. One option can be a governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

**Promotion**—sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district’s unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a

positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

**Design**—means getting Main Street into top physical shape. Capitalizing on its best assets—such as historic buildings and pedestrian-oriented streets—is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.

**Economic Restructuring**—strengthens a community’s existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today’s consumers’ needs. Converting unused or under-used commercial space into economically productive property also helps boost the profitability of the district.

Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

## Funding

The National Trust Preservation Fund of the National Trust for Historic Preservation offers several types of financial assistance to nonprofit organizations, public agencies, for-profit companies, and individuals involved in preservation-related projects. In 2005, through the National Trust Preservation Fund, they provided almost \$17 million in financial assistance and direct investment to support preservation in cities, towns, and rural areas all over the United States.

## Community Development Block Grant

### About the Program

The Community Development Block Grant (CDBG) program is a flexible program that provides communities with resources to address a wide range of unique community development needs and activities such as affordable housing, anti-poverty programs and infrastructure development. The CDBG program is one of the longest continuously run programs at U.S. Department of Housing and Urban Development (HUD).

The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses. CDBG are important tools for helping local governments tackle serious challenges facing their communities.

### Allocation of Funds

The formula to allocate funds is comprised of several measures of community need, including the extent of poverty, population, housing overcrowding, age of housing, and population growth lag in relationship to other metropolitan areas. The annual CDBG appropriation is allocated between States and local jurisdictions called "non-entitlement" and "entitlement" communities respectively. Entitlement communities are comprised of central cities of Metropolitan Statistical Areas (MSAs); metropolitan

cities with populations of at least 50,000; and qualified urban counties with a population of 200,000 or more (excluding the populations of entitlement cities).

Entitlement communities are required to prepare and submit a "Consolidated Plan" that establishes goals for the use of CDBG funds. Grantees are also required to hold public meetings to solicit input from the community, ensuring that proposed projects are aligned with the community's most urgent needs.

Proposed CDBG projects must be consistent with broad national priorities for CDBG: activities that benefit low- and moderate-income people, the prevention or elimination of slums or blight, or other community development activities to address an urgent threat to health or safety. CDBG funds may be used for community development activities (such as real estate acquisition, relocation, demolition, rehabilitation of housing and commercial buildings), construction of public facilities and improvements (such as water, sewer, and other utilities, street paving, and sidewalks), construction and maintenance of neighborhood centers, and the conversion of school buildings, public services, and economic development and job creation/retention activities. CDBG funds can also be used for preservation and restoration of historic properties in low-income neighborhoods.

CDBG funds differ from categorical grants, made for specific purposes, in that they are subject to less federal oversight and are largely used at the discretion of the state and local governments and their subgrantees.

### **Citizen Participation**

A grantee must develop and follow a detailed plan that provides for and encourages citizen participation. This integral process emphasizes participation by persons of low or moderate income, particularly residents of predominantly low- and moderate-income neighborhoods, slum or blighted

areas, and areas in which the grantee proposes to use CDBG funds. The plan must provide citizens with the following: reasonable and timely access to local meetings; an opportunity to review proposed activities and program performance; provide for timely written answers to written complaints and grievances; and identify how the needs of non-English speaking residents will be met in the case of public hearings where a significant number of non-English speaking residents can be reasonably expected to participate.



## D. Financial Models and Pro Forma (February 2010)

	<b>\$55.00</b> Total per SF Land/Bldg./TI's	<b>\$65.00</b> Total per SF Land/Bldg./ TI's	<b>\$75.00</b> Total per SF Land/Bldg./TI's	<b>\$85.00</b> Total per SF Land/Bldg./TI's	<b>\$90.00</b> Total per SF Land/Bldg./TI's
Land/Building Acquisition:	\$30.00	\$35.00	\$40.00	\$45.00	\$50.00
TI's (inc. facade work, soft costs, etc.):	\$25.00	\$30.00	\$35.00	\$40.00	\$40.00
Total Cost per SF:	\$55.00	\$65.00	\$75.00	\$85.00	\$90.00
Total Cost of 6,000 SF Building:	\$330,000.00	\$390,000.00	\$450,000.00	\$510,000.00	\$540,000.00
Loan to Value:	70%	70%	70%	70%	70%
Equity Required:	\$99,000.00	\$117,000.00	\$135,000.00	\$153,000.00	\$162,000.00
Amount Financed:	\$231,000.00	\$273,000.00	\$315,000.00	\$357,000.00	\$378,000.00
Annual Debt Service at 6.75% - 20 year Amortization:	\$21,077.00	\$24,909.00	\$28,742.00	\$32,574.00	\$34,490.00
Avg. NNN Rent per SF:	\$8.50	\$8.50	\$8.50	\$8.50	\$8.50
Annual Rent:	\$51,000.00	\$51,000.00	\$51,000.00	\$51,000.00	\$51,000.00
Projected Cash Flow:	\$29,923.00	\$26,091.00	\$22,258.00	\$18,426.00	\$16,510.00
<b>Return on Equity:</b>	<b>30.23%</b>	<b>22.30%</b>	<b>16.49%</b>	<b>12.04%</b>	<b>10.19%</b>





**Recommendations on Assemblage of Parcels to Meet Overall Goals and Objectives**



## E. Recommendations on Assemblage of Parcels to Meet Overall Goals and Objectives

During the master planning process, it has become apparent that Caldwell will require more automobile parking in order to support, grow and maintain the economic viability of downtown. It is the recommendation of this report that the City of Caldwell proactively assemble the following parcels and/or blocks (or equivalent sites) in order to provide for future parking and related needs within a master planned environment:

- Assemble lot identification nos. 50 and 55, or equivalent sites, and land-bank enough building footprint area to economically develop surface parking, which will potentially provide 90 public parking spaces. This assemblage will pave the way for future structured parking (parking garage) with integrated retail at the street level, if needed. Future two-story structured parking could create approximately 175 public parking spaces. For the near term, it is recommended that existing lots be developed for public parking and that the alley sides of businesses be opened to the north of lot 50 to create effective storefront opportunities with parking immediately adjacent.
- Assemble lot identification nos. 35, 38, 41, 117, 119, 143, 144 and 148, or equivalent sites, and land-bank for building footprint area to economically develop structured parking (parking garage) with integrated retail at the street level and residential living on top levels, which could contribute approximately 350 public parking spaces divided between three stories. This type of mixed-use development is essential for the overall success in downtown. It is strongly recommended that Caldwell take the lead in acquiring these parcels to facilitate future opportunity so that this project may one day become a reality. If Caldwell does not take a proactive approach now, the downtown development will be piecemeal, and the city may lose the opportunity to assemble the parcels in order to support this type of mixed-use development.
- Assemble lot identification nos. 42, 49 and 131, or equivalent sites, for the construction of the public plaza at the intersection of Arthur Street and 7th Avenue. The public plaza is a key activity zone of the downtown core that directly interfaces with Indian Creek. It is recommended that the City make securing these parcels a priority for the near-term development of the public plaza.





# Conduit Right of Way Plan for Telecommunications



## F. Conduit Right-of-Way Plan for Telecommunications

### Overview

Many cities in the United States have adopted metropolitan area networks or regional telecommunication plans as part of their economic and infrastructure development for several reasons including:

- the ease of acquiring telecommunications services to and from businesses
- promoting aesthetic quality of development by keeping utility infrastructure underground
- the ability of city departments (e.g., traffic, telecom, security, educational) to access a common infrastructure
- promoting economic advantages to companies who use the conduit system to avoid high construction costs in delivering services to businesses

### Description

Figure 1 shows a pictorial layout for the proposed Caldwell downtown core. The Framework Master Plan includes a utility survey that recommends



Figure 1: Proposed Downtown Core



**Downtown Core Telecom  
Right-of-Way for Fiber Ingress/Egress  
Figure 2**

relocating water, sewer, and power services underground. Much of Caldwell’s current telecom infrastructure is supported above ground on power poles, as is typical of many cities’ legacy infrastructures.

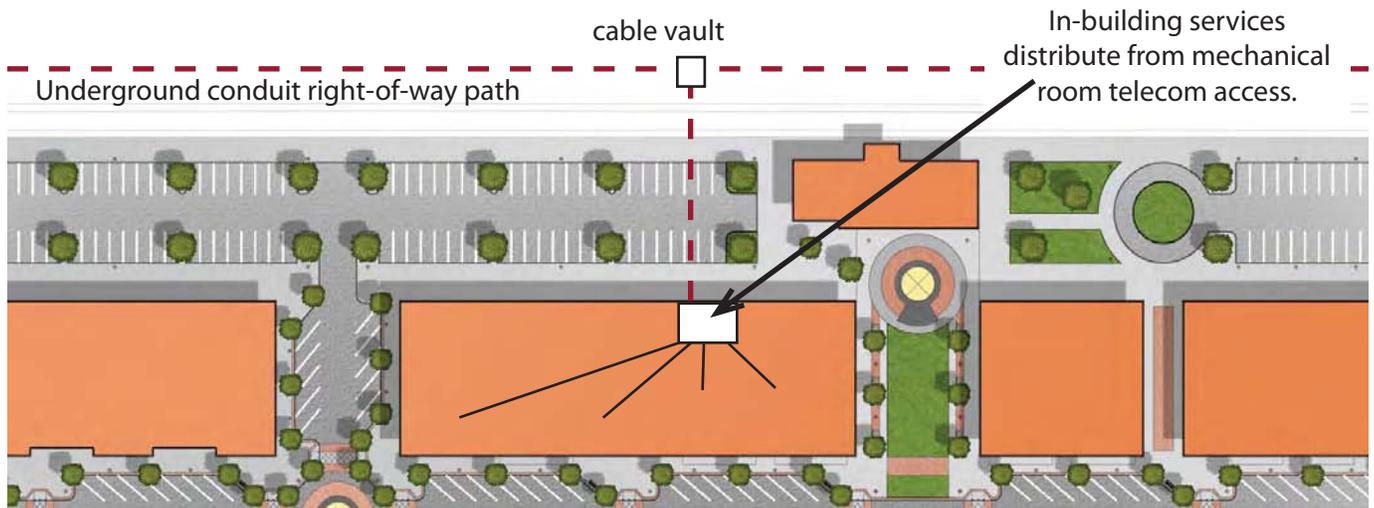
At this point in the planning process, the City should consider a telecommunications right-of-way system of conduit and infrastructure as part of their long-term plan. A ring-based model (Figure 2) would allow for multiple intersection points. This enables

the topology to grow by connecting ringed areas together and maximizes the possible ingress and egress connections to each building.

The ring, or right-of-way path (Figure 3); provides cable vaults stationed in optimal locations for newly constructed or renovated buildings. Ingress and egress are maintained adequately and aesthetically. Integrating a comprehensive, telecom-infrastructure plan into the overall streetscape plan now may prevent future re-construction and will create a long-term usability model for the City and the business community. A mechanical room, designated for service entry within each building, can serve as a distribution point for the building’s occupants.

### Ring-based Topology Integrity

Figure 4 illustrates the power of ring-based topology. Ideally, the pointed intersections allow the ring to expand, creating a greater ring or multi-ring architecture. Redundancy is the strength of the right-of-way plan. Concentric or inter-connected rings allow routing of signals in multiple directions. In the case of either a man-made or natural disaster, which damages the integrity of one particular path, alternate paths allow continuity of electronic signals, keeping services in operation.



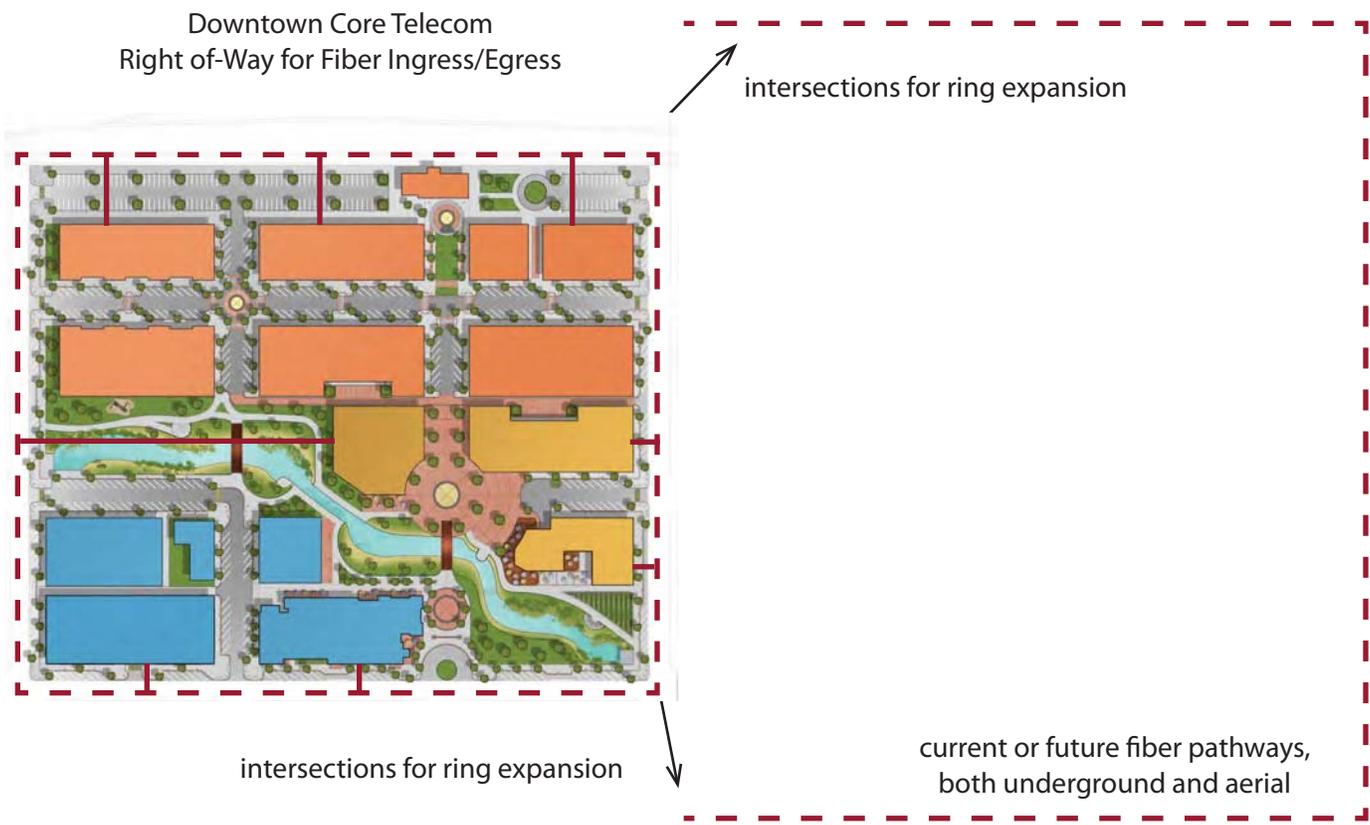
**Downtown Core Building  
Figure 3**

### Partnerships

The City should utilize the partnership it has formed with County representatives and telecom carriers to document and develop a cooperative, informational, sharing process. As construction projects and telecom-specific projects are initiated, it will be important to involve the partnership team and leverage this overall design plan. The City plans to add a telecom right-of-way template to their GIS system that will integrate with the existing engineering processes and knowledge base. All parties will potentially benefit through cost sharing and optimization.

### Summary

The City will benefit from including a telecom and right-of-way specific plan into its redevelopment plans. Such a plan will simplify construction, reduce costs for all stakeholders and be an attractive incentive to businesses looking to relocate to Caldwell. A ring-based topology will give the City the ability to expand the system's architecture easily and provides a redundant system in case of unforeseen circumstances.



**Topology Integrity**  
**Figure 4**





## G. Project Cost Budgets

### I. Civic Mall

(February 2010 cost estimate)

1. City Hall		
• 38,000 square feet @ \$175/sf	\$	6,650,000
2. Town Meeting Hall		
• 8,100 square feet @ \$175/sf	\$	1,400,000
• Bell Tower – lump sum	\$	250,000
3. Site Work		
• Plaza, 7th Avenue, N. Blaine Street – lump sum	\$	240,000
4. Retail @ 6th Avenue		
• 3,700 square feet @ \$125/sf	\$	460,000
5. Retail		
• 8,250 square feet @ \$125/sf	\$	1,000,000
<b>Civil Mall Total</b>		<b>\$ 10,000,000</b>

\* Redevelopment west of Sixth Ave is assumed to be surface parking in this budget estimate.



### III. Old Town / Main Street

(February 2010 cost estimate)

1.	Fifth to Sixth Ave.		
	• 2 – story residential 60,000 square feet @ \$125/sf	\$	7,500,000
	• Existing Renovations		
	- Facades 300 linear feet @ \$370/Lf	\$	111,000
	- Retail / Office Improvements 25,000 square feet @ \$30/sf	\$	750,000
	<i>Subtotal</i>	\$	<i>8,361,000</i>
2.	Sixth to Seventh Ave.		
	• Retail / Office 50,000 square feet @ \$125/sf	\$	6,250,000
	• Facades 150 lineal feet @ \$370/Lf	\$	55,500
	<i>Subtotal</i>	\$	<i>6,305,000</i>
3.	Seventh Ave to Kimball		
	• Facade Renovations 620 lineal feet @ \$370/Lf	\$	229,400
	• Office & Retail 30,000 square feet @\$30/sf	\$	900,000
	• Residential 6,000 square feet @ \$70/sf	\$	420,000
	<i>Subtotal</i>	\$	<i>1,599,400</i>
	<b>Old Town Total</b>	<b>\$</b>	<b>16,215,900</b>



## Contents

### Referenced Reports

- i. City Center Zoning District Design Review Briefing
- ii. Phase II 2006—Strategic Report
- iii. Caldwell City Center—Building Design Guidelines
- iv. Caldwell City Center—Streetscape Design Guidelines

### Presentations

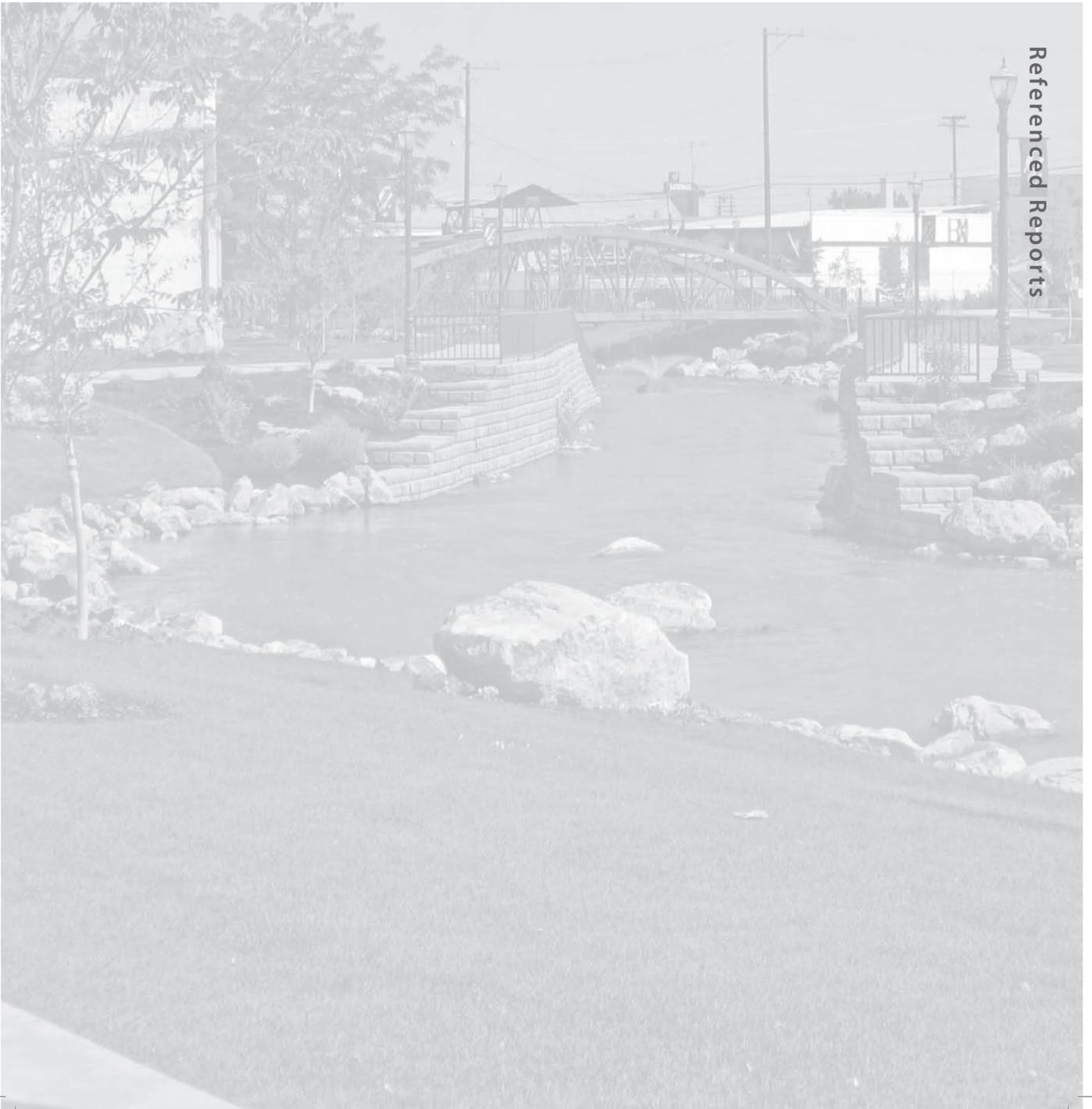
- i. Meet the Team—November 29, 2007
- ii. A Vision of the Future—January 4, 2009
- iii. Cultural District Work Session—August 5, 2009
- iv. Old Town District Work Session—August, 12, 2009
- v. Civic Mall Work Session—September 2, 2009

### Meeting Minutes

**City Center Zoning District Design Review Briefing**

**i**

Referenced Reports



# **City Center Zoning District Design Review Briefing**



## **Overview of Design Review**

Definition

Legal foundation

Checklist for success

## **City Center Design Review**

Responsibilities of the Commission

Walk through the Ordinance

Suggested next steps

**Diane Kushlan AICP**  
PLANNING AND MANAGEMENT SERVICES

## SUMMARY OF THE ORDINANCE

### Section by Section Review:

**Section 1 Purpose** - This section cites the goals adopted in the Comprehensive Plan as the purpose for the District.

**Section 2 Applicability** - This section refers to the Official Zoning Map for boundaries of the zoning district.

**Section 3 Allowed Uses** - This section lists the allowed uses in a table. Uses are identified as permitted, allowed through a special use permit, or prohibited. In some cases, a use is allowed as either permitted or special use; if the use cannot meet the standards in section 4, the use is subject to a special use permit.

**Section 4 Use Standards-** This section establishes standards for certain types of uses: *Artists Studio; Industry, Craftsman; Industry, Information; Churches or Places of Religious Worship; Day Care Facilities; Drinking Establishment; Drive-through Establishment; Service Stations; Temporary Uses; Temporary Uses-Mobile Food Unit; and Transitional Uses.*

The section also establishes standards for characteristics of uses: *Assembly; Landscaping; Noxious Uses; Outdoor lighting; Outdoor Service and Equipment areas; Outdoor Speaker Systems; Outdoor Storage; Parking; Self-Service Uses; Signs; and Utilities.*

There are several standards in this section that need to be highlighted: One new section is provisions for COMMERCE ON PUBLIC PROPERTY. This section allows uses to extend onto public property within certain parameters. The section on DEMOLITION requires a demolition permit, granted on the basis of either an approved replacement development or an analysis that the structure is hazardous.

PARKING establishes exemption from the parking requirements for housing units, mixed uses and uses in historic structures. Minimum and maximum parking standards are set for all other uses. The maximum standards are the current code requirements and the minimum standards are what are normally seen in a downtown environment. The parking requirement can be satisfied through on-site parking, off-site parking within 400'; or on street parking adjacent to the site. No surface parking is allowed within the Indian Creek Corridor.

**Section 5 Prescriptive Development Design Requirements-** The form and design standards in this section apply to all new construction that is not in the Indian Creek Corridor or for Historic properties; and all alterations except for Historic properties.

## SUMMARY OF THE ORDINANCE

This section establishes the dimensional standards for development, including a maximum height of three stories and a minimum height of two stories for new construction. Standards for building materials and color; design of building facades; standards for roof; and building form and scale are included in this section. New requirements for pedestrian amenities are also specified. Special standards are set forth for residential structures; parking lots and structures; murals; blank walls; and service areas. Streetscape requirements are dependent on a streetscape plan that has yet to be completed.

**Section 6 Performance Based Development Design Requirements** - The form and design standards in this section apply to all new construction that is in the Indian Creek Corridor. As an option to applicants, new construction or alteration throughout the Zoning District, except for historic properties, may also follow these requirements instead of those contained in Section 5.

This section establishes broad guiding principles and guidelines for design under the following topics: relate new to existing development; create a visually interesting and inviting environment; strengthen the pedestrian environment; promote sustainable design; promote quality development; address the special opportunity of Indian Creek; create a distinctive skyline; minimize the appearance of unattractive elements; create linkages and passages; create a multi-functional and attractive streetscape; and commit special attention to the design of civic and public spaces.

The intent of these requirements is to be much more flexible than the prescriptive guidelines in Section 5, and thereby encourage creativity and innovation for the larger scale projects within the district and the Indian Creek Corridor. For example, there are no maximum standards for height or specific requirements for setbacks. Instead the height, bulk and form of building would be guided by the (1) the building's relationship to surrounding buildings; (2) the scale of the building at the ground level in relationship to pedestrians; and (3) the objective to create a distinctive skyline for the City Center.

**Section 7 Design Development Requirements for Historic Properties** - This section would apply to all properties on the National Register of Historic Properties, and within the historic block. The requirements in this section would be supported by a pattern book of examples and samples that is yet to be developed. Much of the guidance for this section came from the "Caldwell Historic District Design Guidelines" developed by the Caldwell Historic Preservation Commission and the consultant, Planmakers in 1988, but never adopted by the City Council. The requirements in this section are similar to section 5, but with a little more specificity that relates to the historic character of buildings in this area of the City Center.

## SUMMARY OF THE ORDINANCE

**Section 8 Development Design Application Processes** - This section sets forth who has authority for decisions on development design applications. For those applications reviewed under section 5, the authority rests with the Director of Planning. For applications reviewed under section 6 or 7, a new Design Review Commission would make the decisions.

### ACTIONS AND AUTHORITIES

ACTION	CRITERIA	DECISION- MAKING BODY
New construction	10-12-5 or 10-12-6	D or DR
New construction within Indian Creek	10-12-6	DR
Alteration	10-12-5 or 10-12-6	D or DR
New construction or alteration of a National Register Property	10-12-7	DR

D= Director

DR = Design Review Authority

This section also outlines the process for review of applications. The emphasis in the review process is in up front preparation. New construction and major alterations are required to hold a pre-application meeting with staff. Time lines are set for staff and design review authority once an application has been completed. A public hearing is required for applications reviewed under the standards of section 6 or 7, only one hearing is allowed, and written findings for decisions are required.

**Section 9 Definitions** - This section defines terms used in the Code and all uses listed in Section 3. The definition of allowed uses follows the North American Industrial Classification System, the most systematic and comprehensive system published by the US Department of Commerce.

## PART ONE

### CITY CENTER

#### HISTORICAL CONTEXT

The Caldwell City Center is the original town site, and historical commercial center for Caldwell and the surrounding agricultural communities. The center was originally established as a "tent city" in 1883 in conjunction with the location of the Oregon Short Line Railroad. The town plan that followed was patterned after similar railroad towns developed in the late 1800's: centering the railroad and railroad depot within a grid pattern of streets and blocks with narrow lots. The pattern for the Caldwell City Center includes 300' x 256' blocks separated by a 16' alley, lot sizes at 25' x 120', and street right-of-ways at 80'.

The Caldwell City Center prospered first as a hub for railroad freight and passengers, and later with the advent of irrigated land, as a farm center. The City Center also became the focus for civic affairs as the county seat for Canyon County. Public institutions including the County Courthouse, Jail, City Hall, Police and Fire Stations are located in the City Center.

For most of the twentieth century, the City Center served as the commercial and civic core for the Western Treasure Valley. Commercial decline began in the 1960's for a variety of reasons: the development of a new regional shopping center and commercial strip development outside the City Center; a new interstate highway diverting traffic away from the center and providing easier access to other commercial locations in the valley; closure of the train depot; and finally a general perception that the center was unsafe and not maintained.

The City Center contains a wealth of historic and architecturally significant structures. From around 1884 to the market collapse in 1929, two-story brick and stone commercial structures in a variety of architectural styles were constructed in the City Center, primarily in the five block area fronting on Main Street and Kimball Avenue. In this historic core, buildings were constructed property line to property line, using all of the narrow lots and sharing common wall with adjoining structures. The architectural styles included Romanesque, Renaissance and Spanish colonial revival, and art deco. The result was a traditional City Center development pattern of rich and varied style unified by similarity in height and scale.

Most of the architecturally and historically significant structures in the City Center have not been well maintained and some, most notably the Saratoga Hotel, have been razed. A portion of the center city is located within a federally recognized Historic District, but in 2004, no local protection is in place. Many of the structures in the center are eligible for listing on the National Register of Historic Places. In 2004, only the Post Office was individually listed. Among the most notable eligible structures for listing is the 1906, eclectic designed Oregon Short Line Railroad Depot. Owned by the City, the Depot is scheduled for renovation and reuse as a community educational center. (See Table 9 for a list of structures listed on the Historic Register.)

## EXISTING CONDITIONS

### *Land Use*

In summer 2003, a property survey was taken of the City Center that identified land uses and development patterns. Tables 10 through 13 provide the results of this survey which can be summarized as follows: The City Center contains about 1.2 million square feet of space with retail–service uses utilizing a majority (60%) of the space. Used merchandise comprises 20% of the retail uses. Thirteen percent (13%) of the commercial space is vacant and there are 32 residential units within the study area.

A civic presence is evident in the City Center with the City Hall, Fire Station and a new Police Station built in 2001. The Southwest District Health, post office, and several other Canyon County offices are also located in the center. A public plaza is located along the open portion of Indian Creek between Seventh and Kimball. The plans for the renovation of the Railroad Depot also include new landscaped parking lots and a plaza between the depot and Main Street.

### *Development Patterns*

Land utilization outside the historic core area is low. Within the City Center, sixty percent (60%) of the properties have buildings that cover less than fifty percent (50%) of the land. Twenty-one percent (21%) of the properties are vacant lots or parking lots. Seventy six (76%) of the structures have two stories or less. Outside the historic core, properties are larger in size and characterized with low scale development and large expanses of parking lots.

### *Economic Conditions*

The existing retail base in the City Center is relatively dispersed and does not provide a diverse mix of shopping and service opportunities desired in a City Center. The retail inventory in 2003 was dominated by used merchandise, antique stores, automotive–related uses, bars and lounges, discount outlets and personal services. The primary trade area for the center city is Canyon County which from 1990 to 2000 grew at an annual rate of 3.9%. The City's capture of this economic growth has been outside the City Center, along the arterials in predominately strip commercial patterns.

### *Circulation, Access and Parking*

The original town site grid pattern of streets, alleys and blocks remains in tact for much of the center city. Access to the center is provided by the east-west couplet of Blaine and Cleveland avenues and the north-south streets of Fifth, Ninth, Kimball, and Tenth Streets. Current traffic volumes through the center city are within the capacity of existing streets and most intersections operate within an acceptable level of service.

Pedestrian access to the center is limited to sidewalks which exist along most streets. The arterial streets, as well as the railroad right-of-way create barriers to pedestrian access from adjacent residential neighborhoods.

A range of street and off-street parking exists within the City Center, including parking lots operated by the City of Caldwell. Time restrictions for street parking exist in some areas, but are casually enforced. In 2003, City staff estimated that there was a deficit of 770 parking spaces under full build-out and under existing parking standards. Table 13 summarizes the inventory of parking conditions in 2003.

### *Environmental Conditions*

Indian Creek, a natural flowing stream which begins in the desert of Elmore County and terminates in the lower Boise River flows through the City Center. Historically, the stream was used as the depository for garbage and debris, was the source of disease and vermin and flooded the City Center on at least two occasions. In the 1950s, the stream was piped and channeled through the city core and structures were built over the stream. The culvert and piped sections contain the 100 year flood plain of the creek. In recent years, several sections of the stream have been opened up and in 2003 plans were underway for a major project to daylight the stream through much of the remainder of the City Center.

There are five hazardous waste sites within the City Center. These are locations of underground storage tanks, mostly from former service stations and dry cleaners, which are potentially leaking and contaminating the ground surrounding them. Work is underway with the State Dept of Ecology under the US Superfund to monitor and mitigate the effects of these hazardous conditions.

## FUTURE CONDITIONS AND OPPORTUNITIES

### *Introduction*

In 2002, The City of Caldwell requested assistance from the US Army Corps of Engineers to determine the feasibility of uncovering, or "daylighting," Indian Creek as it flows through the City Center area. Section 206 of the Water Resources Development Act of 1996, provides authority for the Corps to restore aquatic ecosystems. In 2004, the Corp was completing a feasibility study that looks at restoration of Indian Creek and its riparian area. The restoration would provide habitat benefits for fish and wildlife by re-connecting the stream corridor and re-establishing a more natural stream and riparian area. It also provides an opportunity for water quality improvements, educational values, recreational opportunities along the shoreline, and interpretation of past human interactions with the creek.

In 2002, a Core Area Steering Committee was appointed by Mayor Garret Nancolas to work with the Corp on the Indian Creek restoration project, draft a vision statement and direct efforts toward revitalization of the City Center. In 2003, an Economic Development Grant was also awarded to the City to draft a re-vitalization plan. Also in that year, the City's urban renewal district was expanded to include the City Center, potentially making available public investment monies for the city area. In April 2004, the City Council adopted the "City Center Plan and Revitalization Strategy" as the vision for City Center area. The following provides a summary of plan's recommendations.

### *City Center Vision*

The City Center is envisioned to be the community heart of Caldwell, supporting the community's desire for a place for civic, cultural, and economic activity. The City's desire is to "draw the regional community to come to Caldwell to make investments, establish businesses, work, live, shop, and play." The Indian Creek improvements provide the opportunity for meeting this vision.

City Center's economic vitality will be improved with housing, re-investment in existing businesses and new businesses. The urban environment and its buildings will be of high quality, energy efficient and constructed of sustainable materials. Building will also

reflect Caldwell's turn of the century architecture, particularly near the historic buildings on Main Street.

Indian Creek will be an ecologically sustainable environment through City Center. Areas of wildlife habitat and human activity, both passive and active, will be provided. Along Indian Creek will be a pathway to connect east to the Canyon County fairgrounds and Albertson College, and west to the Whittenberger Park, Centennial Greenbelt and Boise River.

Civic functions located in the core of City Center will create a constant community presence. This presence will signify to the community and private investors that the City has a commitment to City Center. City Center will also be the home of the community's historic, cultural, and educational institutions attracting citizens and tourists alike. Caldwell's history, arts, and multicultural heritage will be celebrated with visual elements as well as events.

City Center will be a predominately pedestrian environment supported by alternative transportation modes and connections. Beautiful and convenient linkages will connect City Center to adjacent neighborhoods, the Fairgrounds, Albertson College, and nearby parks and schools.

Vehicular access and parking will be balanced with transit, pedestrian, and bicycle access. Streetscapes will be designed to be beautiful and comfortable for pedestrians, bicycles, and transit. Trees for shading, street furniture, and natural stormwater infiltration areas will be included. Entry point identity and wayfinding systems will clearly orient visitors to City Center and its amenities.

#### *Economic Strategy*

The economic strategy identified by the "City Center Plan and Revitalization Strategy" focuses on two elements: identifying market niches or opportunities for investment; and removing barriers to investment.

The primary market niche/opportunities identified are as follows:

- **Waterfront Real Estate:** The "daylighting" of Indian Creek will provide a unique economic opportunity for waterfront development and/or redevelopment.
- **Mixed-Use Development:** The compact City Center environment provides unique opportunities for vertical mixed-use development. This type of development pattern not only supports a more efficient integration of land uses and a walkable user environment, but allows developers to spread financial risk over multiple land uses.
- **Civic Uses located City Center:** Locating a new City Hall or civic structure in the City Center will demonstrate city commitment, provide civic and community identity, and generate activity.
- **Regional Destination and Tourism Potential:** The potential for creating a unique environment for live/work/shop/play opportunities will be enhanced by the Indian Creek improvements and City Center revitalization efforts. The City Center as a regional destination can be enhanced by: locating regional cultural buildings and activities in City Center such as a natural history museum (using Albertson College collections), cultural and performing arts center, art museum, conference center, agricultural museum, and wine museum; promoting it as the gateway to the wine country and Hell's Canyon, with signage, a visitor information center

and wine tasting center in City Center; and mapping pathways, destinations and places of interest to and from City Center through kiosks and brochures. Land uses targeting these additional visitors will include: restaurants, specialty retail shops, meeting facilities, and hotels.

A critical element in any City Center revitalization effort is the elimination of barriers to investment. These barriers generally fall into one of the following categories: market, financial, regulatory and physical. Facing increasing competition from development "on the fringe", City Center could experience a heightened decline in commercial property values and market share unless specific actions are taken to "level the playing field" for new development.

Together, the public and private sector face the challenge of revitalizing Caldwell's City Center. City Center's competitive position will continue to be eroded unless there is a significant repositioning of its role in the market; restructuring of its physical layout; recognition of the economic challenges inherent in infill and City Center redevelopment; and, aggressive recruitment of niche opportunities.

Forming and advancing the development agenda within the City Center, then, requires a keen understanding of the goals and aspirations of its stakeholders, the realities of the marketplace, peculiarities of the political landscape and constraints of local public / private resources. With this understanding, project advocates are then positioned to establish priorities for action and investment.

#### *Plan Recommendations*

The "City Center Plan and Revitalization Strategy" established the framework for actions and improvements needed to achieve the vision for the Center City. The major components of the plan recommendations are outlined below and are also provided in more detail in Part 2 of this Comprehensive Plan.

- A restored and ecologically functioning Indian Creek that is an armature for orienting new public places and re-oriented (and new) buildings to take advantage of its unique waterside environment.
- A community pathway system, which uses the Indian Creek as an armature, and connects City Center to its neighborhoods, schools, parks, the regional pathway system, and other centers of activity.
- Improved access at the west side Centennial Boulevard entrance with a round-about that gives equity to Main Street.
- Gateway definitions at key entrances to City Center: 10th Street at Chicago and Dearborn; Cleveland and Blaine Street at 10<sup>th</sup> Street and at the Simplot Boulevard round-about; and 5<sup>th</sup> Street at Chicago and Dearborn.
- A specially defined streetscape for 10<sup>th</sup> Street defining it as a gateway boulevard.
- Enhanced streetscapes and identity elements along Blaine Street and Cleveland Street to and from the Canyon County Fairgrounds and Albertson College.

- An enhanced Seventh Street streetscape environment that focuses on the historic importance of the rail depot and the lost city hall, and connects to the Memorial Park to the south.
- Improved streetscape with trees, street furniture, and paving on all City Center streets.
- Boundaries that reach across the railroad tracks to encompass City Center on both sides of the rail right of way.
- Regulatory changes that allow and encourage the desired mix, density and intensity of land uses.
- Design Guidelines that define performance of buildings and site improvements to assure conformance to the principles and goals of the Plan to create an urban, pedestrian supportive, mixed use environment.
- Protection and enhancement of historic buildings; celebration and interpretation of lost buildings and places.
- Suggested components for public art and interpretive/educational elements along Indian Creek to call attention to its, and the City's history, culture, geology, habitat, and environment.
- A comprehensive parking strategy that balances auto access and parking with compact urban pedestrian environment
- Implementation strategies to guide the next ten years of development, including locating civic and cultural uses.

**Table 10  
Mix Of Uses (May 2003)**

Assembly	8	4%
Financial	15	8%
Food-drink	15	8%
Manufacturing	7	4%
Office	26	14%
Public	11	6%
Retail	47	25%
Service	34	18%
Vacant space	25	13%
<b>Total Commercial uses</b>	<b>188</b>	<b>100.00%</b>
Residential	32	

**Table 11  
Lot Coverage (May 2003)**

<b>Lot Coverage</b>	<b>No. of Parcels</b>	<b>%</b>	<b>Square Feet</b>	<b>%</b>
0%	39	21%	435,209 sf	21%
1-49%	55	30%	822,690 sf	39%
50-99%	39	21%	574,387 sf	27%
100%	53	28%	262,525 sf	13%
	<b>186</b>		<b>2,094,811 sf</b>	

**Table 12  
Building Stories (May 2003)**

<b>stories</b>	<b>No. of parcels</b>	<b>% to total parcels</b>
0	38	21%
1	94	51%
2	46	25%
2+	6	3%

184

**Table 13  
Parking Inventory (May 2003)**

On-site	1200 spaces
City owned lots	240
On-street	380
parallel	(147)
diagonal	(235)
<b>TOTAL</b>	<b>1820 spaces</b>

**PART TWO  
GOALS, OBJECTIVES AND POLICIES**

**CITY CENTER**

**Goal:** Create a City Center for “live, work, play and shop”.

**Objectives:**

- a. To re-develop the City Center with a mix of uses including housing, offices, retail, civic, cultural, and service related businesses;
- b. To encourage housing which creates more pedestrian activity and human presence beyond work day hours.

**Goal:** Create a City Center that is the heart of the City.

**Objectives:**

- a. To create public gathering places that provide opportunities for community events, celebrations, farmers market, concerts and festivals.
- b. To maintain and enhance the location of civic uses in the City Center.
- c. To promote and support the location of essential community services in the City Center.

**Goal:** Create a City Center that is attractive, accessible and safe.

**Objectives:**

- a. To create an enhanced architectural design environment.
- b. To enhance the accessibility of City Center to Interstate 84 and the rest of the community.

**Goal:** Preserve the historic and architectural heritage of City Center.

**Objective:** To protect and enhance the existing historical architecture.

**Goal:** Balance the needs for parking and vehicular circulation with the development of a walkable, pedestrian City Center environment.

**Objectives:**

- a. Maximize the use and amount of parking.

- b. To maximize the efficiencies of parking through design and a mix of land uses.

**Goal:** Create a City Center that is a regional magnet for residential and commercial investment.

**Objectives:**

- a. To develop a strategy for encouraging private investment and development in the City Center.
- b. To overcome the negative market perceptions about the City Center
- c. To remove regulatory impediments to development.
- d. To create an attractive area for commercial development as an alternative to development along the “boulevard” and outlying areas.

**Goal:** Restore Indian Creek.

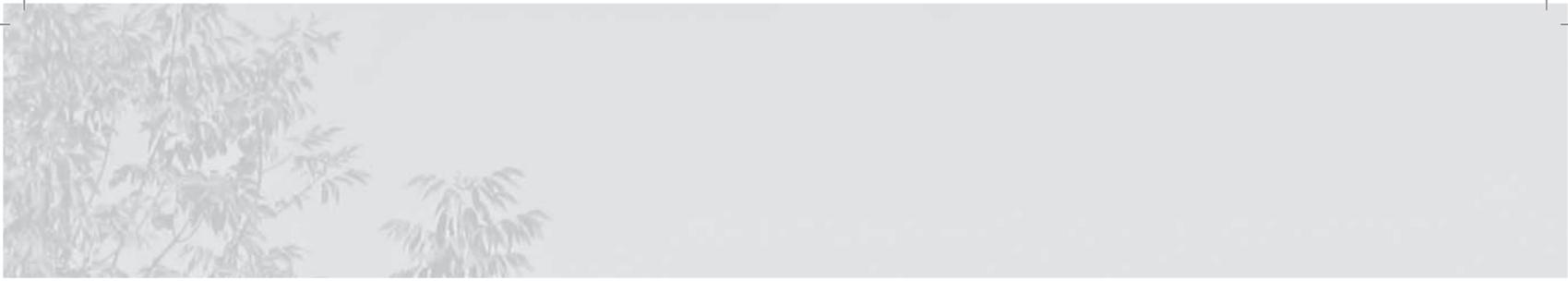
**Objectives:**

- a. To restore the aquatic eco-system and riparian habitat for wild and aquatic life. To improve the water quality.
- b. To daylight Indian Creek as a stimulus for re-development of the City Center and areas adjacent to the creek corridor.
- c. To improve public access and education about the Indian Creek eco-system.
- d. To create an attractive and sustainable creek corridor that will provide a “spinal cord” linking the community with the City Center.

POLICIES	IMPLEMENTATION ACTIONS							
	ZONING ORDINANCE	SUBDIVISION ORDINANCE	BUILDING AND FIRE CODES	IMPACT AGREEMENT	URBAN RENEWAL PROGRAM	INTERAGENCY COMMUNICATION	DEVELOPMENT PROGRAMS/GRANTS	OTHER TOPICAL ORDINANCES
1. Adopt zoning and development regulations that support a mix of land uses including housing in mixed-use buildings	X							
2. Encourage the development of a variety of high quality housing including multi-family, townhouses, small lot, mixed use and single family structures.	X		X				X	
3. Adopt design and development standards that support aesthetically pleasing, energy efficient and environmentally sustainable structures.	X		X					
4. Maintain and enhance trees and landscaping.							X	
5. Create linkages and eliminate barriers between the City Center and adjacent neighborhoods					X		X	
6. Identify transit routes and station locations.							X	
7. Implement street, sidewalk and intersection changes that improve pedestrian access: a. Create a round-about- at the intersection of Blaine, Cleveland, Centennial and the new Main extension. b. Provide new entrance to the City Center through an extension of Main Street to the round-about. c. Create intersection enhancements including curb bulb-outs along Seventh and at 10 <sup>th</sup> and Dearborn, 10 <sup>th</sup> and Albany. d. Complete a sidewalk system on all block faces.							X	X
8. Develop a hierarchy of streets that accommodate both pedestrian and vehicular access.							X	
9. Encourage Improve signage at the freeway interchanges and City Center gateways.					X		X	
10. Encourage the use of alternative transportation modes through: ride share, transit passes, bike parking, improved sidewalks and pedestrian path linkages					X		X	
11. Adopt local historic district(s) and design requirements.	X		X					X
12. Support designation of properties eligible for listing on the National Register of Historic Places.							X	
13. Enhance the former train depot.							X	
14. Develop a Parking Management Plan that manages all private and public parking resources, monitors the utilization of parking through time and sets parking time restrictions and zoning standards to maximize the efficient use of parking.								X

POLICIES	IMPLEMENTATION ACTIONS							
	ZONING ORDINANCE	SUBDIVISION ORDINANCE	BUILDING AND FIRE CODES	IMPACT AGREEMENT	URBAN RENEWAL PROGRAM	INTERAGENCY COMMUNICATION	DEVELOPMENT PROGRAMS/GRANTS	OTHER TOPICAL ORDINANCES
15. Discourage the construction of additional surface lots until the land prices support parking garages.	X							
16. Eliminate the P-1 overlay and instead exempt from parking requirements those uses that are to be encouraged (residential and re-use of historic structures).	X							
17. Allow parking requirements to be met through a "community basis" such as shared parking, parking in lieu, off site parking with other uses, on-street parking.	X							
18. Lower the existing parking requirements, set maximums for certain uses, and allow for reductions with mixed uses.	X							
19. Require parking management plans for uses that are characterized by peak events (churches, assembly halls, event centers)	X							
20. Adopt design standards for parking lots: behind buildings, pedestrian access through lots, interconnectivity between lots, access from alleys, maximum size, interior and perimeter landscaping and coordinated signage and mapping,	X							
21. Create three "catalyst" areas for development in the City Center. a. Civic Area between Blaine, Main, Fifth, and Seventh; b. West Gateway between the new Main extension, Second, and Cleveland; and c. East Gateway between Kimball, Albany, Tenth and Blaine.					X			
22. Make strategic public investments to leverage private investment in catalyst areas.					X			
23. Formulate prototypical development programs for catalyst areas, including project economics.					X			
24. Prepare a Developer RFP process to solicit investment in catalyst areas.					X			
25. Develop a strategy for marketing the "place-making" attributes of City Center with lenders, appraisers, investors and other public agencies.					X			
26. Adopt new performance based zoning and development standards that encourage flexibility and creativity, balance private and public interests and are consistent with the vision for the City Center.	X							
27. Build a package of economic incentives which encourage City Center and infill development and/or					X			

POLICIES	IMPLEMENTATION ACTIONS							
	ZONING ORDINANCE	SUBDIVISION ORDINANCE	BUILDING AND FIRE CODES	IMPACT AGREEMENT	URBAN RENEWAL PROGRAM	INTERAGENCY COMMUNICATION	DEVELOPMENT PROGRAMS/GRANTS	OTHER TOPICAL ORDINANCES
redevelopment and discourage "Greenfield" development.								
28. Provide for the "linkage" of development fees associated with fringe development to fund/support City Center redevelopment					X			
29. Reconstruct Indian Creek within a 100-190' corridor where possible, including a minimum 30' channel.						X	X	
30. Develop a public arts program that provides opportunities for interaction and interpretive art of the environmental conditions of the creek corridor						X		
31. Create water recreation opportunities that are compatible with the natural stream conditions.							X	
32. Implement a creek corridor pedestrian way that provides continuity in design from the Boise River to the Canyon County Fairgrounds.							X	
33. Support development that provides a diversity of experience, elements of surprise, and integration with the natural and manmade creek environment.					X			



Downtown Caldwell Revitalization Strategy

PHASE II 2006

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# STRATEGIC REPORT

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C I T Y | O F | C A L D W E L L



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*August 2006*

# Table of Contents

<b>1</b>	<b>1 Introduction</b>
1	Vision
2	Background
3	Continued Commitment
<b>4</b>	<b>2 Downtown Revitalization and Implementation Strategy</b>
5	Strategic Objectives
<b>7</b>	<b>3 Building from Phase I Strategic Principles</b>
12	Caldwell Downtown Redevelopment Organization Chart
18	Testing the Strategy
<b>20</b>	<b>4 Possibilities and Realities</b>
20	Market Realities
21	Preliminary Downtown Concept Plan
23	Preliminary Development Program & Investment Summary
<b>26</b>	<b>5 Implementation—Getting Things Done</b>
26	Getting Ready
27	Final Thoughts
<b>28</b>	<b>Appendix</b>
29	Caldwell Downtown Redevelopment Organization Chart
30	Preliminary Concept Plan
31	'To-Do' Summary
35	Phase I: Actions / Steps for Change



## one

# 1 Introduction

## Vision

*Live near the water.*

*Bike to work.*

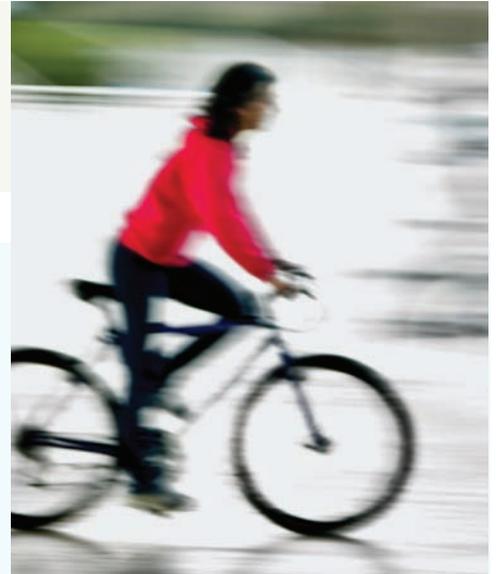
*Walk to a restaurant or shop.*

*Play at a festival.*

The vision for Downtown Caldwell was carefully crafted in Phase I, prepared for the City of Caldwell in 2004. In a downtown revitalization process such as Caldwell is planning, it is essential to keep the vision at the forefront of all discussions regarding downtown revitalization and redevelopment. Drawing from the Phase I document, Downtown Caldwell is envisioned to be “The Community Heart of Caldwell,” supporting the community’s desire for a place for civic, cultural, and economic activity. The vision is to “draw the regional community to Caldwell for investments, establish businesses, work, live, shop, and play.”

Downtown’s economic vitality will be improved through the following goals and initiatives:

- *Housing;*
- *Re-investment in existing businesses and new businesses, utilizing high quality, energy efficient, sustainable development practices;*
- *Reflect Caldwell’s history and unique architecture;*
- *Redevelop Indian Creek as an ecologically sustainable environment through downtown, providing areas of wildlife habitat and human activity, and creating a series of pathways along Indian Creek connecting the close-in city districts;*
- *Concentrate civic functions in the downtown core;*
- *Create and encourage a constant community presence, signifying to the community and investors the City’s commitment to downtown;*



- *Celebrate Caldwell's history and culture;*
- *Create a predominately pedestrian environment with alternative transportation modes and connections;*
- *Provide linkages to adjacent neighborhoods, the Fairgrounds, Albertson College, and nearby parks and schools;*
- *Balance vehicular access and parking with transit, pedestrian, and bicycle access;*
- *Design streetscapes for sustainability, beauty and comfort for pedestrians, bicycles, and transit; and*
- *Distinguish entry point identities and way finding systems that clearly orient individuals to downtown and its amenities.*

## Background

The City of Caldwell's leadership is committed to return the downtown to the excitement, vibrancy and glory it enjoyed throughout most of its history. As with so many smaller communities, the development of regional malls, big box centers, category killers, and endless highway commercial outside of town has stripped away many of the former retail mainstays that were so much a part of the earlier downtown success. Unfortunately, this story is not unusual and is the norm more than the exception throughout America.

Several years ago, Caldwell's public and private sector leadership decided that one of the best ways to begin a successful downtown revitalization and attract private investment was to transform and capitalize upon one of the City's prime resources – water. Downtown Caldwell enjoys a continual flow of water in the form of Indian Creek. The creek presently runs throughout the city in an underground culvert. Bringing this wonderful resource to the surface will make it a core element of downtown revitalization. Planning has been underway for over three years. A one-block demonstration project along Indian Creek has been successfully completed – showing the community and the region the potential that will come with restoring this water resource as a public amenity.



Implementation of suggested projects from the Phase I analysis and planning has largely been focused on the Indian Creek restoration project. The City acquired a sizable swath of real estate that meanders through the downtown, on average about 130 feet wide. This property was purchased by the city to accommodate the future path of the restored creek. While planning so far anticipated private investment, it had not as yet carried out a detailed strategy for how the public investment will couple with and effectively leverage private investment.

## Continued Commitment

This final report for Phase II for revitalizing Downtown Caldwell focuses on implementation – how to move projects into development and redevelopment. During the course of work between December 2005 to August 2006, the City retained Leland Consulting Group, Urban Strategists, McKibben + Cooper Architects and Urban Designers, and Planning and Management Services. This team has worked with the Mayor and City Council, senior city management and department heads, and other community leadership. The process has involved confidential stakeholder interviews that identified the strength and willingness of the community to support this project, and the need for an expanded role for more people in the community to participate in the revitalization process. The team examined the real estate market and the psychographics of the population in Caldwell as well as expected trends in the city and surrounding outlying communities.

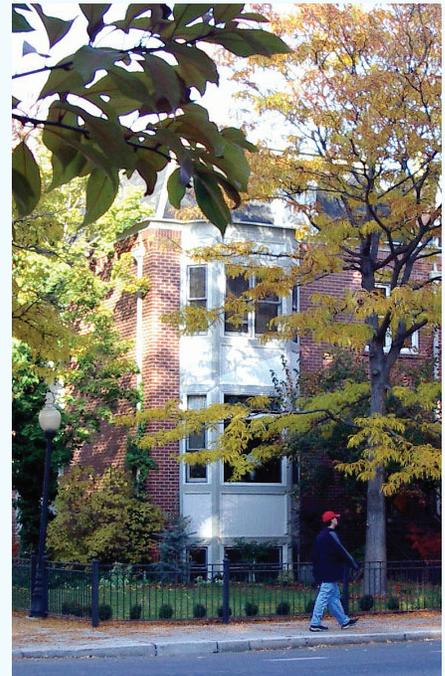
In recent months, the planning focus has shifted to how to leverage the Indian Creek restoration project in such a way that it creates value, encourages significant private investment, and how such private investment can reinforce public use of Indian Creek. This is urban synergy at its best; creating a significant public realm investment that will yield multiple times in mixed-use private sector investment.

## two

## 2 Downtown Revitalization and Implementation Strategy

Because Downtown Caldwell has lost many of its retail tenants (as is the case in so many smaller American communities), retail revitalization is important, but not the first investment tactic. The Indian Creek project speaks to livability, which in turn speaks to urban living. The initial strategy is to revitalize downtown with *urban housing* as the lead and prominent land use. This does not negate the importance of office, retail, institutional, and civic investments. With an urban housing phenomena occurring throughout America, a portion of the population—one and two person households — is actively interested and willing to live in denser environments when those places are complimented with views, open space, water, dining, shopping, culture, and other urban attractions.

The main focus of the Caldwell downtown revitalization effort is a strategy for creating as much investment and redevelopment opportunities as possible for private development. The Indian Creek demonstration block is a wonderful amenity; as of yet, however, it has spurred little to no private investment around it. It is important to focus on that larger investment and revitalization goal. There is no guarantee that “if you build *it* they will come.” There is the distinct possibility that if you build *it, it* will just sit there and be a beautiful waterway that has raised property values on either side of it, yet not necessarily triggered private sector investment. These actions—public and private investment—must be both linked and locked together.



### Recommendation:

Implementation of the rest of the Indian Creek waterway should be directly tied to private investment projects that are desirable and directly in line with the vision of revitalizing downtown. If the Creek has to be built in phases or held off until the right partnerships are formed, that is better than having no private investment or a bad project fronting this outstanding public amenity.



## Strategic Objectives

Therefore, the emerging strategy for public and private investment in Downtown Caldwell is to find ways to accomplish several interlocked objectives:

- Indian Creek needs to be redesigned to assure that it is positioned to best align with private real estate that can be developed for more intense urban uses; notably housing.
- Care should be taken such that the public investment is not squandered. The water resource creates an amenity and therefore, significant off-balance-sheet investment value to adjoining properties. The relationship between these properties and the Creek needs to be defined in advance of construction of the Creek.
- There is greater investment safety and security in a larger redevelopment effort involving multiple developers at the same time rather than small, sequential, one-at-a-time bite-sized pieces.
- More property aggregation for resale by the City is necessary – and may be accomplished through joint purchase and sale agreements, direct development by adjoining property owners, outright purchase, and/or joint development agreements. Such properties should be bought with the express purpose of reselling them with appropriate objectives, standards and controls attached in order to assure the vision for Downtown Caldwell.
- Early developers will need the most help. Public financial assistance will very likely be required, particularly for these

## Implementation Principles

The philosophy of downtown revitalization is captured in nine principles from the Phase I, Caldwell Downtown Plan and Revitalization Strategy, completed in 2004, outlined as follows:

### 1 Make a Great Plan

A great plan is one that combines market-based potential with a community vision for the downtown area. A great plan is one that excites, motivates and enlivens the community and private investment to take action. A great plan demonstrates commitment to community.

### 2 Many, Many Projects

A great plan establishes the framework for many, many projects to move forward. “Projects” are broadly defined and can mean a variety of actions including public and private development programs, marketing, beautification improvements, and community events.

### 3 Many, Many Stakeholders

Stakeholders form the basis of political support for implementation of the plan. The broadest possible base of stakeholder involvement will promote the plan’s implementation. Stakeholders represent a cross section of business, community, civic, non-profit, educational, and government organizations.

### 4 Committed, Ongoing Leadership

If something is to happen, it has to be someone’s job. Leadership to move the plan forward, with support and respect from the community. Leadership to organize and motivate stakeholders and in bringing about partnerships. Leadership in assuming accountability for the plan’s implementation.



early developers. This may take the form of land write-downs, reinvestment of system development charges into nearby public realm projects, development of streetscape, other public realm components of the revitalization, and other tools.

- Maintaining quality is essential, not only to attract tenants, but to assure increasing investment in the project by other developers and appreciation for those who buy in early. The first projects set the standard – they must be of quality and financial success or the wrong message is sent to the market and to the development community.
- Marketing should begin as soon as possible. Care must be taken to not send multiple messages. The City and Albertson College are joining forces to develop an advertising and public relations plan. The Caldwell Chamber of Commerce is strongly encouraged to join forces with the City and the College by pooling funds and sending out a single, consistent, attractive message.
- Developers coming to Downtown Caldwell have first to make that decision to come to Caldwell. Real and perceived barriers to capital attraction need to be addressed – soon and effectively. Crime in Caldwell is perceived as a barrier or resistance to both investment in the city generally, to the downtown in particular as well as to increasing enrollment in the college.

## 5 A Good Organization

Support for the plan implementation through an organization that provides communication and coordination. A good organization provides the long-term continuity to see the plan implemented, unifies divergent interests, supports private and public investment activities, monitors progress, and celebrates success.

## 6 Development Standards

Clear and concise guidelines that communicate the vision. Encourage what is desired and strongly prohibit that which is not wanted. Development standards that are performance based encourage creativity and innovation; and set high quality, achievable objectives.

## 7 Communications and Marketing

Both the organization and leadership continually market and communicate the success of the implementation. Communicating means acting as a liaison between stakeholders, projects and the community.

## 8 Supportive Government

Support through policy development, regulations, and code enforcement. Support through technical staff expertise and assistance. Support through championing the plan.

## 9 Ongoing Review

Dynamic plans require review and adjustments to respond to changing conditions. Monitoring and accountability to measure success.

These nine principles are interactive (rather than sequential). The principles were priorities of City leadership and the consultant team as they developed a bold strategy during the multi-day workshop in April 2006.

## three

# 3 Building from Phase I Strategic Principles

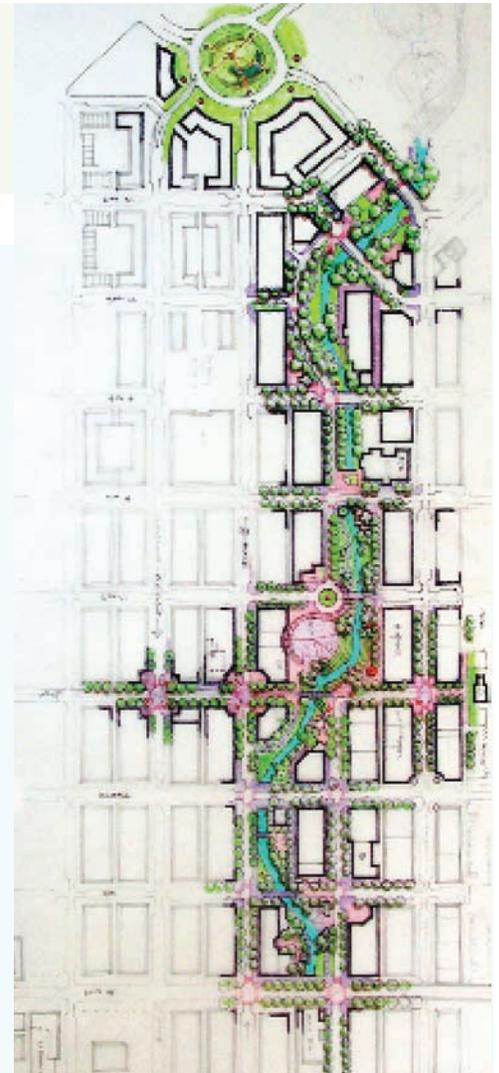
Phase I laid out a tried and true strategy for downtown revitalization through the nine implementation principles. However, they are principles and therefore, general in their focus. Drilling into specifics for each principle assists in the implementation of real projects.

## 1. Make a Great Plan

In the spirit of making a *great plan*, the planning team understands that a single catalyst project is insufficient to jumpstart revitalization. While the core amenity – Indian Creek – is vital to creating a sense of place (and is the beginning of implementing a great plan), more than one project is needed from the private sector to successfully trigger more and continued commitment. For that reason, a bolder strategy and concept plan has emerged. Remember, a single project is very vulnerable and at a greater risk of failure. The goal is to have at least 25 projects and activities underway at one time in downtown (see principle two).

The decision by the City to acquire the necessary land in advance of development further sends a strong commitment to the public and more particularly to the marketplace that the City is serious about revitalization and has made the necessary financial decision to assure delivery of the promise.

The concept plan (see following page), Exhibit A, is just that, a concept. The concept plan shows a course for Indian Creek, which would be publicly accessible on both its sides. Certain streets will be closed to create a “super block.” Through this super block approach to revitalization, a stronger sense of place can be accomplished – a major “curvilinear public park.” Along this park will be a variety of investments, led by a variety of housing projects. The advisors to the City are operating from the perspective that Caldwell will be a price sensitive market, particularly in the downtown, and want to deliver as much quality and value as possible while taking caution to not overprice and exceed the initial market opportunity.



Phase I: Caldwell Downtown Plan

Completed Indian Creek Restoration Demonstration Block



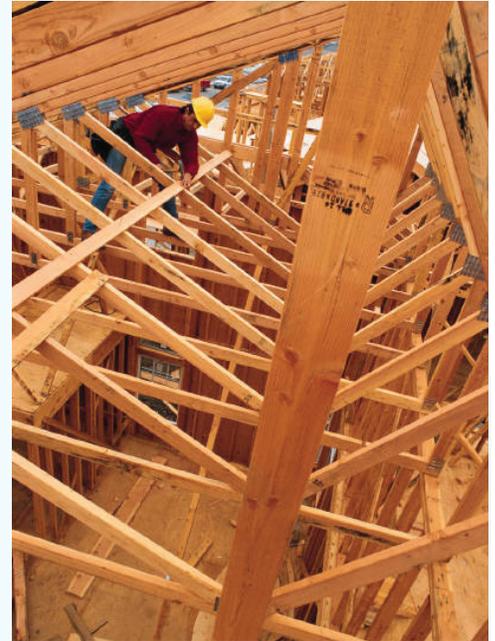


## 2 Many Projects, Many Stakeholders

The strategy involves bringing all of the Indian Creek revitalization to development as rapidly as possible. The goal is to have multiple projects on the board simultaneously – 25 is a good goal to strive for. With the strategy that there is safety in numbers, a developer reduces his or her risk by appearing in the marketplace at the same time as other developers arrive. This means *many projects and many stakeholders* – multiple housing developments entering the market simultaneously – different designs, different price points, different unit sizes, different finishes, different characteristics – diversity. With the strategy that downtowns are all about “building communities and not projects,” offering multiple products to sell at the same time creates market/buyer confidence, market choice, and a sense of place – in one word – community!

As stated, this is a bolder beginning than previously anticipated. At issue is providing the private investors with sufficient critical mass to know that one single developer is not pioneering alone. One small housing project cannot do it – there is strength in numbers and choice. It is possible to reach a wider variety of markets and users by providing multiple projects, with a variety of products and varying amenities. With many projects on the ground at once, developers share the risks of pioneering.

Multiple building projects and activities create a natural buzz, excitement, and liveliness, telling the story that revitalization is occurring downtown. This energy will naturally produce more projects, and they will produce more projects ...



### To do:

- Talk to as many interested developers, business owners, and property owners as possible.
- Develop a list of current projects.
- Develop a list of potential projects.
- Delegate specific projects through Caldwell Partners (see principle four) that are not developer related, such as a trash can beautification project, planting street trees, creating field trips for schools downtown, etc. (A list of potential projects is found on page 11).

### 3 Committed Ongoing Leadership

The City of Caldwell *leaders have made a commitment*. The commitment has taken several forms and is significant. The City has purchased a sizable amount of land for the Indian Creek project. The City has retained a full-time, very qualified project coordinator. The City has also retained additional support through experienced consultants, as well as forming an alliance with the Caldwell Economic Development Council.

This investment requires full time commitment on the part of the city, with leadership coming from the top – the Mayor, other city leaders, as well as leaders from the private sector. Leadership from the private sector should be highly respected and well known in the community, have a love for Caldwell, and know how to motivate others.

Significant private development will not occur until the private sector sees a continued and steady commitment from the public sector to keep downtown revitalization as a priority. They want to see dedicated leadership with experience and competence for the complicated task of downtown revitalization. They want the confidence that the City and other agencies will work with them to ensure success, particularly on the initial projects that will likely require substantial public investment to make them financially feasible.



#### To do:

- Recruit leadership from different sectors of the community – business leaders, educational leaders, religious and spiritual leaders, neighborhood leaders, and others.
- Expand leadership to include the congressional and legislative delegation – leaders in the statehouse and in Washington D.C. should be called upon to help with implementation.
- Take care to build the necessary depth of leadership such that no individual is overwhelmed with a task. Rebuilding and revitalizing Downtown Caldwell is an undertaking that will require focus and commitment for many years to come.

## 4 A Good Organization

The Caldwell City Center Steering Committee, operating for more than three years, successfully led the project to this point. Now is the time to substantially increase the number of citizen leaders to share in guiding responsibility for implementing the revitalization of Downtown Caldwell.

A *larger organization* is needed to continue the effort in downtown. City Hall cannot do it alone as it has neither the capital nor the human resources to carry out all of the tasks that will be required to achieve successful revitalization. Others must help. Albertson College (College of Idaho), a leading educational institution, is partnering with the City in a marketing and communications process as well as preparing a “Success Audit” of Caldwell’s accomplishments. The Caldwell Chamber of Commerce is becoming actively involved with the City in recruiting jobs and investment. Other leaders in the community will be brought into this larger organization, called Caldwell Partners (see organization chart, following page), to work closely with city leadership and staff and assure that each of the many parts can and will be realized to bring about revitalization in Caldwell’s downtown.

### To do:

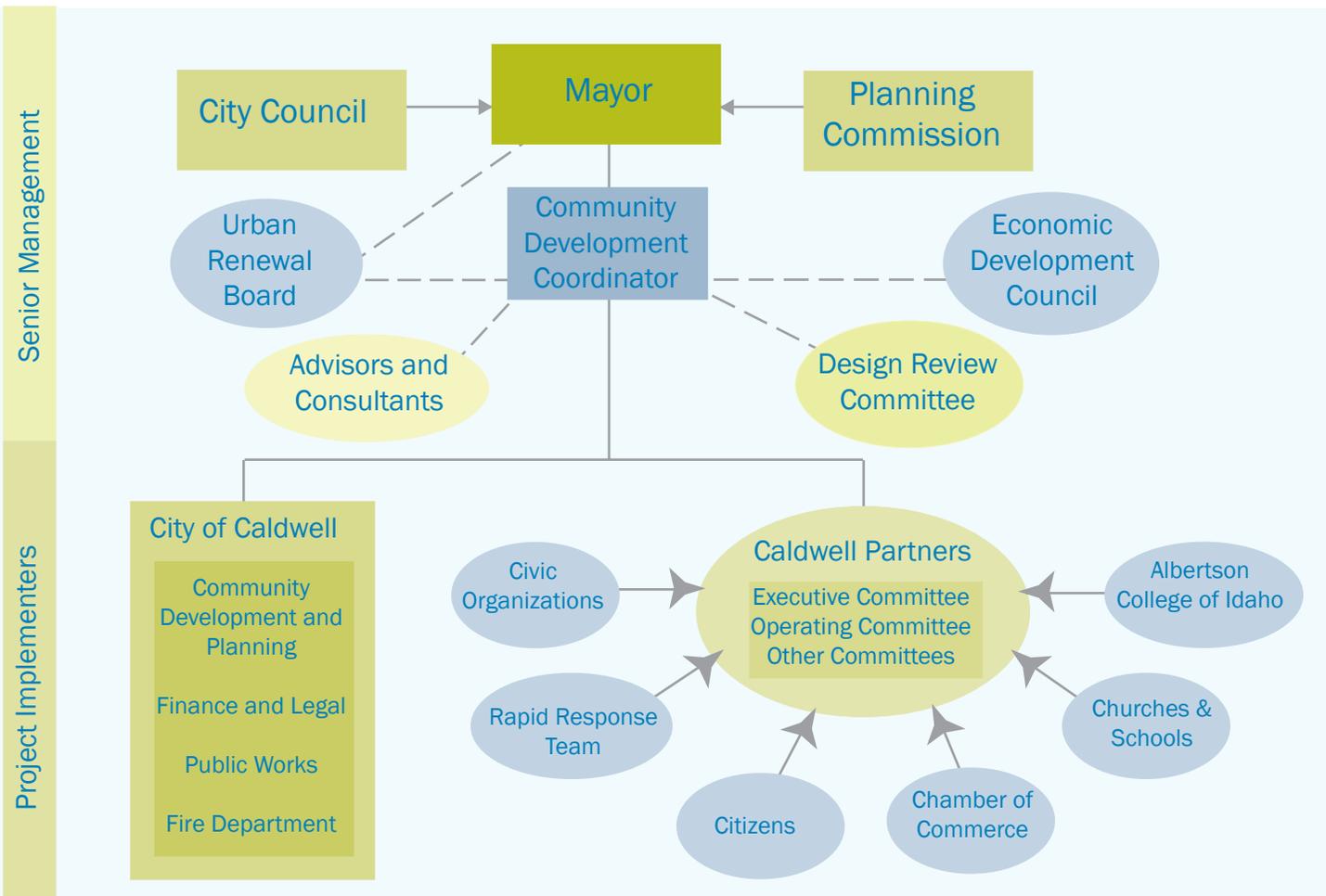
- Form subcommittees for specific entities and/or projects within Caldwell Partners including members from the former City Center Steering Committee.
- As described in the principles of Many, Many Projects and Many, Many Stakeholders, find specific actions, activities and projects that leadership can champion. The box to the right shows the list of potential activities, projects, events, and celebrations that can each and all contribute to revitalization.
- Formally invite the Hispanic community into the leadership group including business, church and neighborhood leaders who can become active members of Caldwell Partners.

## Potential Projects

The following selected project ideas are taken from the Phase I Revitalization Strategy, as well as from the multi-day workshop held in April with the city, citizens of Caldwell, and the advisory team. (A comprehensive list of projects is included in the Appendix under Phase I: Action Steps.)

- 1 Identify capital improvements necessary to support the plan and vision
- 2 Create incentives to attract private investment
- 3 Locate and build a new City Hall in the “heart” of Downtown Caldwell
- 4 Design and build a civic gathering space for public events adjacent to City Hall
- 5 Form Caldwell Partners to lead, identify and delegate for implementation
- 6 Create a cultural center
- 7 Create a strategy to bring housing downtown, both market rate and affordable
- 8 Set goals for housing development
- 9 Adopt the LEED standards for new projects and provide incentives for building green
- 10 Improve the sense of entry along Tenth Street and the intersection at Arthur
- 11 Create an events center downtown, with catering capabilities for up to 200 people
- 12 Market the Plan!
- 13 Develop a branding campaign for Downtown Caldwell in partnership with ACI and the Chamber
- 14 Create a logo to strongly identify with and support downtown and the creek
- 15 Create a community billboard for local news and events
- 16 Create a success audit as a marketing package for potential investors, stakeholders, and the community
- 17 Host market forums with investors, developers, and real estate professionals
- 21 Develop a website about Downtown Caldwell’s revitalization
- 22 Provide incentives to support renovation of historic properties
- 23 Promote recreational activities in or along the Creek through downtown
- 24 Design an interpretive system that describes the Creek, the Oregon Trail, and/or the railroad
- 25 Develop a plan to improve pedestrian linkages and access to downtown
- 26 Explore opening a natural history museum with ACI in the Cleveland Events Center
- 28 Develop a public art plan and program

## Caldwell Downtown Redevelopment Core Team Organization



*Developed by Leland Consulting Group, in conjunction with the City of Caldwell*

## 5 Development Standards

### Zoning

In October 2004, the City of Caldwell adopted a new component of the Comprehensive Plan, setting forth goals and policies for the City Center area. A key to implementation of the vision for the downtown and the Comprehensive Plan direction was the adoption of a new City Center zoning district with design and development standards. The new zoning district was drafted and adopted by the City in 2005. Highlights of the new City Center zoning district include:

- 1 Adopting the new City Center (C-C) District zoning and rezoning properties from former C-2, C-3 and M-1 designations;
- 2 Allowing for a range of uses, including housing and mixed-use development (not previously permitted), and restricting automobile-oriented development;
- 3 Using more clearly defined standards for uses, thus reducing the number of special use permits allowed;
- 4 Eliminating the P-1 overlay and creating parking exceptions for various uses, such as housing, mixed-use, and historic properties;
- 5 Adopting three sets of building standards for building form and design dependent on location, type of development and choice of applicant; and
- 6 Appointing responsibility to the Director of Planning and new design review authority for administering the new form and design requirements; the design review authority will be determined by the Mayor and City Council and can be either a person or board.



## Sustainable Development

A primary goal within the vision of the Caldwell City Center Steering Committee was building a sustainable community. Sustainable Development is defined (UN Bruntland Commission) as “meeting the needs of the present without compromising the needs of future generations.” Sustainable development practices include recycling rather than demolishing/dumping buildings and materials, using renewable resources for building materials and energy, using non-toxic, recyclable materials from local renewable sources, using energy-efficient systems, daylighting, conserving energy and water, ecological storm water strategies, and erosion control.

With the significant potential for growth in Caldwell, the guidelines are provided to encourage development to be sustainable in all areas of development, including site planning, building materials, energy conservation, and water conservation. These design guidelines were covered at length in the Phase I reports.



## To do:

- Determine the appropriate design authority for decisions on design applications in downtown districts. The advantages and disadvantages of the various alternatives should be assessed before a decision is made.
- Provide training to city staff and the design authority on the provisions of the new code.
- Provide training to staff on a partnership ethic that will be necessary to promote and encourage development in the downtown. Review application procedures and supporting administrative functions to ensure that the department’s systems support the partnership ethic.
- Further explore impediments in the building code for renovating historic structures and allowing construction with mixed-use occupancies. Amend the code as necessary to meet the city’s objectives.
- Resolve all building issues with the fire marshall to enable mixed-use multi-story light weight construction.
- Encourage building to US Green Building Council Leadership in Energy and Environmental Design Standards (LEED) by providing incentives, such as reducing SDC fees for on-site rainwater collection, tax credits for using renewable or recycled building materials, or energy credits for incorporating energy efficient or passive solar design applications.

## 6 Communications and Marketing

“Selling” Downtown Caldwell is a enormous piece of the revitalization strategy, and cannot be stressed enough. Right now, Downtown Caldwell has been branded, like it or not, as unattractive, unsafe, and with little to no reason to visit. The City, working in conjunction with others such as ACI and the Chamber, will need to put their resources to use in changing that brand to one of community, authenticity, and a destination for residents and visitors alike.

Crime, real and perceived, is a problem. The city has to address this from many angles: policing, talking to the newspapers about showing Caldwell in a better light, direct marketing, and enlisting community help. This stigma must be overcome before downtown will turn around to its previous activity level.

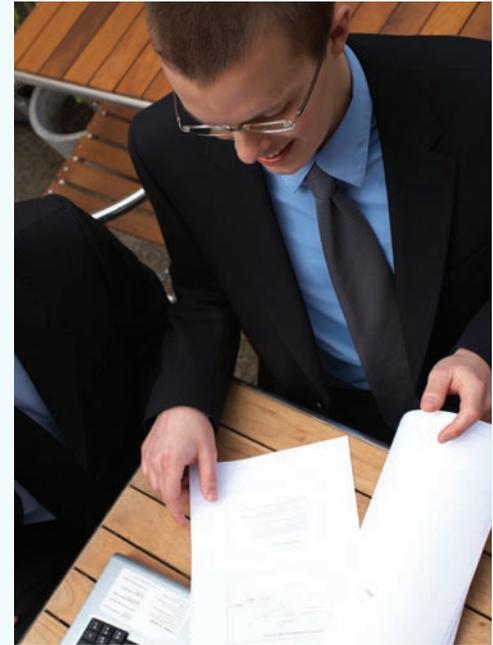
The Hispanic population in Caldwell is over 30 percent. This represents an potential market for downtown that cannot be overlooked. The community must come together and bridge this cultural gap. Schools are a good place to start. Involving the Hispanic community in planning and providing opportunities for business and development will encourage more jobs and a richer local economy. The city can benefit from this rich culture within Caldwell and allow it to be a resource to bring people together and create a unique draw for tourists and visitors.

### To do:

- Work on the real and perceived problem of crime.
- Keep the effort sustained and consistent.
- Develop a “Success Audit.”
- Provide a package of achievements to attract interest.
- Achieve an open dialogue with media.
- Connect with and encourage participation from the entire community.
- Engage the Hispanic community.



*Bring Caldwell's families downtown*





## 7 Supportive Government

The City and Caldwell Economic Development Council is already doing a good job supporting the downtown revitalization effort. A key component was in hiring a specific project coordinator for this task. Additionally, the city has recently retained Planning Management Services to support the city's project coordinator.

All the city departments need to understand the importance of the downtown revitalization project and their responsibilities as members of the revitalization team. This directive should come from the mayor, giving top priority to tasks related to this effort. Without a unified city organization, time schedules and communication will become muddled, funding compromised, and opportunities missed. Senior staff should meet on a regular basis to discuss how each department is furthering the downtown effort.

Continuing work includes harnessing support from other governments and agencies throughout the area and nationally.

### To do:

- Mayor to direct senior staff of the importance of the downtown revitalization effort.
- Downtown projects given top priority.
- Regular meetings with senior staff to coordinate needs and update each other on projects and progress.

## 8 Ongoing Review

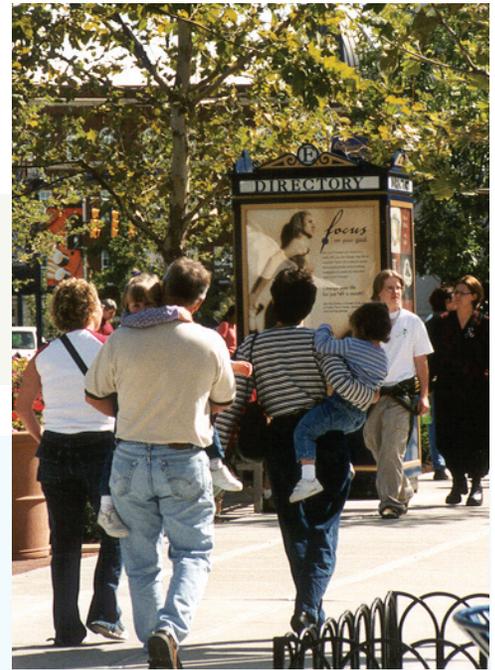
Revitalization of Downtown Caldwell, as with any city's central area, needs to be long-term, steady and flexible. It took many years for Downtown Caldwell to languish, to lose retail tenants to the outlying strip centers and malls, to experience the level of disinvestment currently challenging it. Luckily, Caldwell is in the path of growth. People are moving here. Higher-priced housing is being developed in and around Caldwell.

There is a correlation between where business owners and executives live and the location of businesses. One of the strongest economic development strategies for business and job creation is to assure quality housing to attract business leaders and executives into the community. However, the issues of crime, quality of schools, shopping opportunities, and cultural facilities are all part of that equation for families considering places to live.

Fortunately, Caldwell is on its way to recovery. Growth is coming its way as stated, and with it brings opportunity. Just as the market dynamics are changing in and around Caldwell, the same will be true for the downtown. Downtown revitalization is a work in progress. It is evolving. It will change, as will the products that are developed to change in response to shifts in market preferences and ever-changing strategies for retailing.

### To do:

- Add a qualified design review committee to the process.
- Hold a high standard and insist upon quality, well designed, thoughtfully executed projects, built to last.
- At the same time, keep the plan flexible enough to accommodate changes in market activity.
- Keep a tight focus on realigning public perception of



### Place Making:

The Urban Land Institute (ULI) defines Place Making as:

*“The process of identifying and revitalizing underutilized public and private spaces that result in the fundamental transformation of community.”*

### Recommendation:

Through superior public realm design, overcome hesitation and resistance to private sector investment. ULI Place Making Principles include creating a town center – with a public gathering place, enclosed and to an appropriate human scale, with close-by amenities; appropriately designed streets and pathways that are pedestrian-friendly and safe; and creating buildings within the town center that respond to the human scale and define the public realm of street and urban open spaces.

## Developer Focus: Testing the Strategy

Interviews with local developers and city leadership reinforced and further built the existing revitalization strategy. During the April 2006 workshop, the city and advisory team met with multiple developers to discuss and evaluate the strategy. That work involved integration of the following additional components into the approach:

- Create multiple block development opportunities from Main Street to Blaine Street and from Fifth Avenue to Tenth Avenue shown on the following strategy diagram; a potential superblock for intense development in the core of downtown and maximizing the Indian Creek amenity.
- Realign the creek to both strengthen investment opportunities and protect against unreasonable or non-supportive property owners. Public investment is better leveraged by maximizing land on one side along Indian Creek, creating developable parcels for redevelopment.
- Focus on early development of a new city hall at a key focal point within the new development, possibly across from the demonstration project and the existing historic post office. This location commands a prominent presence when entering downtown and locates a civic district within downtown.
- Acquire the Cleveland Events Center for conversion to an Albertson College Museum of Natural History and a public meeting facility.
- Strengthen the connection of the Indian Creek project and the revitalized depot – to become a “transit village” with the introduction of commuter rail in the future.
- Create the building blocks of investment that will strengthen Main Street and the historic revitalization possible in the concentration of old historic structures.



*Renovated Train Depot Plaza*



- Connect the Indian Creek area revitalization with the rest of downtown by stretching across Blaine Street through the museum project and sale of the existing city hall for redevelopment.
- Relocate the wine commission headquarters to Indian Creek, as planned.
- Continue public events downtown to foster energy and excitement and provide incentive for residents and visitors to experience downtown as it evolves and revitalizes.
- Celebrate revitalization success through city newsletters, banners, local media sources.
- Pursue local business to serve the Albertson College professor and student population - bookstores, music and entertainment stores, late night cafe/coffee shops, sports apparel and equipment stores, late night theater, specialized gyms or dance studios.
- Aggressively pursue downtown housing projects of different sizes and types such as apartments, townhouses, condominiums.
- Locate an events center facility to serve the community for both business and private events up to 300 people, as small as 25 people and including catering options and indoor/outdoor venue.



## four

# 4 Possibilities and realities

## Market Realities

Downtown living, as stated, is all about accommodating the needs and desires of one and two person households. An individual, a couple (related or not), a single parent with a child, an elderly couple—all potential market segments that can find their new home in Downtown Caldwell.

As the commute to Boise gets increasingly challenging (traveling from 30 and 45 minutes to an hour or more) *living* in and also *working* in Caldwell will become increasingly attractive. Caldwell, and its relationship to Boise, is not unlike the relationship in many metropolitan areas around the country in which a growing suburb takes on the role of a “satellite city” in relation to the central city. This is the case in Caldwell, and it is happening quickly. There has been considerable housing activity in Caldwell over the past several years, increases in business activity, and increasing use and growth at the Caldwell airport, the Idaho Wine Commission’s move and commitment to being in Downtown Caldwell, a push to increase enrollment at Albertson College of Idaho, and the newly constructed YMCA. These development patterns all reinforce this notion of a rapidly emerging satellite city.

It is the market that always has the last vote, whether it is purchasing or renting a condominium or an apartment, shopping at a particular store or a concentration of stores, attending a particular entertainment event or activity, and so forth. Revitalization in Downtown Caldwell must always be market sensitive to be successful. For this reason, the recommendation from the strategic planning team is to not “over design” the downtown. Rather, adhere to the principles that have been identified in Phase I and Phase II of this process. Do not be overly prescriptive, and yet at the same time hold the standard high. Fairness and good judgment must rule the day.

## FACT:

### Office: Technology / Services Employment

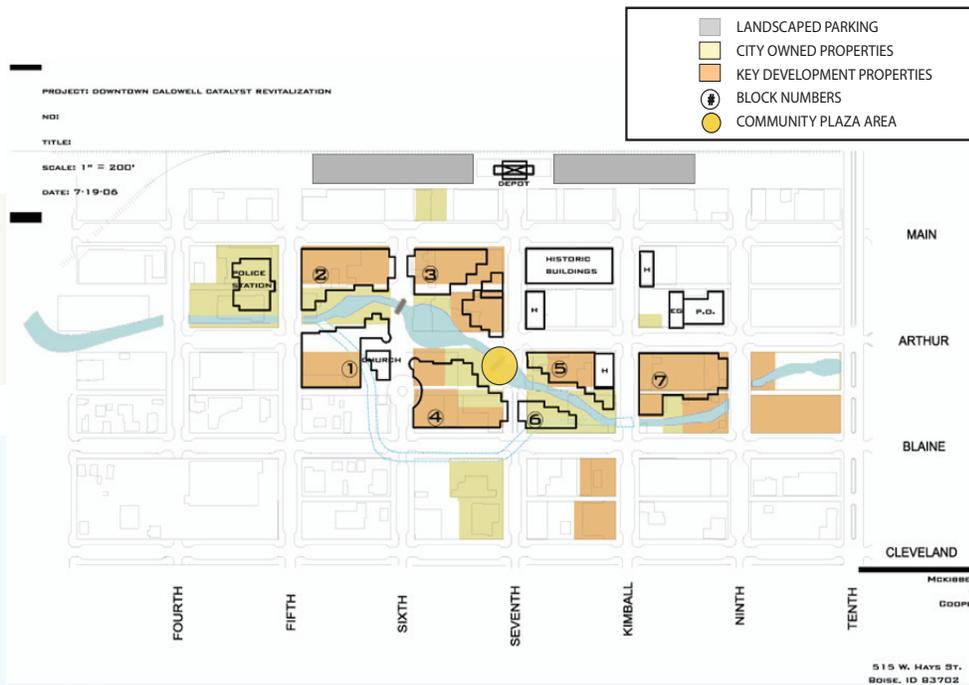
- Growth unpredictability
- Small firms
- Bright young workers
- Seeking urban environments
- 18-hour environments
- Mixed-use
- Social interaction
- Six careers for today’s graduates

### Retail

- 65% of retail sales occur in discount stores
- 70% of retail sales in America are made after 5:30 p.m. and on weekends
- Early closing downtowns struggle
- Downtowns need food, entertainment, quality service, and an *inviting environment*

### Housing

- People are moving into downtown
- Average family sizes are getting smaller
- More people are working from home
- Seeking safe, interesting and inviting environments
- Smaller units
- Living room extends to the street
- Downtown is the amenity
- Neighborhoods, not projects
- Safety and satisfaction



*Preliminary Downtown Caldwell Concept Plan, April 2006  
 (See Appendix for full-page plan illustration)*

## Preliminary Downtown Concept Plan

One of the key elements of the strategy for Downtown Caldwell is to use the waterway – Indian Creek – to serve as a primary amenity and attractor for private investment. Downtown is much larger than the area around the Creek. Nonetheless, Caldwell should lead with its best site first, and that is the waterway.

The concept plan effectively says that within the 130 feet of acquired right of way (and more right of way if it is needed) the Creek should meander in such a way as to maximize the private investment next to it while still assuring that the public sector has physical access to the waterway. Physical access would take the form of a public esplanade, or trail, or pathway allowing people to walk the length of Indian Creek.

As shown in the diagrammatic concept plan (above and also in the Appendix for a larger drawing), clusters of opportunity sites are located along the waterway. Further recommended in the redesign of Indian Creek is to produce small “pulse points” of water in the form of a pond, a waterfall, a mini-lake, etc. In effect, the waterway will change personality as it moves through the city and in doing so, create different investment environments for the private sector who will locate adjacent to the various portions of this amenity corridor.

In some cases, a single developer may acquire and redevelop or build new on the entirety of a super block. It is not inconceivable that one or two major developers could acquire most of the frontage of Indian Creek, however this is not likely. More likely is a balance of mid-size and small developers including some from Caldwell who would like to get involved



in urban development. The project can be large or small. In a way, it doesn't matter. What does matter is that the development is attractive, that it has strong market potential, and that it can successfully live with its neighbors. A townhouse project of five or six dwellings might be a wonderful addition next to a condominium project of 30 units. Cities are made more interesting by their architectural diversity.

Rather than prescribing a particular set of uses on each of the adjoining properties or super blocks (formed by the closure of selected streets), the planning process should accommodate flexibility and be receptive to a mix of products. It is, however, important to aggregate certain types of activities together, such as housing with retail and entertainment, and/or office. Institutional buildings such as City Hall might be better located in the recommended location at the entry to Indian Creek, such as the site of the former Wells Fargo Bank building. It is preliminary and should and will necessarily change as partnerships are formed with various developers.



## Preliminary Development Program and Investment Summary

Using the Concept Plan (Page 21) created during the multi-day workshop, a development scenario was created, exploring what development opportunities exist. Table 1 (following page), showing the preliminary development program for the to-be-developed properties adjacent to the Indian Creek restoration project illustrates a possible aggregation of mixed land uses. The dominant land use is urban housing supported by a modest amount of retail, several restaurants, and employment/office space.

The development program is very preliminary. It is a beginning. The program is designed to stimulate discussion and interaction between the City of Caldwell and prospective developers and investors.

For planning purposes, the program uses densities of approximately 25 to 30 units per acre.<sup>1</sup> The program also shows what is known as floor area ratio (FAR).<sup>2</sup> The selected densities and floor area ratios are based on several considerations. First, there has been little to no redevelopment activity in Downtown Caldwell for some time. It is essentially an untested market; and Caldwell is still in its revitalization infancy. If the density target is assigned too ambitious, it will have the effect of pushing developers away.. Thus, a primary concern is “not setting the bar too high” in terms of attracting initial investment.



<sup>1</sup> Density is a term to describe the number of homes or dwelling units on an acre. An acre is approximately 207 feet by 207 feet square, or 43,560 square feet. It is a commonly used term in the planning and development industry for describing and understanding levels of development intensity.

<sup>2</sup> The floor area ratio is the ratio between the size of the property and the amount of development that goes onto that property. For example, a one-acre site (43,560 square feet) would, at an FAR of 1:1, have a building of equal size to the amount of the land. In effect, a one story building that covers the entire site or a two-storey building that covers half the site. Here again, this term is used for planning and development understanding of intensity of development.

25 to 30 housing units per acre is a reasonably high density for a community the size of Caldwell. After the first couple of (successful) projects are underway, it will be well worthwhile to revisit the program and see if the density might be increased.

This process does not preclude the ability to change the standard and intensify the amount of development if the early phases are successful. The process should not scare off investors and developers, but rather, encourage them to come forward to develop and enjoy the relationship between the building sites and the attractive, newly restored and landscaped Indian Creek amenity.

Table 1 shows the initial distribution of uses including retail, office, housing, and restaurants. Restaurants are actually part of retail, but are different enough in nature to be identified separately. Since food is one of the anchors of downtown revitalization, it will be important to have several quality restaurants operating in and around Indian Creek.

Table 1 shows 286,600 square feet of developable land, derived from the Concept Plan, which, using an FAR of approximately 1.0, translates into an estimated 259,000 square feet of possible development. This is a benchmark and as stated, will change. The process should be flexible and allow for other solutions than those prescribed in this table. A hotel, athletic facility, institutional user, or some other use category may present itself as a better use on some sites. Nonetheless, the intent should be maintained, which is to develop sufficient density so that the public investment in the amenity is justified in relation to the

**Table 1:**  
*Preliminary Development Program*

Site Number	Site Area (Sq Ft)	Density / FAR	Program: Square Footage / Units
1	46,000	25-30/Acre	Restaurant: 4,500; Housing: 25 Units
2	48,000	25-30/Acre	Housing: 30 Units
3	57,600	35/Acre	Restaurant: 6,500, Retail: 10,000; Housing: 40 Units
4	57,500	FAR: 1:1.25	Retail: 16,000, Office: 40,000; Housing: 20 Units
5	18,500	FAR: 2	Restaurant: 5,000, Retail: 8,000; Housing: 10 Units
6	11,000	FAR: 1	Retail: 10,000, Office 10,000
7	48,000	FAR: 1	Municipal: 40,000
<b>Total</b>	<b>286,600</b>		259,000 sq. ft.*
<b>Acres</b>	<b>6.58</b>		

\*assumes average housing unit size of 1,000 sf.

Source: Leland Consulting Group, 2006

investment by the private sector, using the benchmark of 4,5:1<sup>3</sup>. Further, the 6.58-acre site combining properties one through seven is only the beginning of a long-term revitalization of Downtown Caldwell. Hence, it must be successful, high quality, attractive, and set the stage for subsequent investment nearby.

The investment summary, shown in Table 2, is also preliminary. It takes the information in Table 1 and assigns square foot values, which are then calculated back against the total number of units and converted into a total value. The estimated value of the development program (from Table 1) is approximately \$56 million. This range could go from \$40 million to \$60 million. It shows however, the potential for a significant investment through a series of smaller side-by-side projects that when aggregated together, represent in excess of \$40 million.

As this process continues, there will be many variations and iterations on both the program and the investment summary. What is guaranteed is that it will change. Such continually changing numbers should be both respected and appreciated. Each developer will bring a slightly different perspective to the table for consideration of what his or her project might be and how it relates to the other projects nearby.

The following development program is very preliminary. It is a beginning. The program is designed to stimulate discussion and interaction between the City of Caldwell and prospective developers and investors.



**Table 2:**  
*Preliminary Investment Summary*

Type	Amount	Square Footage	Square Foot Value	Total Value
Housing	125 units	125,000	\$250	\$31,250,000
Retail	44,000 sf	28,000	\$125	\$ 3,500,000
Restaurants	3	16,000	\$225	\$ 3,600,000
Office	90,000 sf	90,000	\$180	\$16,200,000
<b>Total</b>		<b>259,000</b>		
Floor Area Ratio		0.904		
<b>Total Value</b>				<b>\$56,550,000</b>

Source: Leland Consulting Group, 2006

<sup>3</sup> A reasonable goal for public investment is for every one dollar of public capital invested, ensure it stimulates a minimum of four to five dollars of private investment; thus the ratio of 4,5:1.

# five

## 5 Implementation— Getting Things Done

### Getting Ready

Implementation—getting downtown revitalization in Caldwell underway, buildings built and operating, revitalization of the place, and more—is all about getting things done. The consultant team assisting the City of Caldwell has been considering implementation each step of the way. Planning recommendations, the organizational recommendations, the code changes and entitlement recommendations, and other strategic and tactical advice has all been in the context of wanting to see successful revitalization occur. It has never been the intent to create a paper plan.

Revitalizing a downtown is a new paradigm for virtually any city. It involves doing things differently.

It is essential that momentum not be lost. It is for this reason that the leadership must be broad and deep. Caldwell Partners or its to-be-named equivalent, representing a blend of public and private leadership, can tackle a great number of jobs and opportunities simultaneously providing they have strength in numbers.

There are several immediate items to address before implementation can begin in Downtown Caldwell on a large scale. The primary responsibility falls on City of Caldwell staff and the Caldwell Economic Development Council staff. The items below, although not all expressed as actions, become key to successful implementation in the near future. Items to consider are as follows:

- Understand the City will have the cost of the Creek, and some write-down on the land. This is an investment for the entire City, not just the downtown.
- Ask the hard questions that are needed: what will it require to acquire all the properties? Could any critical location buildings be purchased immediately?



- Prepare a map rating property owner based on ease of assembly. A simple approach: easy, neutral, difficult.
- Remember, it's all about people. Perform an owner-by-owner analysis: Who wants to sell? Who is interested in development? Who would be interested in a partnership or an option? Determine a strategy for each owner.
- Consider the negotiation possibilities for each parcel: ideas could include option properties, or work out a formula with owners to sell to developers.
- Retain a qualified real estate attorney.
- Design the properties with a talented design team – McKibben + Cooper Architects and Urban Designers, a good local landscape architect, CH2M Hill, and others as needed. Work in concert with the developers, and allow them to produce the designs for the different buildings along the way.
- Is there a partnership with ACI – such as the museum idea? Can they find an alumni benefactor? Could the City do some initial investigation for leads or information?
- Look to smaller local developers to kick-start downtown redevelopment. Many, many projects will lead to success faster than one large project.
- Determine how to provide the education and information local developers need to give the confidence to move forward. Educate them on design and development and market opportunity if needed.
- Last, and most importantly, keep in mind the importance of leveraging the public investment of the Indian Creek restoration project. Work to tie each block directly to a private development, in partnership with them or through other methods.

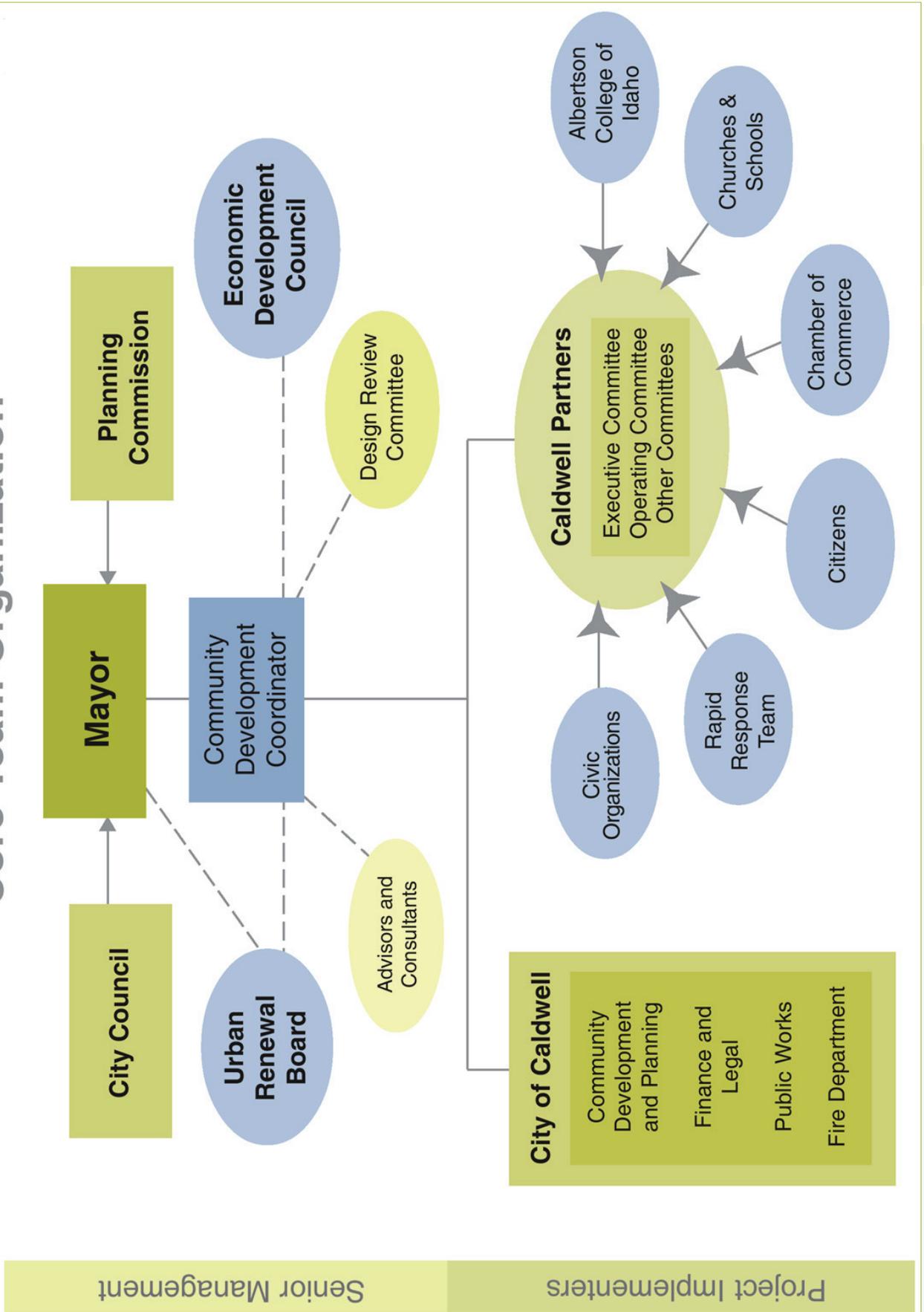
## Final Thoughts

This is an exciting time for Caldwell. The structure and framework exists to revitalize Downtown into a once again thriving heart for the community. Downtown will revitalize and grow best through a series of small, but meaningful projects. The City must lead this charge and show it's commitment and belief in the success of downtown out in front. The City's commitment to the Indian Creek Restoration project will ensure success, as the public realm establishes the opportunity for development excellence.

However, the City cannot do revitalize Downtown along. It is through public public-private partnerships that great Places are built. The private investment always follows public commitment.

# Appendix

# CALDWELL DOWNTOWN REDEVELOPMENT Core Team Organization



LANDSCAPED PARKING  
 CITY OWNED PROPERTIES  
 KEY DEVELOPMENT PROPERTIES  
# BLOCK NUMBERS  
 COMMUNITY PLAZA AREA

PROJECT: DOWNTOWN CALDWELL CATALYST REVITALIZATION

NO:

TITLE:

SCALE: 1" = 200'

DATE: 7-19-06



515 W. HAYS ST.  
BOISE, ID 83702

# To-Do Summary

## Make a Great Plan

- Continue to pursue daylighting and restoring the remainder of Indian Creek downtown.
- Pursue local funding to complete the restoration project to design flexibility and cost savings.
- Acquire and integrate additional selected properties along Indian Creek to accommodate the plan.
- Refine the concept plan, in partnership with interested and willing developers.

## Many Project, Many Stakeholders

- Talk to as many interested developers, business owners, and property owners as possible.
- Develop a list of current projects.
- Develop a list of potential projects.
- Delegate specific projects through Caldwell Partners (see principle four) that are not developer related, such as a trash can beautification project, planting street trees, creating field trips for schools downtown, etc.

## Committed Ongoing Leadership

- Recruit leadership from different sectors of the community – business leaders, educational leaders, religious and spiritual leaders, neighborhood leaders, and others.
- Expand leadership to include the congressional and legislative delegation – leaders in the statehouse and in Washington D.C. should be called upon to help with implementation.
- Take care to build the necessary depth of leadership such that no individual is overwhelmed with a task. Rebuilding and revitalizing Downtown Caldwell is an undertaking that will require focus and commitment for many years to come.

## A Good Organization

- Form subcommittees for specific entities and/or projects within Caldwell Partners including members from the former City Center Steering Committee.
- As described in the principles of Many, Many Projects and Many, Many Stakeholders, find specific

### A Good Organization, cont.

- Formally invite the Hispanic community into the leadership group including business, church and neighborhood leaders who can become active members of Caldwell Partners.

## Development Standards

- Determine the appropriate design authority for decisions on design applications in downtown districts. The advantages and disadvantages of the various alternatives should be assessed before a decision is made.
- Provide training to city staff and the design authority on the provisions of the new code.
- Provide training to staff on a partnership ethic that will be necessary to promote and encourage development in the downtown. Review application procedures and supporting administrative functions to ensure that the department's systems support the partnership ethic.
- Further explore impediments in the building code for renovating historic structures and allowing construction with mixed-use occupancies. Amend the code as necessary to meet the city's objectives.
- Resolve all building issues with the fire marshal to enable mixed-use multi-story light weight construction.
- Encourage building to US Green Building Council Leadership in Energy and Environmental Design Standards (LEED) by providing incentives, such as reducing SDC fees for on-site rainwater collection, tax credits for using renewable or recycled building materials, or energy credits for incorporating energy efficient or passive solar design applications.

## Communications and Marketing

- Work on the real and perceived problem of crime.
- Keep the effort sustained and consistent.
- Develop a "Success Audit."
- Provide a package of achievements to attract interest.
- Achieve an open dialogue with media.
- Connect with and encourage participation from the entire community.
- Engage the Hispanic community.

## Supportive Government

- Mayor to direct senior staff of the importance of the downtown revitalization effort.
- Downtown projects given top priority.
- Regular meetings with senior staff to coordinate needs and update each other on projects and progress.

## Ongoing Review

- ❑ Add a qualified design review committee to the process.
- ❑ Hold a high standard and insist upon quality, well designed, thoughtfully executed projects, built to last.
- ❑ At the same time, keep the plan flexible enough to accommodate changes in market activity.
- ❑ Keep a tight focus on realigning public perception of Downtown Caldwell.

## Developer Focus: Testing the Strategy

- ❑ Create multiple block development opportunities from Main Street to Blaine Street and from Fifth Avenue to Tenth Avenue shown on the following strategy diagram; a potential superblock for intense development in the core of downtown and maximizing the Indian Creek amenity.
- ❑ Realign the creek to both strengthen investment opportunities and protect against unreasonable or non-supportive property owners. Public investment is better leveraged by maximizing land on one side along Indian Creek, creating developable parcels for redevelopment.
- ❑ Focus on early development of a new city hall at a key focal point within the new development, possibly across from the demonstration project and the existing historic post office. This location commands a prominent presence when entering downtown and locates a civic district within downtown.
- ❑ Acquire the Cleveland Events Center for conversion to an Albertson College Museum of Natural History and a public meeting facility.
- ❑ Strengthen the connection of the Indian Creek project and the revitalized depot – to become a “transit village” with the introduction of commuter rail in the future.
- ❑ Create the building blocks of investment that will strengthen Main Street and the historic revitalization possible in the concentration of old historic structures.
- ❑ Connect the Indian Creek area revitalization with the rest of downtown by stretching across Blaine Street through the museum project and sale of the existing city hall for redevelopment.
- ❑ Relocate the wine commission headquarters to Indian Creek, as planned.
- ❑ Continue public events downtown to foster energy and excitement and provide incentive for residents and visitors to experience downtown as it evolves and revitalizes.
- ❑ Celebrate revitalization success through city newsletters, banners, local media sources.
- ❑ Pursue local business to serve the Albertson College professor and student population - bookstores, music and entertainment stores, late night cafe/coffee shops, sports apparel and equipment stores, late night theater, specialized gyms or dance studios.
- ❑ Aggressively pursue downtown housing projects of different sizes and types such as apartments, townhouses, condominiums.
- ❑ Locate an events center facility to serve the community for both business and private events up to 300 people, as small as 25 people and including catering options and indoor/outdoor venue.

## Getting Ready

- ❑ Understand the City will have the cost of the Creek, and some write-down on the land. This is an investment for the entire City, not just the downtown.
- ❑ Ask the hard questions that are needed: what will it require to acquire all the properties? Could any critical location buildings be purchased immediately?
- ❑ Prepare a map rating property owner based on ease of assembly. A simple approach: easy, neutral, difficult.
- ❑ Remember, it's all about people. Perform an owner-by-owner analysis: Who wants to sell? Who is interested in development? Who would be interested in a partnership or an option? Determine a strategy for each owner.
- ❑ Consider the negotiation possibilities for each parcel: ideas could include option properties, or work out a formula with owners to sell to developers.
- ❑ Retain a qualified real estate attorney.
- ❑ Design the properties with a talented design team—McKibben + Cooper Architects and Urban Designers, a good local landscape architect, CH2M Hill, and others as needed. Work in concert with the developers, and allow them to produce the designs for the different buildings along the way.
- ❑ Is there a partnership with ACI—such as the museum idea? Can they find an alumni benefactor? Could the City do some initial investigation for leads or information?
- ❑ Look to smaller local developers to kick-start downtown redevelopment. Many, many projects will lead to success faster than one large project.
- ❑ Determine how to provide the education and information local developers need to give the confidence to move forward. Educate them on design and development and market opportunity if needed.
- ❑ Last, and most importantly, keep in mind the importance of leveraging the public investment of the Indian Creek restoration project. Work to tie each block directly to a private development, in partnership with them or through other methods.

# Phase I: Actions / Steps for Change

The strategy for successful implementation of the Caldwell Downtown Revitalization Plan will be guided by the following principles:

- The City will maintain a pro-redevelopment attitude.
- Public investment will leverage private investment.
- Many and innovative tools for private re-investment will be made available.
- The plan will be supported by public policy and actions.
- Interests in advocating for the plan will be identified and empowered.
- Education of stakeholders, marketing and communication will be ongoing.

The action plan that follows is outlined around the key factors identified for successful downtown revitalization:

## Key

Completed/well under way

Started

Not yet started

## I. Make a Great Plan

*A great plan is one that combines market-based potential with a community vision for the downtown area. A great plan is one that excites, motivates and enlivens the community and private investment to take action. A great plan demonstrates commitment to community.*

### 1 Adopt the Vision

City Council adopts preferred Indian Creek Corridor Plan. City Council adopts Caldwell Downtown Revitalization Plan, including authorizing the implementation of priority action steps. City enters into an agreement with the Army Corp of Engineers (ACOE) for acquisition of properties for adopted Creek Corridor. ACOE plan is monitored for consistency with the vision.

### 2 Capital Improvement Program

Identify capital improvements necessary to support the plan. Assess priorities, costs, and schedule for the improvements. A Capital Improvement Plan is adopted by City Council and other agencies financing the program.

### 3 Comprehensive Plan Amendments

Comprehensive Plan amendments incorporating plan recommendations are drafted, reviewed by the public and the Planning and Zoning Commission and adopted by the City Council.

### 4 Financing Strategies

Evaluate funding strategies for the long-term administration and implementation of the plan. Identify funding potential for projects that are identified from the Capital Improvement Program.

## II. Many, Many Projects

*A great plan establishes the framework for many, many projects to move forward. "Projects" are broadly defined and can mean a variety of actions including public and private development programs, marketing, beautification improvements, and community events.*

### 5 Albertson College

Identify opportunities for creating a physical presence for Albertson College in the downtown.

### 6 Catalyst Project-Private

Identify the catalyst project for private investment. Create incentives for attracting private investment to the project. Develop the criteria for project acceptance.

### 7 Catalyst Project-Public

Identify the next catalyst project after the creek improvements.

### 8 Celebrate the Depot

Plan a celebration for the 100th year anniversary of the Caldwell Train Depot in 1906 that coincides with the completion of the planned renovations.

### 9 Civic Improvements

Assess the long-term needs of the City administration and identify alternative locations for City Hall within the downtown. Identify and secure opportunities for a temporary and permanent civic plaza or gathering space for public events.

### 10 Cultural awareness

Create a center and programs that reflect the cultural diversity of Caldwell.

### 11 Demonstration project- restoration

Build upon the foundation work of the Park Service and Albertson College students in restoring a portion of the creek environment that can serve as a demonstration for other locations.

### 12 Demonstration project-green building

Develop or redevelop a site that incorporates the principles of green building in terms of storm water run-off, building location and materials.

### 13 Downtown Events

Identify additional opportunities for events that bring the community downtown. Market events to the community.

### 14 East Gateway Improvements

Improve the sense of entry along 10<sup>th</sup> Street with signs and identifying design along the bridge over the railroad.

### 15 Events Center

Explore the opportunities for the location of an events center complimentary to existing public and private facilities within the City.

### 16 Farmer's Market Grant Funding

Create a seasonal farmers market. Review the CIP for potential projects for funding under the CDBG block grant program, private foundation and federal transportation improvement grants. Submit applications based on priorities set in the CIP.

## 17 Historic Property Protection

Identify ways that the City can create incentives and support the renovation of historic properties including education, funding nominations to the National Register, building code amendments, walking tours and maps, [low interest loans for fire sprinkler installations](#), [local tax credits](#), and conservation easements for façade improvements.

## 18 Indian Creek Maintenance

Develop a maintenance plan for the Indian Creek Corridor.

## 19 Indian Creek – Phase 2

Initiate efforts with the Army Corp of Engineers for a second phase of the creek day-lighting through the remainder of the City. Seek support from the Congressional delegation.

## 20 Indian Creek Recreation

Explore the potential for white water kayaking and other recreation in Indian Creek through the downtown.

## 21 Indian Creek – Interpretation

Create an interpretive center(s), kiosks or interpretive art that describe the Indian Creek environment and habitat.

## 22 Linkages Plan

Develop and implement a plan for pathways, sidewalk improvements, and rail right-of-way crossings that improve the pedestrian access to the downtown. The plan should examine linkages along Indian Creek, to the Fairgrounds and Albertson College and adjoining neighborhoods.

## 23 Natural History Museum

Explore the opportunities for establishing a Caldwell Natural History Museum with materials owned by Albertson College.

## 24 Oregon Trail Interpretation

Create an interpretive center(s), kiosks or interpretive art that describe the Oregon Trail.

## 25 Parking Management Plan

Develop a parking management plan that maximizes the use of the available parking.

## 26 Property clean-up and renovation

Support the Chamber's beautification program. Provide information and hold workshops for property owners on available financing and resources for making property improvements. Enforce the building and zoning code requirements for safe buildings. Recognize and celebrate improvements. Create an annual award for property improvements.

## 27 Public Art Plan and Program

Seek grants and other funding for developing a plan and program that identifies opportunities for introducing public art downtown and around Indian Creek. Solicit ideas and support from the art organization and the community. Create an organizational framework for the program.

- 28 Railroad awareness  
Create an interpretive center (interurban vehicle), kiosks or interpretive art that describe the importance of the railroad and the creation and development of Caldwell.
- 29 Residential Investment Strategy  
Creation of both market rate and affordable housing is a key to success of the vision. A specific set of strategies for encouraging private investment should be developed to secure this important component.
- 30 Street Network  
Implement the street network classifications, street closures, traffic controls, and freight routing recommended in the plan.
- 31 Streetscape and Landscaping  
Implement the street, sidewalk, and landscaping improvements consistent with the plan, including street and sidewalk sections, pedestrian improvements and bulb-outs at identified intersections, pavements, street lighting, street furniture, on-street parking.
- 32 Tenth and Arthur Intersection  
Improve the intersection of 10<sup>th</sup> and Arthur that improves the traffic safety and entrance identity to the downtown.
- 33 Transit Plan  
Develop a plan for current and future transit needs that examines routes, transit stop locations, multi-modal connections, and a local circulator.
- 34 Utility Plan  
Develop a plan that more specifically identifies the capacity and needs for future development in the downtown. Identify funding mechanisms, priorities and a schedule for implementation.
- 35 Waterwheel  
Develop support and location for installation of a waterwheel. Identify the opportunity to finance the waterwheel with Idaho Power as a small scale energy generator.
- 36 West Gateway Improvements  
In the interim, install new signs for identifying gateway into Caldwell at the Centennial Way, Blaine and Cleveland Intersections. A longer-term improvement is the development of a traffic round-about to improve access to the downtown.
- 37 Wine Center  
Build upon the growing wine industry in Canyon County with development of an information center, turnout and/or tasting room. Provide directions and information for wine touring.

### III. Many, Many Stakeholders

*Stakeholders form the basis of political support for implementation of the plan. The broadest possible base of stakeholder involvement will promote the plan's implementation. Stakeholders represent a cross section of business, community, civic, non-profit, educational, and government organizations.*

#### 38 Events Alliance

Create an entity or alliance which coordinates regular downtown activities including the Indian Creek Festival, Fourth of July and Holiday Light Parade.

#### 39 Identify Stakeholders

Identify the range of community stakeholders and the opportunities for involvement in the plan implementation. Target stakeholders should include property and business owners, the Chamber of Commerce, Albertson College, among others. Identify goals for the stakeholder involvement, measure of success, and how stakeholder involvement is to be managed.

#### 40 Marketing Stakeholders

Identify those stakeholders that will be the "caretakers" of marketing the plan. Develop a promotional program that includes involvement both locally and nationally to promote the plan.

#### 41 Neighborhood Building

Neighborhoods in and around the downtown should be fostered by involvement and organizational development.

#### 42 Partnerships

Develop a model for public-private partnership that maximizes the interests of both parties in creating investment opportunities.

#### 43 Relationship Building

Develop an ethos that promotes relationship building in all activities and projects.

#### 44 Strategic Alliances

Identify and create alliances with other public agencies and organizations that can assist in implementing the plan.

### IV. Committed, Ongoing Leadership

*If something is to happen, it has to be someone's job. Leadership to move the plan forward, with support and respect from the community. Leadership to organize and motivate stakeholders and in bringing about partnerships. Leadership in assuming accountability for the plan's implementation.*

#### 45 Community Leadership

Tap the resources of community leaders in implementing the vision through formal or informal means.

#### 46 Cultivate Leadership

Develop future leadership for the vision through education and involvement.

## 47 Developer-investor Council

Create a developer-investor council as part of CEDC that can provide the City with guidance on development and investment implementation.

## 48 Identify leadership

Identify leadership for the project that can be an individual, department, agency, or coalition.

## V. A Good Organization

*Support for the plan implementation through an organization that provides communication and coordination. A good organization provides the long-term continuity to see the plan implemented, unifies divergent interests, supports private and public investment activities, monitors progress, and celebrates success.*

## 49 Business Plan

Develop a Business Plan for the organization that outlines the mission and purpose, responsibilities, funding, strategic alliances, and performance measures.

## 50 Funding

Explore and secure long-term funding for the organization. Options to explore include tax increment financing, grants, foundations, bonds, donations, business improvement district, and general fund.

## 51 Location

Create an office location for the organization that is highly visible and accessible within the downtown area. A storefront location would provide an opportunity for display of plans and projects.

## 52 Memberships/Training/Networking

Secure membership in organizations that focus on downtown development including the International Downtown Association, Urban Land Institute and Main Street Programs. Attend seminars, conferences and training, and develop a network with other professionals working on downtown development.

## 53 Organizational Model

Evaluate and determine the appropriate organizational model for Caldwell. Consider a phased approach for organizational development, dependent on needs, funding and resources. Convene a group to develop a mission and purpose statement, expectations, staffing, resources, performance measures, and phasing of an organization.

## 54 Roles and Relationships

Clarify the role of the organization in relationship to the other city departments, agencies, boards, and commissions that also have a stake in implementation of the plan.

## 55 Staffing

Explore and secure dedicated staffing for the organization.

## VI. Development Standards

*Clear and concise guidelines that communicate the vision. Encourage what is desired and strongly prohibit that which is not wanted. Development standards that are performance based encourage creativity and innovation; and set high quality, achievable objectives.*

- 56 Building and Fire Code Amendments  
Amend the Building Code for provisions that allow flexibility in renovation of historic structures and in constructing mixed uses.
- 57 Design Guidelines  
Adopt design guidelines consistent with the vision and ability of the City to implement.
- 58 Historic District Overlay  
Draft and adopt an Historic Overlay District.
- 59 LEED  
Adopt the Leadership in Energy and Environmental Design (LEED) standards in the review of new development projects. Provide incentives for building green.
- 60 National Register  
Identify and nominate qualifying structures for the National Register.
- 61 Parking Overlay (P-1) Code Amendments  
Amend the P-1 District boundaries and allowed exemptions.
- 62 Zoning Code Amendments  
Zoning Code amendments incorporating plan recommendations are drafted, reviewed by the public and the Planning and Zoning Commission, and adopted by the City Council.

## VII. Communications and Marketing

*Both the organization and leadership continually market and communicate the success of the implementation. Communicating means acting as a liaison between stakeholders, projects and the community.*

- 63 Celebrations  
Communicate success through media materials, signs and events.
- 64 Community Billboard  
Create a billboard or reader board in a prominent location that describes community events and information.
- 65 Convocation  
Convene the City Council, the downtown organization and downtown stakeholders to an annual meeting that addresses implementation progress, issues and projects.
- 66 “Delivery System” Education  
Conduct developer and lender education workshops/forums on mixed-use and urban development. Prepare investor presentations and marketing materials for dissemination to delivery system participants.

- 67 Image Building  
Develop an image and branding campaign to overcome negative perceptions and promote the “live, work, shop, play” vision for downtown. Create a logo that creates strong identification with the downtown and Indian Creek.
- 68 Handouts/ brochures  
Create information brochures and handouts that describe all aspects of the plan and ongoing plans.
- 69 Market Forums  
Host regular meetings with investor, developers, and real estate professionals to provide information about potential investment opportunities, ongoing projects and available properties.
- 70 Marketing Package  
Develop a marketing package that describes the vision and the opportunities and advantages for investing in downtown.
- 71 Media Promotions  
Produce and place advertisements about the downtown in the print media, television and radio.
- 72 Newsletter  
Publish a newsletter on a regular basis that informs stakeholders about progress in implementation of the plan, list of past successes and important downtown events.
- 73 Newspaper  
Meet periodically with the editorial boards of the newspapers. Develop a program for routine “op-ed” pieces to be published.
- 74 School Programs  
Work with the local schools to integrate the planning process into the school curriculum. Seek opportunities for high school students to contribute to the plan implementation through service learning programs. Continue to utilize the resources of Albertson College students in projects.
- 75 Speakers Bureau  
Form a speaker’s bureau of individuals capable of presenting the vision and plans to interested organizations.
- 76 Website  
Develop and publish a website that promotes the vision.

## VIII. Supportive Government

*Support through policy development, regulations, and code enforcement. Support through technical staff expertise and assistance. Support through championing the plan.*

- 77 Cheerleaders  
Provide support for the organization and leadership of the downtown vision. Keep the vision on the community’s radar screen.

## 78 Legislative Changes

Initiate and support changes to state law that would facilitate redevelopment activities, including broadening financing options, Building Code amendments and tax credits for historic structure renovations.

## 79 Facilitator

Create an ombudsman function within an organization or with an individual that assists development projects through the regulatory process.

## 80 Public Policy Commitment

Demonstrate a commitment to the vision in public policy. Support the vision as a top priority for the city organization. Adopt a council resolution that supports the ongoing implementation of the plan.

## IX. Ongoing Review

*Dynamic plans require review and adjustments to respond to changing conditions. Monitoring and accountability to measure success.*

## 81 Annual Report

Prepare an annual report of progress. The report should track downtown investment, vacancy, business changes, and progress on the work program. Publish in the newspaper and make available to the community.

## 82 Benchmarking

Identify other similar communities and measure progress with their successes.

## 83 Data Base

Maintain the inventory of properties developed with the plan. Create a data base that tracks changes in the downtown in terms of number of residential units, population, and commercial square feet. Update the data regularly and make the information available to interested investors, property owners and developers.

# CALDWELL DOWNTOWN REDEVELOPMENT STRATEGY



## 2006 STAKEHOLDER INTERVIEWS SUMMARY

C I T Y | O F | C A L D W E L L



We wish to thank the following organizations and individuals for their assistance in the coordination for the Confidential Stakeholder Interviews.



CALDWELL ECONOMIC DEVELOPMENT COUNCIL



CITY OF CALDWELL

CALDWELL CITY CENTER STEERING COMMITTEE

ALBERTSON COLLEGE



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# 2006 STAKEHOLDER INTERVIEWS SUMMARY

Introduction	1
Economics, Demographics and History	2
Amenities, Opportunities and Challenges	4
Government Considerations	9
Potential Downtown Projects	10
Vision for the Future	12



# Introduction

As part of the Caldwell downtown redevelopment process, Leland Consulting Group met with numerous public and private leaders from Caldwell and the Canyon County region. Using an intensive and confidential interview approach, approximately 30 community stakeholders attended a series of one-hour small group discussion sessions on December 8<sup>th</sup> and 9<sup>th</sup>, 2005. Participants included Caldwell City Council and Caldwell Chamber of Commerce members, Canyon County commissioners, local developers, investors, brokers, bank officers, community group leaders, small business owners, property owners representing the study area, representatives from large employers, and others. Discussions were structured around broad questions regarding the Caldwell catalyst site and downtown revitalization project as well as the larger community. Stakeholders were asked to express their concerns, ideas, hopes, and expectations for the successful implementation of the redevelopment of downtown Caldwell. As is the case in any community, the interviewees expressed a wide range of opinions and ideas. This summary captures the patterns from the interviews and does not attempt to draw conclusions.

The summary of the interviewees' comments captured below comes from a shared vision of future economic and community vitality in Caldwell. The vast majority of participants in the interview process were quite enthusiastic about efforts to redevelop the area and create a thriving, successful downtown Caldwell. Most participants also agreed that the downtown area should take advantage of the project planned to daylight Indian Creek, creating an enjoyable experience of walking, dining and shopping. Interviewees envision a pedestrian-friendly center with a mix of uses as well as a higher density of uses than previously seen in Caldwell. Most participants were quite positive about mixed-use development and urban housing. The balance of this working paper describes a pattern of responses rather than simply individual opinions. Comments have been summarized within five broad categories:

- Economics, demographics, and history of Caldwell
- Amenities, opportunities and challenges
- Government considerations
- Potential downtown projects
- Vision for the future of Caldwell



# Economics, Demographics and History

## ECONOMICS AND DEMOGRAPHICS



According to stakeholders, half of Idaho's population lives in the Treasure Valley. The needs of the Valley are seen as urban while the rest of the states' population live in more rural or agricultural communities. Stakeholders felt that Caldwell is less focused on agriculture and should be more focused on revitalizing its downtown. Major employers of Caldwell include the local hospital, Albertson College and the City government. Other employers include small businesses and the J.R. Simplot Company's Caldwell plant as well as HP and Micron in neighboring towns. Many stated that businesses often start in Caldwell and then move to Boise after becoming more successful.

Some voiced that current employment opportunities are limited in Caldwell. Higher wage jobs, such as technology positions, tend to be in other areas of the valley, requiring many residents of Caldwell to commute outside the city.

Many retail businesses have moved outside of Caldwell or to the Boulevard to have more parking, a larger format and ease of development. The Willows building on the Boulevard is successful; many expressed the wish that similar businesses would locate in the downtown area.

Many found that improvements to downtown buildings would be challenging because it may not make financial sense to the owner, due primarily to required upgrades and city codes. Downtown businesses seeking loans and financing may be turned down by local lenders wary of the low cash flow in downtown Caldwell. Increasing property values cause some disagree and see investment in the downtown as positive.

## HISTORY

Residents of Caldwell take pride in the city's rich history and feel it (history) should be considered when going forward with the downtown redevelopment project. According to these stakeholders, downtown Caldwell was once a center of activity with stores such as Sears and JC Penney. Before the automobile was widely used, Treasure Valley had a mass transit trolley traveling between Caldwell, Nampa and Boise. Indian Creek was not seen as an amenity at the turn of the century, bordered by stockyards and meatpackers. The Creek was covered in the 1960s with much of the downtown built over the top.

Before the 1960s, the needs of Caldwell residents were met by downtown businesses. The city was approached by developers wanting to build a mall in or around Caldwell, but the project was denied by the city. After Karcher Mall was built in the neighboring city of Nampa in 1965, the importance of downtown Caldwell as a destination diminished. Its decline in the 1970s and 1980s was due to residents commuting to Nampa and Boise for necessities and lower prices found at the mall and national chain stores.

The 'Boulevard', several blocks southeast of downtown and spanning the distance from Caldwell to Nampa along Interstate 84 Business Route, has seen the most substantial retail and commercial development in Caldwell. It is spread out, allowing for more parking and large format developments. The choice to develop here was said to also be a reaction to the depressed nature of the downtown.

Today, downtown Caldwell consists primarily of banks, government buildings, local restaurants and bars, some specialty retail, discount stores, and vacant buildings. It is host to many of the city's festivals, annual parades and other city-wide events, with overwhelming support and turnout.

# Amenities, Opportunities and Challenges

## AMENITIES



Stakeholders described downtown's current retail mix, which consists of banks, government buildings, local restaurants and bars, some specialty retail, discount stores, and vacant buildings. There was mixed opinion among interviewees whether downtown's retail is an amenity. Almost all stated the need for more retail, with more variety of stores.

There are several restaurants in and around the downtown, but a need for quality, family, sit-down restaurants was a common theme discussed at many sessions. Attracting the Idaho Wine Commission to move to downtown Caldwell is positive. Just outside of the downtown are two older bowling alleys, the newly built YMCA, and local museums. The 'Boulevard' has the bulk of newer development, with grocery stores, restaurants and specialty stores. In addition, Caldwell is the County seat, housing the County offices just outside the downtown boundary area. Those interviewed expressed concern that many residents feel they must often travel outside of Caldwell for certain needs. The Karcher Mall and the area's nearest Wal-Mart are both in Nampa, as well as other national chains that have not moved into Caldwell and effectively compete for residents' retail dollars.

## OPPORTUNITIES: ECONOMY

Many economic opportunities were voiced by stakeholders. Caldwell is uniquely positioned so that it can easily capture the markets in Canyon County as well as Boise. The city could also update its gateways and corridors to encourage tourism and growth. Growth has already been taking place in Caldwell, with many agreeing that it is an affordable and great place to raise a family, as well as retire. Employment opportunities include attracting call centers, smaller technology companies, local vineyards' tasting rooms, and other types of commercial businesses in downtown.

Interviewees stated the need for attracting anchor stores and boutique stores to downtown that would be the right scale and design. Another missing component included a variety of dining options, including an affordable, casual sit-down restaurant, coffee and pastry shops. One restaurant - Creekside Restaurant - is said to be very popular in Caldwell. However, it is on the Boulevard, not in the downtown area. Many expressed the desire for a national restaurant chain, such as Applebee's.

An abundance of older entry-level homes and higher end homes are available in Caldwell. It is a rapidly growing bedroom community with the primary product being new entry-level single-family detached housing. Stakeholders mentioned a greater variety of residential product types and mid-price ranges to appeal to a wider range of lifestyles. Several mentioned the idea mixed-use housing in downtown Caldwell to attract professionals or college staff not wanting a single-family detached residence.

## OPPORTUNITIES: DOWNTOWN

During the interviews, there was overwhelming support and promotion of the Indian Creek Daylighting Project. Many said that the project showed the enthusiasm by local people to improve this area and that it would bring more people downtown. Restoration was also important, since there are several historic buildings in downtown Caldwell. In addition to restoration, infill of new buildings and façade improvements were mentioned as crucial to the revitalization effort. The newly renovated Train Depot was said to be a good start, but many stated it feels disconnected from the rest of the downtown.

In order to improve the feel of the downtown, business owners mentioned the importance of a façade improvement fund, grant or loan program. Many downtown businesses own their building and do not want to take on the expense of improving it without evidence of increased cash flow. Currently, those interviewed are not aware of any improvement assistance programs in place at the local level; it was mentioned that such programs would be a valuable tool to provide incentives for redevelopment. Others mentioned that they would go downtown for lunch occasionally, but it was not the preferred spot since there were not that many places to go or activities to do afterwards. Further, there is a considerable opportunity here for providing activities and attractions to Caldwell citizens and visitors when they are downtown.

## OPPORTUNITIES: COMMUNITY

Stakeholders mentioned the importance of finding local champions to take on downtown projects, as recently happened with the newly-built YMCA, the Indian Creek Daylighting Project and the downtown redevelopment project in order to stimulate energy in Caldwell. Many feel that these projects and the city's rich history can bring interest and pride into the downtown.

Many mentioned that the Indian Creek Festival and other events and parades are held downtown. Local fair events often attract those in neighboring cities. The need for a place to hold family reunions, banquets, weddings, and seminars was expressed, as currently there are only a few places in town to hold events, i.e., Albertson College, wineries outside town, and a few other places. Many do not have catering. An indoor/outdoor civic center or public plaza near a hotel with catering was mentioned as one solution.

Integration of the Hispanic community is another important opportunity voiced by stakeholders. The Hispanic community is a large sector of the population and has been challenging to reach in the past. There are also several strong leaders that are in charge of Cinco de Mayo and other events in the region.

## OPPORTUNITIES: ALBERTSON COLLEGE

According to College employees, over half of the students attending Albertson College do not have cars, while 90 percent live within a half mile of campus. The majority of students have never been to downtown Caldwell, although downtown is less than a mile northwest of campus. "The gem of Caldwell," Albertson College along with more industries moving into the Treasure Valley, could help educate the local population while encouraging them to stay in Caldwell after graduation. Many students go to the Creekside Restaurant or commute to neighboring cities for stores or entertainment. Providing retail and recreational activities in downtown Caldwell can help draw the student population of about 800 into the area. Visitors to campus events or groups attending seasonal conferences held on campus may also want to dine and shop downtown.

## CHALLENGES: ECONOMY

Stakeholders commented that current employment opportunities in Caldwell are limited and that the city does not have a lot of attractive subdivisions for residents who want to move into Caldwell.

Residents' children that have gone away to school rarely come back to live in Caldwell, instead relocating in larger cities with more activity. Consumers prefer to shop in Nampa or Boise. With national and regional chain stores locating in larger cities, residents feel limited in their buying choices in Caldwell. Many stores and businesses have relocated or failed. There is also a fear that raised taxes will hurt businesses and further destroy the ability for the small business to succeed in Caldwell.

## CHALLENGES: DOWNTOWN

During the interviews, there were comments that the local downtown businesses do not currently have an attractive business model that will help them succeed. Some questioned the viability of downtown Caldwell. Loans are given out sparingly to downtown business owners with the fear that there is not enough cash flow to justify the loan. Downtown owners feel that the cost of updating their building or bringing it up to code may not be worth the cost considering current walk-in traffic and lower property values. New businesses that move downtown usually fail and the older businesses that own their building do not update them. There is more traffic downtown than in the past, but not many who stop and park in the downtown, they tend to go to one store and leave.

Some residents want Indian Creek to stay buried and keep downtown the way it is currently. Their concerns are that newer, higher end boutique stores or national chains will put the remaining local companies out of business. Others worry that without redevelopment or the Indian Creek Project, the downtown will stagnate or continue to lose business.

## CHALLENGES: COMMUNITY

Residents say that Caldwell has been branded as a bedroom community with high crime. Outsiders see Caldwell as dangerous, but locals do not. Coined the "drive-by shooting capital of Idaho," Caldwell receives a lot of bad press from the local newspapers in Nampa and Boise. Positive stories about the city are rarely published. Downtown, the image is of smoky bars and that a resident might get shot.



Stakeholders feel they have a right to a certain type of lifestyle in Caldwell, but are being punished because they feel the leadership is not doing what it needs to do to improve the city.

Some interviewed felt that there is still a resistance towards diversity. Even with a sizable Hispanic population, Hispanic groups are seen in a negative light by some. The Hispanic population is seen as lower income and a source for crime in Caldwell. Individuals may want to work with the community, but not the entire group. Caldwell also does not have a cultural center.

## CHALLENGES: ALBERTSON COLLEGE

Stakeholders found that students of Albertson College do not come downtown and that the majority of college employees live in neighboring cities such as Nampa or Boise. Currently, there is no reason for students to go downtown. Students like entertainment, shopping, coffee shops, restaurants, and theaters. An interview conducted by Albertson College of over 1,500 students and parents found that the largest issues for them were security, that Caldwell is “run-down” and that there is little to do.

# Government Considerations

## CITY AND COUNTY ENTITIES

Some stakeholders feel the relationship between County and City could improve and that the County commissioners are more controversial than in the past. Working with the city is sometimes seen as challenging; it takes a long time to get things accomplished – there is too little facilitation and too much process. However, some feel this is necessary in making well thought out decisions. The private sector interviewed sees working with the city as an obstacle to getting things done. Some stakeholders see the City staff as sometimes overwhelmed – thus, projects may suffer. Developers do not want to be delayed.

According to stakeholders, the Caldwell Chamber of Commerce is going through a period of reorganization and change. They appear to be more internally focused at present, and although supportive, not overly involved in the revitalization effort. Nampa’s Chamber of Commerce was mentioned as a thriving vital force in keeping the community healthy.

Concerning zoning and development standards, there are mixed feelings. Stakeholders feel the national developers see the rules as too lenient, while local residents and developers see them as too strict. There is strong feeling to not end up like Nampa with heavy sprawl and lax zoning codes. Property rights are very important to Caldwell citizens, so development is more dependent on the discretion of the owner rather than a city planner or zoning. Some expressed concerns that part of the community is accustomed to inexpensive development with little standards or ‘under-the-table’ deals. Stakeholders recognized the need for change and standards in order to protect investments and developments.



# Potential Downtown Projects

## PUBLIC AMENITIES AND BUILDINGS

Stakeholders came up with several ideas for improving public spaces. The need for more parking downtown was a common concern. Currently, parking is limited without redevelopment. The City acquiring half blocks as parking lots and eventually a parking garage would ease this problem. Lighted sidewalks and street improvements would change the atmosphere, creating a more walkable and family-oriented place. A civic center or square was also discussed, so that residents and visitors to Caldwell have a place to meet, hang out or hold events. Fountains and other public fixtures were also highly recommended. Public buildings like a new city hall are planned for the downtown.

## RETAIL

Stakeholders voiced the importance of having a variety of retail in downtown Caldwell. The retail and buildings must also be attractive and make visitors and residents want to go downtown. National and regional chains were discussed; national chains may not want to conform to a higher density building design (many prefer larger formats), while regional chains may not be able to afford to locate in Caldwell. Regardless, an anchor store is needed to draw consumers downtown.

Types of stores mentioned include clothing retail such as Old Navy, specialty/boutique shops, antique stores, craft stores, book stores with a cafe such as Barnes & Noble or Borders, art store, and wine tasting rooms.

## RESIDENTIAL

Downtown housing is an option, but some thought there may not be a market for several more years. Mixed development was a suggested option, with retail and dining on the first floor and offices and condominiums on the upper floors. Residents felt there would be a market for living in the downtown historic district only if redevelopment or renovation occurs.



## RESTAURANTS

Almost everyone agreed that a nice restaurant is needed downtown. However, the economics of residents must be considered. Dining must be affordable to the residents, not just visitors passing through. Some ideas were national chains such as Chili's or Applebee's, or regional restaurants. Stakeholders also expressed interest in having cafes, bakeries, pastry shops, and coffee shops downtown.

## ENTERTAINMENT

Stakeholders want Caldwell to have a theater in the downtown, whether a movie theater, performing arts theater or both. A dinner theater, serving food and drinks in a more casual discounted theater format next to a related restaurant or pub was another idea mentioned.

# Vision for the Future of Caldwell

## UNIQUE AND RELEVANT TO CALDWELL



It is important to those interviewed that downtown Caldwell does not become generic or ‘cookie-cutter’, but rather reflects its own style and historic roots. Many feel that downtown has the potential to be something unique. It is understood that the downtown visionaries do not intend to settle ‘for the first person with a blank check’, but want developers that understand the vision of Caldwell and are willing to make it happen.

There is a feeling that without public investment, there will be no one to sweep in and make it successful later. Public involvement may be seen as trying to push current local business owners out instead of the actual intent of keeping everyone there and adding to the downtown mix.

It is important to incorporate the interests of the people of Caldwell so that they will be able to afford and enjoy the new downtown. There is no interest to remain a bedroom community where locals have to travel elsewhere for everyday items. The vision is to nurture the family atmosphere.

## DOWNTOWN

“The downtown project is a well needed breath of fresh air.” Stakeholders envision a downtown that is not a little better, but high quality, popular and attractive. Caldwell is currently viewed as a lower income, agricultural bedroom community. Many hope that a revitalized downtown will help Caldwell flourish into a prosperous city with less focus on agriculture and more on services, retail and commercial businesses.

Stakeholders expressed the importance of Caldwell having design standards for downtown to help create an atmosphere and place that people want to live, work, shop, and play in. In addition, those interviewed want to create a more walkable downtown. There is a feeling that successful downtowns do not need immediate parking if there is a reason to walk. Therefore parking should be close, but not using Indian Creek frontage.

Having large retail chains downtown is not the goal. Rather, citizens want nice shops to walk to and by, and may or may not be a well-known national store. If national or regional chains do pursue downtown Caldwell, they must try adjusting to a higher density format. Multi-story buildings of mixed-use (retail, office, residential) are the desired format so that residents have the option to live downtown and consumers can take advantage of the higher density and pedestrian-friendly environment. The vision is to take advantage of the new Indian Creek frontage without wasting it with single-story buildings or parking lots. LEED certification was also mentioned as a goal for new development downtown.

The Indian Creek will become the draw to bring development and interest downtown. Existing businesses must update or renovate their buildings to uphold the standard of the planned development and in order to fit into the downtown vision.

## CITY AND COMMUNITY INVOLVEMENT

Stakeholders have seen a change in people's attitudes to renew the traditions of 40 to 50 years ago in order to create more civic and cultural activities in Caldwell. The goal of the development is to gain residential support for commercial projects downtown through incorporating a sense of community and pride in Caldwell. Those interviewed thought that community could be found in a revitalized downtown.



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MARKET RECONNAISSANCE  
*2006*

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# Table of Contents

<b>1</b>	Introduction .....	1
<b>2</b>	Economic Climate .....	2
<b>3</b>	Demographic Trends .....	8
<b>4</b>	Real Estate Market Conditions .....	22
<b>5</b>	Summary .....	34

## Introduction

### Goals and Principles for Downtown Caldwell

#### *Vision*

The city and citizens of Caldwell understand that their downtown is the symbolic “heart” of the city. If the “heart” is healthy, it stands as an indicator that the rest of the community is more viable and healthy as well. Currently, downtown Caldwell is underutilized as a resource and amenity for the residents of Caldwell.

Their vision is for downtown to once again be the community heart of Caldwell - a place for civic, cultural and economic activity. The Caldwell City Center Steering Committee detailed the benefits and purpose for the downtown revitalization project, as shown below.

#### *Purpose of the Project*

- Reinvigorate and redevelop downtown Caldwell to make it the civic, cultural and community heart of the city for all Caldwell citizens;
- Strengthen connections between downtown Caldwell and surrounding neighborhoods and areas of community activity, the city as a whole, and the region;
- Create a stimulating, attractive and safe downtown environment to draw the local and regional community to live, work, shop, and play in downtown Caldwell;
- Restore and preserve the history of early Caldwell as reflected in the downtown;
- Enable downtown to capture a share of the regional economic growth;
- Increase the visibility and access to downtown for all modes of transportation;
- Use streets and pathways to create a public realm where citizens can connect with one another;
- Use the daylighted Indian Creek as an environment to draw economic, civic and community spaces and activities;
- Improve economic vitality by adding more upscale housing, reinvesting in existing businesses and attracting new businesses; and
- Create a regulatory framework that ensures contextual and sustainable buildings and public spaces.

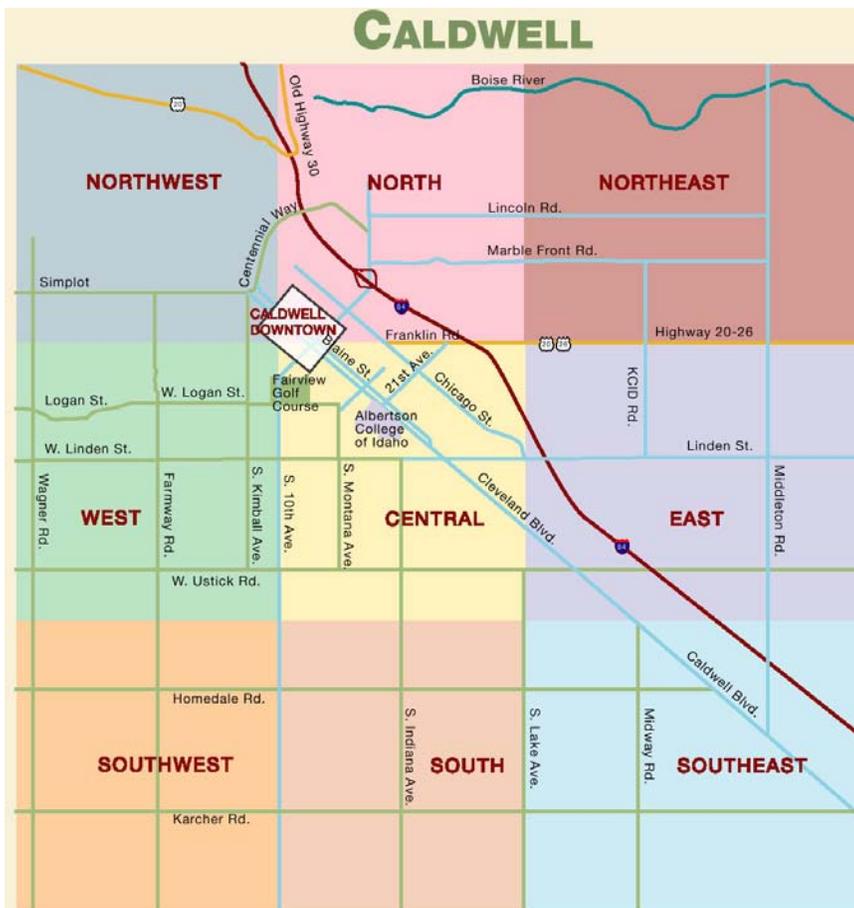
This report explores current conditions in Caldwell from a psychographic and market perspective to assist the City and other stakeholders in making appropriate decisions to further the City’s vision for downtown development and redevelopment.

# Economic Climate

## Caldwell and the Greater Treasure Valley

Caldwell is located in Idaho’s Treasure Valley. Approximately 28 miles from Boise, it is one of six outlying suburban communities that are generally supported by the job base in Boise, the State capital, and the Valley. Given the predominance of residential development and the limited local job base, Caldwell is considered a bedroom community.

As one of the towns in Treasure Valley furthest away from Boise, Caldwell has historically enjoyed a strong agricultural and manufacturing job base. Much of the manufacturing was tied directly to agricultural products. The J.R. Simplot Company, founded in Caldwell 70 years ago, provided many jobs to the community as it grew and prospered, becoming one of the largest food providers and processors nationwide, as well as a leading beef-cattle producer and fertilizer manufacturer, with markets in the U.S., Canada and Mexico. As such, the local economy was robust, with limited dependence on Boise. The railroad provided a convenient means of transportation to and from Caldwell.



Source: Gunstream Commercial Real Estate Report, December 2005

Across the U.S., the agricultural industry has changed significantly in the last 50 years. Road networks have improved, and automobiles and trucks are now the preferred mode of transportation. Manufacturing efficiency has increased, requiring fewer employees. As the nationwide economic climate has changed from an agricultural to service-oriented society, Caldwell, like other small cities, has suffered somewhat. Farmers have redefined their products towards smaller specialized crops, or by relying on efficient machinery instead of workers. Given technical advances and the transitioning economy, many farmers have sold a significant share of their land holdings to developers. For example, the J.R. Simplot Company moved its headquarters to Boise, triggering other businesses that relied on Simplot to close or move as well. In response to the shifting economy and the loss of major employers, Caldwell is now in the process of redefining the economic base for its city.

### Economic Vitality

A 2004 market study by Leland Consulting Group's Denver office examined population as well as housing, retail and office markets in a primary trade area consisting of Canyon County and a secondary trade area consisting of Ada County. Since Canyon County also includes the City of Nampa, a more detailed analysis of market trends in the City of Caldwell and, more specifically, Downtown Caldwell, is needed. Further, much of the information in the 2004 market study is now two to four years old and may not accurately reflect more recent trends. The information presented in this report is based on the 2004 market study, augmented wherever possible with updated information from ESRI, other data sources, Leland Consulting Group, and local brokers in Canyon County. It is intended to provide an overview of trends in Caldwell and in Canyon County - Caldwell's primary trade area - that could affect development in Downtown Caldwell.

Another trend to discuss is the national movement towards a more "creative" workforce. Caldwell's careful focus on emerging trends and new demographic profiles will assist in not only the revitalization of the downtown and greater community, but will act towards retaining economic vitality and sustainability.

### *The Creative Class*

For several decades, the U.S. economy has consisted primarily of jobs in the service industry. While the service economy is predicted to remain strong into the future, the trend is moving toward a more creative, entrepreneurial market, particularly within the younger age groups, generation "X" and "Y," which encompasses people as young as 12 and as old as 45. This "creative class" will move to places that satisfy their community and lifestyle preferences, first and foremost. They are looking for authenticity in their environment and they want to live in a "Place" with a distinct identity and high standards of livability. Once they find a community that complements their lifestyle requirements, if they cannot find a job, they will create one for themselves. Richard Florida, who coined the term "Creative Class," believes this subgroup is the key driving force for economic development of post-industrial cities in the U.S.<sup>1</sup>

Cities throughout the U.S. are starting to address this new group of "creatives." It is estimated that the Creative Class makes up more than 30 percent of the entire national workforce, or nearly 38 million people. Cities that have attracted and retained the creative

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<sup>1</sup> Richard Florida, *The Creative Class*, 2004

class are prospering, whereas those that have not are generally stagnating as this workforce can and will redefine itself and what it does to stay in a Place. It is an unexplored subgroup with a great deal of economic potential.

This group is looking for a diverse tolerant Place, open to creativity. Thus, creatives tend toward a more active, urban lifestyle, enjoying outdoor activities as much as music and the arts. Community is important to them, and a denser urban climate helps provide some of that, as many creatives are single or more independent than previous generations of young people. This begs the question, what industries and jobs might support this demographic subgroup? If Caldwell provides the community amenities and lifestyle that this group prefers, it will benefit from having a young population who could provide services and new creative industry and enjoy economic prosperity in years to come as the U.S. workforce changes.

In particular, if Caldwell focuses on urban housing type for downtown, this younger, creative workforce may be attracted to not only the urban lifestyle, but also to the small town setting that enables the creation of community, a critical value for this demographic. The affordability of Caldwell would also be attractive.

The City needs to look at livability from two distinct but interrelated perspectives. First, from a personal/lifestyle perspective, is their enough high-end, quality executive housing or a diversity of housing types and lifestyle choices to attract entrepreneurs to live in the area and locate their business here? Second, from a pragmatic/economic perspective, does the City have enough desirable business incentives and programs to attract businesses and keep them in Caldwell as they grow and prosper?

For example, a young Internet entrepreneur may locate her business of two to five people in downtown, and choose to also live downtown. As the business grows, the business and owner will choose to stay in Caldwell, as long as the business climate remains favorable and the City maintains high standards of community livability.

## Employment Base

### *Unemployment*

One indicator of economic conditions and the overall economic well being of an area is its unemployment rate. The lower the unemployment rate the better the economic environment. Generally, when an area has an unemployment rate close to five percent, it is considered to be at full employment or in equilibrium.

The unemployment rate in Canyon County averaged 4.3 percent as of November 2005, higher than the statewide rate of 3.4 percent, as shown in Table 1 below. A seasonal adjustment from the Caldwell Economic Development Council put Caldwell's unemployment at 3.9 percent at the end of December 2005. At 5.7 percent, Caldwell's unemployment rate is also higher than Canyon County's and other places in the Treasure Valley. However, at the state level, Idaho - including Caldwell - appears to have a healthy job base.

**TABLE 1: UNEMPLOYMENT RATE COMPARISON**

Year	Caldwell	Boise – Nampa	Canyon County	Idaho	United States
2004	6.1%	4.0%	5.3%	4.7%	5.4%
2005	5.7%	3.0%	4.3%	3.4%	4.9%

Source: Idaho Department of Commerce and Labor; Leland Consulting Group

Caldwell’s employment base is similar to that of other communities in Treasure Valley. At 47.6 percent, services, including general services and finance/insurance/real estate services, make up almost half of Caldwell’s employment base, as shown in Table 2 and Figure 1. Although Caldwell used to be primarily an agricultural community, currently only three percent of employees work in that industry. At 16.3 percent, manufacturing – which may relate to agriculture with regard to what products are manufactured, but is categorized as a different sector – is the second largest industry sector in Caldwell.

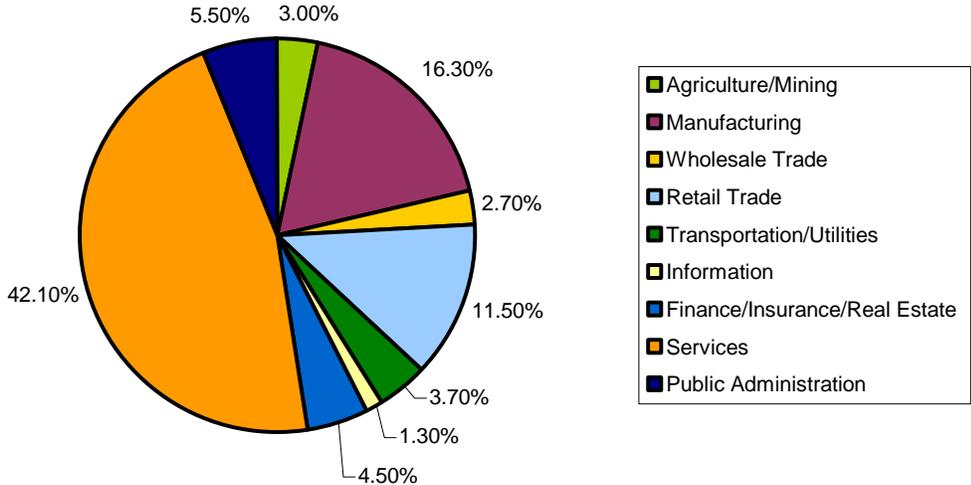
**TABLE 2: EMPLOYED POPULATION COMPARISON BY INDUSTRY  
Treasure Valley Region\* 2005**

Industry	Caldwell	Nampa	Boise	Canyon County
Agriculture/Mining	3.0%	2.2%	0.7%	4.0%
Construction	9.5%	10.5%	7.4%	10.6%
Manufacturing	16.3%	15.6%	11.0%	15.6%
Wholesale Trade	2.7%	3.2%	3.3%	3.3%
Retail Trade	11.5%	10.1%	10.8%	10.1%
Transportation/Utilities	3.7%	4.0%	3.3%	4.2%
Information	1.3%	1.7%	2.3%	1.5%
Finance/Insurance/Real Estate	4.5%	5.7%	8.3%	5.2%
Services	42.1%	42.1%	45.8%	40.2%
Public Administration	5.5%	4.8%	7.3%	5.1%

\*Ages 16+

Source: ESRI; Leland Consulting Group

**FIGURE 1: CALDWELL EMPLOYMENT BY INDUSTRY 2005**



Source: ESRI; Leland Consulting Group

*Employers*

The top four largest employers in Caldwell are Caldwell School District #132 (789), West Valley Medical Center (500), Albertson College of Idaho (460), and J.R. Simplot Company (300). Caldwell has not yet captured the tech industry or other emerging industries that nearby cities such as Boise have. However, the presence of the medical center and the college represent opportunities to attract more office uses that cater to those employment sectors, students and workers in the medical industry.

**TABLE 3: FOUR LARGEST EMPLOYERS IN CALDWELL**

Employers	Number of Employees
Caldwell School District #132	789
West Valley Medical Center	500
Albertson College of Idaho	460
J.R. Simplot Company	300

Source: 2004 Caldwell Downtown Plan and Revitalization Strategy; Leland Consulting Group - Denver

In addition, Matterhorn, a Caldwell ice cream manufacturer, announced plans to add 60 new jobs to its workforce. Ten jobs will be in the \$30,000 to \$100,000 annual income range. The remaining 50 will be manufacturing jobs with an hourly wage of \$7 to \$15 and full benefits.

## Trends

### *The High-tech Industry*

One area of employment that Caldwell could seek to grow in is the high-tech industry. Treasure Valley as a whole is seeing a boom in the tech industry and is on track to become a next “Silicon Valley” if the pace of growth persists. This tech boom is largely attributable to two factors: 1) Treasure Valley has room to expand, and 2) it offers economic incentives for small businesses. While Idaho is benefiting from businesses relocating to and expanding within Treasure Valley, only a negligible percentage of this growth has occurred in Caldwell to date. However, as the area attracts more high-tech industry, Caldwell may capture a share of the job growth and economic benefits associated with this industry by focusing on planning and development initiatives that will attract high-tech employers.

### *Wine and Tourism*

Caldwell is on the outskirts of the Valley and still primarily surrounded by an agricultural community and farmland. Idaho has an ideal climate for wine production, and the wine industry has grown here in the last few years. Caldwell is perfectly situated to capitalize and capture this industry. Moreover, if the wine industry flourishes in Treasure Valley, and Caldwell can capture some of the economic growth associated with wine production, tourism would also increase and become an industry to the city.

Additionally, Caldwell is a stepping-off point to many recreational destinations. This is another focus where the tourism industry could direct its efforts. The area offers a wide range of recreational activities, including skiing, hiking, fishing, hunting, rock climbing, other water sports, and mountain adventure sports.

## Demographic Trends

While the demographic characteristics of the local and regional economy dictate the types of goods and services that are in demand, they also influence the demand for specific types of real estate products. A market’s ability to monitor an area’s demographic characteristics and respond in a timely and appropriate manner to demographic shifts that occur will determine its success at diversified growth. The following discussion profiles the general population changes that have occurred since 2000, as well as the demographic composition and consumer spending of residents living in Caldwell and surrounding Canyon County.

As shown in the following analysis, Canyon County, and Caldwell in particular, have a very different demographic profile than those cities in Ada County such as Boise, Eagle, and Meridian. Caldwell more closely resembles its neighbor Nampa, also in Canyon County. As previously noted, the City has historically been agriculturally based, which has created a demographic mix of lower income, less educated workers as well as farmers and ranchers. Caldwell is recognized as one of the more affordable areas to live in Treasure Valley. For this reason, it historically attracted individuals and families of more modest means. The trend appears to be changing somewhat, as is indicated by recent, rapid growth in Caldwell’s residential population. Given the rising cost of real estate in Boise and closer-in suburbs, this growth is likely attributable to lower and middle-income households who have relocated to Caldwell, where housing is more affordable and home ownership is a viable option.

### Population Trends

Caldwell is one of the smaller cities in Treasure Valley. It is also the last major city in the northwestern portion of the Valley, located 28 miles from Boise. Caldwell’s population increased dramatically between 1990 and 2005, from 18,586 to 31,393. From 1990 to 2000, Caldwell’s population increase by 41.13 percent, compared to 47.8 percent in Boise and 82.9 percent in Nampa. According to 2005 to 2010 population projections shown in Table 4, Caldwell’s population is expected to grow at an annual rate of 4.06 percent – nearly double the projected growth rate for Boise (2.13 percent) and more than double the projected rate of growth for the State (1.97 percent). Despite the fact that Caldwell is projected to grow at an annual rate that is significantly higher than Boise and the State, between 2005 and 2010 growth rates for both Nampa and Canyon County are projected to slightly exceed Caldwell’s annual rate of growth.

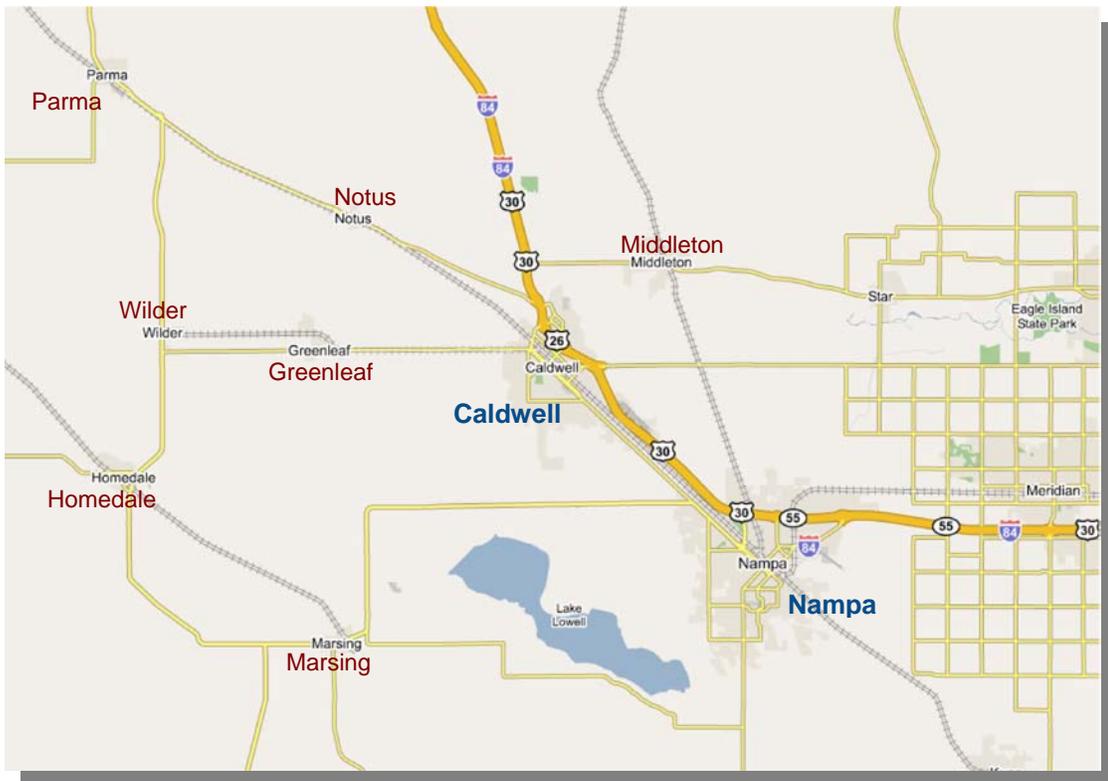
**TABLE 4: POPULATION GROWTH TRENDS COMPARISON**  
**Treasure Valley Region and State of Idaho**  
**2005-2010**

	Caldwell	Nampa	Boise	Canyon County	Idaho
2005 Population	31,393	90,036	234,317	163,546	1,428,234
2010 Population	38,297	112,164	260,395	202,036	1,574,533
2005-2010 Annual Increase	4.06%	4.49%	2.13%	4.32%	1.97%

Source: U.S. Census Bureau; ESRI; Leland Consulting Group

In addition to the City of Caldwell population, close to 32,000 residents, there are several outlying communities that Caldwell has the potential to serve, as it is the last large city in the western portion of Treasure Valley, illustrated in Figure 2. These communities, referring to Table 5, have a total population of 12,247. The question is, are the residents of these communities stopping in Caldwell to get their needs provided in goods and services, or are they going to Nampa or even Boise? This additional population from the outskirts of the City is potentially a lost opportunity for the City to capture additional spending dollars and stop them from going elsewhere. It is also an opportunity for the downtown to capture a percentage of those dollars.

**FIGURE 2: MAP OF CALDWELL AND NEIGHBORING TOWNS**



Source: Google Maps; Leland Consulting Group

**TABLE 5: NEIGHBORING TOWNS DISTANCE AND POPULATION**

Town	County	Population*	Distance (miles)**	Direction
Greenleaf	Canyon	879	6.75	W
Homedale	Owyhee	2,548	15.75	W/SW
Marsing	Owyhee	981	14	SW
Middleton	Canyon	4,071	7.5	N/NE
Notus	Canyon	511	8.5	NW
Parma	Canyon	1,799	17	NW
Wilder	Canyon	1,458	12	W
<b>Total</b>		<b>12,247</b>		

\*Projected 2005 population based on 2000 census  
 \*\*Distances given represent driving distance from Caldwell

Source: ESRI; Mapquest.com; Leland Consulting Group

Rapid population growth in Caldwell over the last few years appears to be in part due to affordability. Caldwell has essentially become a bedroom community of Boise. People are moving to Caldwell because housing is more affordable. However, given the limited employment base in Caldwell, many residents commute to other parts of the Valley to work. A source of immigration to the area is Californians and other transplants from out-of-state who are attracted to Caldwell because of its proximity to Boise, a major metropolitan city, as well as Caldwell’s relatively small size. Caldwell’s small town feel is desirable to individuals and families who have been able to sell their homes in other parts of the country and purchase in Caldwell for substantially less, thereby increasing their disposable income.

As of the writing of this report, only a very small percentage of Caldwell residents live in the downtown area. There are several close-in neighborhoods, one just to the north, and a historic neighborhood to the southeast, between downtown and Albertson College. However, downtown itself has almost no residential population.

One of the revitalization goals is to bring housing to Downtown Caldwell. Many residents may wish to remain in Caldwell, but not necessarily seek the typical single-family detached house that is the predominant available form of housing. Young people moving back to the area, or “empty-nesters,” looking to downsize and simplify their lives, are two sectors of the population urban housing appeals to in particular. The draw of community is also very attractive. Downtown is an ideal area to cultivate that type of setting, where your community becomes, in effect, your “living room” within the coffee shop or neighborhood bookstore.

## Household Trends

### *Household Composition*

Caldwell is not unusual in the fact that it has a large percentage of its population in one- and two-person households. As shown in Table 6 and Figure 3, one and two-person households represent the majority in both Caldwell (53 percent) and Boise (61 percent). Most often, these households are made up of single people, young or older married couples who have no

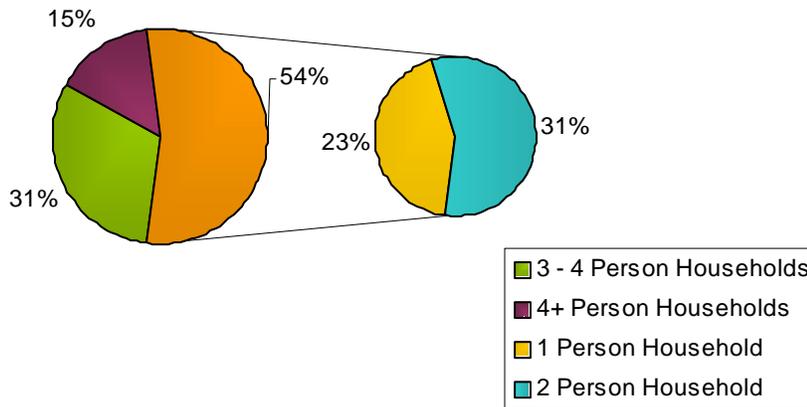
children at home (i.e., empty nesters), and roommates. Single parents with one child are also included in this group.

**TABLE 6: HOUSEHOLD SIZE COMPOSITION**  
**Caldwell and nearby urban areas**  
**2000 population**

Household Type	Caldwell	Nampa	Boise
1-Person Household	23.3%	20.1%	26.5%
2 Person Household	30.5%	32.6%	34.7%
<b>1 - 2 Person Households</b>	<b>53.8%</b>	<b>52.7%</b>	<b>61.2%</b>
3 - 4 Person Households	31.2%	32.9%	30.0%
4+ Person Households	15%	14.4%	8.9%

Source: ESRI; Leland Consulting Group

**FIGURE 3: CALDWELL HOUSEHOLD COMPOSITION**  
**2000**



Source: ESRI; Leland Consulting Group

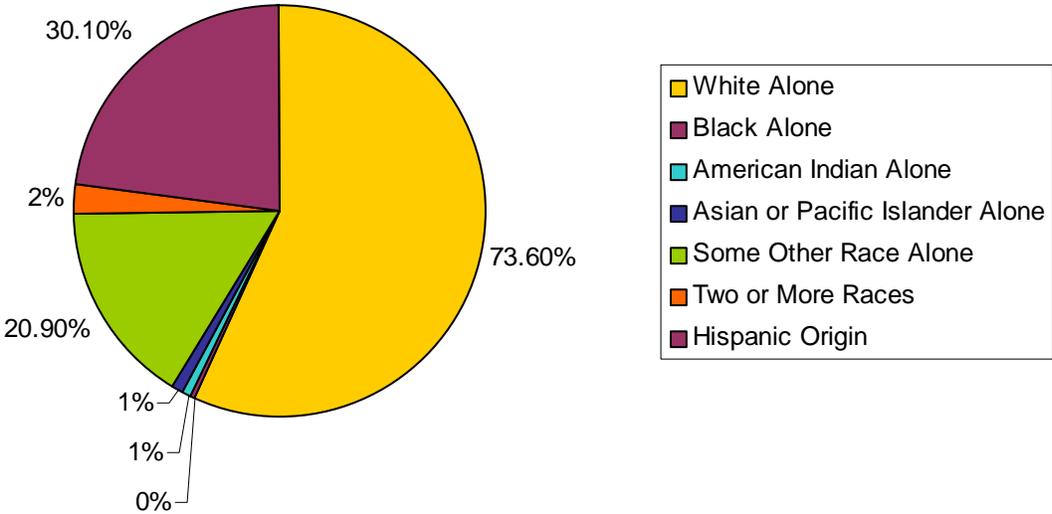
Smaller households tend to be more flexible than larger households with regard to lifestyle choices and housing preferences. Living downtown in a more urban setting might very well appeal to some smaller households currently living in Caldwell, or future residents. Particularly as downtown is close to Albertson College, students and professors may choose a simpler and active, interesting downtown environment.

It is expected that at least a small percentage of the population – these individuals and couples desiring an urban lifestyle, while remaining in the Caldwell area and continuing to enjoy the benefits of a smaller community – might be captured in downtown housing. With a projected population growth rate of four percent within the City, if it captured four to seven percent of that growth downtown, it would be approximately 120 to 130 residents per year.

*Ethnic Profile*

More than 73 percent of the residents in Caldwell are white. The other large ethnic group in this community is people of Hispanic origin. Over 30 percent of Caldwell’s population is of Hispanic origin (Figure 4). This is a larger percentage of Hispanics than in Nampa, Boise, or Canyon County, as can be seen in the comparison in Table 7. Additionally, the trend shows the Hispanic population increasing to approximately 34 percent in Caldwell by 2010. The disproportionate share of Hispanics living in Caldwell reflects the fact that housing is more affordable there. Further, coupled with its affordability relative to the rest of Canyon County, Caldwell’s proximity to farms and other agricultural uses makes it an attractive location for migrant workers, many of whom are of Mexican or Latin American origin.

**FIGURE 4: CALDWELL RACIAL COMPOSITION 2000**



Source: ESRI; Leland Consulting Group

**TABLE 7: POPULATION COMPARISON BY RACE/ETHNICITY**  
**Treasure Valley Region: 2005 to 2010**

	Caldwell		Nampa		Boise		Canyon County	
	2005	2010	2005	2010	2005	2010	2005	2010
White Alone	73.60%	70.80%	83.70%	81.80%	91.50%	90.60%	81.40%	79.40%
Black Alone	0.50%	0.50%	0.40%	0.40%	0.90%	0.90%	0.40%	0.40%
American Indian Alone	0.90%	0.90%	0.90%	0.90%	0.70%	0.80%	0.90%	0.80%
Asian or Pacific Islander Alone	1.10%	1.30%	1.20%	1.30%	2.60%	3.10%	1.10%	1.20%
Some Other Race Alone	20.90%	23.40%	11.10%	12.60%	1.90%	2.20%	13.60%	15.30%
Two or More Races	2.90%	3.00%	2.70%	2.90%	2.40%	2.40%	2.70%	2.80%
Hispanic Origin	30.10%	33.80%	17.90%	20.40%	5.10%	5.90%	20.90%	23.60%

Source: ESRI; Leland Consulting Group

The Hispanic community constitutes a significant share of the market. It is a demographic that is potentially untapped or underserved by the retail and housing markets, as well as by the employment industry. This community is known for its entrepreneurial sensibilities, and will often come into a downtown area when others are unwilling to. Hispanic entrepreneurs are commonly motivated to start up businesses, live in and clean up blighted downtown and commercial areas or downtowns where other businesses will not venture. This may be seen as a benefit to Caldwell, and an unrealized market opportunity for downtown revitalization and the City of Caldwell.

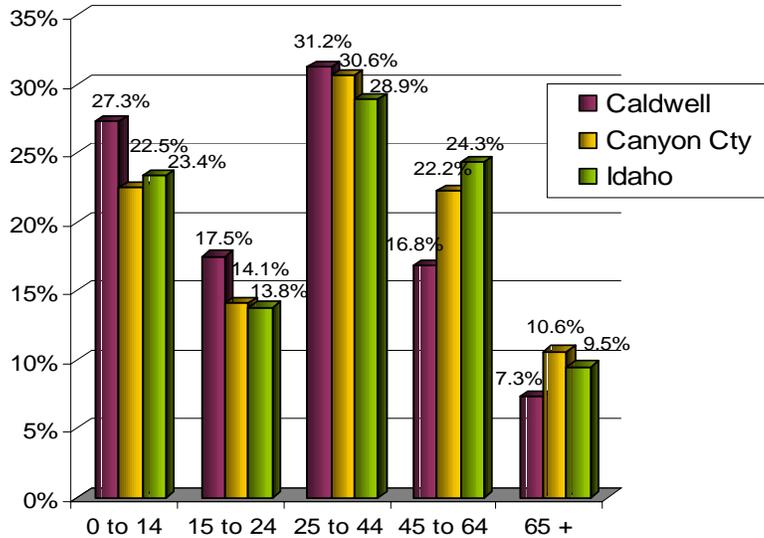
A larger strategy of the revitalization effort must be to include this community and engage it in the redevelopment of downtown and success of Caldwell. As an example, Boise has done an excellent job with the Basque community, capitalizing on the unique cultures and traditions of that ethnic group, and using it as an opportunity for economic development and community pride.

### *Household Age*

The household age composition of an area has a direct effect on housing demand and consumer spending<sup>2</sup>. Figure 5 shows the age characteristics of heads of households in Caldwell as compared to the County and the State. Households headed by individuals age 15 to 24 tend to spend most of their income on basic needs. These households are also generally renters, with little savings and few assets. Householders age 25 to 44 typically represent first time homebuyers. Individuals in this age group head a higher concentration of family households. These householders have typically accumulated enough savings and equity to purchase a traditional, single-family home and have a higher than average amount of discretionary income. The age group with the most discretionary income tends to be retirement age individuals of 65 and older.

<sup>2</sup> National Association of Realtors, "Generational Needs will Alter Market" 1998

**FIGURE 5: POPULATION BY AGE DISTRIBUTION 2000**



Source: ESRI; Leland Consulting Group

Caldwell is known as a family-oriented community. As shown in Figure 5, at 27.3 percent, it has a significantly higher concentration of very young residents age 14 and under compared to the County and the State. More broadly, Caldwell’s population is tilted more towards the demographic of families with school-aged children, which includes persons less than 45 years of age. In contrast, relative to the County and the State, Caldwell’s percentage of middle-age residents (45 to 64) and retirement age residents 65 and older is lower.

Householders age 45 to 54 are commonly profiled as “empty nesters” or “move-down buyers” with a significant amount of discretionary income. Empty nesters have accumulated enough savings and equity to afford a second home and travel frequently. Only 16.8 percent of householders in Caldwell are within this age group. Householders age 55 and older are classified as seniors; individuals that tend to have fixed incomes and no mortgage. By age 65, most householders have chosen where they want to retire. In Caldwell, seniors represent a mere 7.3 percent of the population.

The median age for Caldwell was 28.8 years in 2000 and 30 in 2005. However, it is projected to increase to 31 years by 2010, as shown in Table 8. This is not an unusual trend. The entire nation is aging, as can be seen in all areas of the U.S., as baby boomers retire and their children enter the workforce.

Providing a diversity of housing options downtown, including senior housing, as well as more community amenities and shopping, could attract residents, particularly seniors. The average age of the entire U.S. is increasing, and seniors look for a different lifestyle and housing type than they traditionally have, and different than young families. They often want a simpler lifestyle, with amenities within the community and close at hand, places they can walk to and see friends and do activities they enjoy.

**TABLE 8: MEDIAN AGE COMPARISON  
Caldwell and neighboring jurisdictions  
2000 – 2010**

Year	Caldwell	Nampa	Canyon County
2000	28.8	29.7	30.6
2005	30.0	30.2	31.0
2010 (Projected)	31.0	31.0	31.8

Source: ESRI; Leland Consulting Group

*Education*

Table 9 describes and compares educational attainment in Caldwell and other areas of the Valley and the State. Thirty percent of the population in Caldwell over the age of 25 has graduated from high school, which is about average for the overall area and the State. However, over 15 percent of the population in Caldwell has less than a ninth-grade education – a much higher percentage than neighboring areas and the State. In contrast, Boise has a greater percentage of residents with a Bachelor’s Degree or higher.

**TABLE 9: EDUCATIONAL ATTAINMENT COMPARISON  
Treasure Valley Region and State of Idaho\***

Level of Education	Caldwell	Nampa	Boise	Canyon County	Idaho
Less than 9th Grade	15.4%	8.9%	1.9%	10.8%	5.2%
9th – 12th Grade, No Diploma	15.8%	12.4%	6.9%	13.2%	10.1%
High School Graduate	30.0%	29.5%	21.6%	30.3%	28.5%
Some College, No Degree	22.4%	26.2%	29.5%	25.3%	27.3%
Associate Degree	4.7%	6.0%	7.3%	5.5%	7.2%
Bachelor's Degree	7.5%	11.8%	22.5%	10.3%	14.8%
Master's/Prof/Doctorate Degree	4.2%	5.1%	10.3%	4.6%	6.8%

\*2000 population; age 25+

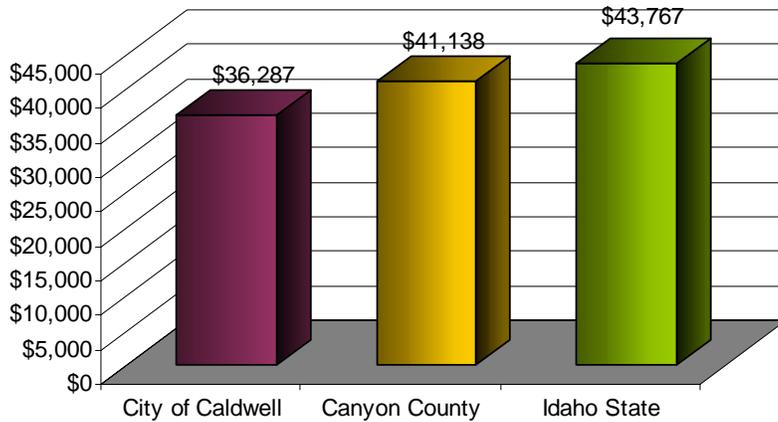
Source: ESRI; Leland Consulting Group

*Household Income*

Typically, there is a direct correlation between educational attainment and income – households with a lower level of educational attainment generally earn less than households with more education. As shown in Figure 6 below, the median income for Caldwell in 2005 was \$36,287, lower than other jurisdictions in Treasure Valley and even Canyon County, which reported a median income of \$41,138. Given that the percentage of Caldwell residents with a college degree is lower than other parts of the Valley and the State, it is not surprising that household earnings are lower.

Comparing the five-year growth rate for the area in Table 10, Caldwell’s median household income is projected to grow at a rate of 15 percent, equal to Nampa, but lower than Boise by three percent, and higher than Canyon County.

**FIGURE 6: MEDIAN INCOME COMPARISON**  
Treasure Valley Region  
2005



Source: ESRI; Leland Consulting Group

**TABLE 10: MEDIAN INCOME COMPARISON**  
Treasure Valley Region  
2005

	Caldwell	Nampa	Boise	Canyon County
2005	\$36,287	\$43,006	\$52,150	\$41,138
2010	\$41,777	\$49,507	\$61,532	\$46,935
5-year growth rate	15%	15%	18%	14%

Source: ESRI; Leland Consulting Group

Despite the fact that Caldwell’s median income is expected to grow at a healthy pace that is in step with Nampa and the County, at \$41,777 the City’s median household income is projected to remain significantly lower than the median household incomes in surrounding areas and the state by 2010. Since Caldwell’s households currently earn less than households in neighboring communities, the County and the State, incomes would have to grow at a rate that exceeds the growth rate in these areas for Caldwell to “catch up.”

**TABLE 11: PROJECTED HOUSEHOLD INCOME COMPARISON**  
**Treasure Valley Region**  
**2005 - 2010**

Households by Income	Caldwell		Nampa		Boise		Canyon County	
	2005	2010	2005	2010	2005	2010	2005	2010
< \$15,000	15.50%	13.30%	12.00%	10.00%	9.20%	7.40%	12.80%	10.90%
\$15,000 - \$24,999	17.00%	12.90%	12.30%	10.30%	10.60%	7.90%	13.60%	11.20%
\$25,000 - \$34,999	15.30%	15.90%	14.20%	12.20%	11.20%	10.20%	14.40%	13.20%
\$35,000 - \$49,999	19.40%	17.70%	20.20%	18.00%	16.60%	14.30%	20.00%	18.20%
\$50,000 - \$74,999	18.00%	19.80%	22.20%	22.90%	21.40%	20.10%	20.80%	21.50%
\$75,000 - \$99,999	7.00%	8.80%	9.90%	11.50%	13.00%	14.20%	9.40%	10.70%
\$100,000 - \$149,999	6.00%	8.40%	6.70%	10.60%	12.00%	16.30%	6.60%	10.20%
\$150,000 - \$199,999	0.60%	1.70%	1.30%	2.40%	2.90%	4.80%	1.10%	2.30%
\$200,000 +	1.30%	1.60%	1.20%	2.10%	3.20%	4.80%	1.20%	1.90%

Source: ESRI; Leland Consulting Group

### Consumer Spending Patterns

National research has shown that there is a direct relationship between a consumer’s age and their spending patterns. In the retail industry, this is often referred to as the “life-cycle” stage. Typically, households headed by “twenty-somethings” spend less than other households on discretionary items because of their size and income level. Research has also shown that a household’s spending peaks at middle-age, when family size and income levels are at their highest. Furthermore, as householders enter retirement age, their household size and income shrinks, which translates into a lower level of spending.

Caldwell households spend, on average, \$41,417 per year on retail and personal service-related items (see Table 12). In 2003, the average household spent over \$5,600 per year on groceries. When expenditures for dining out are taken into account, households spent over \$8,500 on food and drink items annually. Households spend more than \$6,000 for vehicles and transportation and above \$10,500 on home-related expenses, not including furnishings and equipment. This number does include financial expenditures, such as investments and vehicle loans, and insurance expenditures. If those two categories were removed, total average expenditures annually drops to \$31,829.

**TABLE 12: CALDWELL GOODS AND SERVICES EXPENDITURES**

Expenditure Category	Average Amount Spent	Total Amount Spent
Grocery	\$5,634	\$61,261,632
Dining and Beverages	\$2,937	\$31,933,165
Misc. personal products (incl. smoking products)	\$760	\$8,260,092
Household Furnishings and Equipment	\$832	\$9,041,377
Computer	\$170	\$1,852,793
Apparel and Services	\$1,336	\$14,526,545
Entertainment & Recreation	\$2,190	\$23,814,301
Home and related expenditures	\$10,532	\$114,518,049
Transportation (vehicles)	\$6,053	\$65,818,880
Health	\$549	\$5,965,603
Insurance	\$2,932	\$31,880,130
Travel	\$836	\$9,088,299
Financial	\$6,656	\$72,367,660
<b>Total</b>	<b>\$41,417</b>	<b>\$450,328,526</b>

Note: Expenditures are in 2003 dollars.

Source: ESRI, Leland Consulting Group

Nationally, consumers are spending more and more of their income on technology, entertainment and travel<sup>3</sup>. A major reason is an increase in the number of affluent households and an increasing number of older householders devoting more of their budget to leisure activities and having fun. Householders age 55 and older spend more on entertainment and travel than those under age 35. Householders age 45 to 54 are the biggest spenders on technology, entertainment, and travel.

Consumers nationwide are also making fewer mall visits<sup>4</sup>. This decline in mall visits has occurred for several reasons. Malls tend to be geared toward younger shoppers, which means aging baby boomers are increasingly shopping elsewhere (e.g., catalogues, Internet, etc.). Also, malls have generally been less able to re-merchandise and position themselves to address emerging trends such as increasing levels of expenditures on technology, entertainment, travel, and few on hygiene and apparel items.

The decline in mall spending is being capitalized on by catalogue and Internet retailers, as well as downtown organizations (and/or cities). A growing number of shoppers perceive malls as boring and inconvenient and downtowns or main streets as exciting and convenient. It is frequently referred to as “experience” or “lifestyle” retail. There is significant effort underway nationally to bring retail back downtown—an opportunity Caldwell is also embracing. Current residents of Caldwell do not match the demographic profile of the nationwide trend in spending. However, as more people move to Caldwell, the City may

<sup>3</sup> “The New Consumer Paradigm”

<sup>4</sup> Between 1994 and 1997, mall visits fell from 2.62 to 1.97 per person per month, *Ibid.*

move closer to the national norm. It is important to keep nationwide expenditure trends in mind when targeting new growth and revitalization in Downtown Caldwell.

*Tapestry Segments*

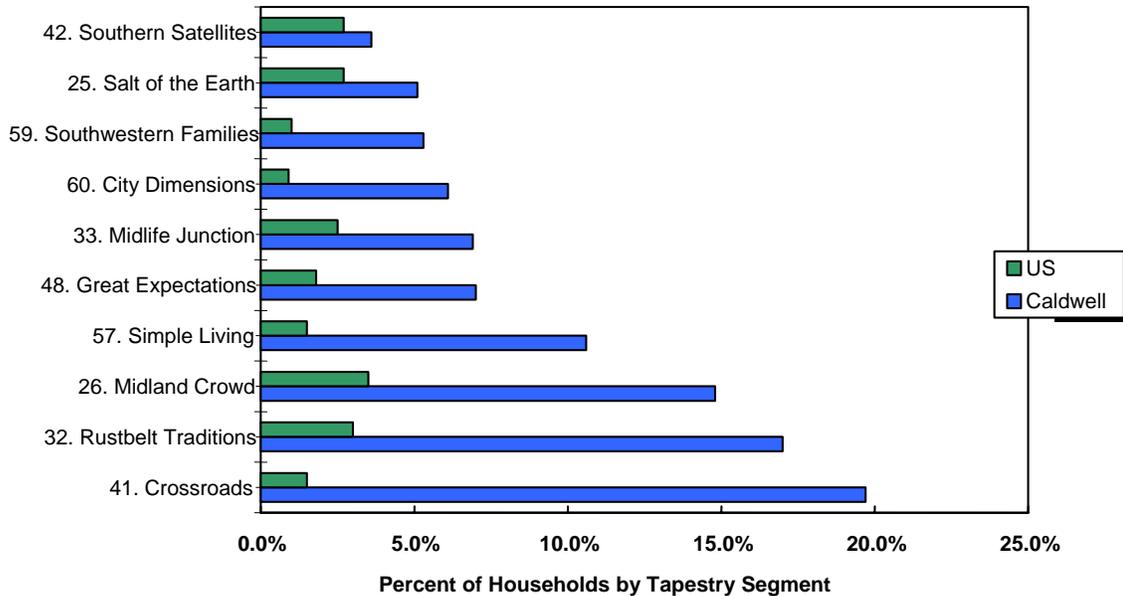
Tapestry segment designations are used to describe typical lifestyle information about various demographic groups. These segments survey daily life in terms of age, income, values, lifestyle, and recreational habits. The top five tapestry segments in Caldwell, shown below in Table 13, are Crossroads, Rustbelt Traditions, and the Midland Crowd, followed by Simple Living, and Great Expectations.

**TABLE 13: TAPESTRY SEGMENT BREAKDOWN IN CALDWELL 2005**

Tapestry Segment	Percentage of Households
Crossroads	19.7%
Rustbelt Traditions	17.0%
Midland Crowd	14.8%
Simple Living	10.6%
Great Expectations	7.0%

Source: ESRI; Leland Consulting Group

**FIGURE 7: TOP TEN TAPESTRY SEGMENTS: CALDWELL VS. U.S. 2005**



Source: ESRI; Leland Consulting Group

The following definitions provide a typical snapshot of the top five demographic segments for Caldwell. As these are general descriptions covering the entire population of the U.S., some of the descriptors will likely not relate to Caldwell. However, the overall depiction is effective to gain an understanding and perspective of the majority of the population in Caldwell today.

### *Crossroads*

Young, mobile families in mobile homes typify Crossroads neighborhoods. Found most often in small towns throughout the South and West, these growing neighborhoods are home to married-couple and single-parent families with children. More than half of these young families own mobile homes. The median home value is \$56,400. Employment is mainly in the manufacturing, construction and retail sectors. Priorities for *Crossroads* residents are their children and cars. They shop for children's goods and groceries at discount stores. *Crossroads* residents prefer domestic cars and trucks, often buying used vehicles and performing the maintenance themselves. They enjoy watching television; listening to country radio; and read automotive, boating, and fishing magazines.

### *Rustbelt Traditions*

*Rustbelt Traditions* neighborhoods are the mainstay of the older industrial and manufacturing cities in the U.S. They provide the backbone of the manufacturing and transportation employment base that sustains the local economy. Most residents live in modest, owner-occupied single-family houses with a median value of \$93,000. The median age of these residents is 36 years. A mix of family and household types includes not only married couples, but also a high proportion of single-parent households and singles. Their median household income is \$43,800. Financially conservative, *Rustbelt Traditions* residents hold low-value variable life and homeowner's insurance policies. They are attentive to home and garden maintenance. They contract for specialized projects such as roofing, flooring and carpet installation. Favorite leisure activities include bowling and fishing. Television is important; *Rustbelt Traditions* residents subscribe to cable and regularly watch sports programming.

### *Midland Crowd*

Tapestry's largest market, Midland Crowd, represents 11 million people, nearly four percent of the total U.S. population, in one market. As expected, this market reflects some characteristics of the U.S. population, with a median age of 36 years and an average family size of 3.1 people. The median household income of \$47,000 is just below the U.S. median of \$48,100. These differences distinguish the Midland Crowd residents. These neighborhoods are located in mainly rural areas, which since 2000, have been growing at an annual rate of more than 2.5 percent. Approximately 40 percent of the homes were built after 1990; more than 95 percent of their homes are single-family houses or mobile homes. These do-it-yourselfers take pride in their homes and vehicles. Their vehicle of choice is a used truck such as a Ford or Chevrolet. For leisure, they go fishing and hunting, listen to country music, and watch television. They are politically conservative, devoted pet lovers, and interested in domestic travel.

### *Simple Living*

The median age for this market is 40 years, although a high percentage of the population is 75 years or older. Most residents are retired seniors who live alone or in congregate housing. The majority rent apartments in multiunit buildings. There is some retirement income, but many rely on Social Security benefits. Younger residents enjoy going to nightclubs and dancing, while seniors attend bingo nights and pursue hobbies such as photography, bird watching and woodworking. To stay fit, *Simple Living* residents walk, swim and play golf.

Cable or satellite television is a must, but many households do not own a PC, cell phone, or DVD player. Residents watch a lot of TV, especially family programs and game shows.

### *Great Expectations*

Young singles and married-couple families dominate this large urban market. The median age of the population is 33 years. A high proportion of *Great Expectations* residents are in their twenties. Labor force participation is high. They pursue a variety of careers primarily in the manufacturing, retail, and other service sectors. Home ownership is increasing; approximately half of these residents now own single-family homes with a median home value of \$95,500. The rest still rent apartments in small multiunit buildings. Their neighborhoods are older suburbs, with most homes built before 1960. They are not afraid to tackle small home maintenance and improvement projects, but also enjoy a young, active lifestyle. Leisure time for these residents is spent going out to dinner and a movie, attending music concerts, visiting theme parks, the zoo, and the beach. They have tried their hand at different sports such as fishing, hunting, and canoeing.

### Nationwide Trends

- Consumers are spending more of their income on technology, entertainment and travel.
- Consumers are making fewer visits to the mall.
- Catalogue and Internet retailers compete for downtown business.
- Shoppers want an “experience” as found in “lifestyle centers.”

## Real Estate Market Conditions

Markets are people. Real estate, and the activities within real estate, respond to people's needs and desires for a specific quality of life in a defined environment. In a real estate context, development projects respond to the needs and desires of people in the form of housing, places to work, places to shop, places to learn, and places for recreation. The market is smart. It knows what it likes and does not like, and with the exception of where subsidy or poverty is involved, the market can and will reject a real estate product that is not responsive to those needs and desires.

This section examines current real estate market trends in Caldwell and Canyon County and consumers' demand for additional products within the major land use categories for downtown (e.g., office, retail, housing, etc.).

### *Real Estate Market Behavior*

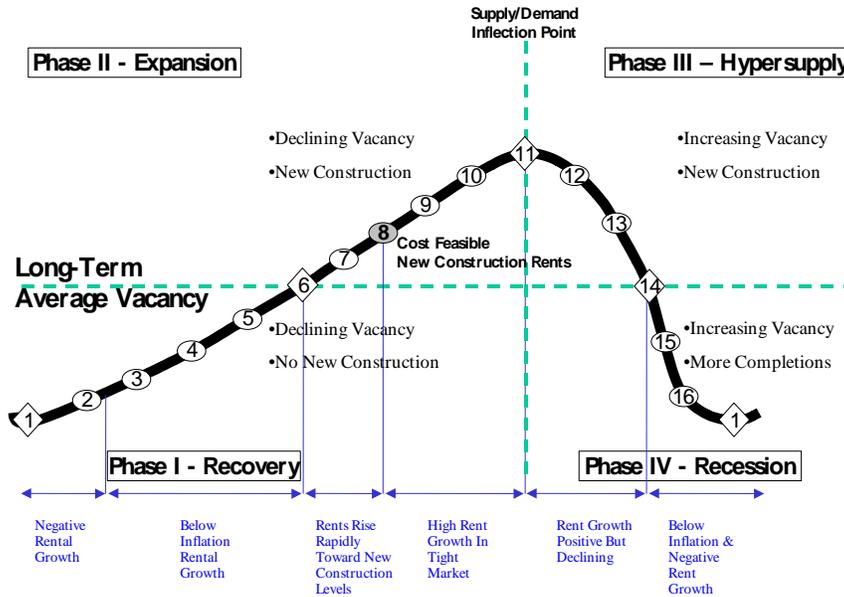
Real estate markets are cyclical due to the delayed relationship between demand and supply for physical space. The market cycle can be divided into four phases: recovery, expansion, hyper-supply, and recession. There is always lag time between phases in the real estate market. Research has discerned that long-term equilibrium is different for each market and type of property. Equilibrium is a key factor in determining growth rates for new development and redevelopment and the levels at which development performs, two of the key factors that affect real estate investment returns. Market cycle research is used to produce more accurate estimates of future market vacancy and rental rate growth in order that developers and investors can make informed strategic decisions.

Many investors and developers will pursue new opportunities in property types that are in the expansion phase, because this is where the greatest opportunity for short-term income return occurs. Others will pursue "bargain basement" deals in the recession phase, but with the expectation that returns will be longer term. When a market enters the hyper-supply phase, investors and developers generally hurry to complete projects in an effort to capitalize on remaining surplus demand or wait for the market to reach recovery again. The recovery phase is where investors and developers identify, plan and position themselves for maintenance opportunities. Figure 8 illustrates the real estate cycles typically used by investors making strategic investment decisions.

### *Caldwell Real Estate Characteristics*

The characteristics of each major property type differ on a regional and local level. Downtown Caldwell lies within the broader Canyon County and Ada County market and functions as a submarket that competes with Boise and its other "suburbs" in Treasure Valley. As a submarket, the relative health, size, depth, and perception of markets within the county will have a significant impact on real estate investments in the downtown. Given this fact, real estate conditions in both the City of Caldwell, and specifically Canyon County, are evaluated in order to gain a better understanding of market dynamics that will affect development. The current market condition of each real estate product is summarized in the following text.

FIGURE 8: MODEL OF THE REAL ESTATE MARKET CYCLE



Source: Legg Mason Wood Walker Incorporated; Leland Consulting Group

### Commercial Supply

Commercial building activity has remained steady for the last three years in Caldwell, as shown in Table 14 below. Caldwell is growing in the commercial building sector, but certainly not at the rapid rate of residential activity in the area. The new building has not occurred in Downtown Caldwell, but in other areas of the city. There is adequate land in downtown to accommodate growth and new development, provided market feasibility exists.

TABLE 14: COMMERCIAL BUILDING PERMIT ACTIVITY  
City of Caldwell  
2003 to 2005

	2003	2004	2005
New Commercial	38	39	38

Source: City of Caldwell Department of Building Safety; Caldwell Economic Development Council; Leland Consulting Group

### Office Market

Office lease rates in the Canyon County submarket range between \$9 and \$15 per square foot, with an average of \$11.13 per square foot. As of December 2005, there are 27 office properties totaling 167,172 square feet in Caldwell. In Canyon County, there are 84 office properties totaling 821,330 square feet. Nampa has 57 office properties, totaling 654,158 square feet. The reported supply of office space in Caldwell does not include owner-listed properties, so actual vacancy rates may depart slightly from those presented in Table 15.

**TABLE 15: OFFICE SUPPLY AND DEMAND FACTORS  
Caldwell and Surrounding Jurisdictions**

	Caldwell	Nampa	Canyon County
	2005	2005	2005
Total Number of Office Properties	109	165	274
Total Office Square Footage	716,093	1,227,901	2,009,244
Retail Lease Rates per Square Foot (range)	\$8.00 - \$16.00	\$13.50 - \$19.00	\$8.00 - \$19.00
Overall Office Vacancy Rate	13.9%	9.7%	11.1%

Source: Gunstream Commercial Real Estate Report, December 2005; Leland Consulting Group

The existing supply of office space in Caldwell is limited to Class B and C office space. Much of the office space in Downtown Caldwell is within substandard or underutilized buildings that suffer from deferred maintenance and in need of a “face lift.” In contrast, the supply of Class A office space that is suitable for higher end users, such as medical/dental professionals and high-tech industry, is scarce. City or County governments, as well as legal or insurance firms operating locally, may provide sufficient demand for absorption of some downtown office space. On the whole, however, office development is anticipated to be a minor component of redevelopment in Downtown Caldwell.

The existing supply of office space in Downtown Caldwell is 285,628 square feet and is contained in 45 buildings (Figure 9). The office vacancy rate in Downtown Caldwell is 19.4 percent; whereas citywide the office vacancy rate is somewhat lower at 13.9 percent. It should be noted that there is one vacant building downtown, the old Wells Fargo building, which has increased the total square footage of office space available downtown, thereby raising the already high vacancy rate.

**FIGURE 9: CALDWELL AND NAMPA OFFICE MARKET COMPARISON, BY AREA  
2005**

CALDWELL OFFICE					NAMPA OFFICE				
	Bldgs.	Total SF	Vacant SF	Vacancy %		Bldgs.	Total SF	Vacant SF	Vacancy %
North	2	3,300	1,800	54.50%	North	19	189,743	15,300	8.10%
Northwest	1	14,500	0	0.00%	Northwest	4	19,450	2,500	12.90%
West	7	36,275	0	0.00%	West	30	228,925	18,869	8.20%
Southwest	1	9,000	0	0.00%	Southwest	1	2,325	0	0.00%
South	15	102,655	5,825	5.70%	South	20	290,165	5,243	1.80%
Southeast	5	43,400	4,500	10.40%	Southeast	0	0	0	n/a
East	10	112,541	23,472	20.90%	East	2	13,500	4,318	32.00%
Northeast	0	0	0	n/a	Northeast	6	117,000	23,771	20.30%
Downtown	45	285,628	55,493	19.40%	Downtown	39	257,413	44,365	17.20%
Central	23	108,794	8,787	8.10%	Central	44	159,380	9,500	6.00%
<b>TOTAL/AVG.</b>	<b>109</b>	<b>716,093</b>	<b>99,877</b>	<b>13.90%</b>	<b>TOTAL/AVG.</b>	<b>165</b>	<b>1,277,901</b>	<b>123,866</b>	<b>9.70%</b>

Source: Gunstream Commercial Real Estate Report, December 2005

Approximately 61,000 square feet of new office space is concentrated near the West Valley Medical Center in the City of Caldwell. Given that this space caters to the specific needs of the medical industry, which generally requires higher capacity plumbing, electrical and HVAC systems, it is classified primarily as Class A Office space.

Class A office buildings in the city and Canyon County range from \$16.00 to \$19.00 per square foot per year. Older buildings, containing Class B and Class C office space, provide the market with a wider range of lease rates, ranging from \$8.00 to \$13.05 per square foot per year and averaging approximately \$11.50.

Ninety-one percent of all new office space in the City and County is occupied. This points out that older and outdated buildings are responsible for the majority of office vacancy. It also indicates that there is a bigger market for new development in Class A office than Class B or C. This is an opportunity for Downtown Caldwell. Business owners are looking for high quality, well-designed and constructed office structures and space to lease. Renovating and updating old buildings downtown and building new, state-of-the-art and smartly designed office buildings can capture some of the office needs for Caldwell and Canyon County.

### Retail Market

Caldwell's retail market has historically been located in the downtown core. Several large department stores, including Sears and JC Penny, served as anchors. There were as many as three fine jewelry stores, and offices above many ground-floor retail shops. This created a vital and self-sustaining environment. In addition to local residents, smaller jurisdictions just outside the City relied on Caldwell almost exclusively for their goods and services before the 1970s.

Two major events in the 1970s effectively precipitated the slow decline of retail and then major office uses in Downtown Caldwell. First, Karcher Mall was built in Nampa, between Nampa and Caldwell. This mall, one of the first "covered" malls in the nation, quickly became a popular new destination for shopping and entertainment. And second, with the construction of Interstate 84, Boise was suddenly much closer and convenient as a destination for goods and services for those with automobiles.

As the mall declined in popularity, strip mall development gradually emerged along "the Boulevard," Business Route 84, between Nampa and Caldwell. The Boulevard has the advantage of capturing a wider market share than downtown, with its perceived convenience to both cities. As the nation in general has become more auto-oriented, residents think nothing of driving for 10 to 20 minutes to go shopping.

Additionally, as was noted in the demographic profile, much of the strip development is targeted to the "discount" shopper, drawing customers in with national chains and the promise of good value. As affordability is a key consideration for many residents in Caldwell, these stores make it difficult for local business owners in downtown to compete. National retailers are able to buy in volume and sell at a deep discount. Small local shops are unable to benefit from the economy of scale that regional and national chains enjoy, and naturally must set prices higher to make a profit and stay in business.

Primarily local business owners characterize retail in Downtown Caldwell. There were no nationally recognized retail stores at the writing of this report, save for Albertson’s, a regional grocer known throughout the Western United States. There are second hand stores, discount stores, used-clothing stores, craft supply stores, local coffee shops, local jewelers, a florist, a natural food store, and bookstores. There are several retail stores targeting the Hispanic market in Caldwell, selling a variety of products from groceries to clothing items. If Caldwell residents want a higher end product, there are no stores to frequent downtown. They are currently shopping in Boise, on the Internet, or elsewhere.

Downtown Caldwell has 46 buildings with retail, and a total square footage of 315,865 square feet of retail space. Currently, according to Gunstream’s 2005 report, there is a 2.7 percent vacancy. This is a very low vacancy rate. Looking at the downtown area, a goal would be to slowly encourage the immigration of new businesses and upgrade the quality of retail downtown, making it a destination for shoppers. Retail businesses should be mixed with other services that would bring people downtown, such as civic, cultural, or entertainment purposes.

**FIGURE 10: CALDWELL AND NAMPA RETAIL MARKET COMPARISON, BY AREA 2005**

CALDWELL RETAIL					NAMPA RETAIL				
	Bldgs.	Total SF	Vacant SF	Vacancy %		Bldgs.	Total SF	Vacant SF	Vacancy %
North	5	52,400	0	0.0%	North	19	196,930	11,810	6.0%
Northwest	0	0	0	n/a	Northwest	11	371,739	25,757	6.9%
West	1	1,500	0	0.0%	West	29	1,076,156	160,570	14.9%
Southwest	0	0	0	n/a	Southwest	0	0	0	n/a
South	0	0	0	n/a	South	11	376,111	1,476	0.4%
Southeast	10	356,211	59,673	16.8%	Southeast	0	0	0	n/a
East	29	275,340	21,100	7.7%	East	0	0	0	n/a
Northeast	1	9,600	0	0.0%	Northeast	1	84,420	0	0.0%
Downtown	46	315,865	8,500	2.7%	Downtown	61	387,024	22,543	5.8%
Central	8	82,600	1,200	1.5%	Central	24	449,798	24,367	5.4%
<b>TOTAL/AVG.</b>	<b>100</b>	<b>1,093,516</b>	<b>90,473</b>	<b>8.3%</b>	<b>TOTAL/AVG.</b>	<b>156</b>	<b>2,942,178</b>	<b>246,523</b>	<b>8.4%</b>

Source: Gunstream Commercial Real Estate Report, December 2005

Retail lease rates in Canyon County range between \$7 and \$12 per square foot, with an average of \$7.13 per square foot for anchor tenants and \$10.31 per square foot for non-anchor tenants, as shown in Table 16<sup>5</sup>. The Downtown Caldwell retail mix as of 2004 was dominated by used merchandise, antique stores, automotive-related, bars and lounges, discount outlets, and personal services. Of a total 2,415,797 square feet of retail space in Canyon County (includes occupied and vacant), only 265,092 square feet (11 percent) are located in Caldwell and a severely disproportionate 2,150,705 square feet (89 percent) are located in Nampa. Figure 10, above, compares the Caldwell and Nampa retail market activity for 2005.

<sup>5</sup> Gunstream Commercial Real Estate Report, December 2005

**TABLE 16: RETAIL SUPPLY  
Caldwell and Surrounding Jurisdictions\*  
2005**

	Caldwell	Nampa	Canyon County
Total Number of Retail Properties	100	156	266
Total Retail Square Footage	1,093,516	2,942,178	4,121,544
Retail Lease Rates per Square Foot (range)	\$7.00 - \$15.00	\$12.50 - \$22.00	Unavailable
Overall Retail Vacancy Rate	8.30%	8.40%	8.20%

\*Data current as of 12/2004 and 12/2005, respectively

Source: Gunstream Commercial Real Estate December 2005; Thornton Oliver Keller; Leland Consulting Group

Referring to Table 17, COMPASS data estimated demand for retail space in Canyon County at between 500,000 and 550,000 square feet of additional retail space from 2000 to 2010, and an additional 700,000 to 750,000 between 2010 and 2025. Ada County retail demand is estimated at between 3.6 and 3.7 million square feet of retail space in the next 10 years, with 3.0 to 3.1 square feet added between 2010 and 2015. This material is sourced from the 2004 LCG-Denver market study and does not include detailed information for the cities of Caldwell or Nampa. Additionally, COMPASS data is conservative and building permit data suggests there is a higher demand for retail space than that forecasted in the COMPASS data.

**TABLE 17: PROJECTED RETAIL DEMAND  
Canyon and Ada Counties**

Trade Area	Demand for Retail Space 2005 to 2010	Demand for Retail Space 2010 to 2015
Canyon County	0.5 – 0.55 million square feet	0.7 – 0.75 million square feet
Ada County (Boise)	3.6 - 3.7 million square feet	3.0 - 3.1 million square feet

Source: 2004 Caldwell Downtown Plan and Revitalization Strategy; Leland Consulting Group – Denver

Experience from other revitalized downtowns shows that retail is one of the last uses to come back into a downtown once it has declined. As housing and office uses are brought back into the downtown, retail will slowly re-infuse itself into the life of this newly revitalized area. It is not recommended to depend upon starting a revitalization effort with a retail focus. The market must exist before the retail will be viable once again.

One suspected reason that the vacancy rate is so low downtown is that buildings are being rented for minimal rates. Retail lease rates did not see much change for established properties, which would include older buildings and properties with lease rates ranging from \$7 to \$12.50 per square foot NNN, with an average retail rate of \$10.25 per square foot. The average retail lease in Downtown Caldwell is at the low end of this range, closer to \$7.00. According to the Gunstream 2005 Market Report, older projects have typically not offered any type of incentive or allowance for tenant improvements, which would also produce a lower lease rate.

In their Winter 2005/2006 Real Estate update, the Gunstream report warns: *“The demographics of Canyon County are clearly different than the neighboring cities of Boise, Meridian, and Eagle and as a result, retailers should be conservative in projecting sales volume and profitability. If they don’t vacancy rates could rise for the wrong reasons.”*

Retail lease rates have followed office lease rates in downtown, remaining well below the market-wide average. Continuing to offer cost-competitive rates will contribute to the revitalization of Downtown Caldwell. As economic conditions improve for the retail sector downtown and in general, retailers looking to get a foothold in the Caldwell market, without paying mall or “Boulevard” lease rates, will consider downtown. As stated above, the average lease rate for downtown is closer to \$7.00 or \$8.50 per square foot on a gross basis per year, compared to \$18 to \$50 per square foot triple net (tenant pays taxes, insurance, and operating expenses in addition to the base rent) at other areas in Caldwell and Nampa, such as Karcher Mall or the “Boulevard.”

The goal for Downtown Caldwell is for revenues to increase and signal a healthy and competitive retail market. Caldwell’s lower downtown rents offer opportunity for small start-ups that are important to the revitalization of the downtown. However, larger regional or national chains will likely only locate after rents and activity have increased, a sign of healthy retail revenues.

## Housing Market

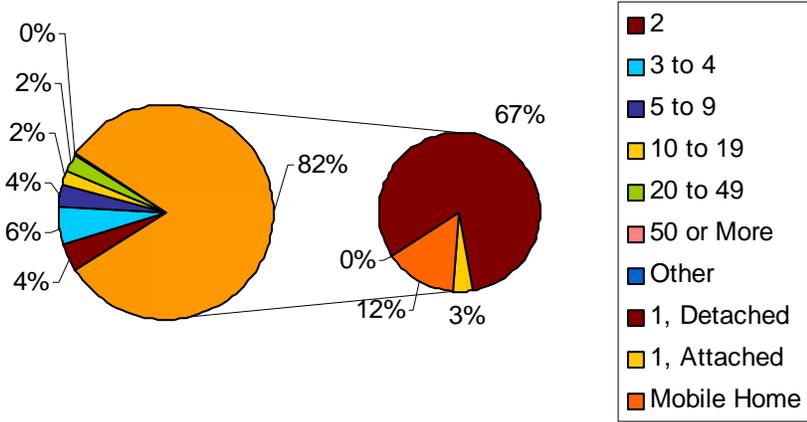
Between January and December 2005, 963 permits were issued for new single-family residential dwelling units in Caldwell. Three permits were issued for multifamily housing units, for a total unit count of 11, as shown in Table 18 below. The number of multifamily units built in Caldwell has declined in the last three years. From this data, it is apparent that single-family homes are the predominant housing type in Caldwell and the outlying communities. Including single-family attached, detached and mobile homes, approximately 80 percent of residents are living in this product type, whether they rent or own, as illustrated in Figure 11.

**TABLE 18: RESIDENTIAL BUILDING PERMIT ACTIVITY**  
**City of Caldwell**  
**2003 – 2005**

	2003	2004	2005
New Single-Family Residential	650	635	963
New Multifamily Residential	7	12	3
Number of Multifamily Units	35	48	11
Manufactured Homes	33	26	34

Source: City of Caldwell Department of Building Safety; Caldwell Economic Development Council; Leland Consulting Group

**FIGURE 11: CALDWELL HOUSING UNITS BY UNIT IN STRUCTURE 2000**

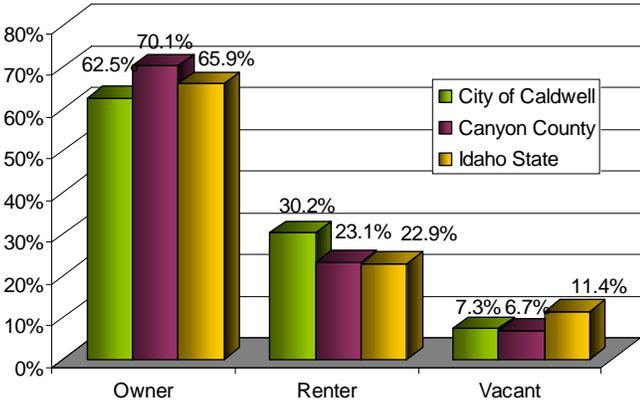


Source: ESRI; Leland Consulting Group

*Multifamily Housing Market*

The multifamily housing market includes rental and for-sale units. This is an attached housing type that includes buildings with as few as four units, as well as larger multi-story structures, townhouses, condominiums, and lofts. As previously noted, Caldwell’s residential market is dominated by single-family homes. Apartments constitute the majority of the City’s multifamily housing stock. As illustrated in Figure 12, 62.5 percent of residents in Caldwell are homeowners – lower than the County average, but comparable to the statewide homeownership rate of 65.9 percent. In 2000, Caldwell’s residential vacancy rate was 7.3 percent, similar to the County but significantly lower than the statewide vacancy rate of 11.4 percent.

**FIGURE 12: CALDWELL HOME OWNERSHIP 2000**

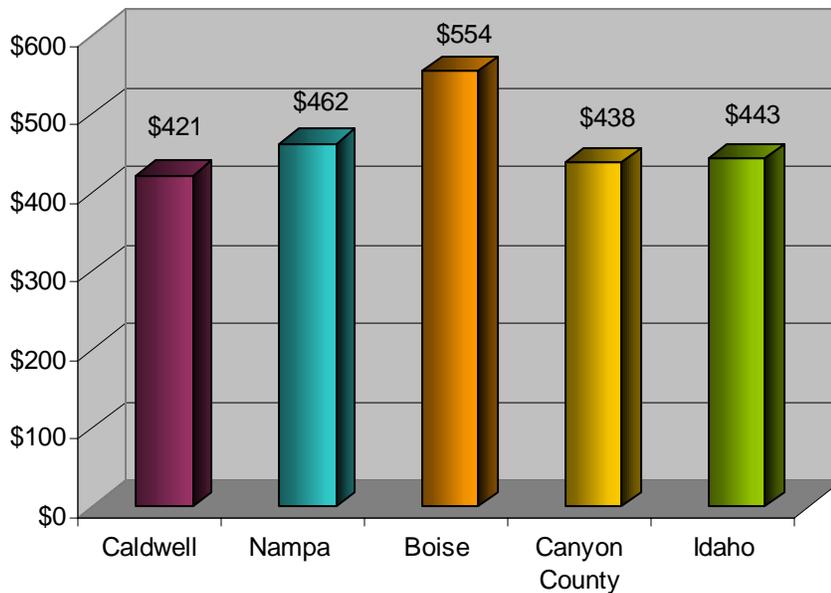


Source: ESRI; Leland Consulting Group

Rental Housing

As illustrated in Figure 13, the median monthly rent in Caldwell is \$421, as compared to \$438 for Canyon County and \$462 for Nampa. Not surprisingly, at \$554 per month, Boise has the highest median rent in the area and the State. In contrast, Caldwell, an outlying suburb with lower real estate values than Boise and the closer-in suburb of Nampa, has the lowest rents in the area. This is a further indication that Caldwell is one of the more affordable cities in the Treasure Valley region. However, lower rents also suggest that Caldwell is not as desirable a location as other parts of the Valley and that investment in downtown revitalization could increase the value of real estate.

**FIGURE 13: MEDIAN MONTHLY RENT COMPARISON 2000**



Source: ESRI; Leland Consulting Group

For Sale Housing: Townhouses and Condominiums

There is very little, if any, attached for-sale housing in Caldwell. However, according to the 2004 Caldwell Downtown Plan and Revitalization Strategy, annual demand for downtown housing in Canyon County was projected at approximately 100 to 150 attached ownership units per year and 200 to 250 rental units per year through 2025, as shown in Table 19. As noted above, in 2005 the City of Caldwell issued only three multifamily housing permits, for a total of 11 new units. Therefore, Caldwell captured only three to four percent of the projected annual demand for multifamily housing in Canyon County, the primary trade area. As the second largest city in the county, Caldwell should be able to capture a higher percentage of the market demand. For example, if it captured even 20 percent of the projected demand for multifamily housing, only 60 to 80 units would need to be absorbed on an annual basis. As Downtown Caldwell revitalizes, it will be able to capture a greater share of the multifamily housing market.

**TABLE 19: PROJECTED ANNUAL DOWNTOWN HOUSING DEMAND  
Canyon County**

Product Type	Projected Annual Demand through 2025 (number of units)
Attached ownership units	100 - 150
Rental units	200 - 250

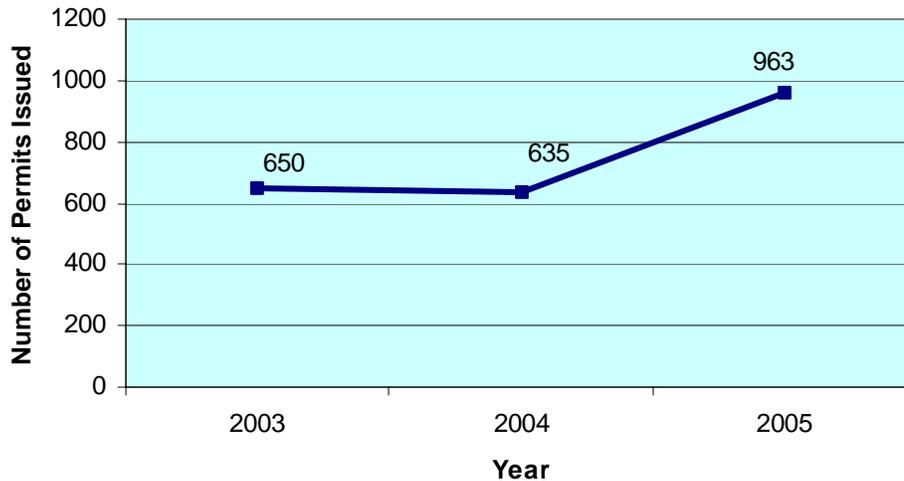
Source: 2004 Caldwell Downtown Plan and Revitalization Strategy; Leland Consulting Group - Denver

Although the existing supply of attached for-sale housing in Caldwell is negligible, it can be developed and sold at prices that are more affordable than more traditional single-family homes. Given that Caldwell has historically attracted a more working/ middle class demographic, introducing lower cost, attached for-sale housing of high quality design and community features is likely to appeal to more budget conscious families as well as singles, retirees and households who prefer to live in a more urban environment that does not yet exist in Caldwell.

*Single-Family Housing Market*

Caldwell is currently enjoying a building boom. Last year alone, there was a 65 percent increase in permits issued, as illustrated in Figure 14. This dramatic increase is largely attributable to farmers who are selling off their land to housing developers who are, in turn, building multiple new subdivisions of single-family detached homes.

**FIGURE 14: NUMBER OF SINGLE-FAMILY HOUSE PERMITS ISSUED IN THE CITY OF CALDWELL  
2003-2005**



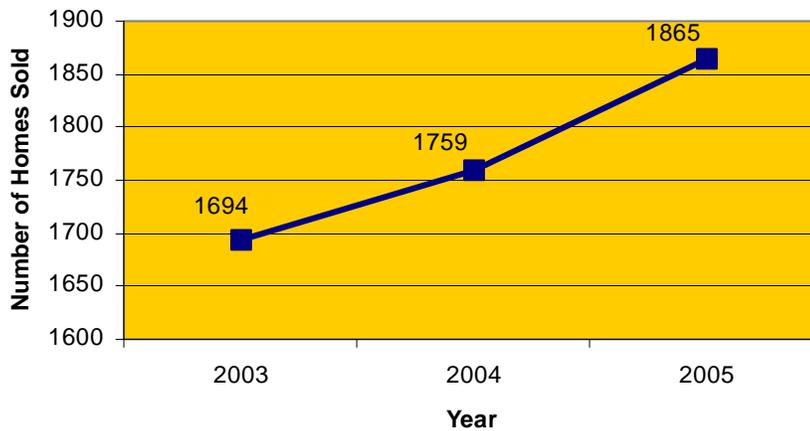
Source: City of Caldwell Department of Building Safety; Caldwell Economic Development Council; Leland Consulting Group

In recent years, home sales have been very strong nationwide and Caldwell is no exception. The housing boom is due in part to low interest rates, which spurred unprecedented growth in home sales nationwide. In addition, given the disappointing returns of the stock market

during the early part of the decade, many investors pulled out of the stock market and invested in real estate.

In 2005, 1,865 homes were sold in Caldwell. This number includes new home sales as well as resales of existing homes. Figure 15 provides a snapshot of home sales transactions in Caldwell for the past three years. There has been a consistent increase in the number of homes sold. As it is one of the more affordable areas in the region, Caldwell is attracting buyers who are willing to trade off the convenience of living closer-in, in a more urbanized setting and a home of more modest means, for the opportunity to own a larger single-family home in a development located farther out.

**FIGURE 15: HOME SALES ACTIVITY: CITY OF CALDWELL 2003-2005**



Source: Canyon County Assessor; Leland Consulting Group

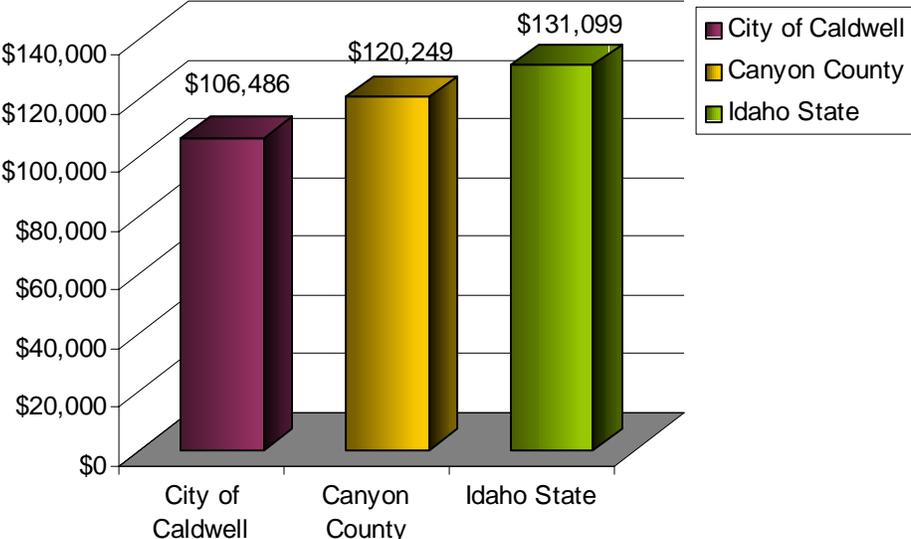
According to ESRI and the U.S. Census, the median single-family home in Caldwell sold for \$106,000 in 2005, significantly lower than the median sales price in Boise, Nampa and Canyon County. Table 20 compares median home prices in Caldwell to the rest of Treasure Valley. Figure 16 provides a statewide comparison. As Treasure Valley has witnessed rapid growth in both population and home sales in recent years, median sales price in Caldwell is expected to be higher than reported in 2005.

**TABLE 20: MEDIAN HOME PRICE COMPARISON 2005 to 2010 Treasure Valley Region**

	Caldwell	Nampa	Boise	Canyon County
2005	\$106,486	\$121,837	\$153,842	\$120,249
2010	\$127,068	\$145,693	\$191,065	\$143,542

Source: ESRI; Leland Consulting Group

**FIGURE 16: MEDIAN HOME PRICE COMPARISON  
2005**



Source: ESRI; Leland Consulting Group

# Summary

Based on the analysis of current and projected demographic and economic trends presented in the report, Caldwell's economic vitality will be improved through the addition of more upscale housing, reinvesting in existing businesses and attracting new businesses. New construction should be high quality, energy efficient, and constructed of sustainable materials.

### *Housing Market*

One product to look at initially would be to build high quality market rate multifamily housing, and even affordable housing in the downtown area. There is definitely a need in Caldwell for both of these product types. As the area redevelops, higher product types would start to come on line, such as townhouses, lofts and condominiums.

With Albertson College so close, the rental market is likely to do well for students, as well as for-sale housing for professors, staff, and other faculty members.

### Challenges and Opportunities

- Caldwell is at a disadvantage relative to Nampa, Meridian, and Boise. This is because it is the furthest city away from Boise and energy tends to flow in the direction of the Boise city center.
- Caldwell has public relations challenges in addition to public development challenges. Issues of crime and danger, real or imagined, negatively affect outside perceptions of the city.
- Owners and developers are resistant to new code restrictions
- Prerequisites for capturing retail growth downtown: greater number of residents in Downtown Caldwell, providing a unique, authentic experience not found elsewhere in Treasure Valley, and changing the perception of Downtown Caldwell.
- Caldwell is the county seat of Canyon County, with the bulk of County offices within ¼ mile of Downtown Caldwell – this presents opportunities for downtown lunchtime (restaurant retail as well as for the office market in the case of government expansion).
- Caldwell can capitalize on its rich history as a draw for downtown.
- The burgeoning wine industry in Treasure Valley presents an opportunity for Caldwell.



**Caldwell City Center—Building Design Guidelines**



Referenced Reports



# Caldwell City Center Building Design Guidelines



September 18, 2007

**This document is the result of a desire by the City of Caldwell to improve communication between the City of Caldwell and anyone doing business within the City Center Zoning District, to eliminate uncertainty by providing clear and concise directions, to empower an applicant with the proper tools that will help them proceed with a project from start to finish in a reasonable time frame, to promote a user-friendly atmosphere, and to foster a working relationship with the city where the applicants are treated fairly and equitably. These guidelines form an appendage to Ordinance No. 2571.**

**The general purpose of Ordinance No. 2571 is to specify desirable building and streetscape styles and materials in order to create a cohesive, sustainable and pleasing environment for residents and visitors alike. The intent is to not be finitely prescriptive but rather to provide a certain amount of flexibility within defined boundaries.**

# Contents

Lot Standards	1
Building Placement	2
Building Profile	3
Vehicle Access, Parking and Services	4
Open Space	5
Frontage Types	2
Dooryard	7
Light Court	8
Forecourt	9
Stoop	10
Gallery	11
Arcade	12
Shopfront & Awning	13
Building Types	14
Civic Building	15
Workplace Building	16
Mixed-Use Building	17
Live/Work Building	18
Courtyard Housing	19
Villa	20
Duplex/Triplex/Quadplex	21
Rowhouse	22
Architectural Standards	23
Materials and Colors	24-26
Wall Openings	27-28
Projecting Elements	29
Commercial Signage	30-33
Style Precedents	34-39

# Lot Standards

## Purpose:

Lot Standards regulate the aspects of each private building that affect the public realm, independent of their use or Building Type. If a conflict occurs between these Standards and other requirements of the City of Caldwell Zoning Ordinance the requirements of these Standards shall control. In case of a conflict with any applicable building or fire code requirements the building or fire code shall control.

The Lot Standards regulate the following:

- Building Placement
- Building Profile
- Vehicle Access, Parking and Services
- Open Space

# Lot Standards: Building Placement

Each proposed building shall comply with the following building placement requirements.

- Primary building setbacks. Each primary building shall be located in compliance with the following setback requirements, as shown by the shaded area in *Diagram 1*.
  - A Primary street setback:
    - 0 feet min., 5 feet max. for 1/3 of the facade;
    - 15 ft max. facade setback to allow for forecourts located in the building middle and limited to 1/3 of the building length or 25 ft max., whichever is less;
    - A deeper setback may be granted if it provides publicly accessible and usable space and if a building entry is accessed through that space.
  - B Side street setback:
    - Same as primary street setback;
    - Shall conform to vision triangle standards.
  - C Side yard setback:
    - 0 feet min. if attached;
    - 5 ft min. if detached; 20 ft max. between adjacent buildings;
  - D Rear setback:
    - 4 ft min. if abutting an alley;
    - 10 ft min. if abutting an adjacent lot.
- Secondary building setbacks. Each secondary building shall be located in compliance with the following setback requirements, as shown by the shaded area in *Diagram 2*.
  - E Primary street setback: 50 ft min.
  - F Side street setback: Same as primary building side street setback.
  - G Side yard setback:
    - 0 ft if attached to adjacent secondary building;
    - 5 ft min. if detached.
  - H Rear setback:
    - 4 ft min. if abutting alley;
    - 10 ft min. if abutting adjacent lot.

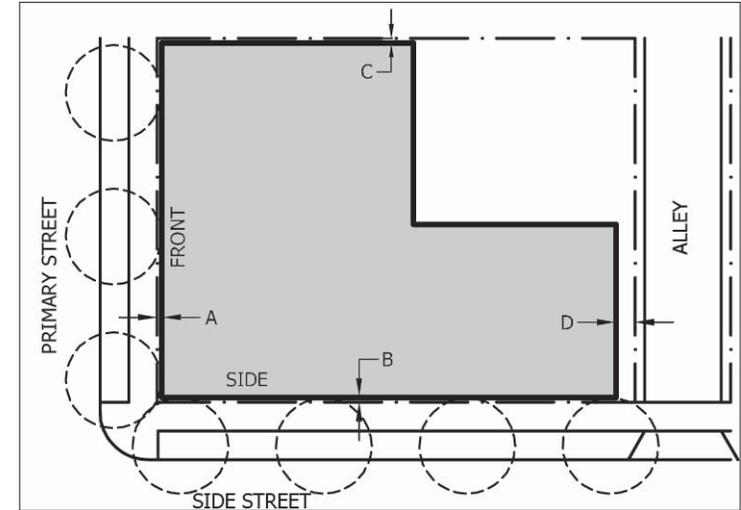


Diagram 1

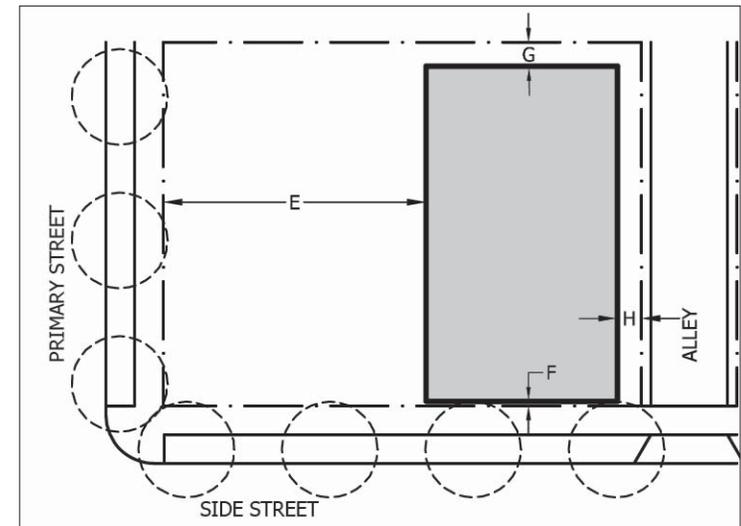


Diagram 2

# Lot Standards: Building Profile

Each proposed building shall comply with the following building profile requirements.

- Frontage.
  - The transition from public to private, indoor to outdoor shall be created by an allowed Frontage Types as described in the Frontage Types and Building Types sections of this document;
  - The main entrance to each building or use shall be located within the facade and accessed directly from the street through an allowed Frontage Type;
  - Active uses within the building shall be located along the primary street, rather than service rooms.
- Encroachments. The following encroachments are allowed.
  - J If used, Arcades, Galleries, and Awnings shall encroach into the right-of-way to within 24 to 30 inches of the curb face;
  - Balconies, bay windows, eaves, cornices, overhangs, and cantilevered rooms on upper floors may encroach into the public right-of way up to a maximum of 2 ft;
  - Any encroachment into any building setback shall be limited to 4 ft.
- Building Height. The height of Primary and Secondary Buildings shall not exceed the following limits, as shown in *Diagram 3*.
  - K Primary building height:
    - Eave height: 35 ft max. unless specified otherwise in the Building Types;
    - Min. 2 stories unless specified otherwise in the Building Types, max. 3 stories.
    - The maximum height limitations shall not apply to decorative architectural features with a footprint of no more than 150 sq. ft., such as: turret, spire, steeple, belfry, cupola, chimney.
  - L Primary building first floor height:
    - 0 in min. for non-residential;
    - 18 in min., 36 in max. for residential.
  - M Secondary building eave height: 80% of primary building eave height max.

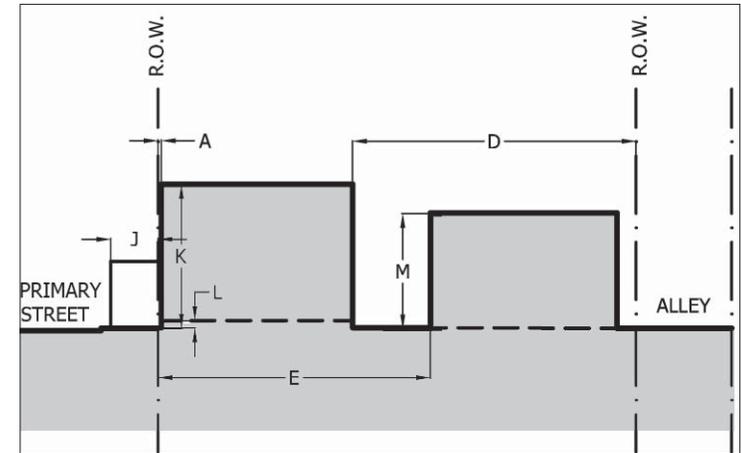


Diagram 3

## Lot Standards: Vehicle Access, Parking and Services

Each proposed building shall comply with the following requirements for vehicle access, parking and services:

- Vehicular access shall be provided through an alley, where available. Where an alley is not present, vehicle access shall be provided through a driveway a maximum of 20 feet wide, and with 2 foot minimum planters on each side;
- Off-street parking may be provided in a garage, subterranean garage, parking structure, carport, uncovered, or a combination of any of the above;
- Off-street parking shall be located in compliance with the following setback requirements, as shown by the shaded areas in *Diagram 4*.

N Primary street setback: 50 ft. min.

O Side street setback: 10 ft min.

P Side yard setback: 5 ft min. if detached; 0 ft min. if attached or in shared parking lot.

Q Rear setback: 4 ft min. if abutting alley, 10 ft min. if abutting adjacent lot.

- Requirements for surface parking:
  - Restricting vehicular and pedestrian access between adjoining parking lots at the same grade shall be prohibited;
  - Surface parking lots shall not exceed fifteen thousand (15,000) square feet in size unless divided by landscaping and pedestrian walkways;
  - Provide clear, well lit paths from parking areas to the street and building entrance.
- Requirements for structured parking:
  - Entrances to subterranean or structured parking shall be located to the side or rear of the lot;
  - Above-ground parking structures shall be architecturally consistent with exterior architectural elements of the primary structure, including rooflines, facade design, articulation, modulation and finish materials;
- No RVs, boats or other recreation vehicles shall be stored on-site unless approved for in a separate, designated and screened area;
- Services, including all “dry” utility access, above-ground equipment, and trash containers, shall be located on the alley, where present. On sites not served by an alley, service areas shall be located at the rear or an internal location. Service areas shall be set back from the property lines and screened with a minimum of a six foot (6') fence or wall.

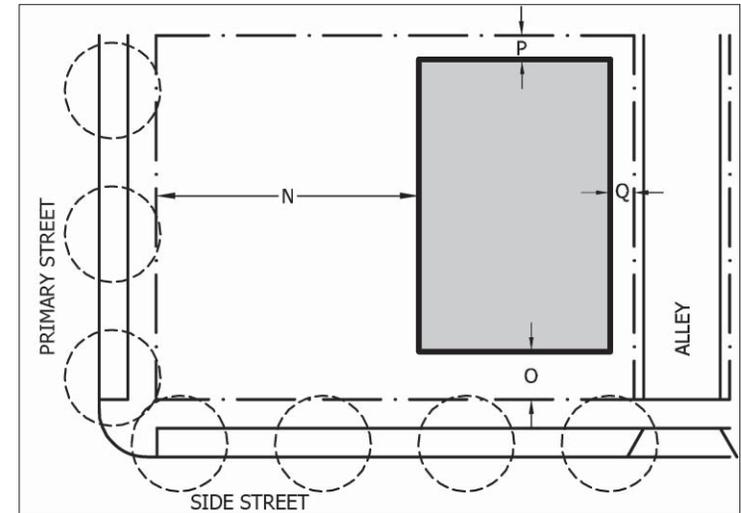


Diagram 4

## Lot Standards: Open Space

Each proposed building shall comply with the following requirements for open space:

- A minimum of fifty (50) square feet of usable open space shall be provided for each dwelling unit. This requirement can be satisfied through porches, patios, decks, enclosed yards or common open space. Landscaping, entryway and other accessways do not count toward this requirement;

# Frontage Types

## Purpose:

Frontage Types describe the elements and characteristics of each building's private frontage, the area between the frontage line - the property line along the street - and the building's facade. A building's Frontage defines the extent to which the building is made more public or more private in its relation to the street.

The appropriate Frontage Type for a specific building depends upon the Building Type and its use.

The following Frontage Types are described in detail on the subsequent pages:

- Dooryard
- Light Court
- Forecourt
- Stoop
- Gallery
- Arcade
- Shopfront and Awning

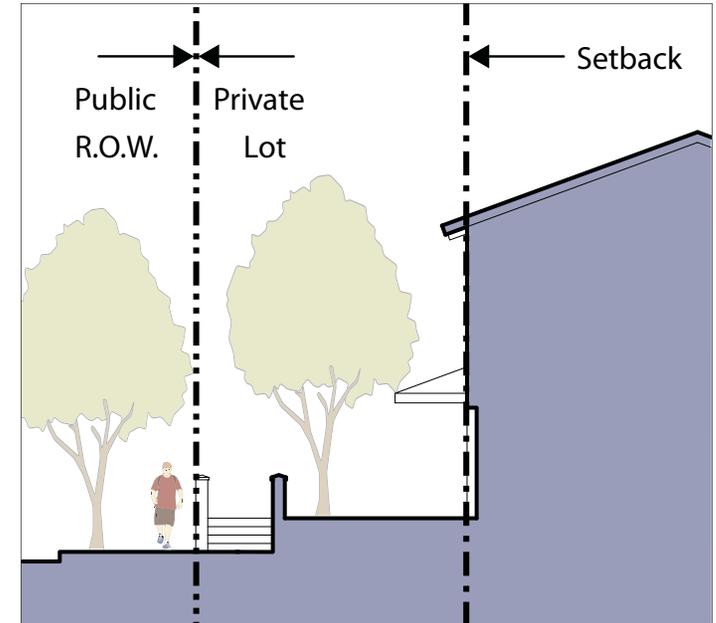
## Frontage Types: Dooryard

Dooryards are elevated gardens or terraces that provide additional buffer and privacy for residences. Dooryards are enclosed by low garden walls at or near the property line, with a stair leading from the sidewalk to the elevated yard. Building facades are set back from the property line. Buildings are accessed directly from the Dooryards.

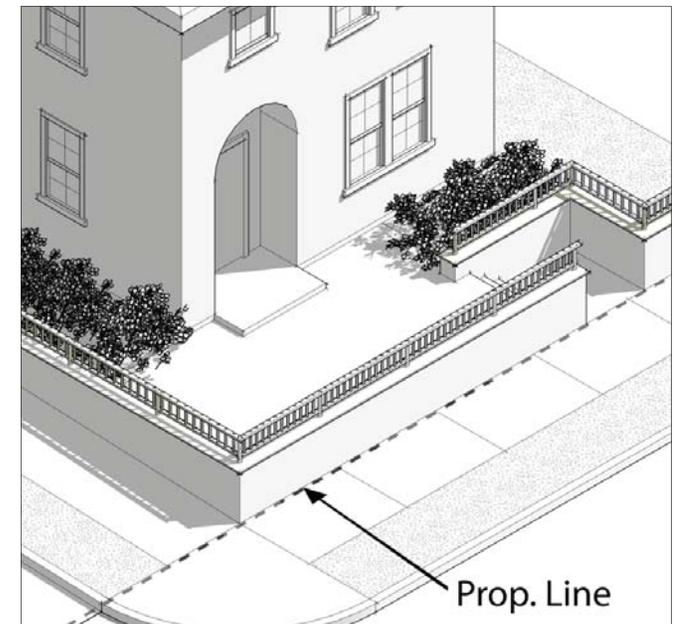
Garden walls enclosing the Dooryard should not exceed 42 inches in height, unless necessary for structural reasons. Garden walls may be constructed of stucco, brick, or stone; a transparent metal railing may be affixed atop a garden wall if additional height is necessary for safety.



Example of a Dooryard.



Typical cross section of a Dooryard.



Axonometric view of a typical Dooryard.

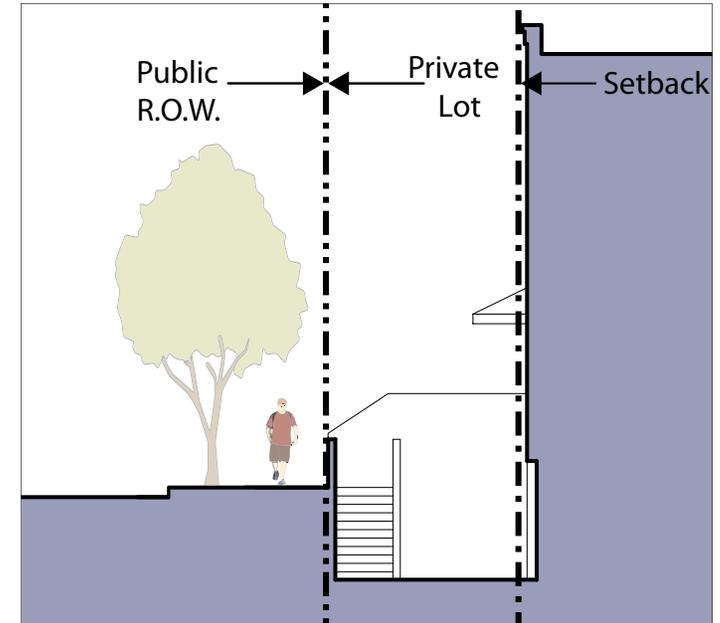
## Frontage Types: Light Court

Light Courts are created by depressing a portion of the front yard below the sidewalk grade in order to provide light and access for a residence or business in the lower level of a building. The facade is set back from the property line to provide sufficient space for the light court and an exterior stair connecting the sidewalk and the Light Court. A railing and/or garden wall at the property line provides for the necessary safety. Light courts are typically combined

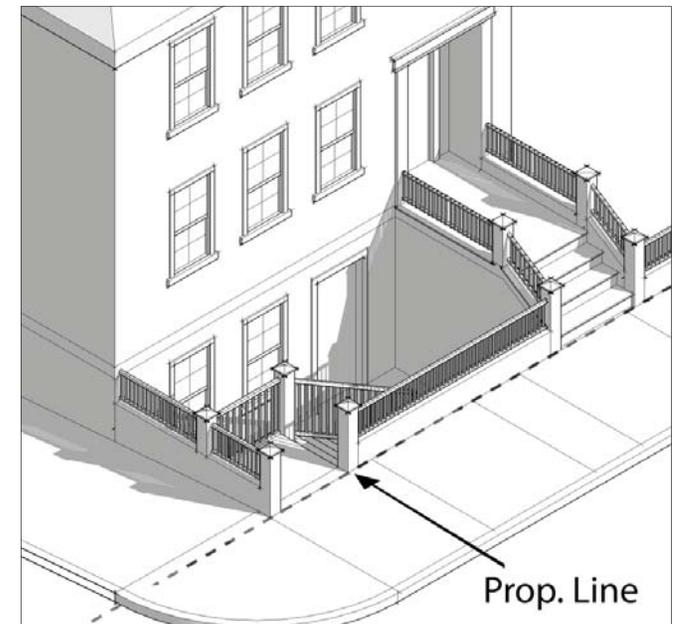
with other frontage types that provide access to upper levels. Light Courts should be at minimum 8 feet deep to provide usable space, and should occupy at minimum 40% of the facade width. Light Courts should be a maximum of 6 feet below the adjacent sidewalk. Garden walls or railings enclosing the Light Court should not exceed 42 inches in height. Stairs may be parallel or perpendicular to the sidewalk.



Example of a Light Court.



Typical cross section of a Light Court.

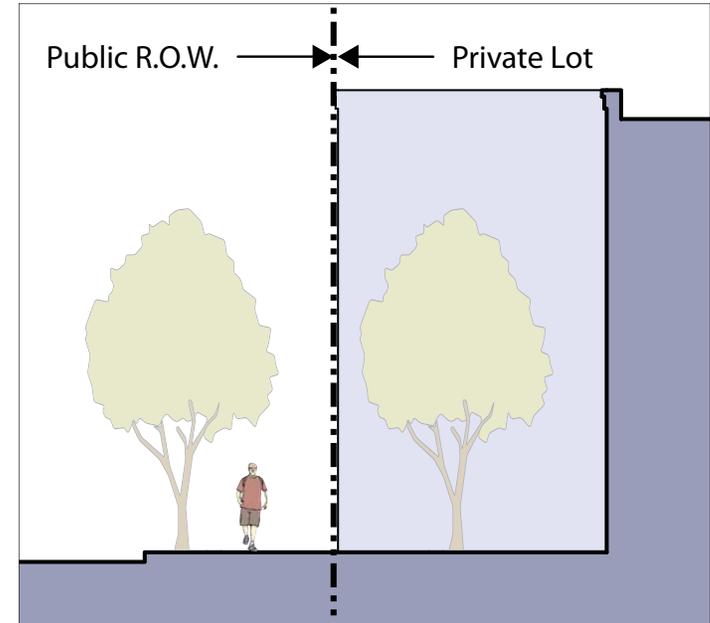


Axonometric view of a typical Light Court.

## Frontage Types: Forecourt

Forecourts are created by setting back a portion of a building's facade, typically the central portion. Forecourts typically provide access to a central lobby of a larger building, but may also be combined with other frontage types that provide direct access to the portions of the facade that are close to the sidewalk. Larger Forecourts may allow

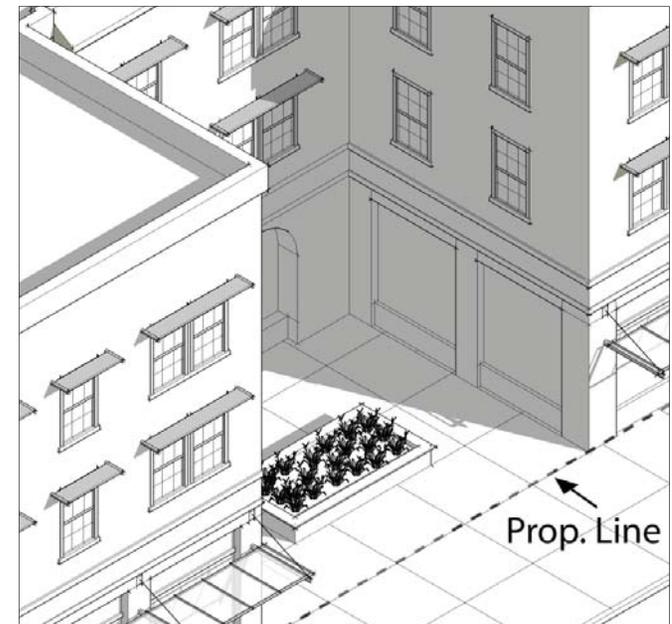
for vehicular access. Forecourts may be landscaped or paved. Forecourts may be at grade or elevated above the sidewalk a maximum of 24 inches. Forecourts should be at minimum 10 feet in width and depth. The width of a Forecourt should not exceed 1/3 of the overall facade width, and the depth should be equal to or less than the width.



Typical cross section of a Forecourt.



Example of a Forecourt.



Axonometric view of a typical Forecourt.

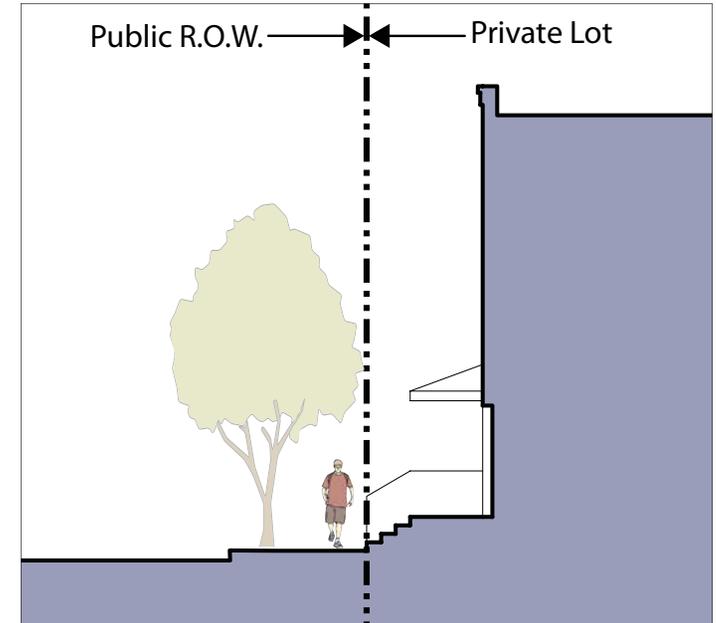
## Frontage Types: Stoop

Stoops are exterior stairs with landings that provide access to buildings placed close to the property line. Building facades are set back just enough to provide space for the Stoop. The exterior stair of a Stoop may be perpendicular or parallel to the sidewalk. A Stoop's landing may be covered or uncovered. Stoops should be raised

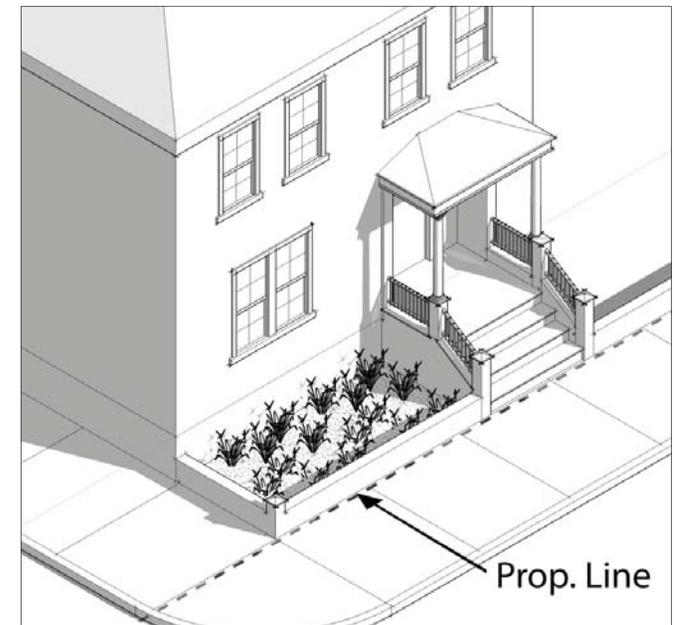
above grade a minimum of 18 inches and a maximum of 36 inches. Stoops should be at minimum 4 feet in width and depth. Landscaping on either side of the Stoop may be at grade or elevated, and may be demarcated by a garden wall that should not exceed 18 inches in height.



Example of a Stoop.



Typical cross section of a Stoop.



Axonometric view of a typical Stoop.

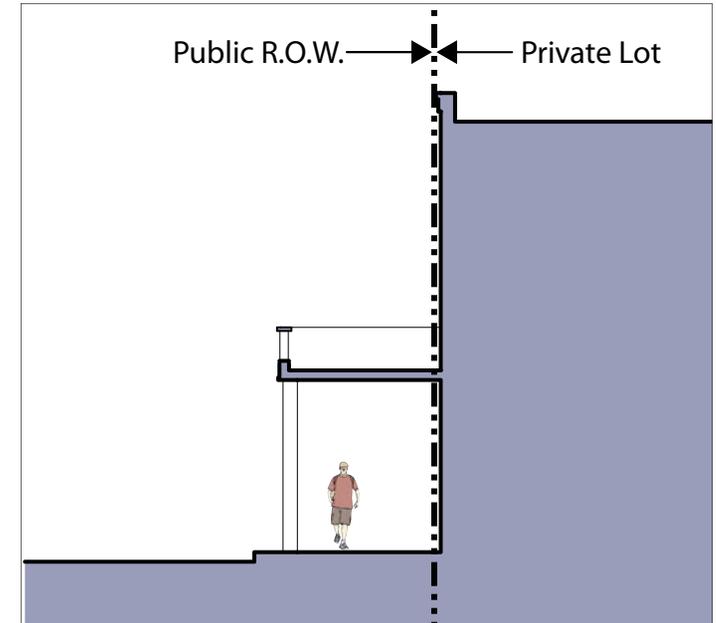
## Frontage Types: Gallery

Galleries are created by attaching a colonnade to a building facade that is aligned with or near the property line and typically contains ground-floor storefronts. The colonnade projects over the sidewalk and encroaches into the public right-of-way. This frontage type is ideal for retail use. Galleries are most effective if they are used on both sides of the street and for the entire length of the block. Galleries and

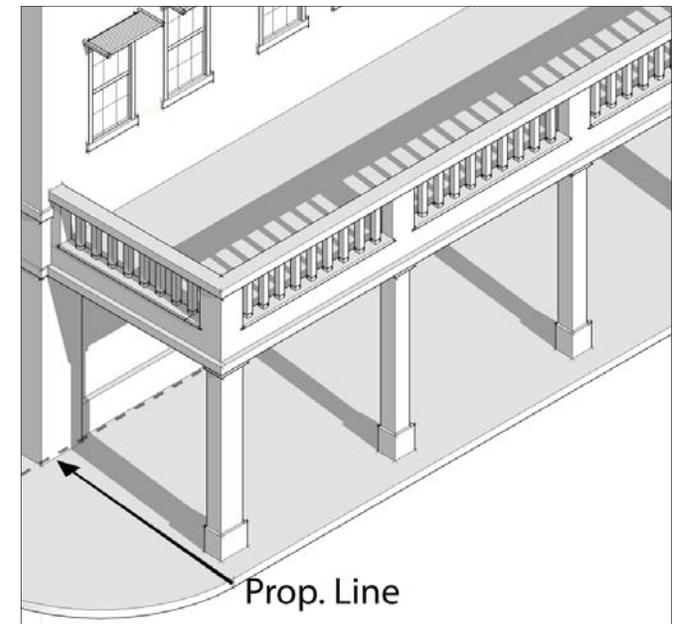
Arcades may be combined to achieve this. Galleries should provide at minimum 8 feet clear between the facade and the inside of the posts or columns. The space between the face of the curb and the outside face of the posts or columns should be between 24 and 30 inches to provide sufficient room for overhanging bumpers but to discourage walking along the outside of the Gallery.



Example of a Gallery.



Typical cross section of a Gallery.



Axonometric view of a typical Gallery.

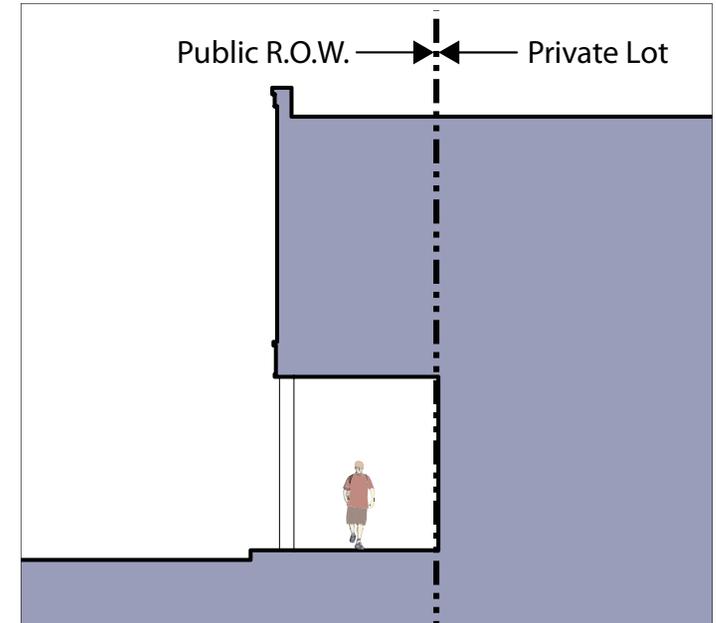
## Frontage Types: Arcade

Arcades are created by facades that encroach into the public right-of-way on upper levels but are built at or near the property line on the ground floor. A colonnade structurally and visually supports the building mass above the sidewalk. Arcades are ideal for retail use, in which case they are combined with ground floor storefronts, as well as civic buildings. Arcades are most effective if they are used on both sides of the street and for the entire length of the block (except where

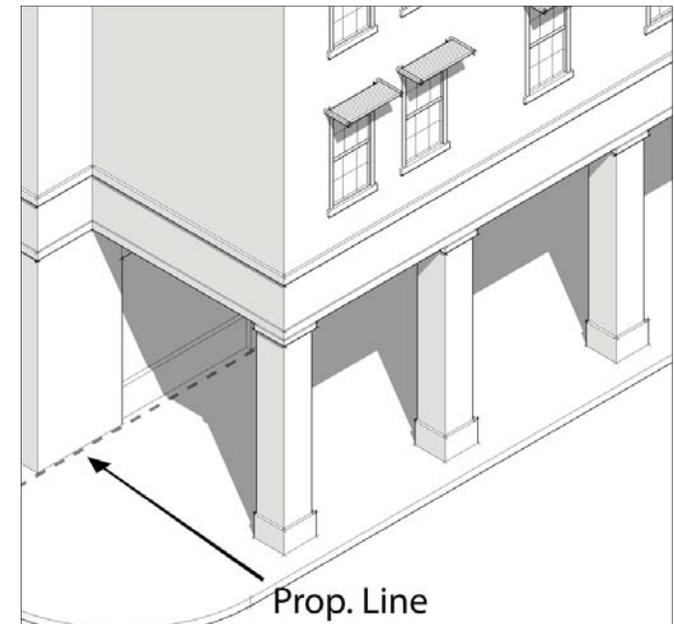
used to emphasize civic buildings). Galleries and Arcades may be combined to achieve this. Arcades should provide at minimum 8 feet clear between the ground-floor facade and the inside of the posts or columns. The space between the face of the curb and the outside face of the posts or columns should be between 24 and 30 inches to provide sufficient room for overhanging bumpers but to discourage walking along the outside of the Arcade.



Example of an Arcade.



Typical cross section of an Arcade.



Axonometric view of a typical Arcade.

## Frontage Types: Shopfront & Awning

Shopfront & Awning frontages are created by inserting storefronts with substantial glazing into the ground floor facade of a building. The facade is aligned with the property line, although partially recessed storefronts, such as recessed entrances, are also common. The building entrance is at sidewalk grade and provides direct access to a non-residential ground floor use. Shopfront and Awning frontages are conventional for retail use and not compatible with residential use.

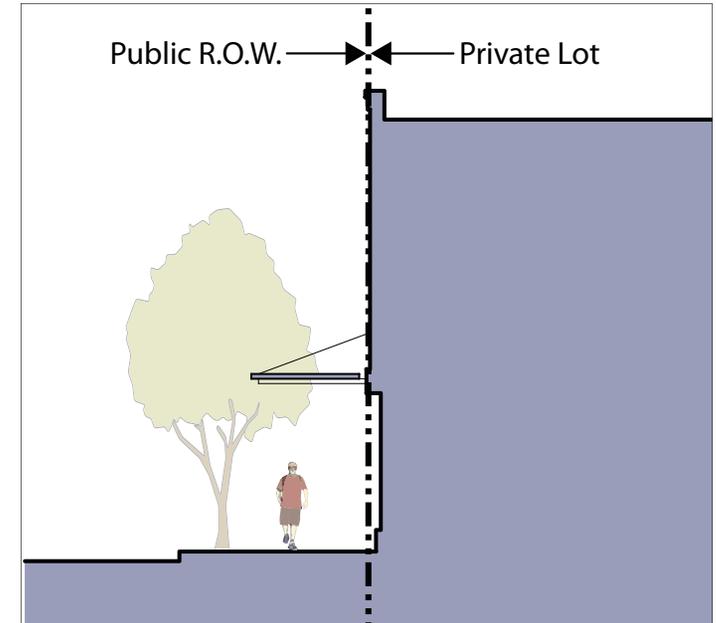
Shopfronts should be at minimum 10 feet tall. A solid base or bulkhead should be

provided with a maximum height of 24 inches above sidewalk grade. A cornice or horizontal band should be provided to differentiate the Shopfront from upper levels of the building. At minimum 50% of the facade area between 2 and 10 feet above the ground floor should consist of transparent fenestration.

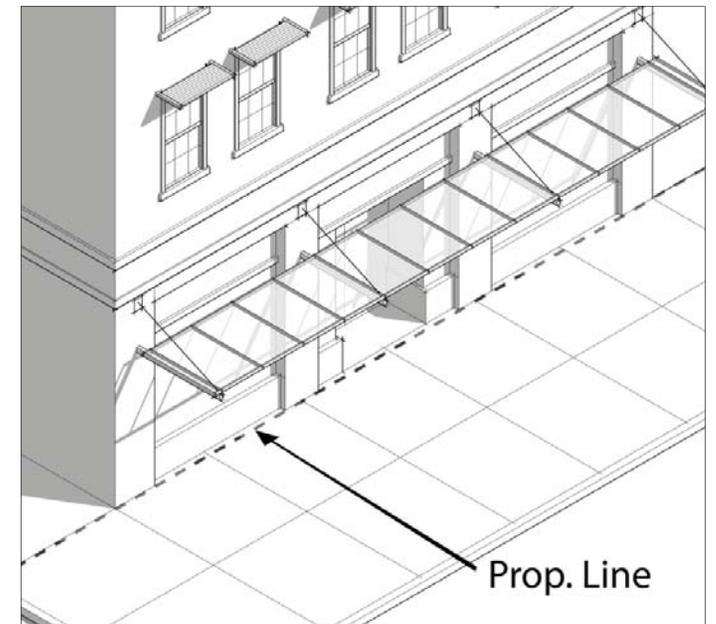
Awnings may encroach into the public right-of-way and cover the sidewalk to within 2 feet of the curb. Awnings, sheds, signage or other sidewalk encroachments should be at minimum 7 feet above sidewalk grade.



Example of a Shopfront & Awning.



Typical cross section of a Shopfront & Awning.



Axonometric view of a typical Shopfront & Awning.

# Building Types

## Purpose:

Building Types describe appropriate typologies of structures allowed in the City Center District with regard to building scale and massing, frontage, and pedestrian access.

The following Building Types are described in detail on the subsequent pages:

- Civic Building
- Workplace Building
- Mixed-Use Building
- Live/Work Building
- Courtyard Housing
- Villa
- Duplex/Triplex/Quadplex
- Rowhouse

## Building Types: Civic Building

A building designed for occupancy by public or quasi public uses that provide important services to the community. Civic buildings contribute significantly to the quality of a place and often are the focal point of a public open space. Their architectural quality should be of equal or better quality than the surrounding buildings.

### Building Scale and Massing:

- Buildings may be designed as free standing object buildings or integrated into the urban fabric, as deemed appropriate;
- Buildings may be composed of 1, 2 or 3-story volumes. Tower elements with a footprint of 750 sq. ft. or less may be a maximum of 50 feet high;

- Buildings on corner lots shall be designed with two facades of equal architectural expression;
- Facades shall be composed of increments of 25 feet or less. Increments may be created through projecting or recessing wall surfaces, changes in roofline and/or placement of piers and pilasters;
- Buildings with a façade length exceeding 150 feet shall have the appearance of multiple attached buildings.

### Frontage and Access:

- Allowed Frontage Types include: Forecourt; Stoop; Gallery; Arcade.



*Diagram of a Civic Building.*



*The old Carnegie Library.*

*Photo credit: Caldwell Historic Preservation Commission.*



*Caldwell depot.*

## Building Types: Workplace Building

A building designed for primary occupancy by light manufacturing, workshop, and warehouse uses.

### Building Scale and Massing:

- Buildings may be composed of 1, 2 or 3-story volumes;
- Buildings on corner lots shall be designed with two facades of equal architectural expression;
- Facades shall be composed of increments of 25 feet or less. Increments may be created through projecting or recessing wall surfaces, changes in roofline and/or placement of piers and pilasters;
- Buildings with a façade length exceeding 150 feet shall have the appearance of multiple attached buildings.

### Frontage and Access:

- Allowed Frontage Types include: Light Court; Stoop; Gallery; Arcade;
- For each 50 feet of primary street facade one transparent overhead door with a width of 16 feet or less may be installed;
- Active uses within the building must be located along the primary street frontage with transparent windows facing the street. Blank, windowless primary street facades are prohibited.



*Diagram of a Workplace Building.*



*Example of a Workplace Building.*



*Example of a Workplace Building.*

## Building Types: Mixed-Use Building

A building designed for occupancy by a minimum of two different uses that may be vertically or horizontally demised. Where present, residential uses shall be located on upper floors or behind street fronting commercial uses.

### Building Scale and Massing:

- Buildings may be composed of 2 or 3-story volumes;
- Buildings on corner lots shall be designed with two facades of equal architectural expression;
- Facades shall be composed of increments of 25 feet or less. Increments may be created through projecting or recessing wall surfaces, changes in

roofline and/or placement of piers and pilasters;

- Buildings with a façade length exceeding 100 feet shall have the appearance of multiple attached buildings.

### Frontage and Access:

- Allowed Frontage Types include: Forecourt; Stoop; Gallery; Arcade; Shopfront & Awning;
- Access to ground floor commercial spaces shall be located within the facade and accessed directly from the street;
- Access to upper story commercial spaces or dwelling units shall be through a street level lobby accessed directly from the street.



Diagram of a Mixed-Use Building.



Example of a Mixed-Use Building.



Local example: Steunenber Block.

## Building Types: Live/Work Building

An attached building designed to be occupied by a single dwelling unit and a single ground floor commercial use on an individual lot. The building shares one or two common walls with adjacent houses. Private yard space separates the principal building in the front and the garage in the rear of each lot.

### Building Scale and Massing:

- Groups of live/work buildings may consist of 2 to no more than 6 attached units;
- Buildings are principally composed of 3-story volumes;
- Buildings on corner lots shall be designed with two facades of equal architectural expression;

- Facades shall be composed of increments of 25 feet or less. Increments can be created through projecting or recessing wall surfaces, changes in roofline and/or placement of piers and pilasters.

### Frontage and Access:

- Allowed Frontage Types include: Dooryard; Light Court; Stoop; Shopfront & Awning;
- Access to the ground floor flex space shall be located within the facade and accessed directly from the street;
- Access to the dwelling unit may be provided through a separate street level entrance or through a foyer shared with the flex space.



Diagram of Live/Work Buildings.



Example of a Live/Work Building.



Example of a Live/Work Building.

## Building Types: Courtyard Housing

An arrangement of stacked and/or attached dwelling units around one or more common courtyards, which provide direct access to all dwelling units that do not front on a street. The courtyard is intended to be a semi-public space that is an extension of the public realm.

### Building Scale and Massing:

- Courtyard Housing may be composed of stacked flats, townhouse units, or a combination of these types;
- Buildings may be principally composed of 2 and 3 story volumes;
- Buildings on corner lots shall be designed with two facades of equal architectural expression;
- Facades shall be composed of increments of 25 feet or less. Increments can be created through projecting or

recessing wall surfaces, changes in roofline and/or placement of piers and pilasters;

- Building facade length shall not exceed 100 feet without a vertical setback from the base of the building to the roof line, not less than 18" wide and 18" deep, giving the building an appearance of multiple attached buildings.

### Frontage and Access:

- Allowed Frontage Types include: Dooryard; Forecourt; Stoop;
- Each dwelling unit shall be accessed directly from the street or courtyard. Access to no more than 3 upper floor dwelling units may be provided by a common stair (open or roofed);
- Each courtyard shall be directly accessible from the street.



*Diagram of Courtyard Housing*



*Example of Courtyard Housing.*



*Example of Courtyard Housing.*

## Building Types: Villa

A building with the appearance of a large city house, containing multiple dwelling units on a single lot. The building has a central lobby that provides access to individual units.

### Building Scale and Massing:

- Buildings shall be composed of 2 or 3-story volumes;
- Buildings on corner lots shall be designed two facades of equal architectural expression;
- Facades shall be composed of increments of 25 feet or less. Increments can be created through projecting or recessing wall surfaces, changes in

roofline and/or placement of piers and pilasters;

- Buildings shall not exceed 100 feet in length.

### Frontage and Access:

- Allowed Frontage Types include: Dooryard; Light Court; Stoop;
- Access to the building's lobby shall be located within the facade and accessed directly from the street;
- Each dwelling unit within the building shall be accessed directly from the lobby, by a corridor or by a central stairway located in the lobby.



Diagram of a Villa.



Example of a Villa.



Example of a Villa.

## Building Types: Duplex/Triplex/Quadplex

A structure containing two, three or four dwelling units on a single lot. Each dwelling unit has a separate entrance either from the street or the side yard. Dwelling units within the buildings may horizontally or vertically demised.

### Building Scale and Massing:

- Buildings shall be composed of 2 or 3-story volumes and shall have the appearance of a large house;
- Buildings on corner lots shall be designed with two facades of equal architectural expression;
- Facades shall be composed of

increments of 25 feet or less. Increments may be created through projecting or recessing wall surfaces, changes in roofline and/or placement of piers and pilasters.

### Frontage and Access:

- Allowed Frontage Types include: Dooryard; Light Court; Stoop;
- Access to each unit shall be located within the facade and accessed directly from the street or side yard;
- At corner lots entrances at both street frontages are preferred.



Diagram of a Duplex/Triplex/Quadplex.



Example of a Duplex/Triplex/Quadplex.



Example of a Duplex/Triplex/Quadplex.

## Building Types: Rowhouse

Rowhouses are attached single-family houses on individual lots. Rowhouses share common walls with one or two adjacent units. Private yard space separates the dwelling unit in the front and the garage in the rear of each lot.

### Building Scale and Massing:

- Groups of rowhouses may consist of 2 to no more than 6 attached units;
- Buildings may be composed of 2 or 3-story volumes;
- Buildings on corner lots shall be designed with two facades of equal

architectural expression;

- Facades shall be composed of increments of 25 feet or less. Increments can be created through projecting or recessing wall surfaces, changes in roofline and/or placement of piers and pilasters.

### Frontage and Access:

- Allowed Frontage Types include: Dooryard; Light Court; Stoop;
- The main entrance to each rowhouse shall be located within the facade and accessed directly from the street.



Diagram of Rowhouses.



Example of Rowhouses.



Example of Rowhouses.

# Architectural Standards

## **Purpose:**

Architectural Standards provide directions for the design of buildings, appurtenances and site elements in the City Center District.

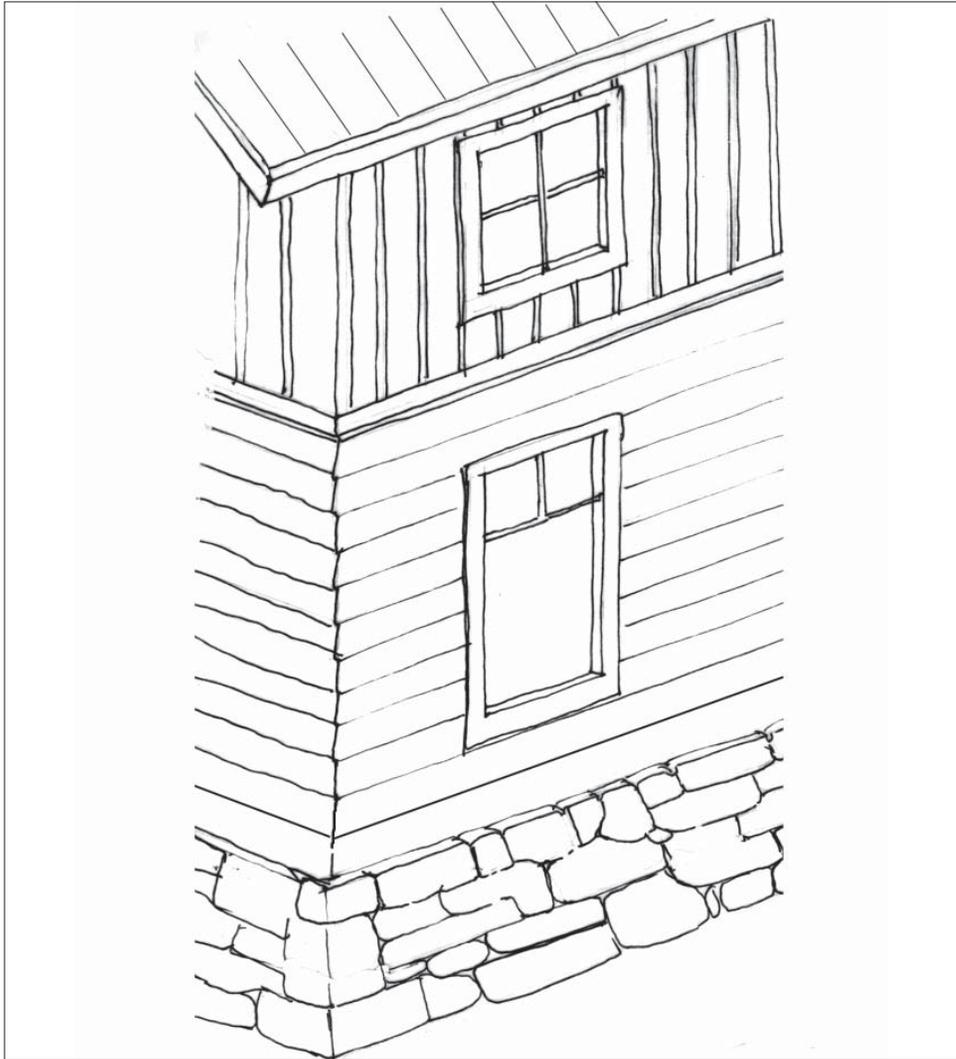
The Architectural Standards encompass the following elements:

- Building Form And Scale
- Materials And Colors
- Walls
- Roofs
- Wall Openings
- Projecting Elements
- Commercial Signage
- Historical Precedents

# Architectural Standards: Materials and Colors

## Vertical Configuration of Materials

Two or more wall materials may be combined on one façade only with one above the other - lighter materials above those more substantial (e.g. wood above stucco or masonry, or stucco above masonry).



# Architectural Standards: Materials and Colors



Red Brick



Stone



Wood



Stucco



Tile



Yellow Brick

# Architectural Standards: Materials and Colors



Natural Colors



Muted Neutrals



Color Theme

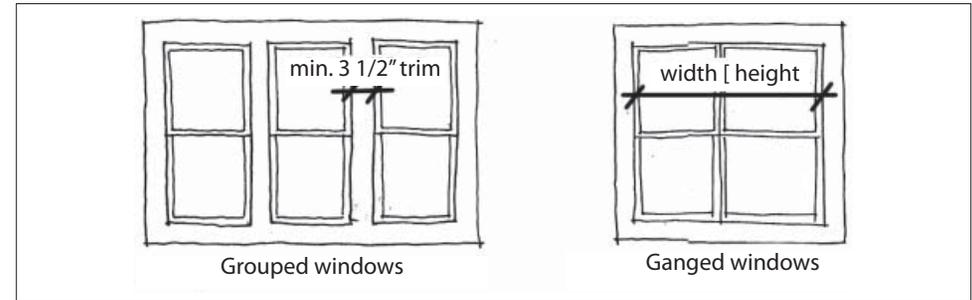


Vibrant Colors

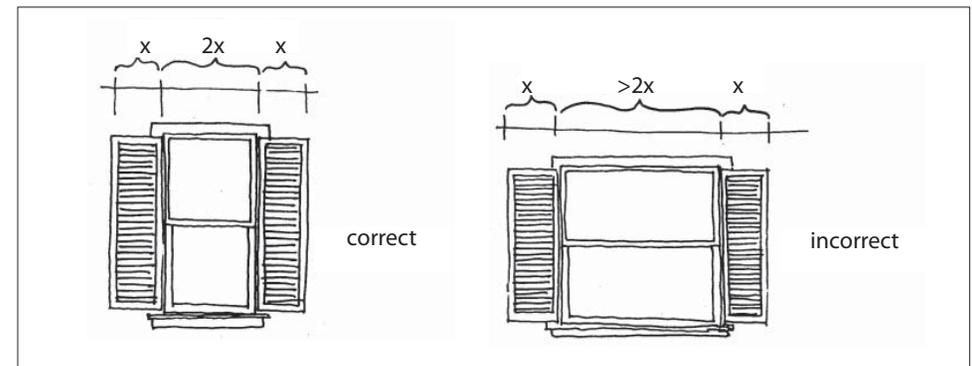
# Architectural Standards: Wall Openings

## Windows and Shutters

- Windows and doors shall be made of wood, vinyl-clad wood, aluminum-clad wood, or fiberglass.
- Glazing shall be clear glass with not more than 10 percent daylight reduction (tinting). Glazing shall not be reflective (mirrored).
- Windows shutters shall be sized to match their openings (see figure: *Correct shutter geometries* below)
- Window openings shall have vertical proportions, or may be square (see figure below).
- Total fenestration for façades shall not be more than 33 percent of the façade area, except within shopfronts.
- Windows shall be recessed no less than two inches from the building façade.



Window configurations

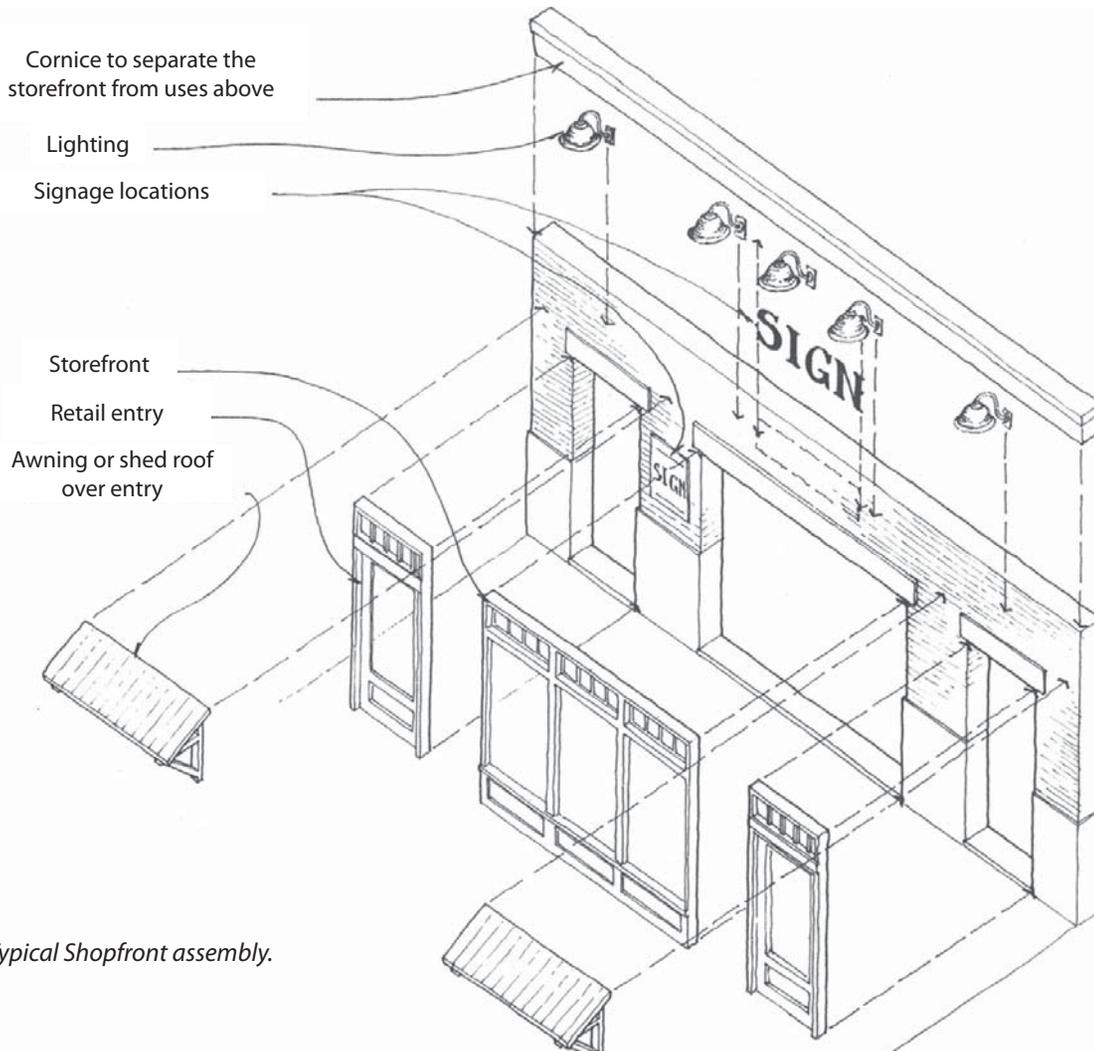


Correct shutter geometries

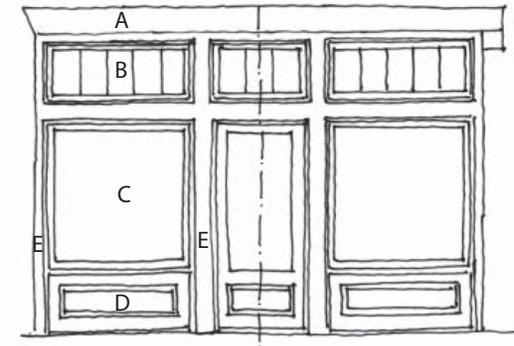
# Architectural Standards: Wall Openings

## Shopfronts

Shopfronts are composed of storefronts, entrances, awnings or sheds, signage, lighting, cornices, and other architectural elements (see Figures: Shopfront Assembly, and Storefront Configurations). Shopfronts are created by inserting storefronts with substantial glazing into the ground floor facade of a building. The facade is aligned with the property line, although partially recessed storefronts, such as recessed entrances, are also common.

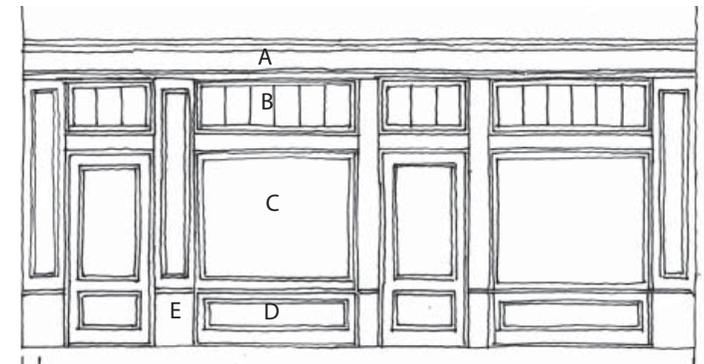


Typical Shopfront assembly.



### Stucco or Masonry Storefront

- A Header should either be 4 or 5 brick course high, and project out 1 inch from face of the building.
- B Transoms windows should be equally divided and consistent across the facade.
- C Shopfront windows should be equal in size and recessed a minimum of 2 inches from stucco, masonry or wood piers as adjacent materials.
- D Base panels or bulkhead should not exceed 24 inches in height.
- E The brick mould should be equal at the top and sides, with interior divisions of equal to or twice the size of the sides.



### Wood Storefront

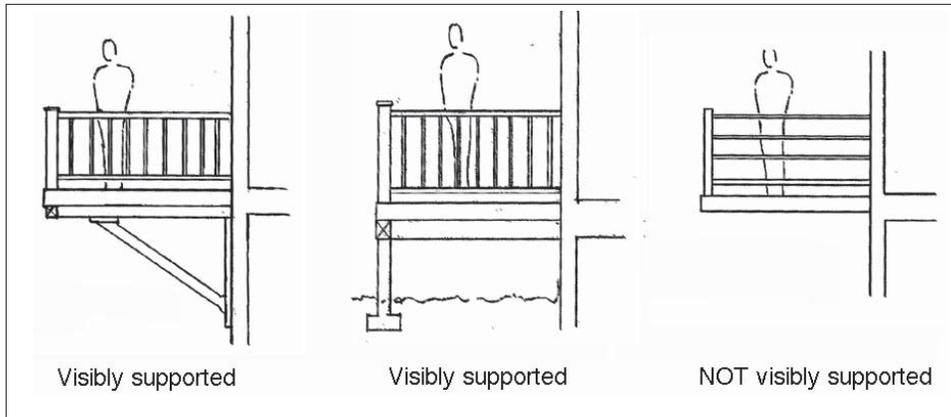
- A Entablature should consist of architrave, frieze and cornice.
- B Transoms windows should be equally divided and consistent across the facade.
- C Shopfront windows should be equal in size and recessed a minimum of 2 inches from stucco, masonry or wood piers as adjacent materials.
- D Base panels or bulkhead should not exceed 24 inches in height.
- E Pier bases should align with horizontal elements on the shopfront, such as sills.

Storefront configurations.

# Architectural Standards: Projecting Elements

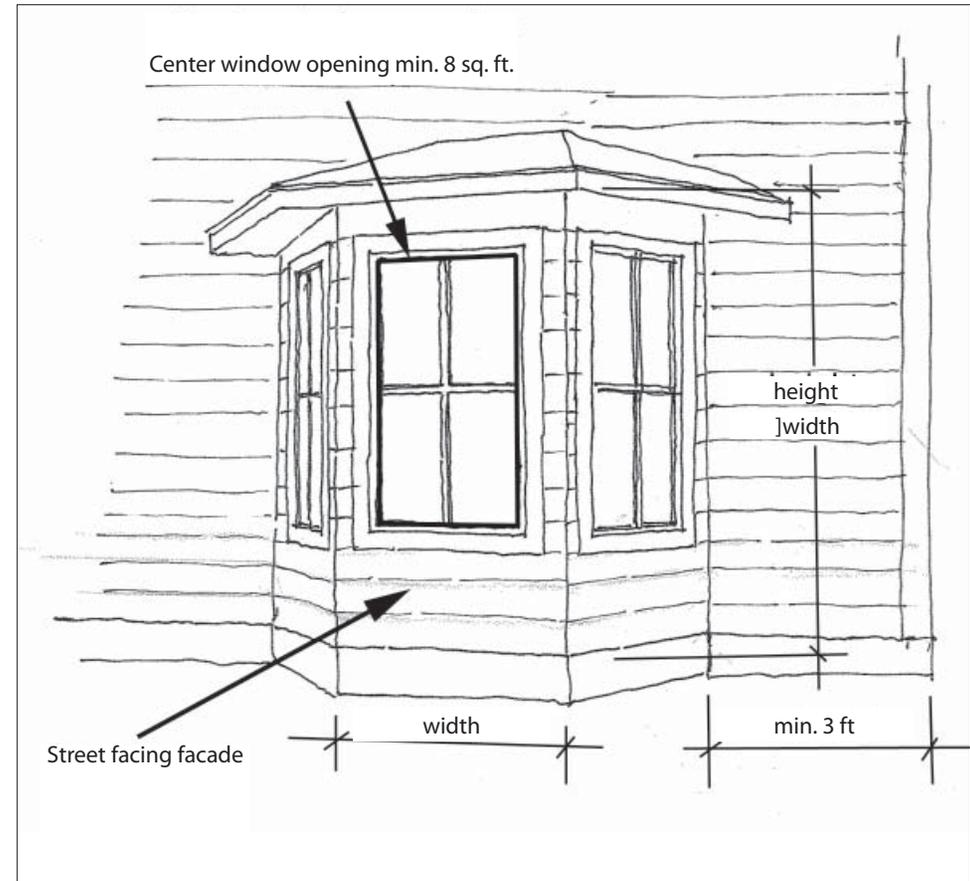
## Projecting Elements

All building elements that project from the building wall by more than 16 inches, including but not limited to decks, balconies, porch roofs and bays, should be visibly supported by brackets, posts, or beams that are sized at minimum six inches in nominal width or diameter.



## Bay Windows

- Bay windows should be made of materials identical to or compatible with the building's wall finish and windows.
- Bay windows should not be wider than 8 feet and should have a height that is equal to or greater than its width. Bays should be a minimum of three feet from any building corner or other bay. The bay's street facing facade should consist of at least 50% transparent glazing.



Bay window dimensional requirements

# Architectural Standards: Commercial Signage

The following design criteria should be used in reviewing the design of individual signs. Substantial conformance with each of the following design criteria is required before a sign permit or Building Permit can be approved.

1. Color.
  - a. Colors on signs and structural members should be harmonious with one another and relate to the dominant colors of the buildings on the site. Contrasting colors can be utilized if the overall effect of the sign is still compatible with building colors.
2. Design and construction.
  - a. Except for banners, flags, temporary signs, and temporary window signs, each sign should be constructed of permanent materials and should be permanently attached to the ground, a building, or another structure by direct attachment to a rigid wall, frame, or structure.
  - b. Each permanent sign should be designed by a professional (e.g., architect, building designer, landscape architect, interior designer, or others whose principal business is the design, manufacture, or sale of signs).
  - c. Each permanent sign should be constructed by persons whose principal business is building construction or a related trade including sign manufacturing and installation, or others capable of producing professional results. The intent is to ensure public safety, achieve signs of careful construction, neat and readable copy, and durability, to reduce maintenance costs and prevent dilapidation.
3. Materials and structure.
  - a. Sign materials (including framing and supports) should be representative of the type and scale of materials used on the site where the sign is located. Sign materials should match those used on the buildings on the site and any other signs on the site.
  - b. Signs should not include reflective material.
  - c. Materials for permanent signs should be durable and capable of withstanding weathering over the life of the sign with reasonable maintenance.
  - d. The size of the structural members (e.g. columns, crossbeams, and braces) should be proportional to the sign panel they are supporting.
- e. The use of individual letters incorporated into the building design is encouraged, rather than a sign with background and framing other than the structure wall.
4. Sign lighting. Sign lighting should be designed to minimize light and glare on surrounding rights-of-way and properties.
  - a. External light sources should be directed and shielded so that they do not produce glare off the site, on any object other than the sign.
  - b. Sign lighting should not blink, flash, flutter, or change light intensity, brightness, or color.
  - c. Colored lights should not be used at a location or in a manner so as to be confused or construed as traffic control devices.
  - d. Neither the direct nor reflected light from primary light sources should create hazards for pedestrians or operators of motor vehicles.
  - e. For energy conservation, light sources should be hard-wired fluorescent or compact fluorescent lamps, or other lighting technology that is of equal or greater energy efficiency. Incandescent lamps are prohibited.
5. Copy design guidelines. The City does not regulate the message content (copy) of signs; however, the following are principles of copy design and layout that can enhance the readability and attractiveness of signs. Copy design and layout consistent with these principles is encouraged, but not required.
  - a. Sign copy should relate only to the name and/or nature of the business or commercial center.
  - b. Permanent signs that advertise continuous sales, special prices, or include phone numbers, etc. should be avoided.
  - c. Information should be conveyed briefly or by logo, symbol, or other graphic manner. The intent should be to increase the readability of the sign and thereby enhance the identity of the business.
  - d. The area of letters or symbols should not exceed 40 percent of the background area in commercial districts or 60 percent in residential districts.
  - e. Freestanding signs should contain the street address of the parcel or the range of addresses for a multi-tenant center.

## Architectural Standards: Commercial Signage

Allowed Sign Types	Maximum Sign Height	Maximum Number of Signs	Maximum Sign Area	Notes
Awning	Shall be entirely on awning valence; lettering max 66% of valence height; valence height max 18 inches.	1 sign max per each separate awning valence.	50% of the area of the valence front.	
Projecting or Suspended	16 inches. Bottom of sign shall be no closer than 8 ft above sidewalk surface below.	1 sign allowed per business frontage with pedestrian entrance	6 sf No dimension greater than 3 ft	Sign shall be redwood sandblasted, hand carved, or architecturally designed equivalent.
Wall	2 ft below parapet or eave. Individual letters 18 inches;	1 sign allowed per business frontage with pedestrian entrance.	1 sf per lf of primary business frontage Side street or rear entrance wall sign max 50% of the primary sign area.	Mounting 1-story: above 1st floor windows Mounting multi-story: between windows
Window - Permanent	Within window area	1 sign allowed per window	15% of total window area.	
Window - Temporary	Within window area	1 sign allowed per window (in addition to Permanent Window sign, if exists)	25% of total window area.	Allowed for display a maximum of 15 days at 1 time, up to 3 times in 12-month period.

# Architectural Standards: Commercial Signage

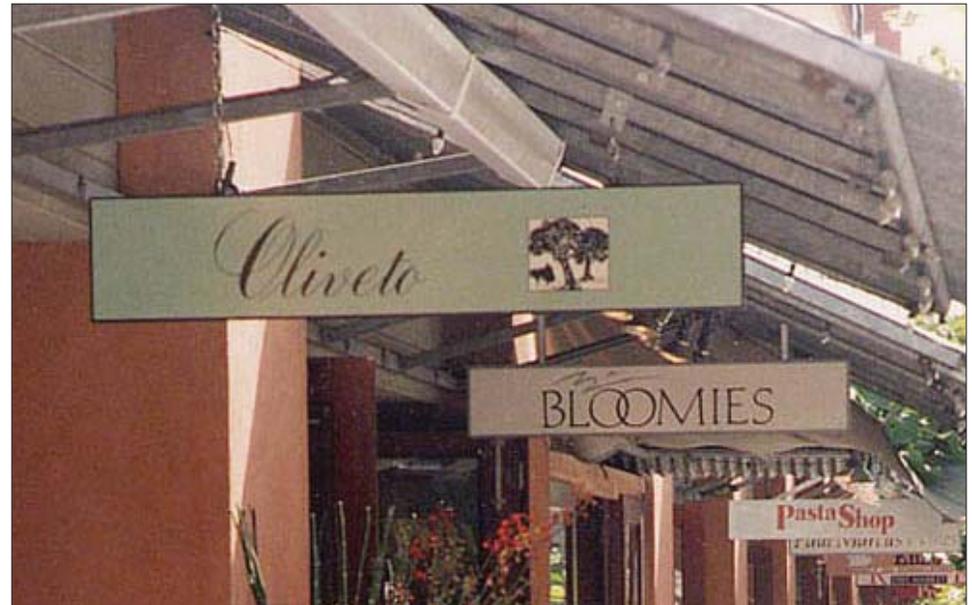
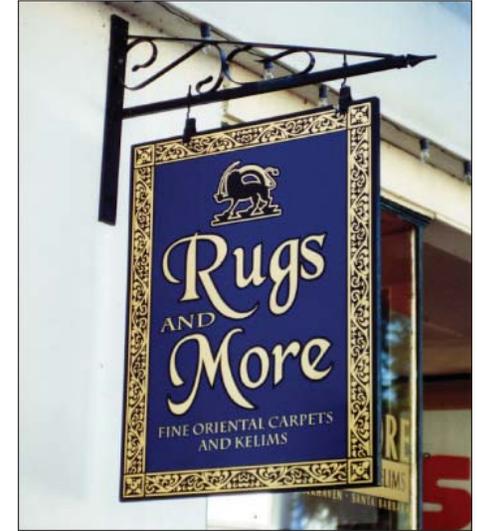
## Awning Signs

The photos below show examples of acceptable awning signs.



## Projecting/Suspended Signs

The photos below show examples of acceptable projecting and suspended signs.



# Architectural Standards: Commercial Signage

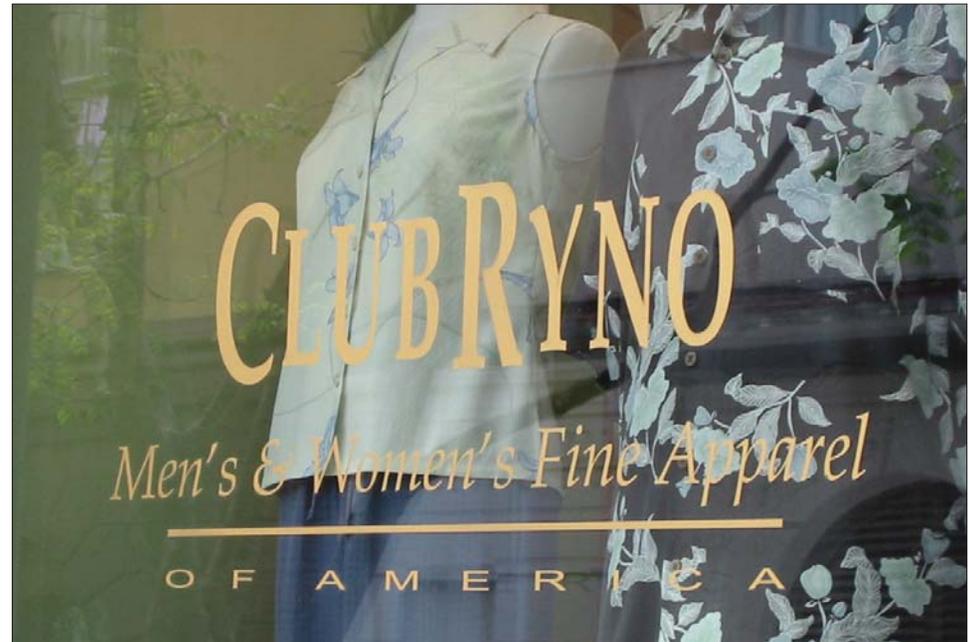
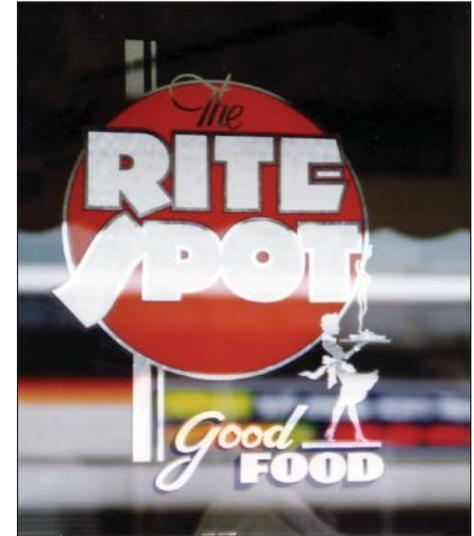
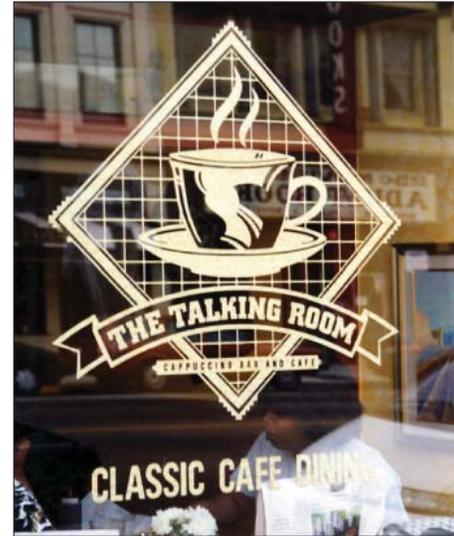
## Wall Signs

The photos below show examples of acceptable wall signs.



## Window Signs

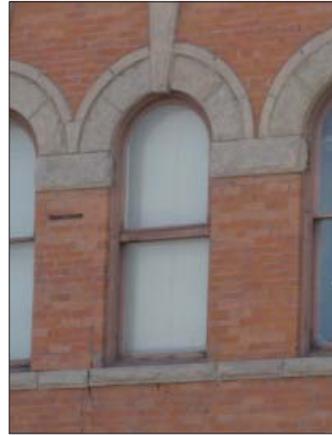
The photos below show examples of acceptable window signs.



# Architectural Standards: Style Precedents

The photos on this page show examples of architectural elements present in Caldwell today. These features represent architectural styles that are rooted in Caldwell's rich architectural heritage and are intended to provide inspiration for new buildings planned in Caldwell's City Center District.

The following pages illustrate four prevalent architectural styles historically found in Caldwell. To the extent possible, any new structure should be constructed in the spirit of one of these styles.



# Architectural Standards: Style Precedents

## Caldwell's Architectural Historical Context

Caldwell's distinguished downtown architectural legacy extends from about 1884 to 1929, and consists of buildings built of wood, brick, concrete, and stone in the following styles or combinations of styles: The revivals include:

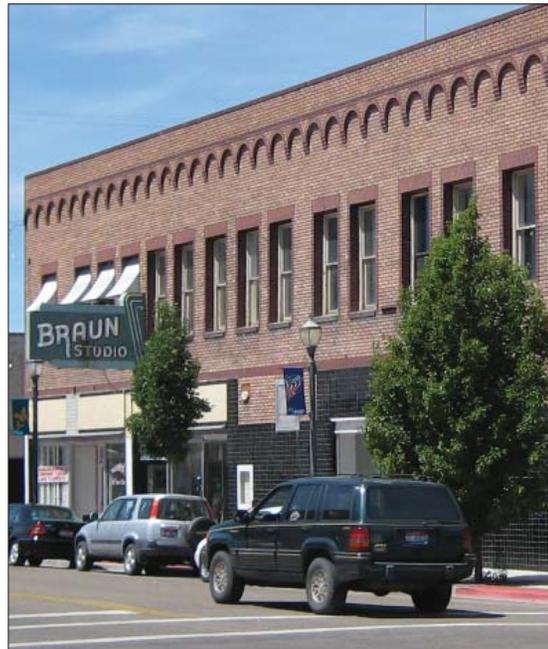
- Spanish Revival, the Southwestern style adapted for the Northwest climate;
- Romanesque Revival, based on ancient Roman architecture;
- Renaissance Revival, an interpretation of Italian Renaissance;
- 'Main Street' Revival, the ubiquitous building style that lined America's commercial corridors through the 1930's.



*Caldwell's Renaissance Revival Carnegie Library*



*Original Caldwell Romanesque Revival Building.*



*'Main Street' Revival building in Caldwell - the original storefront was destroyed in a post-war renovation.*



*Spanish Revival in Caldwell. The mansard roof was likely added later and does not add to the building's historical value.*

# Architectural Standards: Style Precedents

## Romanesque Revival

Romanesque Revival consists of architectural elements, principally the round arch, that resemble those of ancient Roman architecture. Other characteristics include the use of stone and brick as both accent and field materials. The word served to distinguish Romanesque from Gothic buildings with their pointed openings and vertical orientation.

Identifying features include:

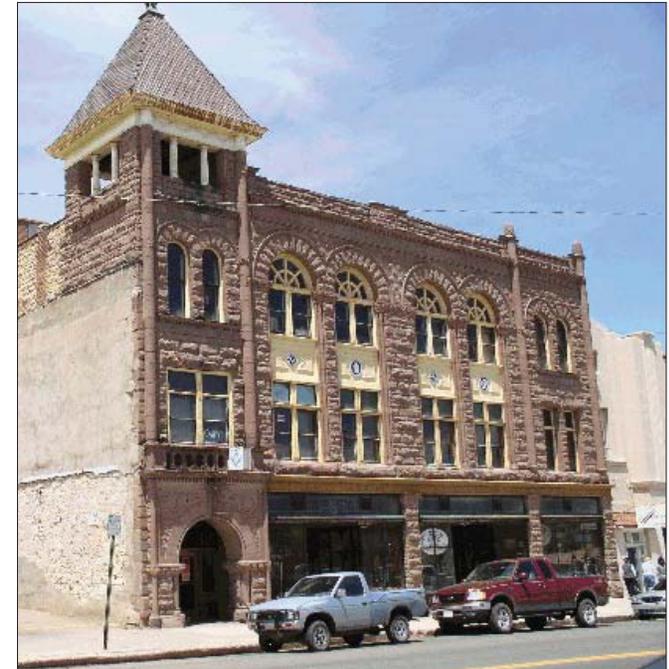
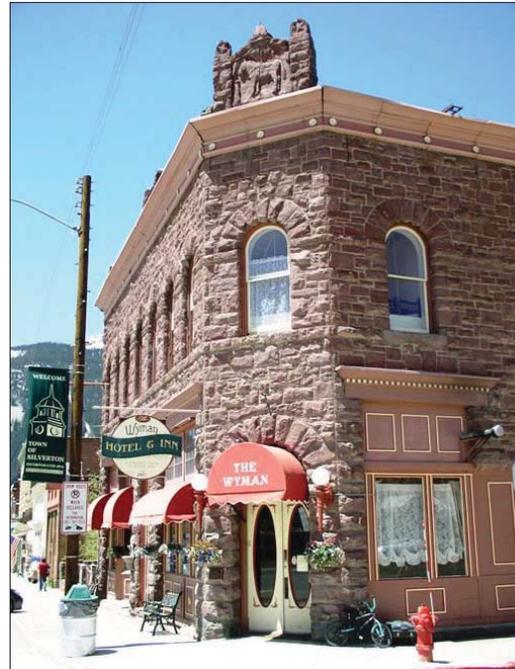
- Round arches over windows and/or entryways; thick, cavernous entryways and window openings; thick masonry walls, rounded towers with conical roof; facades are often asymmetrical; variable stone and brick façade. On elaborate examples, polychromatic facades with contrasting building materials.



Local example of the Romanesque Revival style: Steunenberg Block.



Examples of Romanesque Revival style corner buildings



Example of a Romanesque Revival style building

# Architectural Standards: Style Precedents

## Renaissance Revival

Renaissance Revival included the identifying features of the Italian Renaissance from low-pitched hipped roofs covered with ceramic tiles, widely overhanging eaves often supported by decorative brackets, upper-story windows smaller and less elaborate than those below, commonly with arched doors and first-story windows, to a symmetrical facade with projecting entry.



*Example of a Renaissance Revival style building*



*Local Example of the Renaissance Revival style: the old Carnegie Library.*



*Example of a Renaissance Revival style building*

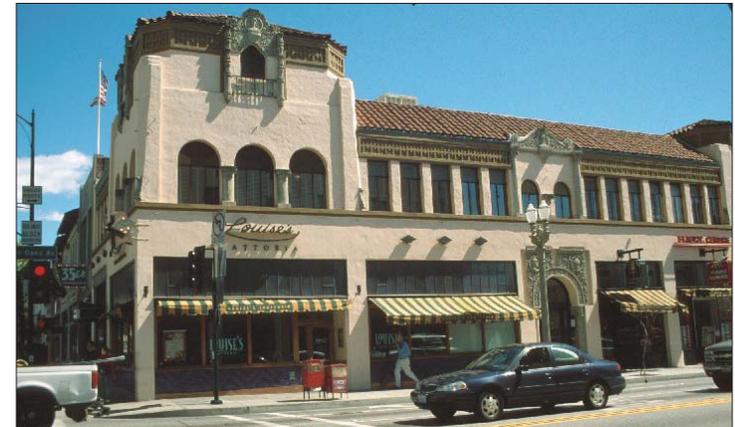
# Architectural Standards: Style Precedents

## Spanish Revival

Spanish Revival, a combination of early-American Southwestern Spanish styles that includes Mission and Monterey, was often unified by the use of arches, courtyards, solid form, plain wall surfaces, and tile roofs, all derived from the western Mediterranean that was in turn influenced by the invasion and occupation of the Moors that inspired the arches and use of color tiles.



*Example of a Spanish Revival style civic building.*



*Examples of Spanish Revival style mixed-use buildings*

# Architectural Standards: Style Precedents

## “Main Street” Revival

‘Main Street’ Revival describes a ubiquitous commercial building style that evolved from Colonial era settlements and used throughout America to the early 1930’s. Regional variations include the Western Main Street Facade that extends the front facade well above the roof plane to create the illusion of height and mass, a detailed, projected cornice line, symmetrical window openings, and the use of brick, stone, vertical board and batten or horizontal lap wook siding as common finish materials.

Throughout our towns and cities, the style was widely copied and reinterpreted as regional and local vernacular traditional architecture. Caldwell contains a number of examples that have been covered over with non-traditional materials. The style remains one of the most economical for new construction because of its simple, harmonious beauty and interior flexibility.



Example of a “Main Street” Revival style mixed-use building in Boise.



Example of a “Western Main Street” lined with mixed-use buildings.



Example of a “Main Street” Revival style residential building.



Referenced Reports



# Caldwell City Center Streetscape Design Guidelines



September 18, 2007

**This document is the result of a desire by the City of Caldwell to improve communication between the City of Caldwell and anyone doing business within the City Center Zoning District, to eliminate uncertainty by providing clear and concise directions, to empower an applicant with the proper tools that will help them proceed with a project from start to finish in a reasonable time frame, to promote a user-friendly atmosphere, and to foster a working relationship with the city where the applicants are treated fairly and equitably. These guidelines form an appendage to Ordinance No. 2571.**

**The general purpose of Ordinance No. 2571 is to specify desirable building and streetscape styles and materials in order to create a cohesive, sustainable and pleasing environment for residents and visitors alike. The intent is to not be finitely prescriptive but rather to provide a certain amount of flexibility within defined boundaries.**

# Contents

Street Type A: Mixed-Use / Retail-Front	1
Building and Street Design Elements	1
Proposed Street Plan and Proposed Typical Section	2-3
Sidewalk Plan	4
Corner Sidewalk Extension	5
Character Vignette	6
Street Type B: Mixed-Use / Office-Front	7
Building and Street Design Elements	7
Proposed Street Plan and Proposed Typical Section	8-9
Sidewalk Plan	10
Character Vignette	11
Street Type C: Mixed-Use / Residential-Front	12
Building and Street Design Elements	12
Proposed Street Plan and Proposed Typical Section	13-14
Sidewalk Plan	15
Midblock Sidewalk Extension	16
Street Type D: Townhouse-Front	17
Building and Street Design Elements	17
Proposed Street Plan and Proposed Typical Section	18-19
Sidewalk Plan	20
Character Vignette	21

<b>Street Type E: Pedestrian Street</b>	<b>22</b>
<b>Building and Street Design Elements</b>	<b>22</b>
<b>Proposed Street Plan and Proposed Typical Section</b>	<b>23-24</b>
<b>Sidewalk Plan</b>	<b>25</b>
<b>Character Vignette</b>	<b>26</b>
<b>Crosswalk Options</b>	<b>27</b>
<b>Paving Patterns and Finishes</b>	<b>28</b>
<b>Boulevard Landscaping</b>	<b>29</b>
<b>Container Plantings</b>	<b>30</b>
<b>Street Trees</b>	<b>31</b>
<b>Benches and Trash/Ash Receptacles</b>	<b>32</b>
<b>Bike Racks and Drinking Fountains</b>	<b>33</b>
<b>Street Lighting</b>	<b>34</b>
<b>Street Clocks</b>	<b>35</b>
<b>Bollards</b>	<b>36-37</b>
<b>Railings</b>	<b>38</b>
<b>Sidewalk Signage</b>	<b>39</b>

## Street Type A: Mixed-Use/Retail-Front

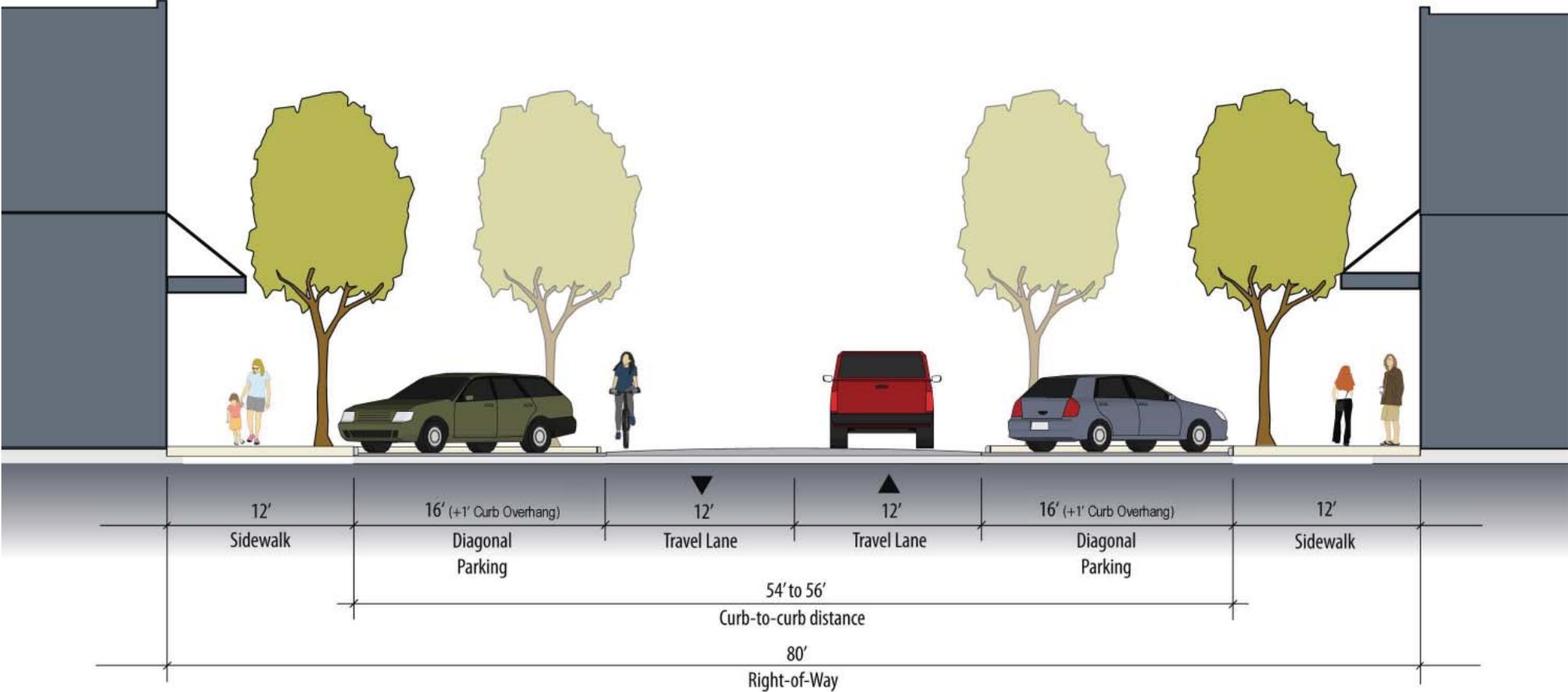
The Retail-Front Street Type consists of a generic downtown street with both sides containing continuous first floor shop fronts, wide sidewalks, and mostly diagonal parking. The recommended assembly and configurations of the streetscape and building design elements delineated below are illustrated in the Street Type Plan and Section that follows, and described in the Streetscape Design Guidelines and Building Design Guidelines.

Building and Street Design Elements		
Building and Street Elements	Notes	Unit
First Floor Building Facade Type	Continuous Storefront	100%
First Floor Building Entries	Maximum Entry Spacing	50 feet on center
Right-Of-Way (ROW) Width	--	+/- 80 feet
Curb-to-Curb Pavement Width	--	54 to 56 feet
Desired Operating Speed	--	20 mph
Corner Curb Radius	--	10 feet
Pedestrian Crossing Time	4 feet per second	6 seconds
Travel Lanes	two, 2-way	11 to 12 feet
Medians	not allowed	--
Parking Lanes	40° diagonal, both sides	16 feet *
Parking Lanes	Optional parallel @ sidewalk extension	20 feet
Bike Lanes	Shared Travel Lane	
Add'l Transportation Provision	--	--
Sidewalk	(see Streetscape Elements)	12 feet
Midblock Sidewalk Extensions	(see Streetscape Elements)	1/block max.
Corner Sidewalk Extensions	(see Streetscape Elements)	Varies
Paving Patterns	(see Streetscape Elements)	Pavers/Scoring
Boulevard Landscaping	(see Streetscape Elements)	0
Plantings	(see Streetscape Elements)	Quantity/Species varies
Street Trees	(see Streetscape Elements)	Quantity/Species varies
Benches	(see Streetscape Elements)	Quantity varies
Trash/Ash Receptacles	(see Streetscape Elements)	Quantity varies
Bike Racks	(see Streetscape Elements)	As needed
Clocks	(see Streetscape Elements)	1/block max.
Drinking Fountains	(see Streetscape Elements)	As needed
Street Lighting	(see Streetscape Elements)	To be determined
Bollards	(see Streetscape Elements)	4-6 feet on center
Railings	(see Streetscape Elements)	As needed
Sidewalk Signage	(see Streetscape Elements)	As needed

\* Assume 1 foot vehicle overhang



# Street Type A: Proposed Street Section

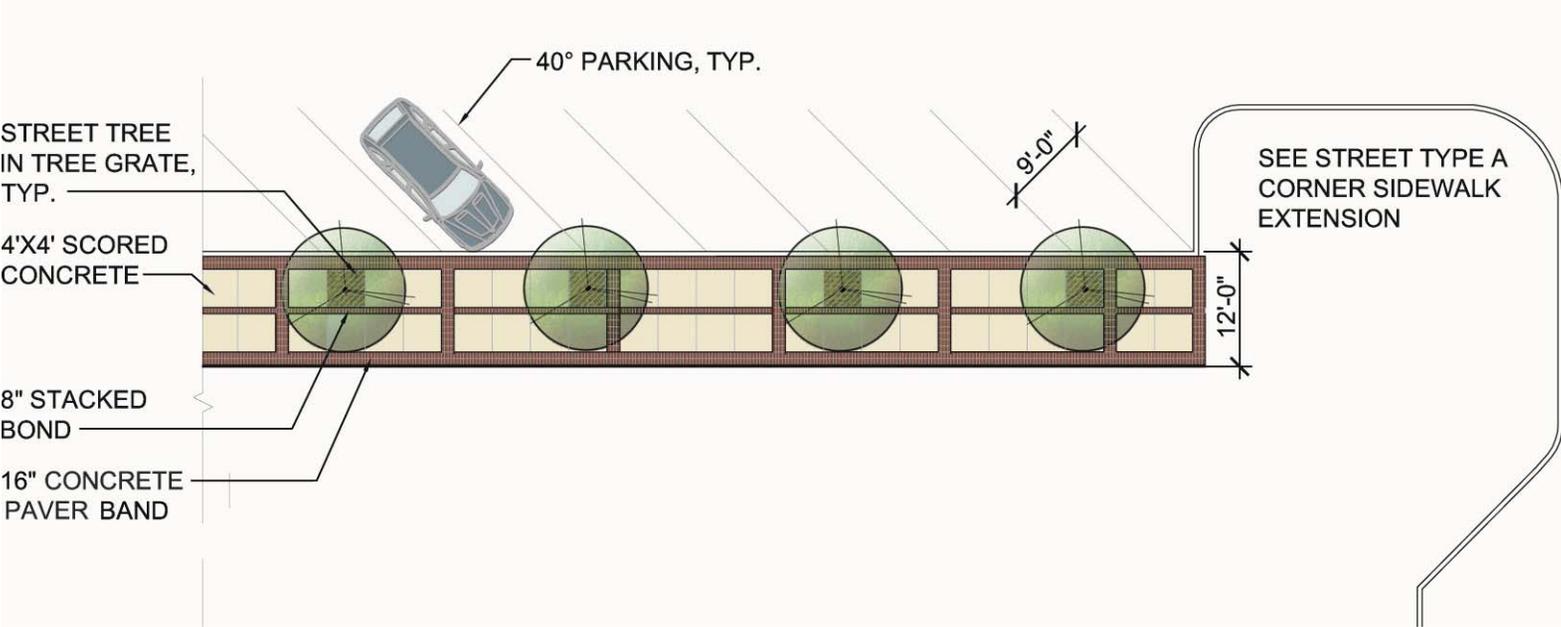


# Street Type A: Proposed Street Plan



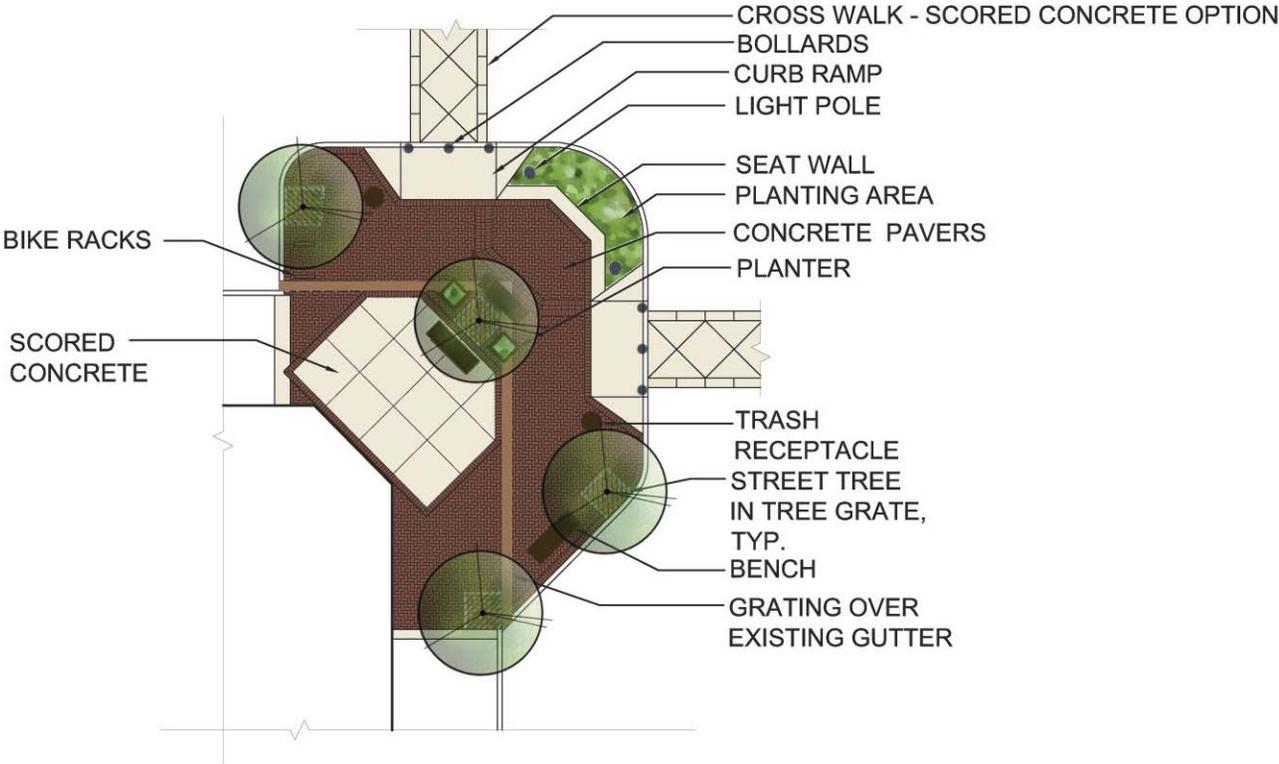
See page 4 for sidewalk detailing, page 5 for corner sidewalk extensions, page 16 for midblock sidewalk extensions, and page 27 for crosswalk details.

# Street Type A: Sidewalk



Scale: 1"=20'-0"

# Street Type A: Corner Sidewalk Extension



Scale: 1"=20'-0"

# Street Type A: Character Vignette



## Street Type B: Mixed-Use/Office-Front

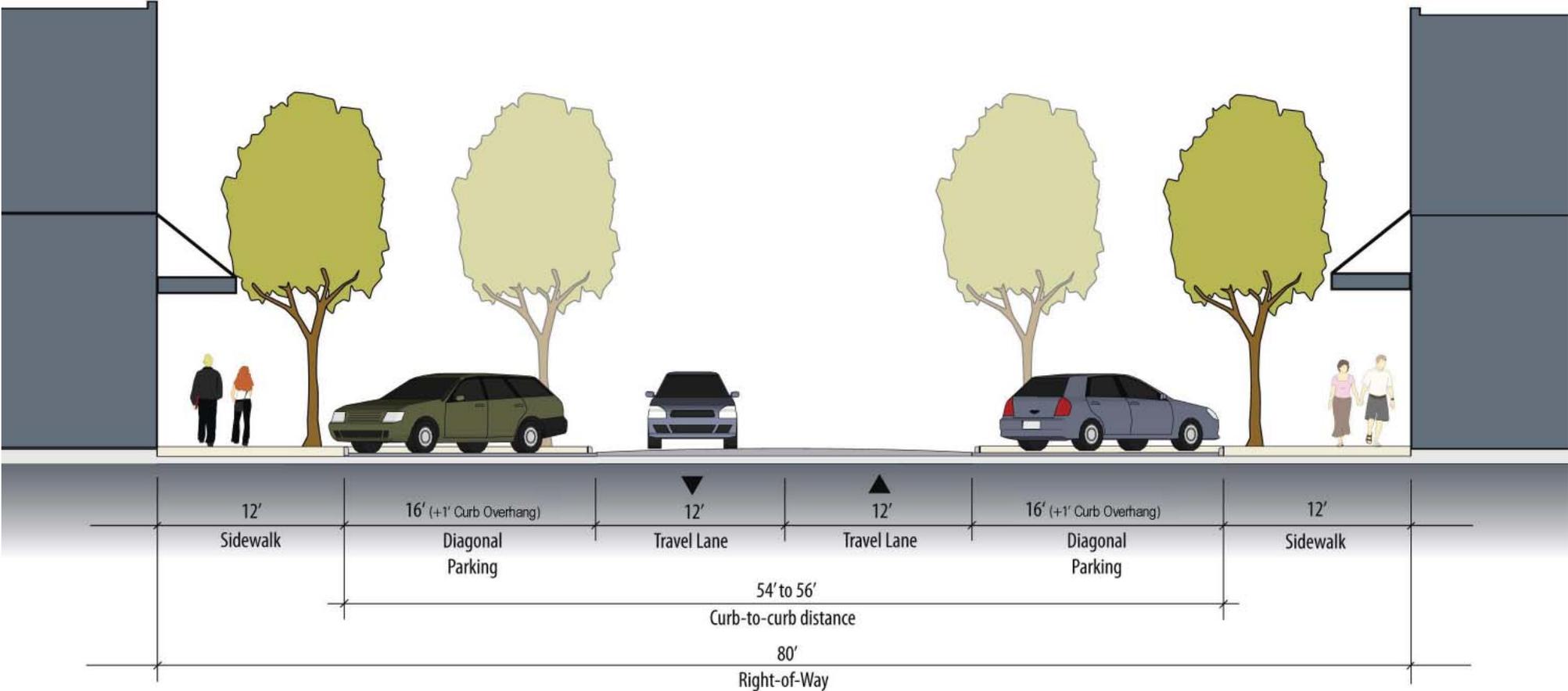
The Office-Front Street Type consists of a generic downtown street with both sides containing a mostly clear glazed and/or shopfront first floor, wide sidewalks, and mostly diagonal parking. The recommended assembly and configurations of the streetscape and building design elements delineated below are illustrated in the Street Type Plan and Section that follows, and described in the Streetscape Design Guidelines and Building Design Guidelines.

Building and Street Design Elements		
Building and Street Elements	Notes	Unit
First Floor Building Facade Type	Clear glazing, % of first floor facade area	80%
First Floor Building Entries	Maximum Entry Spacing	70 feet on center
Right-Of-Way (ROW) Width	--	+/- 80 feet
Curb-to-Curb Pavement Width	--	54 to 56 feet
Desired Operating Speed	--	20 mph
Corner Curb Radius	--	10 feet
Pedestrian Crossing Time	4 feet per second	6 seconds
Travel Lanes	two, 2-way	11 to 12 feet
Medians	not allowed	--
Parking Lanes	40° diagonal, both sides	16 feet *
Parking Lanes	Optional parallel @ sidewalk extension	20 feet
Bike Lanes	Shared Travel Lane	
Add'l Transportation Provision	--	--
Sidewalk	(see Streetscape Elements)	12 feet
Midblock Sidewalk Extensions	(see Streetscape Elements)	1/block max.
Corner Sidewalk Extensions	(see Streetscape Elements)	Varies
Paving Patterns	(see Streetscape Elements)	Pavers/Scoring
Boulevard Landscaping	(see Streetscape Elements)	0
Plantings	(see Streetscape Elements)	Quantity/Species varies
Street Trees	(see Streetscape Elements)	Quantity/Species varies
Benches	(see Streetscape Elements)	Quantity varies
Trash/Ash Receptacles	(see Streetscape Elements)	Quantity varies
Bike Racks	(see Streetscape Elements)	As needed
Clocks	(see Streetscape Elements)	1/block max.
Drinking Fountains	(see Streetscape Elements)	0
Street Lighting	(see Streetscape Elements)	To be determined
Bollards	(see Streetscape Elements)	4-6 feet on center
Railings	(see Streetscape Elements)	As needed
Sidewalk Signage	(see Streetscape Elements)	As needed

\* Assume 1 foot vehicle overhang



# Street Type B: Proposed Street Section

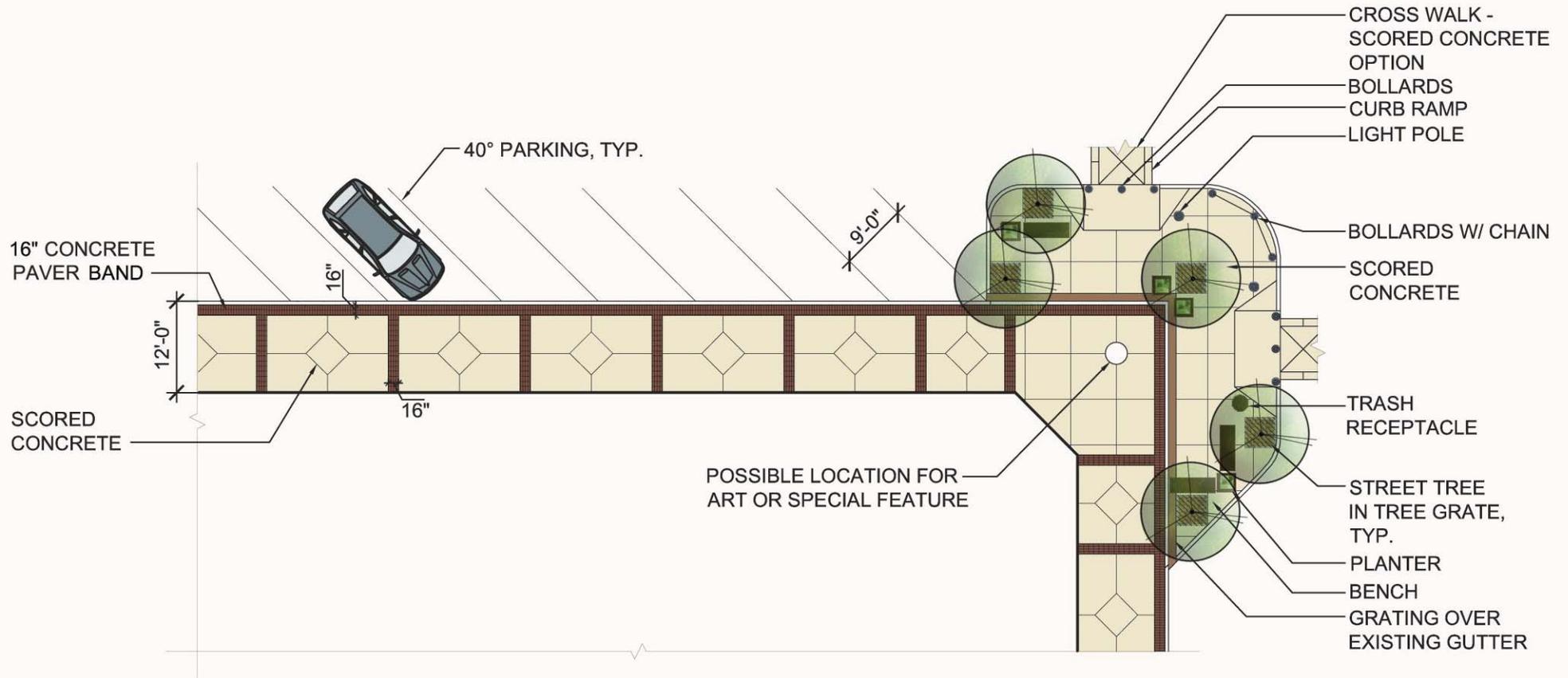


# Street Type B: Proposed Street Plan



See page 10 for sidewalk detailing and corner sidewalk extensions, page 16 for midblock sidewalk extensions, and page 27 for crosswalk details.

# Street Type B: Sidewalk



Scale: 1"=20'-0"

# Street Type B: Character Vignette



# Street Type C: Mixed-Use/Residential-Front Retail

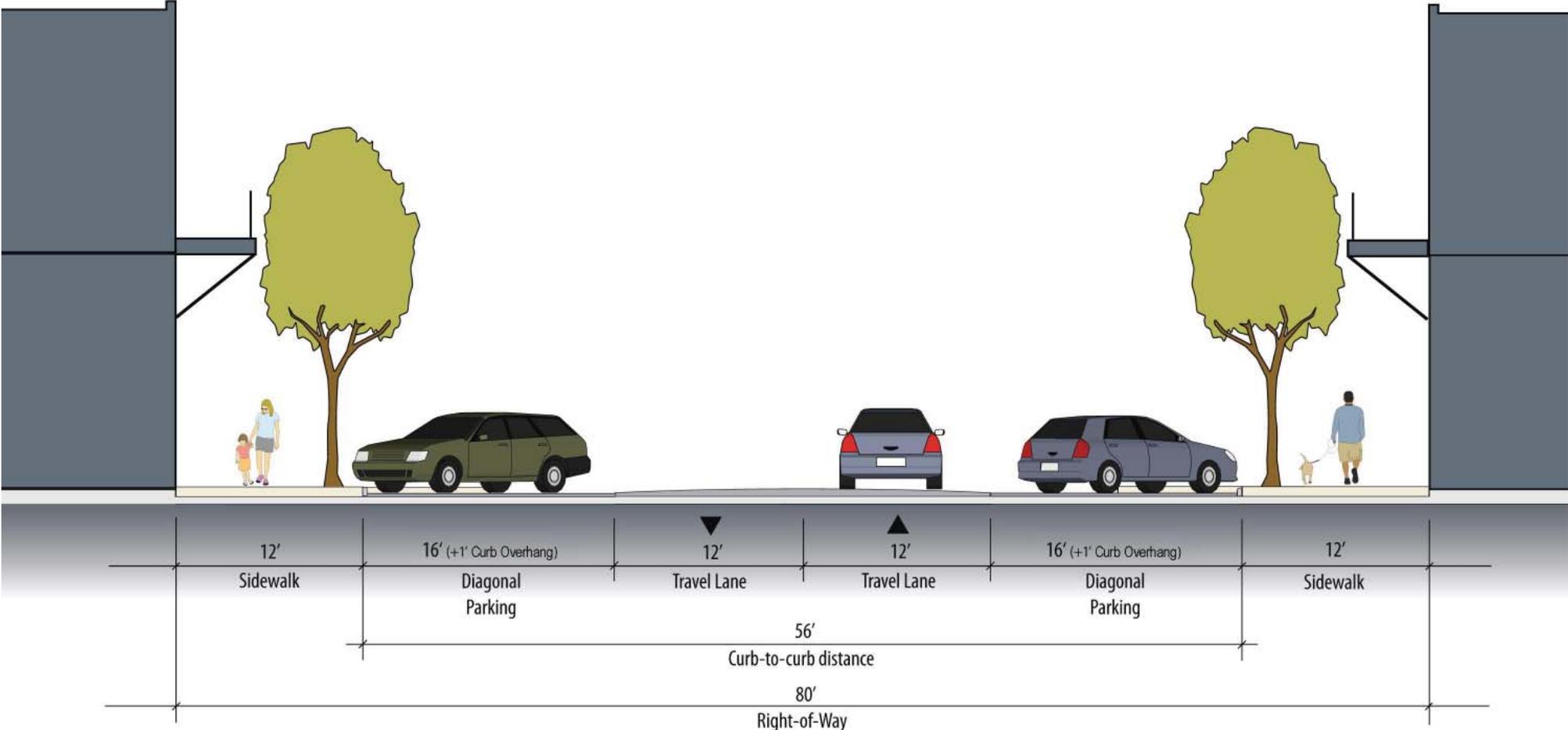
The Residential-Front Street Type consists of a generic downtown street with both sides containing a clear glazed and/or shopfront first floor, wide sidewalks, and mostly diagonal parking. The recommended assembly and configurations of the streetscape and building design elements delineated below are illustrated in the Street Type Plan and Section that follows, and described in the Streetscape Design Guidelines and Building Design Guidelines.

Building and Street Design Elements		
Building and Street Elements	Notes	Unit
First Floor Building Facade Type	Clear glazing, % of first floor facade area	40%
First Floor Building Entries	Maximum Entry Spacing	100 feet on center
Right-Of-Way (ROW) Width	--	+/- 80 feet
Curb-to-Curb Pavement Width	--	54 to 56 feet
Desired Operating Speed	--	20 mph
Corner Curb Radius	--	10 feet
Pedestrian Crossing Time	4 feet per second	6 seconds
Travel Lanes	two, 2-way	11 to 12 feet
Medians	not allowed	--
Parking Lanes	40° diagonal, both sides	16 feet *
Parking Lanes	Optional parallel @ sidewalk extension	20 feet
Bike Lanes	Shared Travel Lane	
Add'l Transportation Provision	--	--
Sidewalk	(see Streetscape Elements)	12 feet
Midblock Sidewalk Extensions	(see Streetscape Elements)	1/block max.
Corner Sidewalk Extensions	(see Streetscape Elements)	Varies
Paving Patterns	(see Streetscape Elements)	Concrete Scoring
Boulevard Landscaping	(see Streetscape Elements)	0
Plantings	(see Streetscape Elements)	Quantity/Species varies
Street Trees	(see Streetscape Elements)	Quantity/Species varies
Benches	(see Streetscape Elements)	Quantity varies
Trash/Ash Receptacles	(see Streetscape Elements)	Quantity varies
Bike Racks	(see Streetscape Elements)	As needed
Clocks	(see Streetscape Elements)	1/block max.
Drinking Fountains	(see Streetscape Elements)	0
Street Lighting	(see Streetscape Elements)	To be determined
Bollards	(see Streetscape Elements)	4-6 feet on center
Railings	(see Streetscape Elements)	0
Sidewalk Signage	(see Streetscape Elements)	As needed

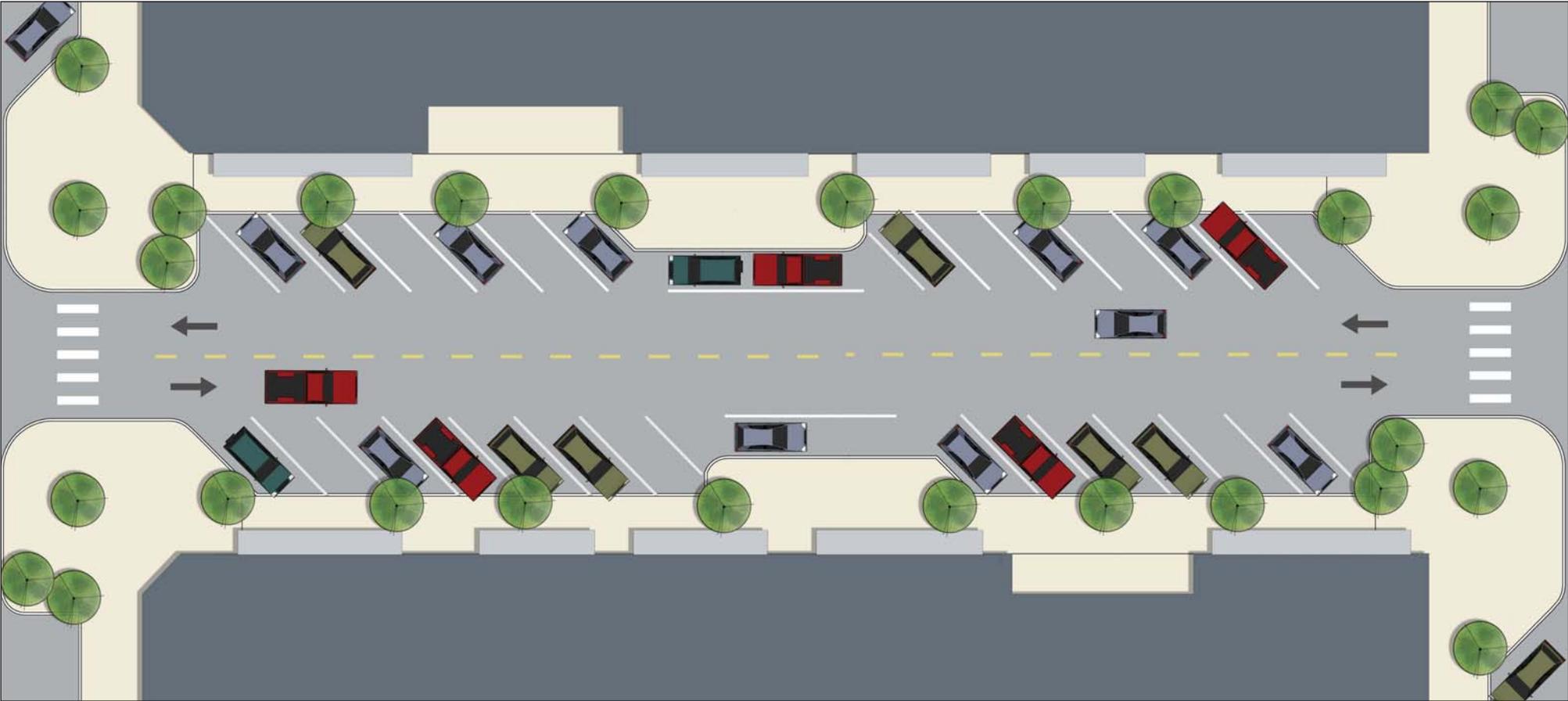
\* Assume 1 foot vehicle overhang



# Street Type C: Proposed Street Section

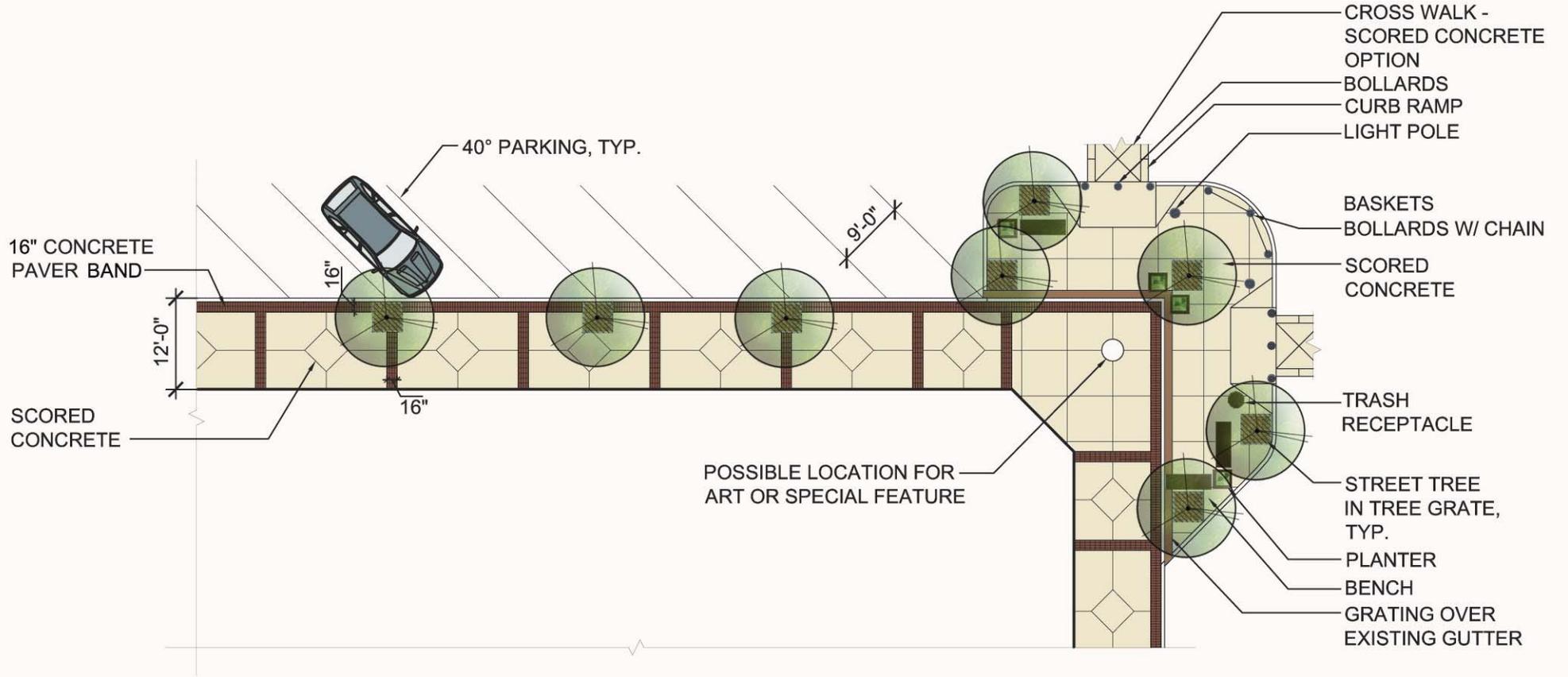


# Street Type C: Proposed Street Plan



See page 15 for sidewalk detailing and corner sidewalk extensions, page 16 for midblock sidewalk extensions, and page 27 for crosswalk details.

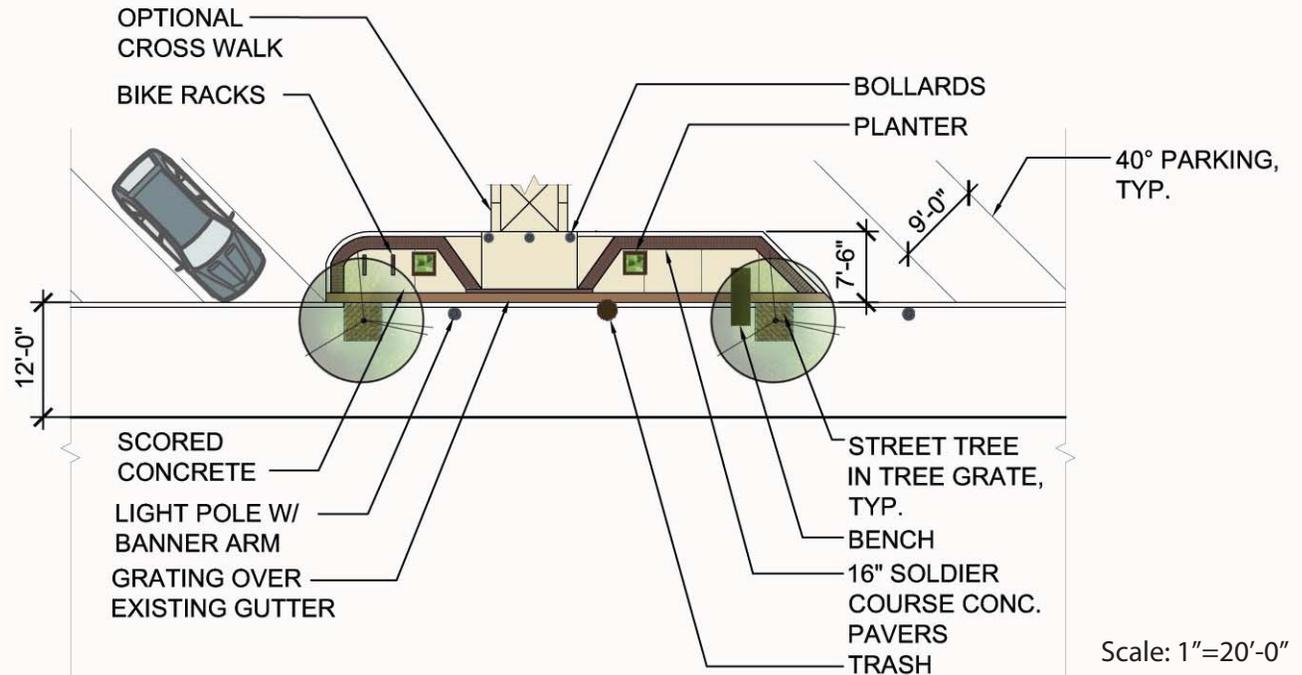
# Street Type C: Sidewalk



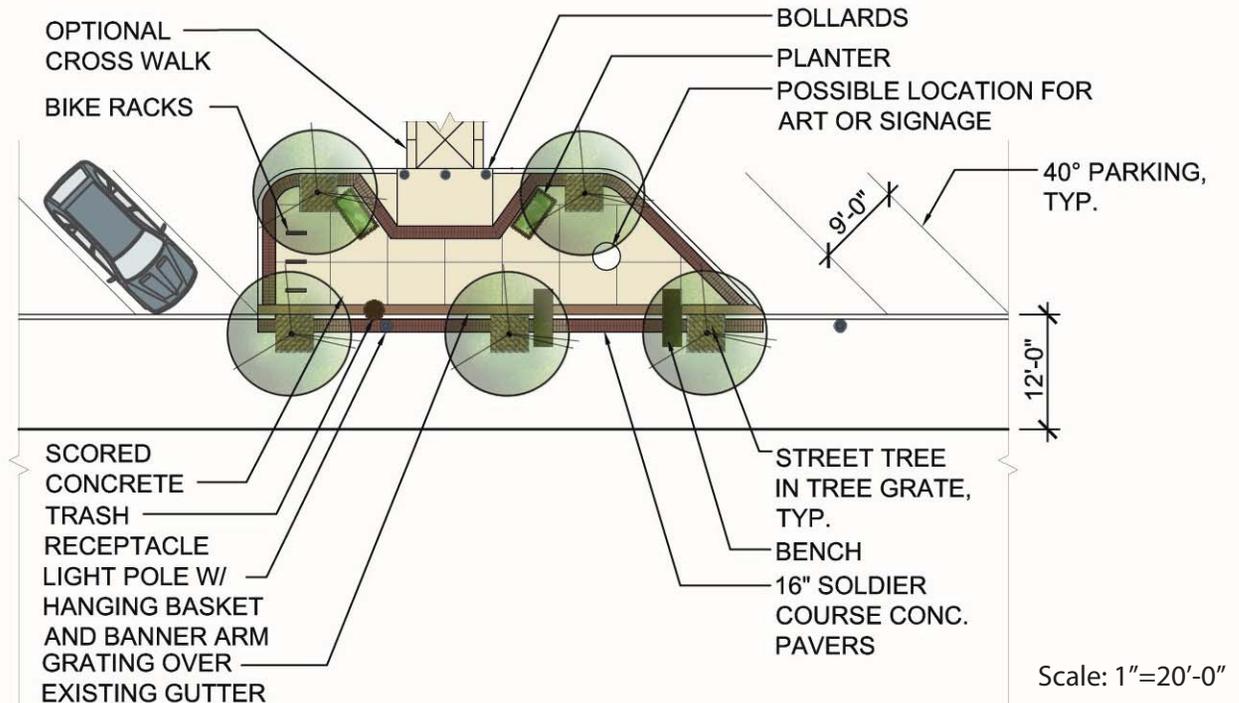
Scale: 1"=20'-0"

## Midblock Sidewalk Extension - Half-Depth

Optional midblock full-depth sidewalk extensions and optional scored concrete crosswalk shown. Midblock sidewalk extensions may be located where appropriate for block types A, B, and C. Each block may have a maximum of one full-depth or one half-depth midblock sidewalk extension. Midblock cross walks may be located in conjunction with midblock sidewalk extensions.



## Midblock Sidewalk Extension - Full-Depth

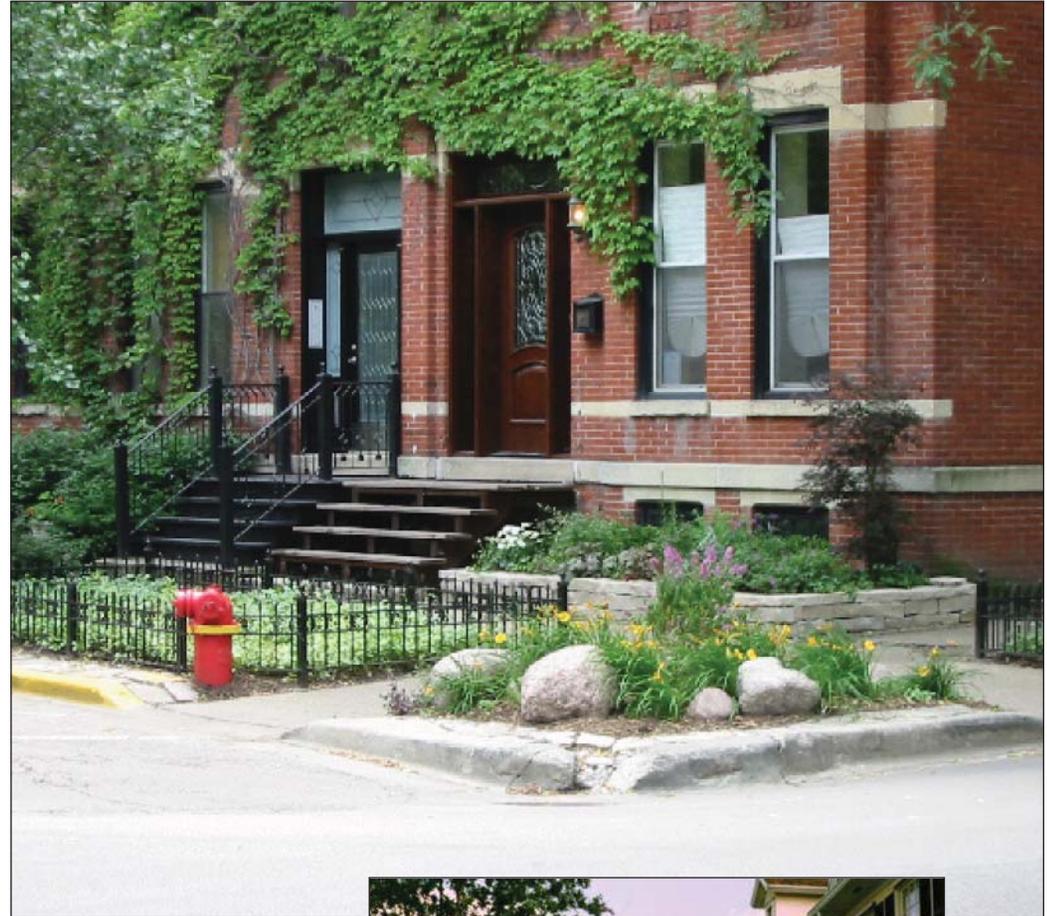


# Street Type D: Townhouse-Front

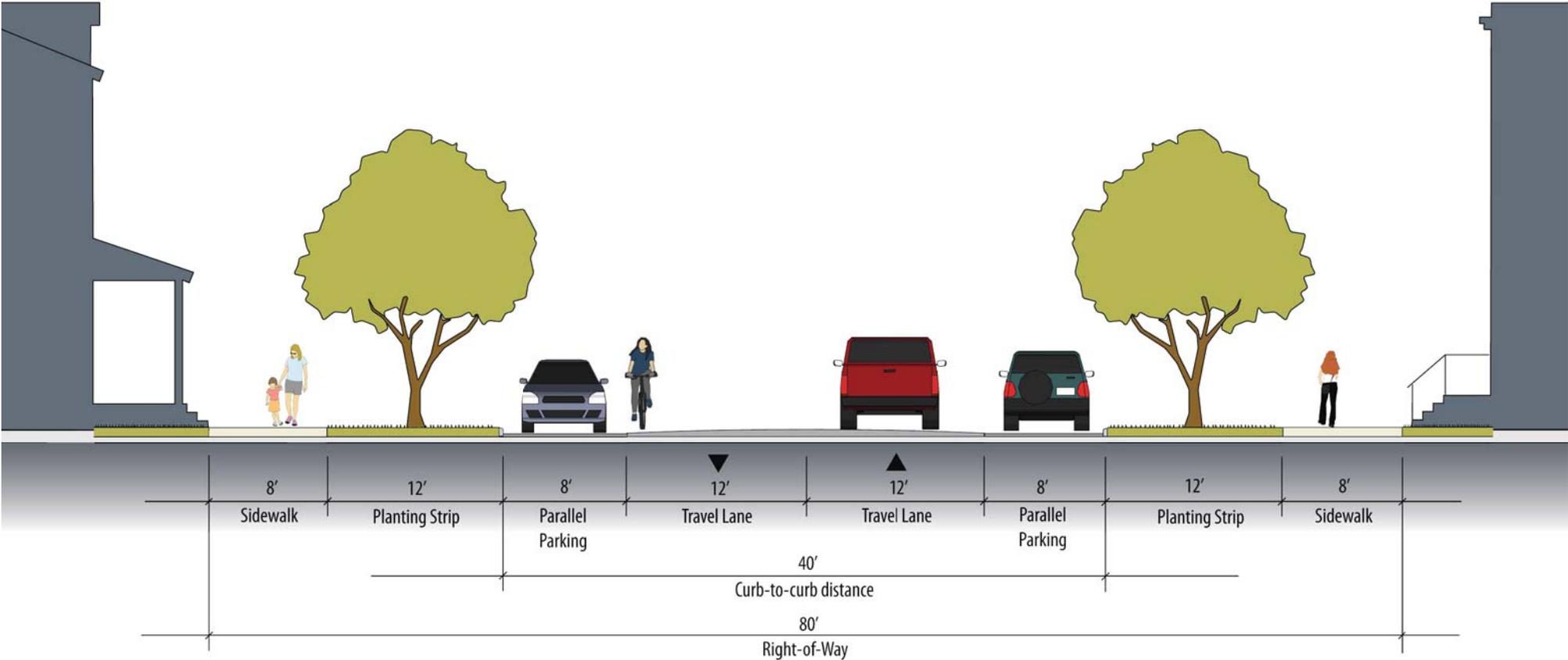
The Townhouse-Front Street Type consists of a generic downtown street with both sides containing moderately clear glazed first floor, wide sidewalks, and mostly parallel parking. The recommended assembly and configurations of the streetscape and building design elements delineated below are illustrated in the Street Type Plan and Section that follows, and described in the Streetscape Design Guidelines and Building Design Guidelines.

Building and Street Design Elements		
Building and Street Elements	Notes	Unit
First Floor Building Facade Type	Clear glazing, % of first floor facade area	35%
First Floor Building Entries	With portico, porch and/or stoop	Per unit
Right-Of-Way (ROW) Width	--	+/- 80 feet
Curb-to-Curb Pavement Width	--	54 to 56 feet
Desired Operating Speed	--	20 mph
Corner Curb Radius	--	10 feet
Pedestrian Crossing Time	4 feet per second	6 seconds
Travel Lanes	two, 2-way	11 to 12 feet
Medians	not allowed	--
Parking Lanes	40° diagonal, both sides	16 feet *
Parking Lanes	Optional parallel @ sidewalk extension	20 feet
Bike Lanes	Shared Travel Lane	
Add'l Transportation Provision	--	--
Sidewalk	(see Streetscape Elements)	8 feet
Midblock Sidewalk Extensions	(see Streetscape Elements)	0
Corner Sidewalk Extensions	(see Streetscape Elements)	0
Paving Patterns	(see Streetscape Elements)	Concrete Scoring
Boulevard Landscaping	Continuous Planting Strip	12ft width
Plantings	(see Streetscape Elements)	Quantity/Species varies
Street Trees	(see Streetscape Elements)	25ft on center
Benches	(see Streetscape Elements)	0
Trash/Ash Receptacles	(see Streetscape Elements)	0
Bike Racks	(see Streetscape Elements)	As needed
Clocks	(see Streetscape Elements)	0
Drinking Fountains	(see Streetscape Elements)	0
Street Lighting	(see Streetscape Elements)	To be determined
Bollards	(see Streetscape Elements)	4-6' feet on center
Railings	(see Streetscape Elements)	0
Sidewalk Signage	(see Streetscape Elements)	As needed

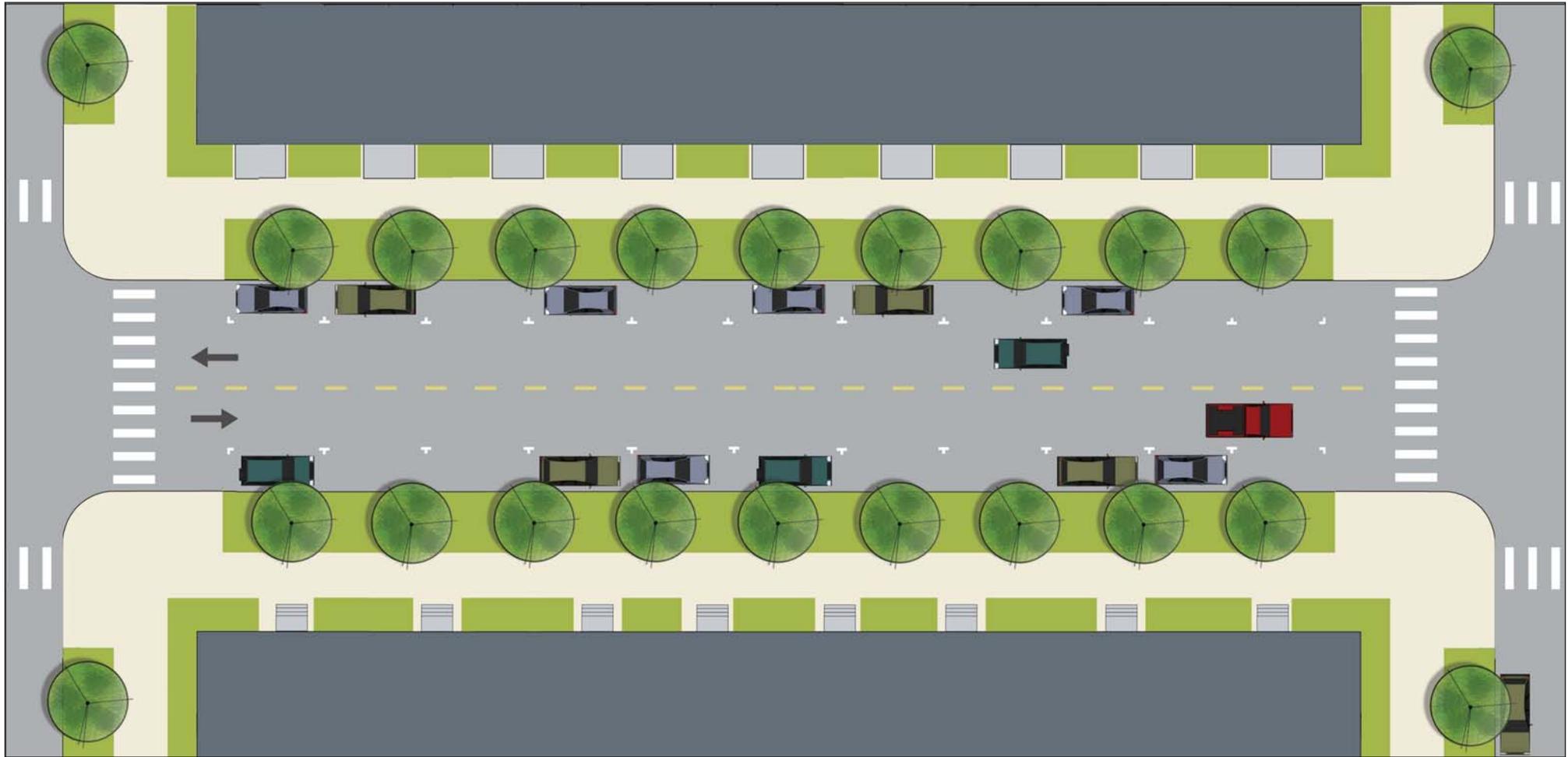
\* Assume 1 foot vehicle overhang



# Street Type D: Proposed Street Section

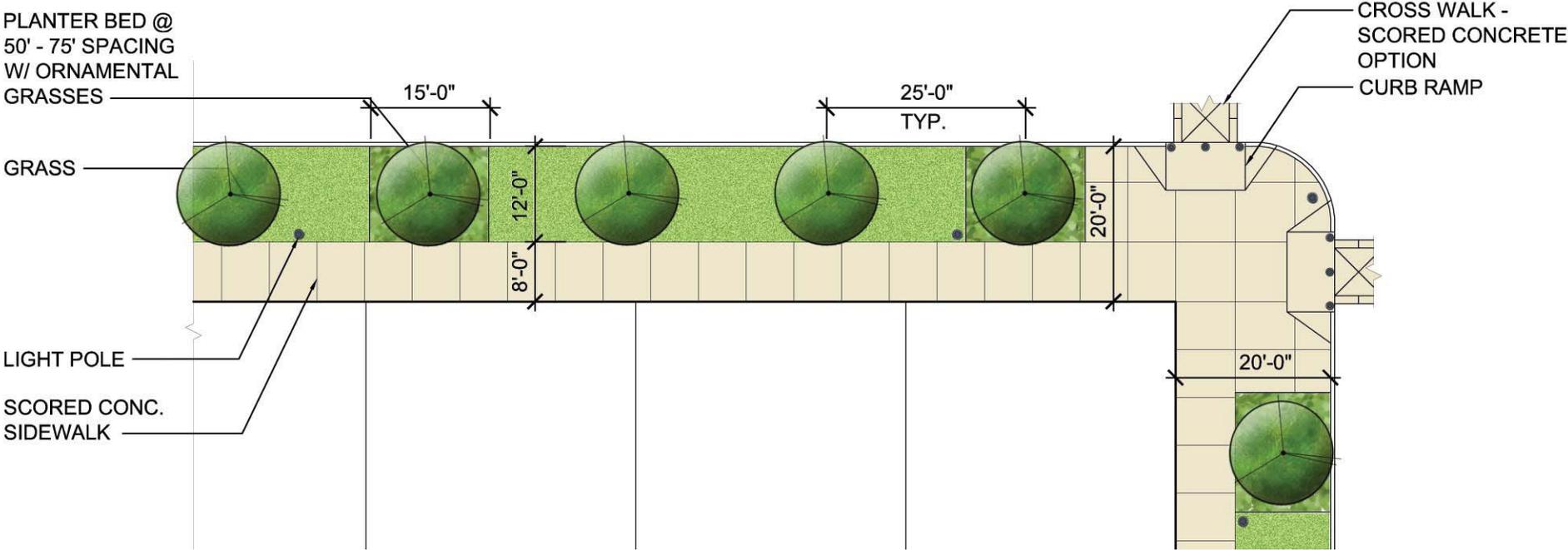


## Street Type D: Proposed Street Plan



See page 15 for sidewalk detailing and page 27 for crosswalk details.

# Street Type D: Sidewalk



Scale: 1"=20'-0"

# Street Type D: Character Vignette

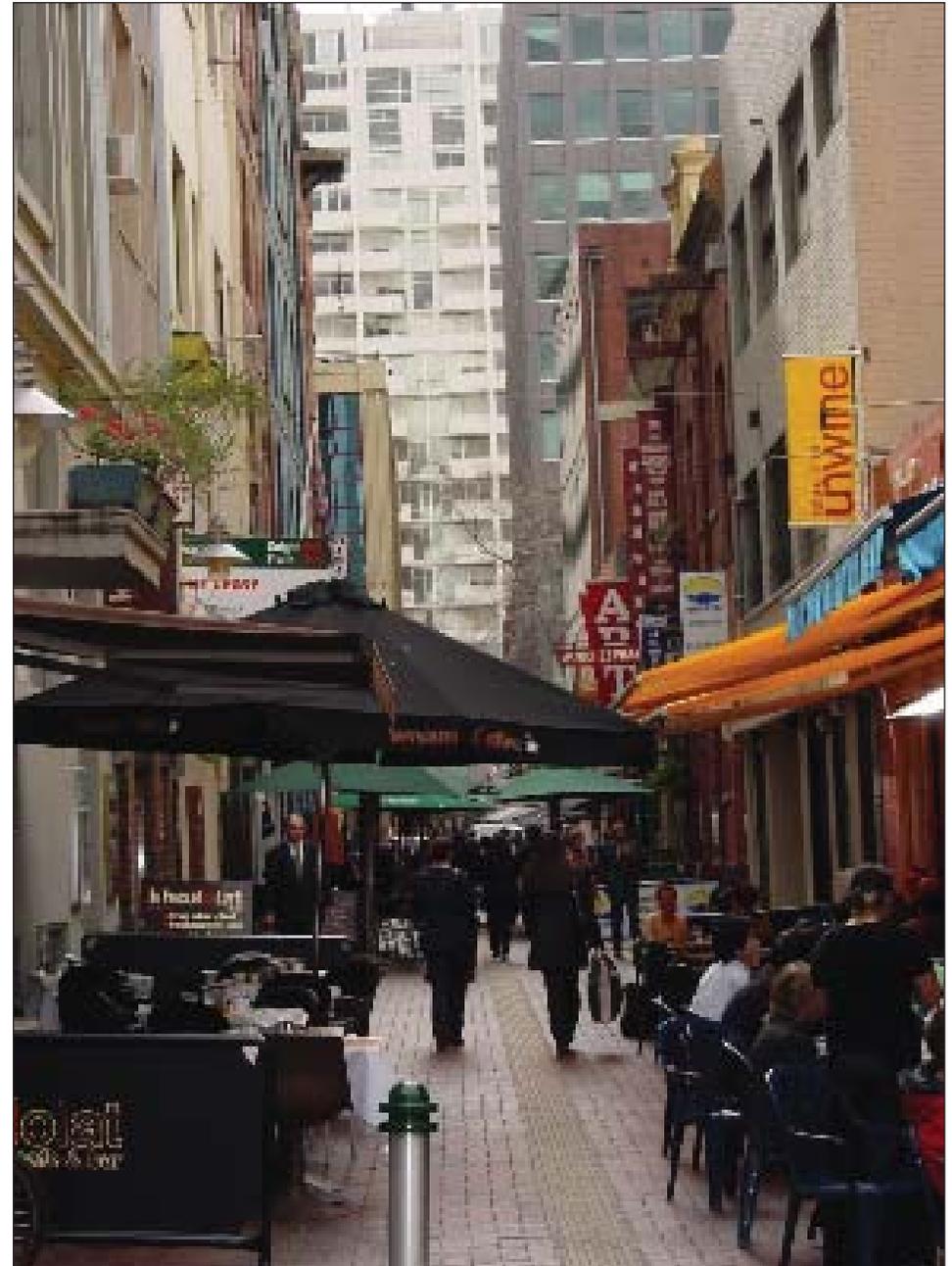


# Pedestrian Street Type E

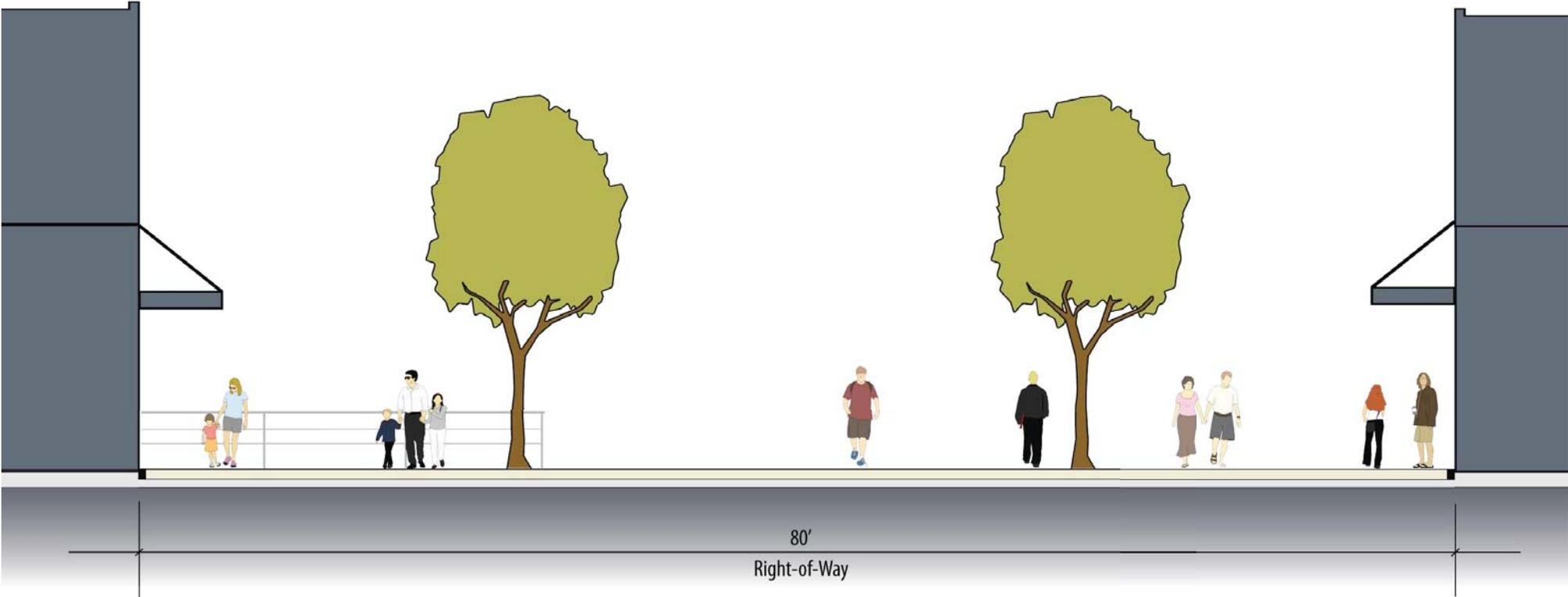
The Pedestrian Street Type consists of a generic downtown street with both sides containing a clear glazed and/or shopfront first floor, continuous sidewalk-level textured paving, and no parking. The recommended assembly and configurations of the streetscape and building design elements delineated below are illustrated in the Street Type Plan and Section that follows, and described in the Streetscape Design Guidelines and Building Design Guidelines.

Building and Street Design Elements		
Building and Street Elements	Notes	Unit
First Floor Building Facade Type	Clear glazing, % of first floor facade area	80%
First Floor Building Entries	Maximum Entry Spacing	50 feet on center
Right-Of-Way (ROW) Width	--	+/- 80 feet
Curb-to-Curb Pavement Width	Curb-less paving at sidewalk level	0
Desired Operating Speed	--	5 mph
Corner Curb Radius	--	10 feet
Pedestrian Crossing Time	Primary pedestrian realm	0
Travel Lanes	Emergency/service/permitted vehicles only	0
Medians	not allowed	--
Parking Lanes	None, primary pedestrian realm	0
Parking Lanes	None, primary pedestrian realm	0
Bike Lanes	Shared with pedestrians	
Add'l Transportation Provision	--	--
Sidewalk	(see Streetscape Elements)	Continuous
Midblock Sidewalk Extensions	(see Streetscape Elements)	0
Corner Sidewalk Extensions	(see Streetscape Elements)	0
Paving Patterns	(see Streetscape Elements)	Pavers/Scoring
Boulevard Landscaping	(see Streetscape Elements)	0
Plantings	(see Streetscape Elements)	Quantity/Species varies
Street Trees	(see Streetscape Elements)	Quantity/Species varies
Benches	(see Streetscape Elements)	Quantity varies
Trash/Ash Receptacles	(see Streetscape Elements)	Quantity varies
Bike Racks	(see Streetscape Elements)	As needed
Clocks	(see Streetscape Elements)	1/block max.
Drinking Fountains	(see Streetscape Elements)	As needed
Street Lighting	(see Streetscape Elements)	To be determined
Bollards	(see Streetscape Elements)	4-6 feet on center
Railings	(see Streetscape Elements)	As needed
Sidewalk Signage	(see Streetscape Elements)	As needed

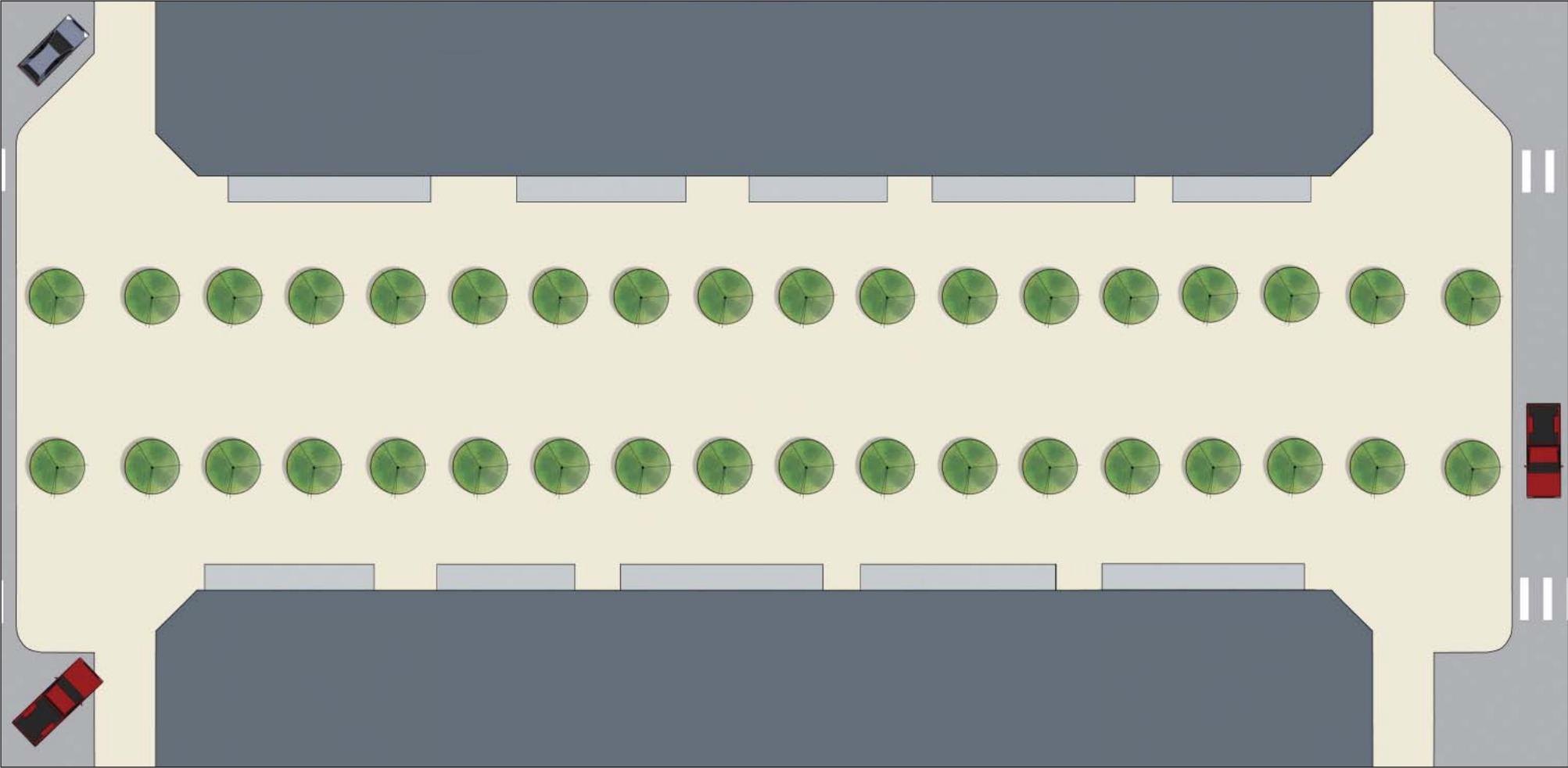
\* Assume 1 foot vehicle overhang



# Street Type E: Proposed Street Section



# Street Type E: Proposed Street Plan

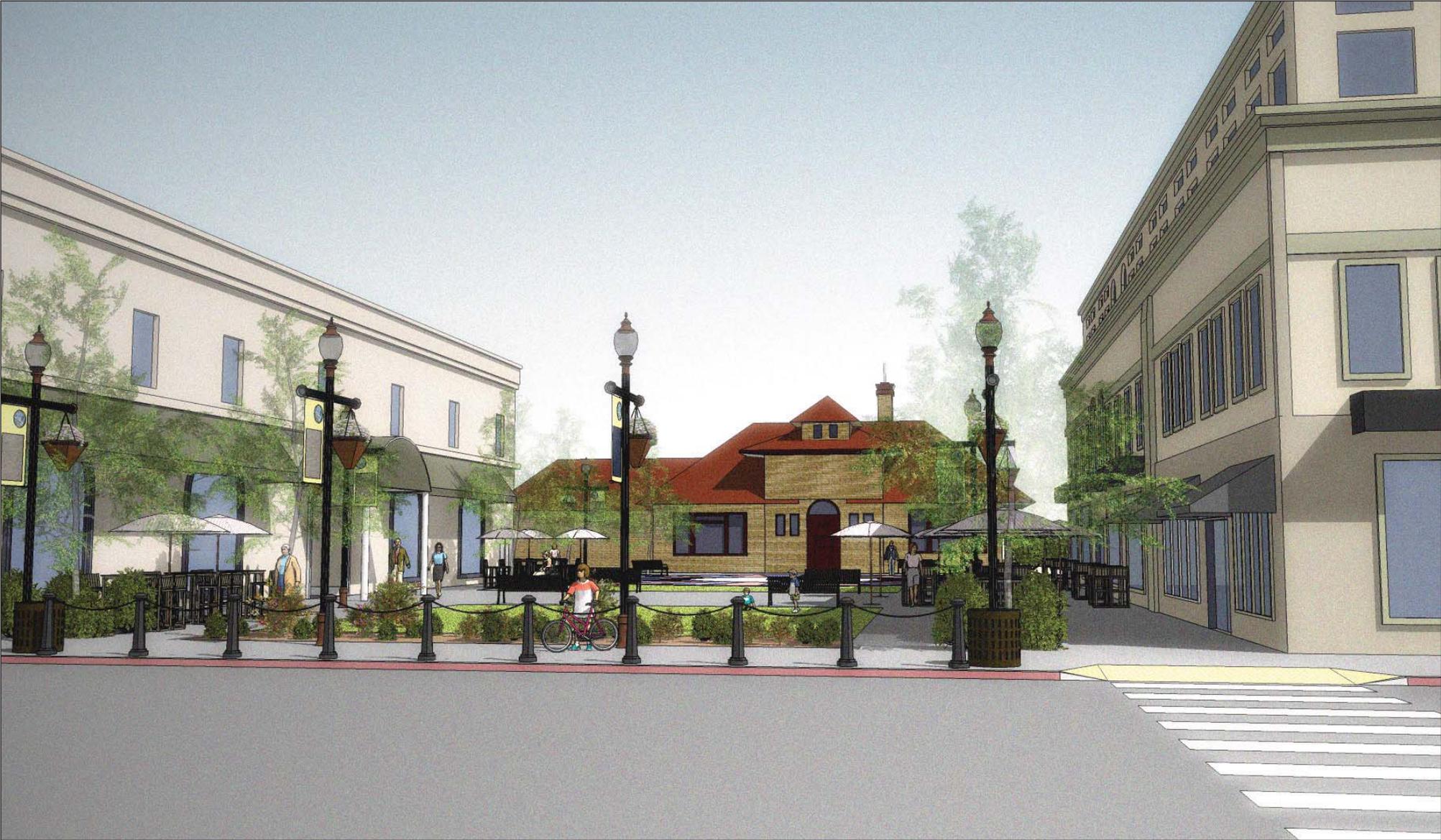


See page 25 for paving detailing and corner sidewalk extensions and page 27 for crosswalk details.

# Street Type E: Sidewalk



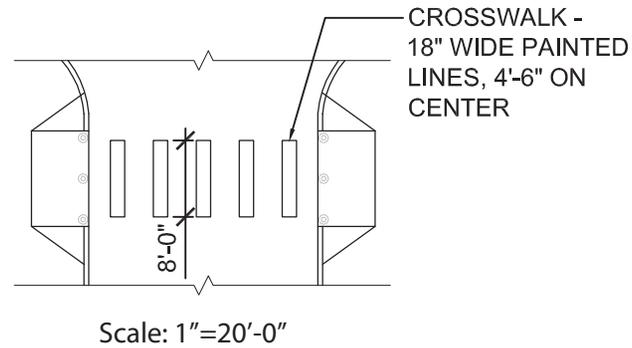
# Street Type E: Character Vignette



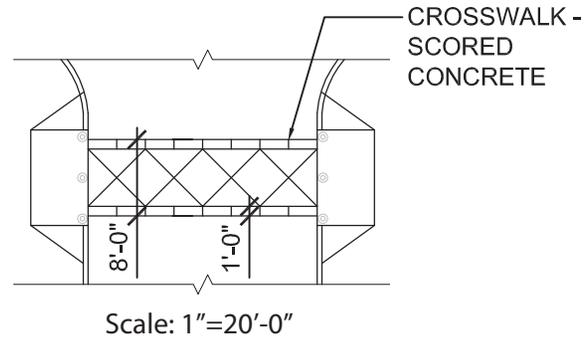
# Crosswalks Options

Crosswalks shall be located at all intersections. Optional mid-block crosswalks may be located in conjunction with midblock sidewalk extensions where appropriate for block types A, B, and C. Each block may have a maximum of one midblock crosswalk.

## Temporary Option - Painted Crosswalk



## Preferred Long-term Option - Scored Concrete Crosswalk



# Paving Patterns and Finishes

The majority of sidewalk paving shall consist of concrete scored in an attractive pattern. Accents shall consist of concrete pavers. Paver accents may be used to break up large expanses of concrete or to demarcate streetscape features.

- Concrete finish shall be a trowel finish

Appropriate locations for paver accents include:

- Sidewalk dining areas
- Streetscape accessory areas
- Building entrances
- Bulb-outs
- Crosswalks

## Concrete Pavers

Basalite Mission Interlocking Concrete Paving Stones

Color - Mendocino

Dimensions - 8 inches x 4 inches

All paving stones shall be installed according to the manufacturers specifications.

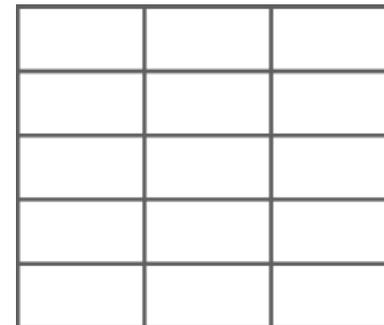


Basalite Mission Pavers - Color Mendocino

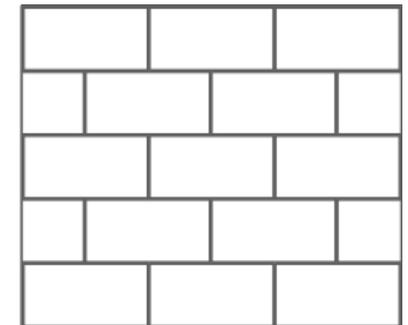


Examples of scored concrete

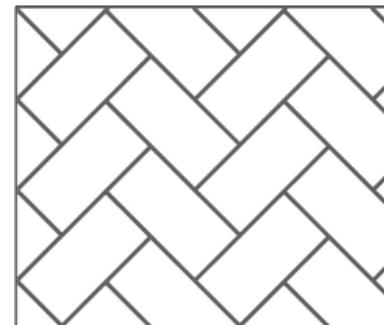
## Paver Patterns



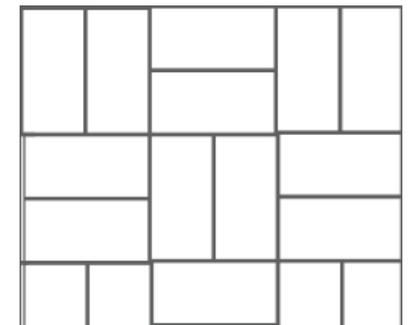
Stacked Bond



Running Bond



Herringbone



Basket Weave

# Boulevard Landscaping

Street type D shall have a twelve foot wide landscape strip between the sidewalk and the curb. No curbside landscaping shall occur on street types A, B, or C. At grade landscaped areas may occur at designated locations on street type E.

The street type D landscape strip shall be composed of sod and uniformly spaced and sized planter beds. The planter beds for each block length shall share a uniform approved planting plan. Plantings shall not exceed two feet in height within three feet of the curb or sidewalk and shall not exceed three feet in height in all other locations.



## Recommended Species

### Common Name

### Scientific Name

#### Shrubs

Gro-Low Fragrant Sumac

*Rhus aromatica* 'Gro-Low'

Flower Carpet White

*Rosa x* 'Noaschnee'

Groundcover Rose

Flower Carpet Appleblossom

*Rosa x* 'Noamel'

Groundcover Rose

Kelsey Dogwood

*Cornus sericea* 'Kelseyi'

Carol Mackie Daphne

*Daphne burkwoodii* 'Carol Mackie'

#### Ornamental Grasses

Little Zebra Maiden Grass

*Miscanthus sinensis* 'Little Zebra'

Dwarf Maiden Grass

*Miscanthus sinensis* 'Yakushima'

Purple Silver Grass

*Miscanthus sinensis* 'Purpurascens'

Blue Oat Grass

*Helictotrichon sempervirens*

Dwaft Fountain Grass

*Pennisetum alopecuroides* 'Hameln'

Little Bunny Dwarf Fountain Grass

*Pennisetum alopecuroides* 'Little Bunny'

Foerster's Feather Reed Grass

*Calamagrostis acutiflora* 'Karl Foerster'

Mondo Grass

*Ophiopogon japonicus*

Hime Kansugi Dwarf Sedge

*Carex conica* 'Hime Kansugi'

#### Groundcovers

Mondo Grass

*Ophiopogon japonicus*

Biokovo Cranesbill

*Geranium x cantabrigiense* 'Biokovo'

Max Frei Bloody Cranesbill

*Geranium sanguineum* 'Max Frei'

#### Perennials

Moonbeam coreopsis

*Coreopsis verticillata* 'Moonbeam'

Cotton Tail Thrift

*Armeria maritima* 'Cotton Tail'

Bloodstone Thrift

*Armeria maritima* 'Bloodstone'

Pardon Me Dwarf Daylily

*Hemerocalis x* "Pardon Me"

Mini Pearl Dwarf Daylily

*Hemerocalis x* 'Mini Pearl'

Stella De Oro Dwarf Daylily

*Hemerocalis x* "Stella de Oro"

# Container Plantings

## Planter Pots

Planters provide seasonal color and interest in the streetscape. Planters may be used to define smaller spaces, break up long expanses of building facade, or provide separation between pedestrian areas and the street. City provided and maintained planters shall be of one uniform style and material.

Wausau Tile Colonial Series Concrete Planters

Color - Sand

Colonial Series planters are available in a variety of sizes. Sizes shall be selected based on specific location.

Individual businesses or residential buildings may supply and maintain their own moveable planters. Privately owned moveable planters shall be located directly adjacent to building facades or entries and shall extend no further than four feet from the building facade. Privately owned moveable planters shall not impede pedestrian traffic or pose a safety hazard.

## Hanging Planters

City provided and maintained hanging baskets may be hung on street light posts. The bottom of hanging baskets shall be a minimum of ten feet from the ground.

Privately owned and maintained hanging baskets and planter boxes mounted on building facades or railings are permitted.



# Street Trees

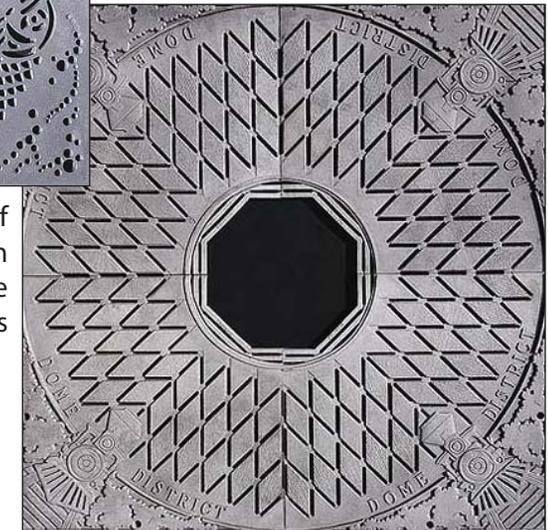
## Recommended Species

### Common Name

- Armstrong Maple
- Columnar Norway Maple
- Parkway Maple
- Crimson Sentry Maple
- Magnifica Hackberry
- Cimmaron Ash
- Princeton Sentry Ginkgo Tree
- Saratoga Ginkgo Tree
- Skyline Honeylocust
- Columnar Tulip Tree
- Rotundiloba Sweetgum
- Slender Silhouette Sweetgum
- Macho Cork Tree
- Japanese Pagodatree
- Ivory Silk Japanese Tree Lilac
- Boulevard Linden
- Sentry American Linden

### Scientific Name

- Acer x freemanii* 'Armstrong'
- Acer platanoides* 'Columnar'
- Acer platanoides* 'Columnarbrood'
- Acer platanoides* 'Crimson Sentry'
- Celtis* 'Magnifica'
- Fraxinus pennsylvanica* 'Cimzam'
- Ginkgo biloba* 'Princeton Sentry'
- Ginkgo biloba* 'Saratoga'
- Gleditsia triacanthos* 'Skycole'
- Liriodendron tulipifera* 'Fastigiatum'
- Liquidambar styraciflua* 'Rotundiloba'
- Liquidambar styraciflua* 'Slender Silhouette'
- Phellodendron amurense* 'Macho'
- Sophora japonica*
- Syringa reticulata* 'Ivory Silk'
- Tilia americana* 'Boulevard'
- Tilia Americana* 'Sentry'



Examples of custom tree grate designs

### Recommended Size: 2 inch caliper

### Tree Grates:

All street trees on Street Types A, B, C, and E shall be protected by tree grates. A design competition is recommended to create a signature tree grate design for downtown Caldwell.

The selected tree grate design shall be 4 feet by 4 feet square. The design must comply with ADA guidelines. Slots shall be a maximum of 3/8 inch wide and holes shall be a maximum of 3/8 inch square. The grate shall be designed to allow for the tree opening to be enlarged in increments to accommodate for tree growth, protecting the tree from injury. Tree grates shall be unfinished cast gray iron. The natural iron will develop an attractive rust patina that is maintenance free.

## Benches and Trash/Ash Receptacles

### Benches

Benches in the streetscape provide a resting place and encourage pedestrians to linger within the downtown area. Benches shall be located at mid-block sidewalk extensions, corner sidewalk extensions, and on all street types.

Wabash Valley Courtyard Series

Pattern - Rib (R)

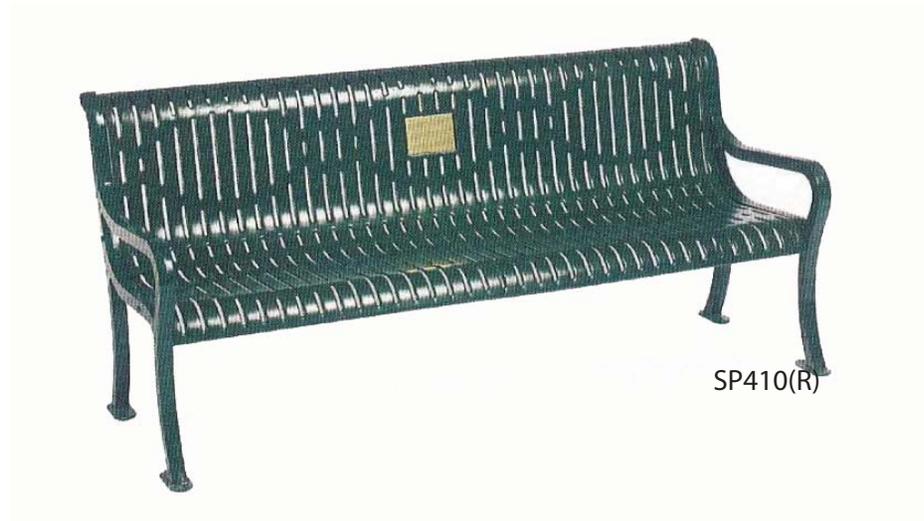
Color - Brown

8' Bench with Back - Model CY400(R) and  
CY401(R)

6' Bench with Back - Model CY420(R)

6' Memorial Bench with back - Model SP410(R)

All benches to be secured with surface mount



### Trash Receptacle

Wabash Valley Courtyard Series

Pattern - Rib (R)

Color - Brown

Model LR300(R)

All trash receptacles to be secured with surface  
mount

### Ash/Trash

Wabash Valley Courtyard Series

Pattern - Rib (R)

Color - Brown

Model AT100(R)

All ash/trash units to be secured with surface  
mount



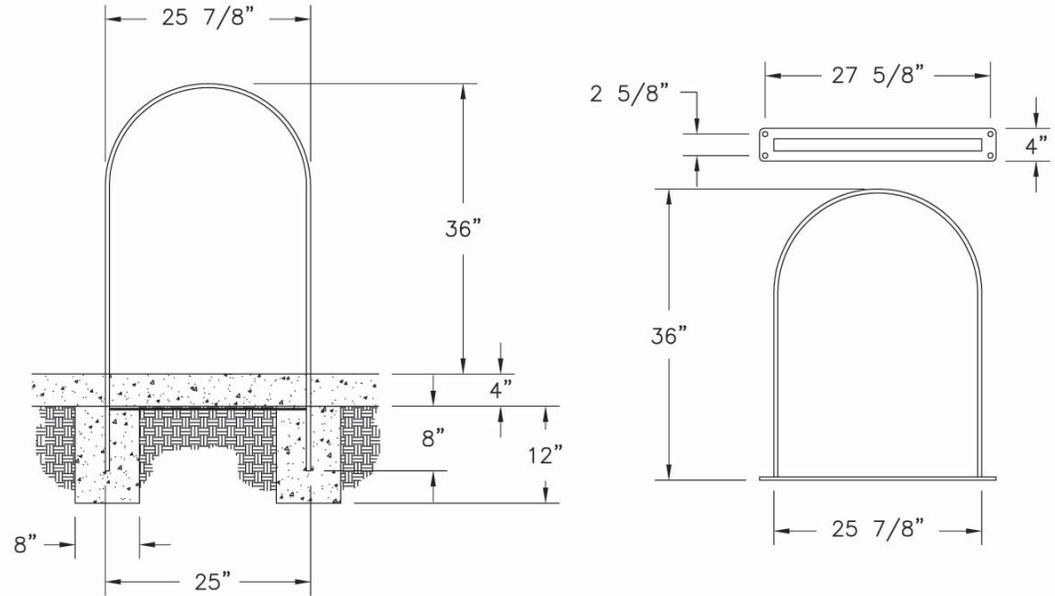
LR300(R)

# Bike Racks and Drinking Fountains

## Bike Racks:

Wabash Valley 36" Bike Loop  
Inground - Model BL100N  
Surface Mount - Model BL101N  
Color - Brown

Conveniently located bike racks encourage use of bicycles for transportation and discourage locking of bikes to lamp posts, trees, benches, and other undesirable locations. Bike racks should be located in highly visible locations. Adequate space must be provided to keep parked bikes from interfering with pedestrian movement and safety.



## Drinking Fountains:

Murdock Model M-30, Color Black

Convenient access to clean, attractive, public drinking fountains allows pedestrians to limit use of bottled water and other portable beverages, thus helping to limit litter and trash volume.

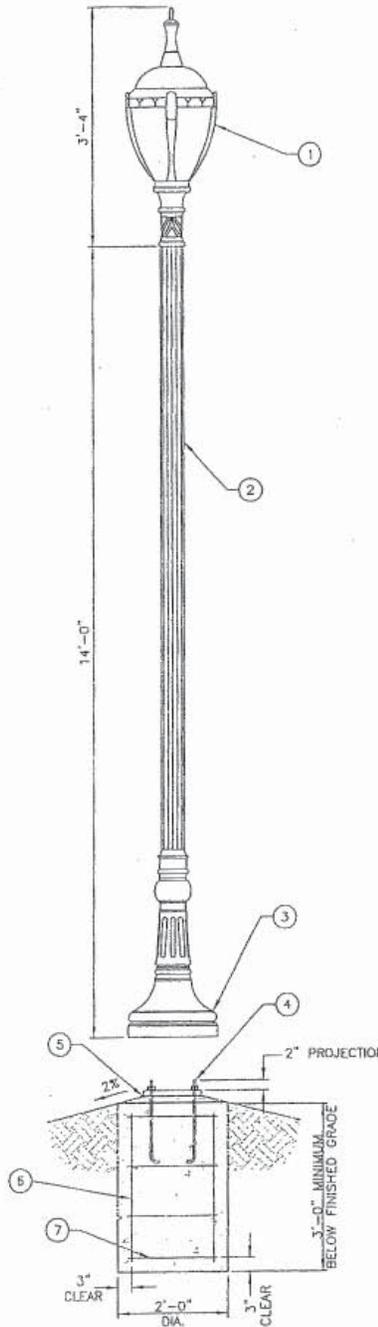
Drinking Fountains are encouraged in high visibility locations on Street Type E, within the Indian Creek Corridor, and in public plazas.



# Street Lighting

Street lighting shall match the City of Caldwell's approved manufacturer and model.

All street lights on Street Types A, B and E shall include a planter arm for one hanging basket and one banner arm. The planter arm shall be located on the side of the post that faces the sidewalk. The banner arm shall be located on the opposite side of the post, facing the street. All street lights on Street Types C and D shall include one banner arm located on the side of the post that faces the sidewalk.



## Legend:

1. Fixture: MAM 30 / CS-M175/QV-PEC2-F2 by Antique Street Lamps, Inc. or approved equal.
2. Post shall be all aluminum, tapered and fluted with a cast aluminum base and 5-inch diameter fluted shaft with 3-inch tenon for fixture mounting. A door shall be located in the base for anchorage and wiring access. A GFI receptacle w/ cover shall be located near the post top. Pole shall be Mariner Series Pole No. MR 14F5/19-CA-RS/GFI/WPC by Antique Street Lamps, Inc. or approved equal. 2" X 4" hand hole assembly.
3. 19-inch diameter base
4. (4) 1/2 -inch Diameter V 18-inch long hot-dipped galvanized L-type anchor bolts with 2-inch minimum projection each.
5. Level and grout per light pole MFG recommendations
6. (4) #4 rebar verticals
7. #4 Rebar hoops 18-inch diameter @ 10-inch O.C.

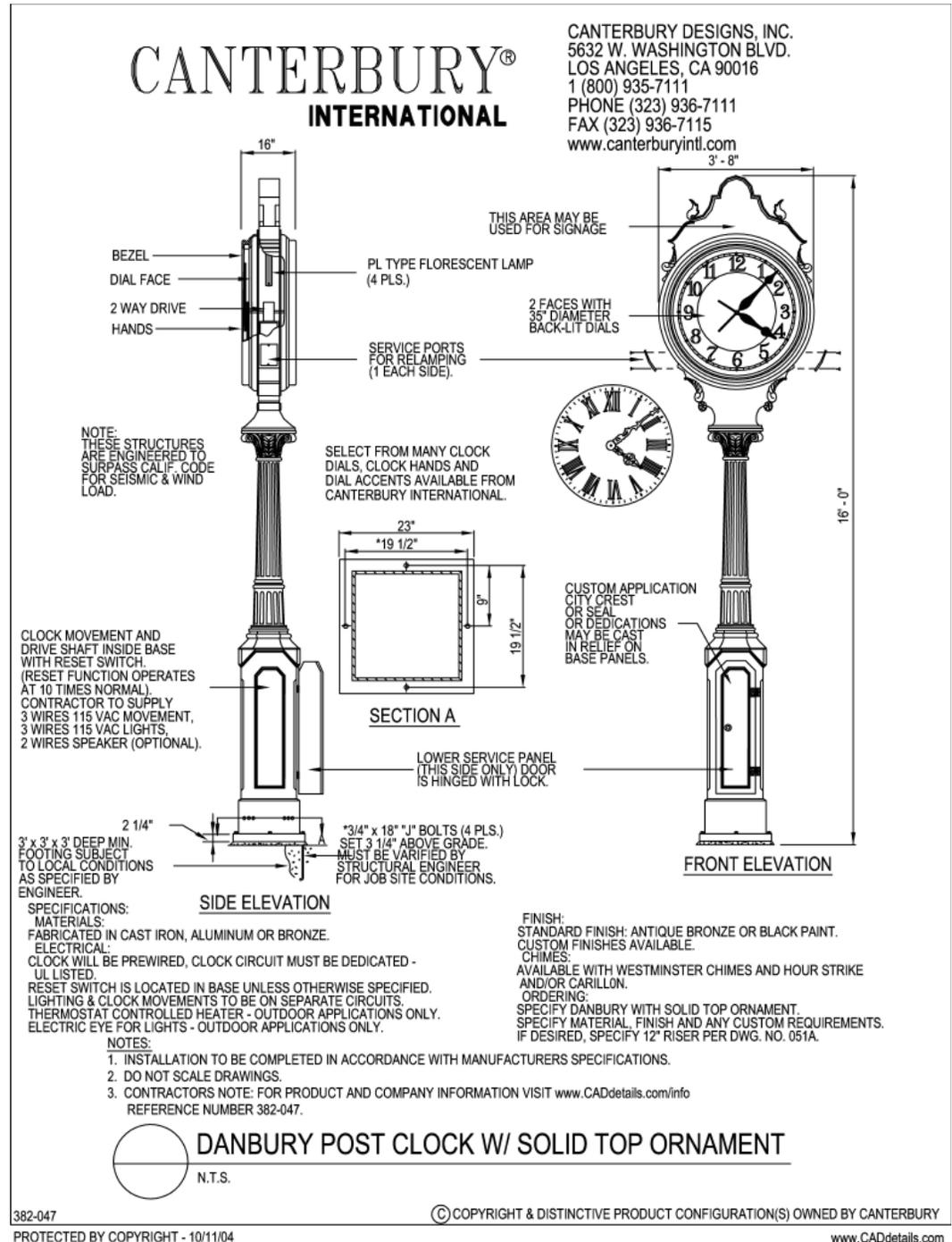
## Notes:

8. Decorative streetlights are required in the downtown redevelopment area delineated as the redevelopment area. See Streetscape Guidelines.
9. Post and fixture shall be furnished with a "Verde Green" powder coat finish. All hardware shall be stainless steel. All exterior hardware shall be tamper resistant.

# Street Clocks

Street Clocks shall be Canterbury International Danbury Post Clock with Solid Top Ornament or approved equal.

Street clocks may be used on Street Types A, B, C and E. No more than one street clock is permitted per block length.



# Bollards

Reliance Foundry R-7542 Bollard  
 Material: Ductile Iron  
 Finish: Black Polyester Powder Coat



Bollards shall be used to separate pedestrian areas from vehicular areas and to provide decorative accents. Additional bollards may be used to protect trees or other streetscape features from damage caused by vehicles.

Where curb cuts exceed six feet in width, at midblock sidewalk extensions, and at corner sidewalk extensions,

a security/anti-ram bollard installation shall be used. Chain eyes and powercoated matching chain may be used to direct pedestrian movement. Chain shall hang no lower than twelve inches from the ground.

Where Pedestrian Street Type E intersects with vehicular streets, removable bollards shall be used to allow for emergency vehicle and maintenance access.

R-7542 BOLLARD		SPECIFICATION SHEET							
MATERIAL	DUCTILE IRON, ASTM A536 GRADE 65-45-12								
COATING	MATERIAL	POLYESTER POWDER COAT							
	COLOR	BLACK (OTHER COATING OPTIONS AVAILABLE)							
HARDWARE  STEEL, PLATED OR GALVANIZED UNLESS OTHERWISE NOTED  MATERIALS AND SPECIFICATIONS ARE SUBJECT TO CHANGE WITHOUT NOTICE	DESCRIPTION	STANDARD INSTALLATION	SECURITY / ANTI-RAM	EXISTING CONCRETE EPOXY	EXISTING CONCRETE INSERT				
	32" X 1" UNC ROD	1	1	1					
	32" X 3/4" UNC ROD				1				
	1" UNC NUT	1	2	1					
	3/4" UNC NUT				1				
	1" FLAT WASHER	1	1	1					
	3/4" FLAT WASHER				1				
	3/8" UNC SETSCREWS, BLACK ANODIZED	3	3	3	3				
	3/8" UNC SETSCREWS FOR CHAIN EYE LOOP HOLES, BLACK ANODIZED (NOT REQUIRED IF USING CHAIN EYES)	2	2	2	2				
	CONCRETE ANCHOR CASTING, TAPPED FOR 1" UNC DUCTILE IRON (ASTM A536 GRADE 65-45-12)	1							
	3/4" UNC CONCRETE INSERT, PLATED					1			
	TUBE EPOXY (1 TUBE = 5-10 INSTALLATIONS)					1			
TUBE SILICONE (1 TUBE = 30 INSTALLATIONS)	1				1				
CHAIN EYES, 3/8" UNC 1" ID X 1-3/4" OD, POWDER COATED TO MATCH BOLLARD	1 OR 2 (OPTIONAL)	1 OR 2 (OPTIONAL)	1 OR 2 (OPTIONAL)	1 OR 2 (OPTIONAL)	1 OR 2 (OPTIONAL)				
WEIGHTS		KGS	LBS	KGS	LBS	KGS	LBS	KGS	LBS
	BOLLARD ASSEMBLY	35	77	35	77	35	77	35	77
	HARDWARE	3.5	8	3.5	8	3.5	8	3.5	8
	ANCHOR CASTING	9	20	N/A	N/A	N/A	N/A	N/A	N/A
	TOTAL (SHIPPING) WEIGHT	47.5	105	38.5	85	38.5	85	38.5	85



## RELIANCE FOUNDRY CO. LTD.

#207 - 6450 - 148<sup>TH</sup> STREET, SURREY, BRITISH COLUMBIA, CANADA V3S-7G7  
 TOLL-FREE: 1-888-735-5680 PHONE: 604-592-4333 FAX: 604-590-8875 EMAIL: INFO@RELIANCE-FOUNDRY.COM  
[WWW.BOLLARDS.CA](http://WWW.BOLLARDS.CA) / [WWW.RELIANCE-FOUNDRY.COM](http://WWW.RELIANCE-FOUNDRY.COM)



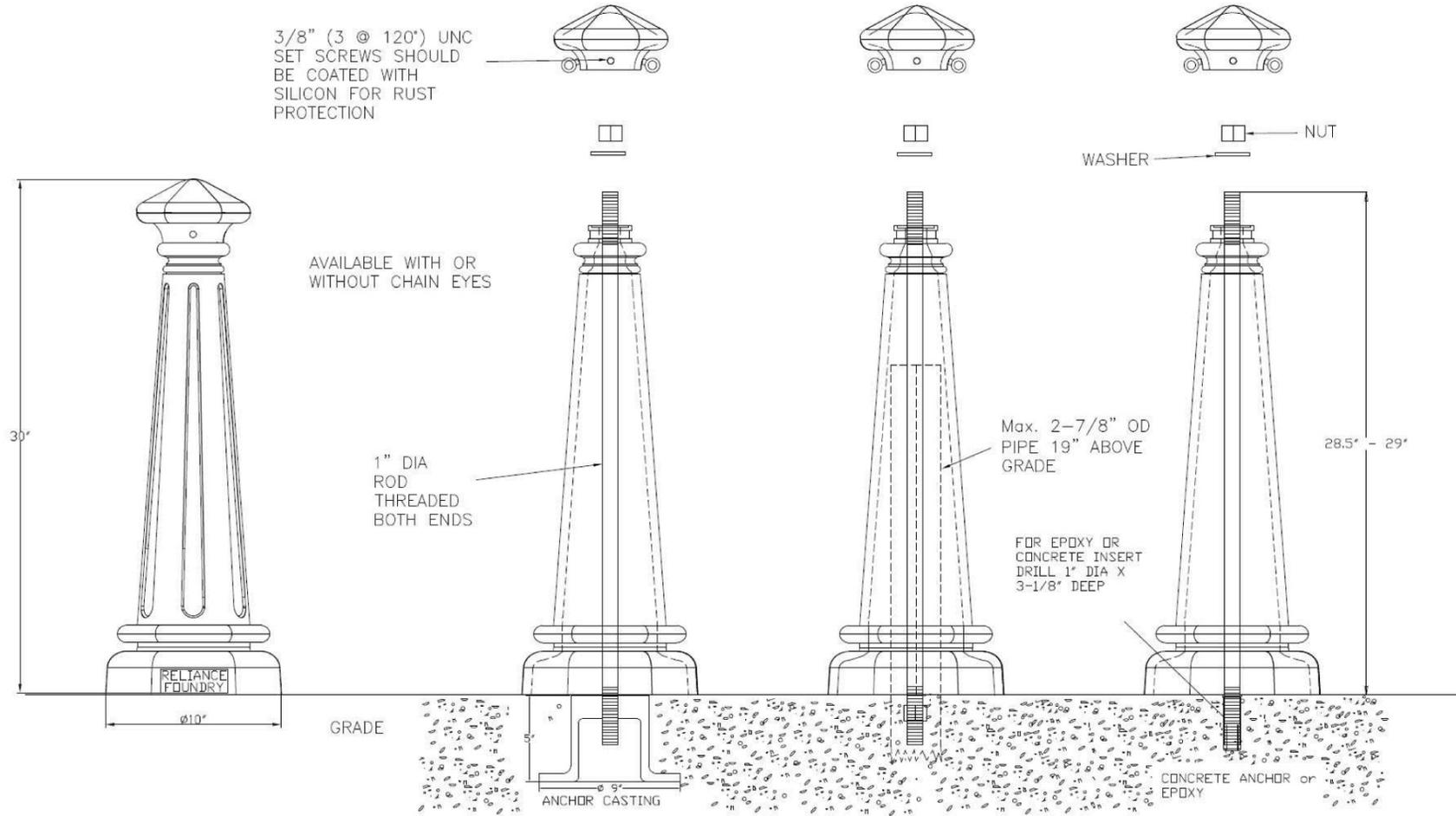
# Bollards

## R7542 BOLLARD

### Standard Installation

### Security/Anti-Ram

### Concrete Anchor Insert or Epoxy into Existing Concrete



RELIANCE FOUNDRY CO. LTD.

# Railings

## Materials

Railings shall be constructed of wrought iron, corten steel, or power-coated steel or aluminum.

## Safety Railings

Safety railings are required for pedestrian areas adjacent to Indian Creek and as required by International Code Council (ICC) codes where a change of grade occurs, such as dooryards or light courts.

Safety railings shall follow ICC codes.

Minimum height - 42 inches.

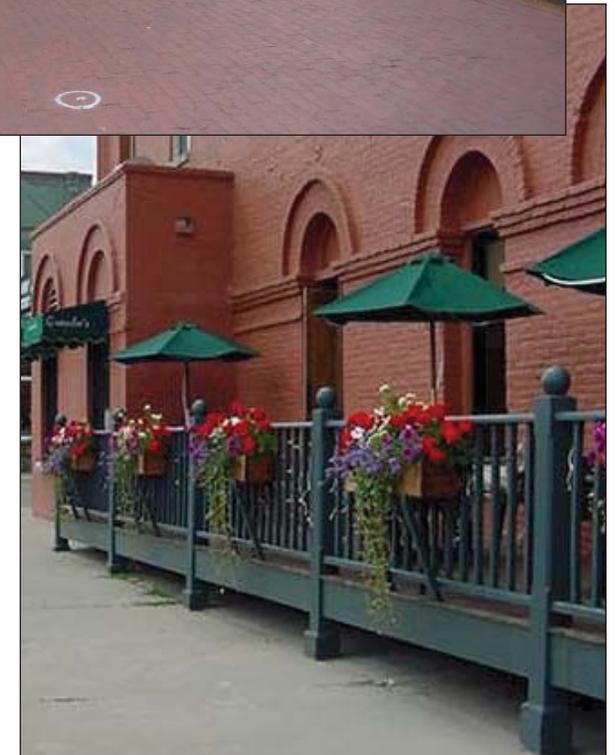
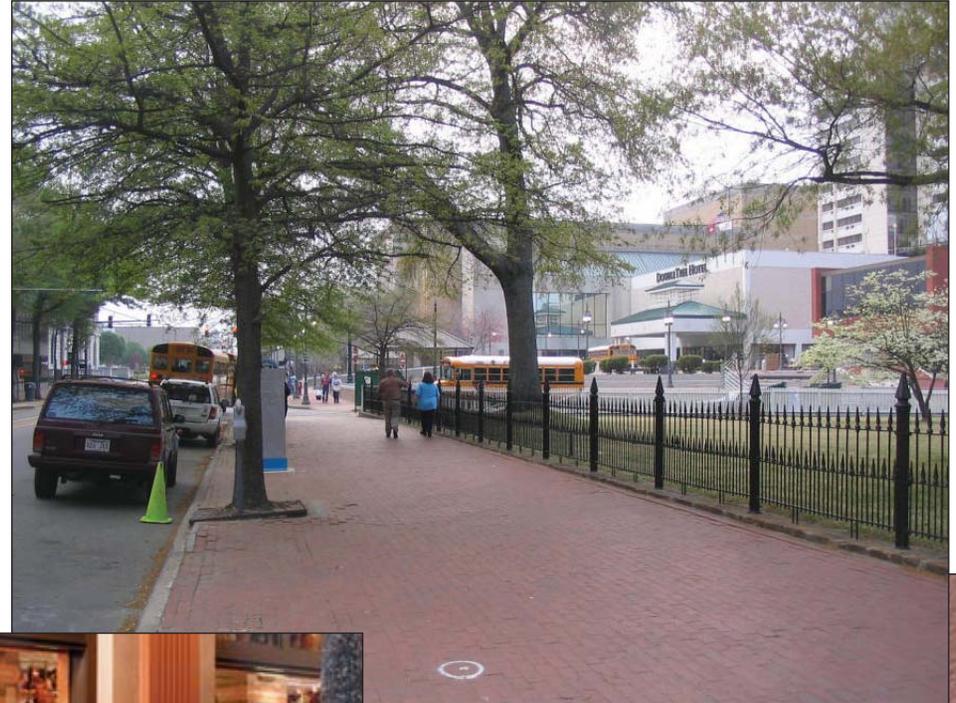
Maximum opening - no opening shall allow a 4-inch sphere to pass through.

## Design

A design competition is recommended to create a signature safety railing for the Indian Creek corridor and adjacent properties. The selected railing must conform to ICC safety codes and use the recommended materials and finishes. The selected railing should reflect a turn-of-the-century style.

## Decorative Railings

Decorative railings or low fencing less than 42-inches in height may be used to separate outdoor at-grade dining areas, dooryards, light courts, or forecourts from public pedestrian areas where a safety railing is not required. The railings should not impact pedestrian visibility and be transparent in design. The railings should reflect a turn-of-the-century style.



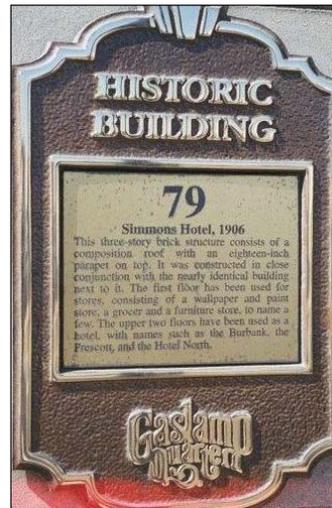
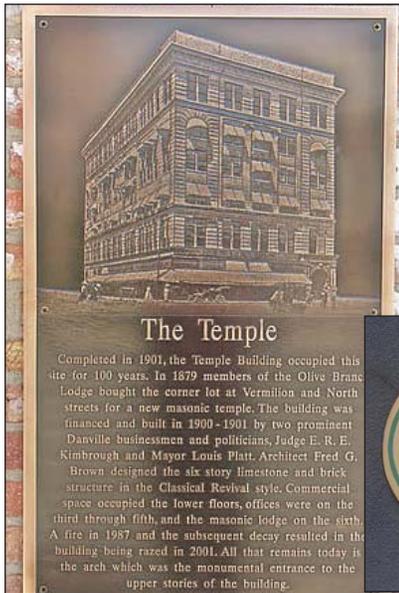
Applications for decorative railings

# Sidewalk Signage

The City of Caldwell may provide permanent signage for the following purposes.

- Highlighting landmarks and entry points to downtown or specific districts
- Highlighting the history of downtown Caldwell
- Providing maps and geographical information
- Listing businesses within a designated area
- Providing a designated place for posting fliers, posters for upcoming events, and public notices

Signage shall reflect a turn-of-the-century style. A uniform style and palette of materials shall be developed for all public sidewalk signage in downtown. Signage may be freestanding or wall mounted. Signage shall not impede pedestrian traffic or pose a safety hazard.





Meet the Team—November 29, 2007

i



Presentations



*Downtown Caldwell Catalyst Project*  
**Meet the Team !!!!**

*November 29, 2007*

Presented By:



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- **Oppenheimer Development Corporation**

- **Skip Oppenheimer**
- **Doug Oppenheimer**
- **Jack Coonce**



- **George Iliff, Colliers International**
  - Idaho's Largest Full-Service Commercial Brokerage
    - ☐ Bodo
    - ☐ Eagle River
- **Jeff Shneider, CSHQA**
  - Architects/Engineers/Planners
    - ☐ Eagle Library
    - ☐ Boise Airport
- **Hawley, Troxell, Ennis & Hawley**
  - Legal Counsel
    - ☐ Patrick Collins
    - ☐ Nick Miller / Brian Ballard
    - ☐ 50 year Relationship
    - ☐ Numerous MOU's & DDA's

# Team Approach

- **Key to a Successful Development**
  - 100% of Projects on Time and Budget
- **Partnerships**
  - Local Land Owners
  - Public – Private
- **Local Market Knowledge/ Long-Term Connections**
  - National Expertise

# Development History

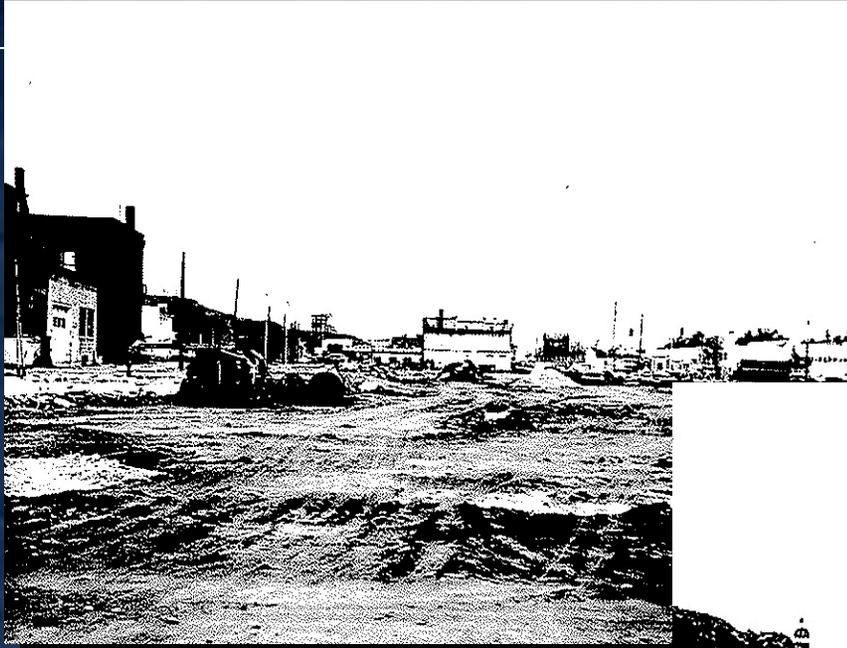
- **Boise Redevelopment**

- Arthur Oppenheimer – Original Board Member

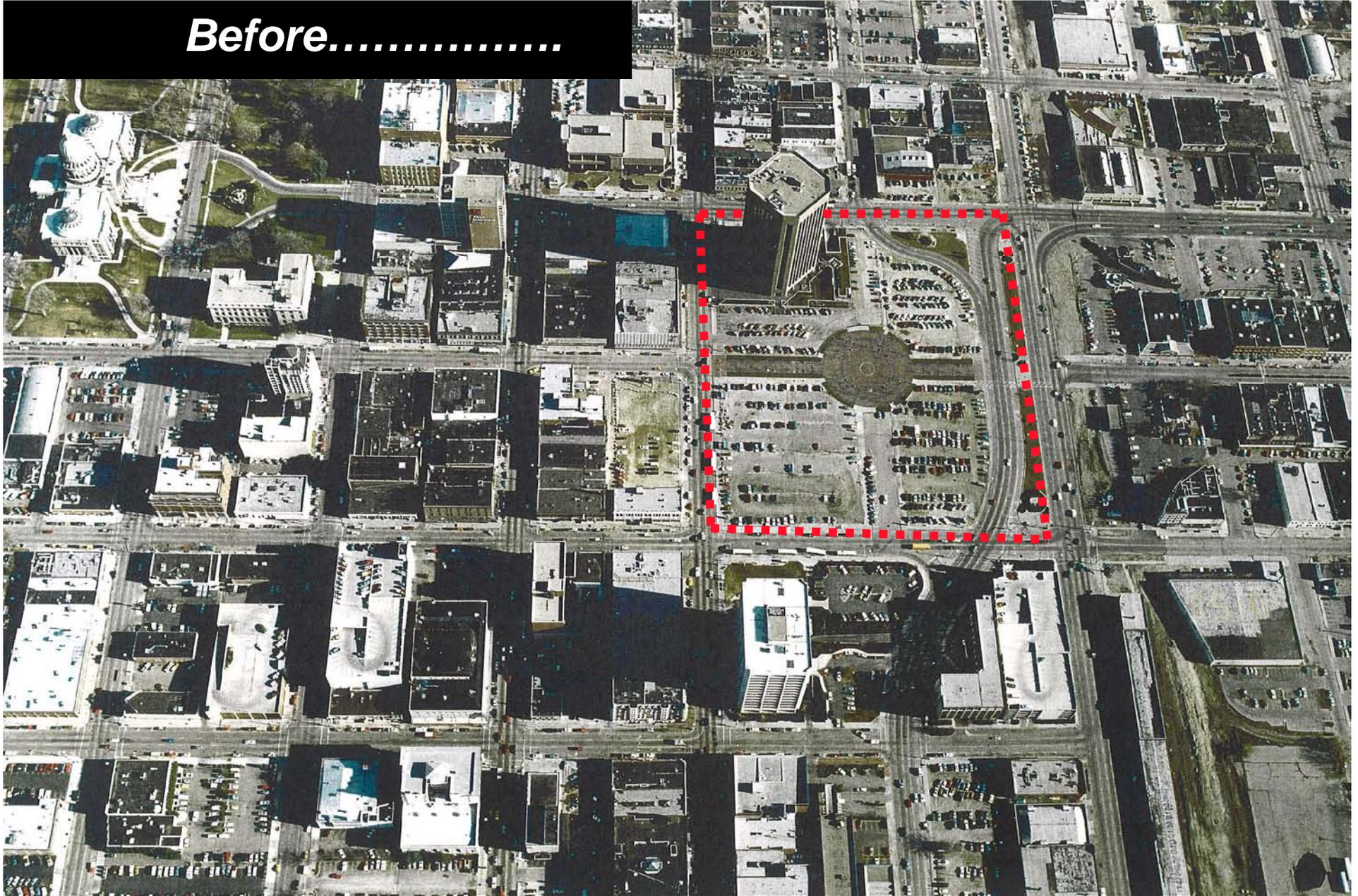
- **One Step at a Time**

- Public – Private Partners
- Market Driven
- Create Climate for Opportunities
- Design Flexibility (end-user)
  - Office
  - Retail
  - Housing
  - Corporate Headquarters

# Downtown Boise – 1970's



Before.....



OPPENHEIMER  
DEVELOPMENT  
CORPORATION



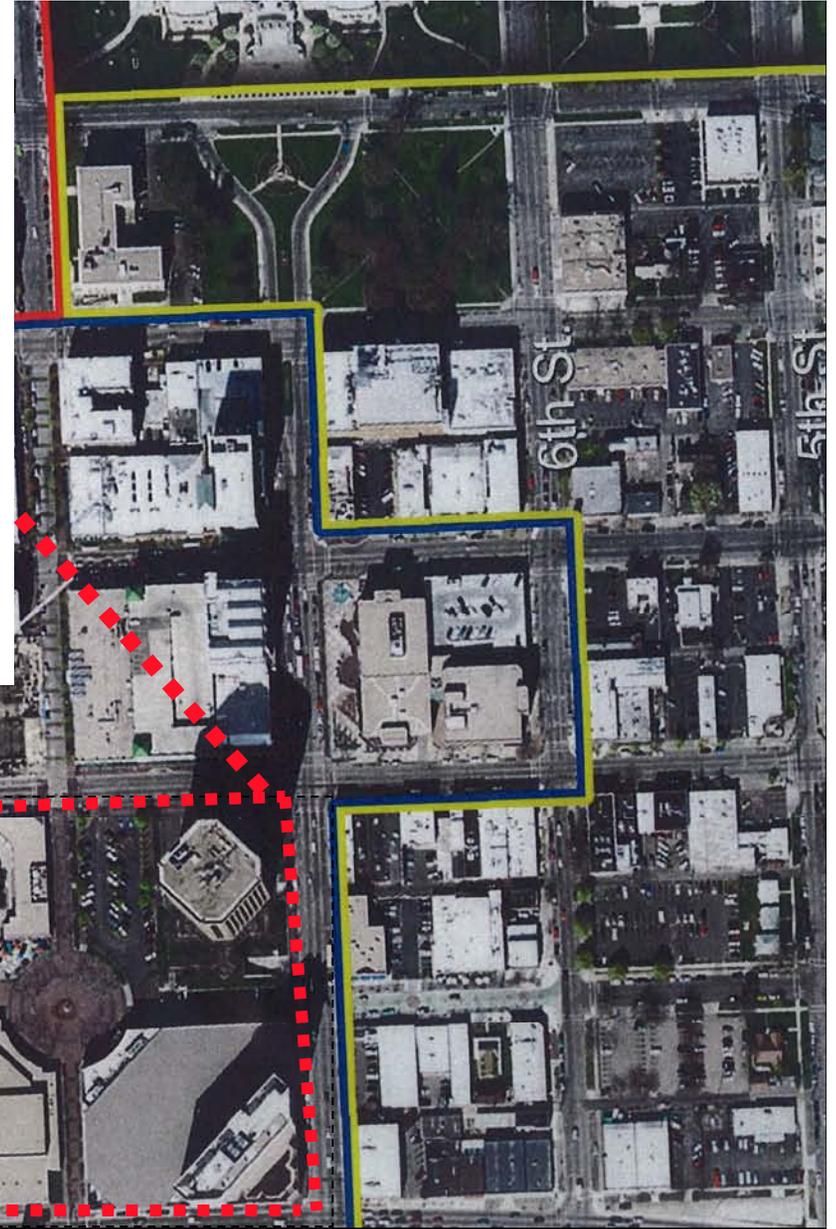
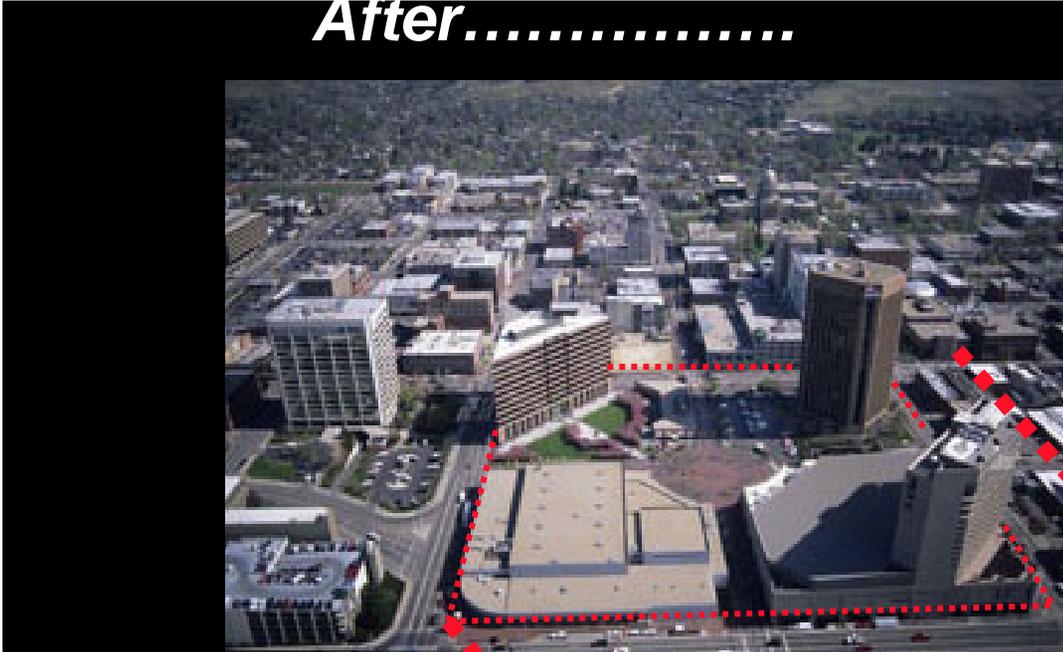
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INTERNATIONAL

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ENNIS & HAWLEY,  
ATTORNEYS AT LAW

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After.....



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DEVELOPMENT  
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# Development History



- **One Capitol Center**

- 1<sup>st</sup> Building in Downtown Boise Redevelopment

- Grove Street Parking Garage by City

- US Bank Building was next Major Building



# Experience



- **Wells Fargo Center**

- 200,000 Sq. Ft Office Building in Downtown Boise
- 9<sup>th</sup> Street Parking Garage By CCDC
- Followed by:
  - ❑ Grove St. Retail & Plaza
  - ❑ Convention Center and Hotel



# Experience



- **Medallion Professional Center**

- Class A Professional Business Park
- 16,000 Sq. Ft.
- Completed in 2005
- Contain Eagle City Hall, Library and Post Office



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INTERNATIONAL**

- George Iliff, Managing Principal
  - Jeff Needs
  - Rod Wolfe



# Experience



*BoDo – Downtown Boise*

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CORPORATION



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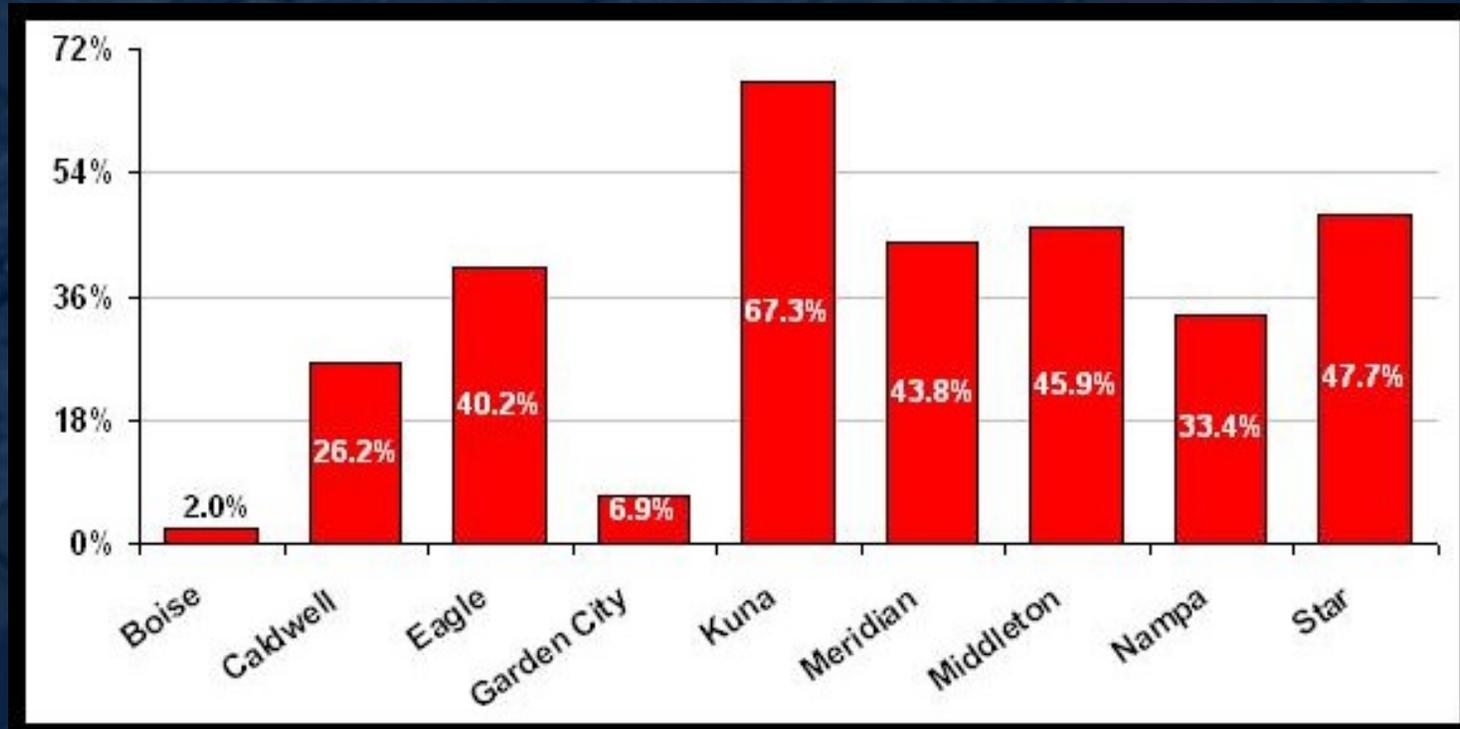
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# Market Knowledge



5 Year Population Growth by City



# Key Component to Success



- **Secure Land**
- **Stakeholder Involvement**
  - Engage Early and Often
- **Consensus Building**
  - Marathon vs. Sprint
- **Reality Based**
  - Financially Feasible
  - Realistic Wish Lists



# CSHOA

- Jeff Shneider, President
  - Kent Hanway
  - Larry Kalousek
  - Martin Hahle



# Experience



*Medford Oregon Downtown  
Revitalization*

OPPENHEIMER  
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# Systematic Decision Making

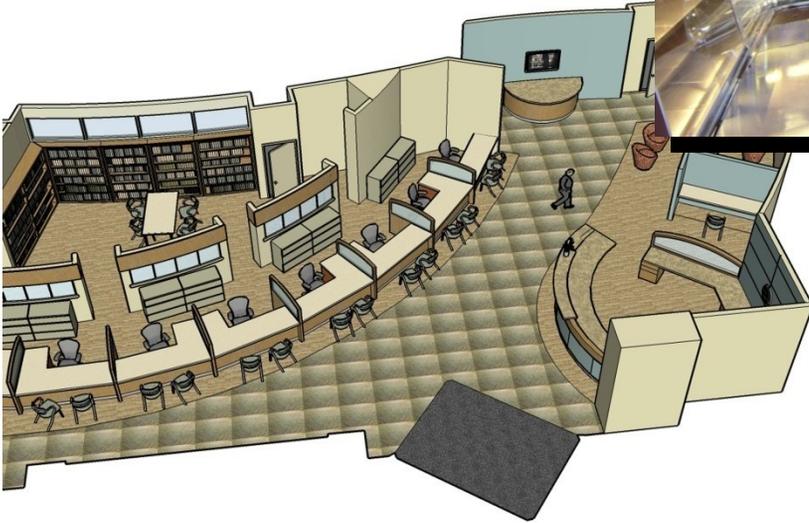


- Work proactively—  
not reactively
- Rely on marketplace  
experience
- Recognize that the  
issues are different for  
each stakeholder
- Bring closure to issues  
quickly
- Be consistent





# LEED Experience



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# Approach

- **Partner with our team**
- **Market Analysis/Community Based Planning**
- **Select Optimum Location/Secure Land**
- **Determine Highest and Best Use**
- **Identify Urban Fabric**
- **Conceptual Design**
- **Validate Financial Proforma**
- **Commence Catalyst Project Development**
- **Celebrate Grand Opening**

# Caldwell's Future

- ***Lessons Learned From Walla Walla***

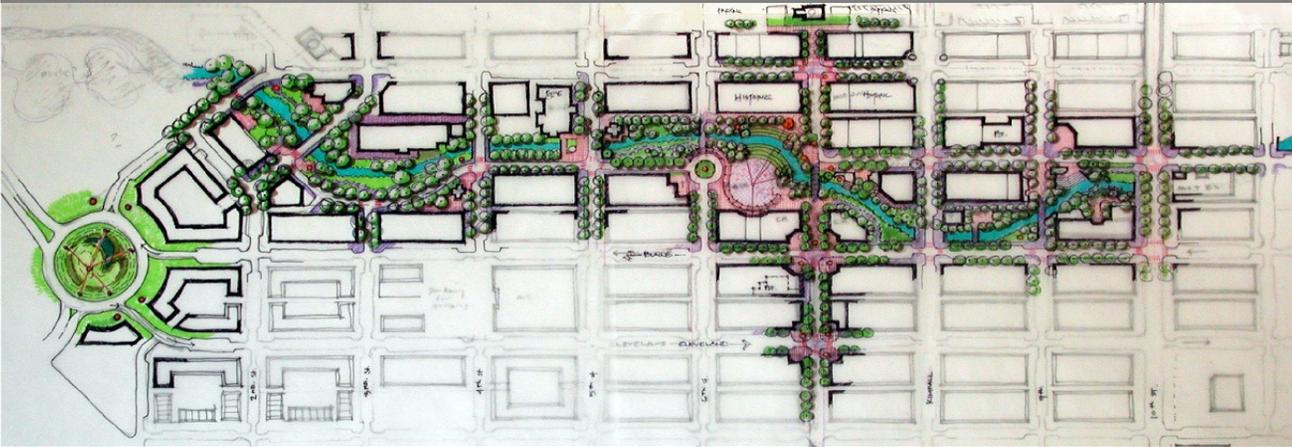
- Depressed Downtown 15-20 Years Ago
- Similar Population/Size/Demographic
- County Seats/Strong City Government
- Rural Community Base in Agriculture & Industry
- College/University Component
- Strong Viticulture & Wine Industry
- Inventory of Historic Buildings

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# Caldwell Strengths

- Part of Overall Treasure Valley
- In-migration—Westward Expansion
- College of Idaho
- County & City Governments

*.....Unique Asset—Indian Creek.....*



*.....bringing people together for a better tomorrow.....*

# Caldwell Strengths

- “Can Do” Attitude of Citizens
- Proximity to Railway and Depot (Future Light Rail Station)

***.....Good Stock of “Building Bones” to Retain Caldwell’s Past and History.....***



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# Caldwell's Future



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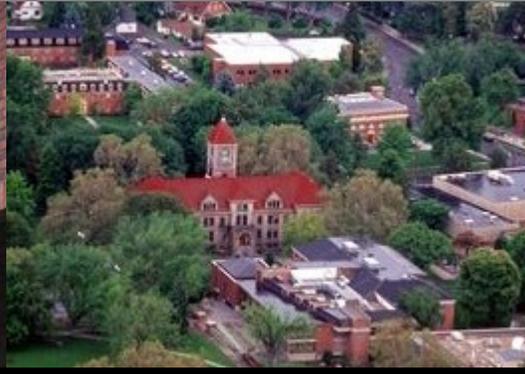
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# Caldwell's Future



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# Phase I Catalyst

- Establish Enough Critical Mass to Act as a ***Lightning Rod*** to Jump Start
  - Groundswell of Community-Based Synergy
  - City Hall—Public Auditorium
  - Public Square
  - Residential
  - Office/Retail/Shopping
  - Parking



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# Catalyst

***... Establish and Identify a Catalyst Activity or Central Theme That is Local & Regional and Will Make Downtown Caldwell a Destination Point ...***

***.....and a creek flows through it !!***



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DEVELOPMENT  
CORPORATION



CSHQ4

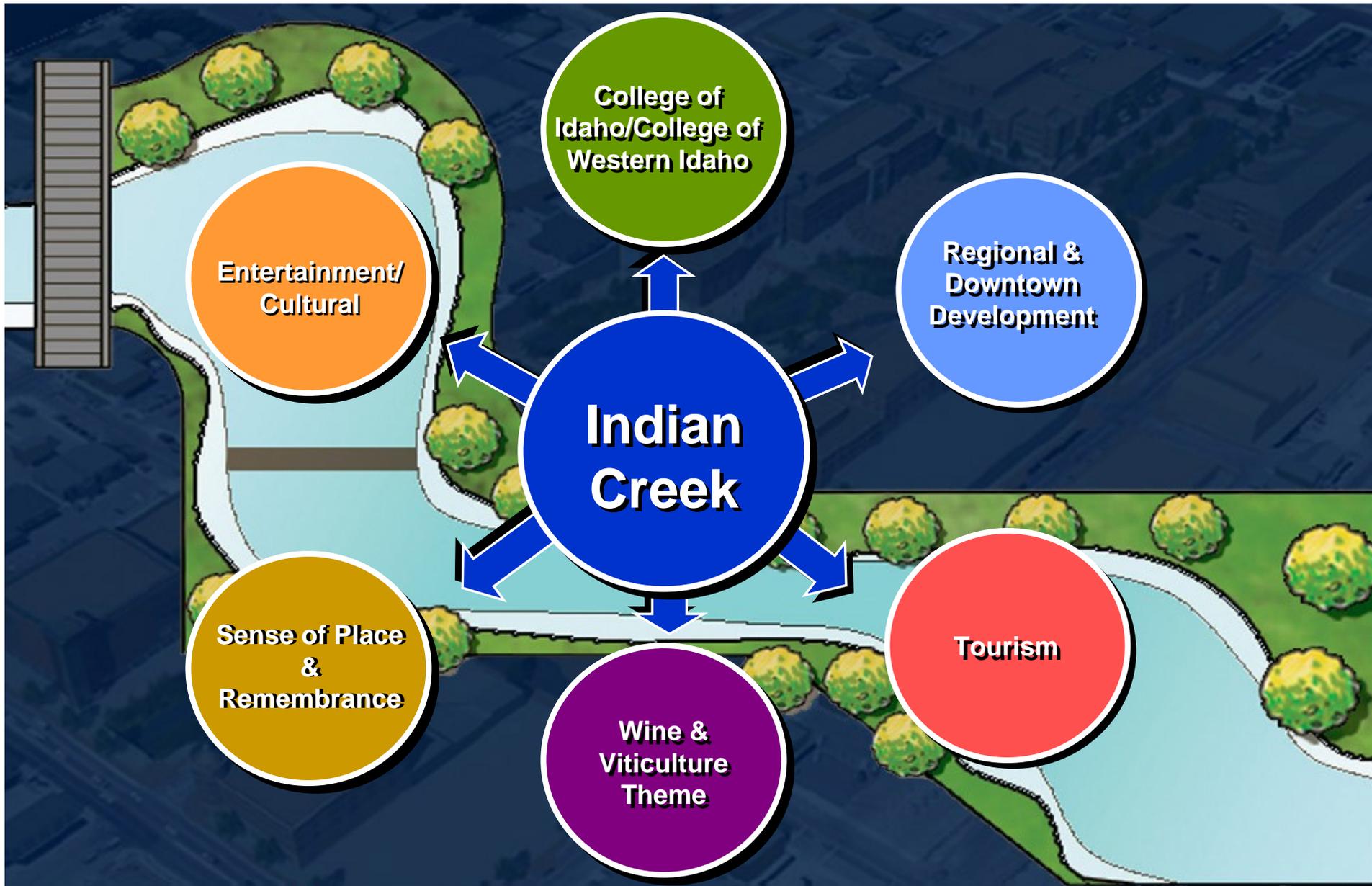
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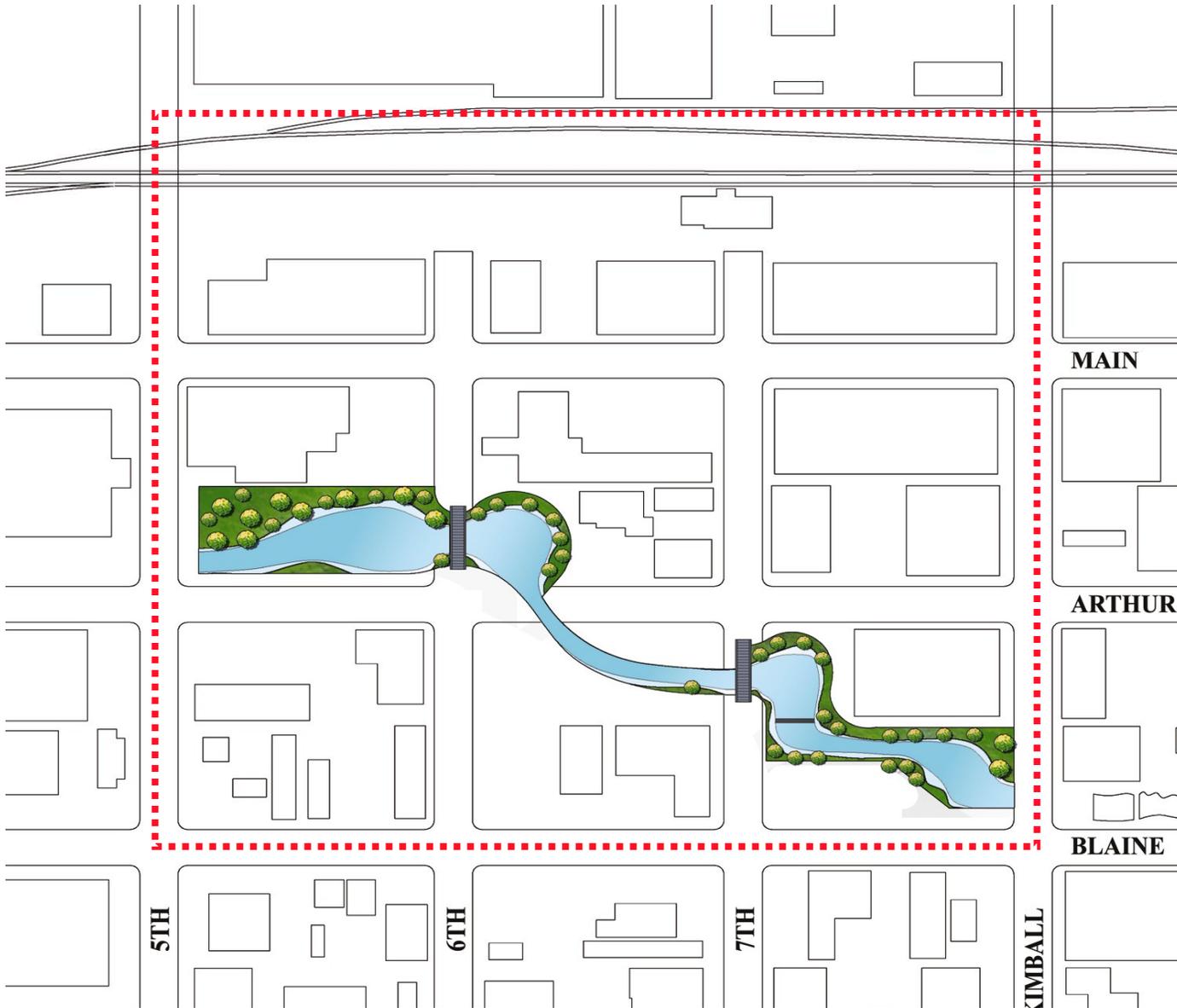


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# Catalyst Concept

*.....Caldwell's vision and bold move to bring life back to downtown by reclaiming the dynamic waterway is the impetus for all great things in the future .....*

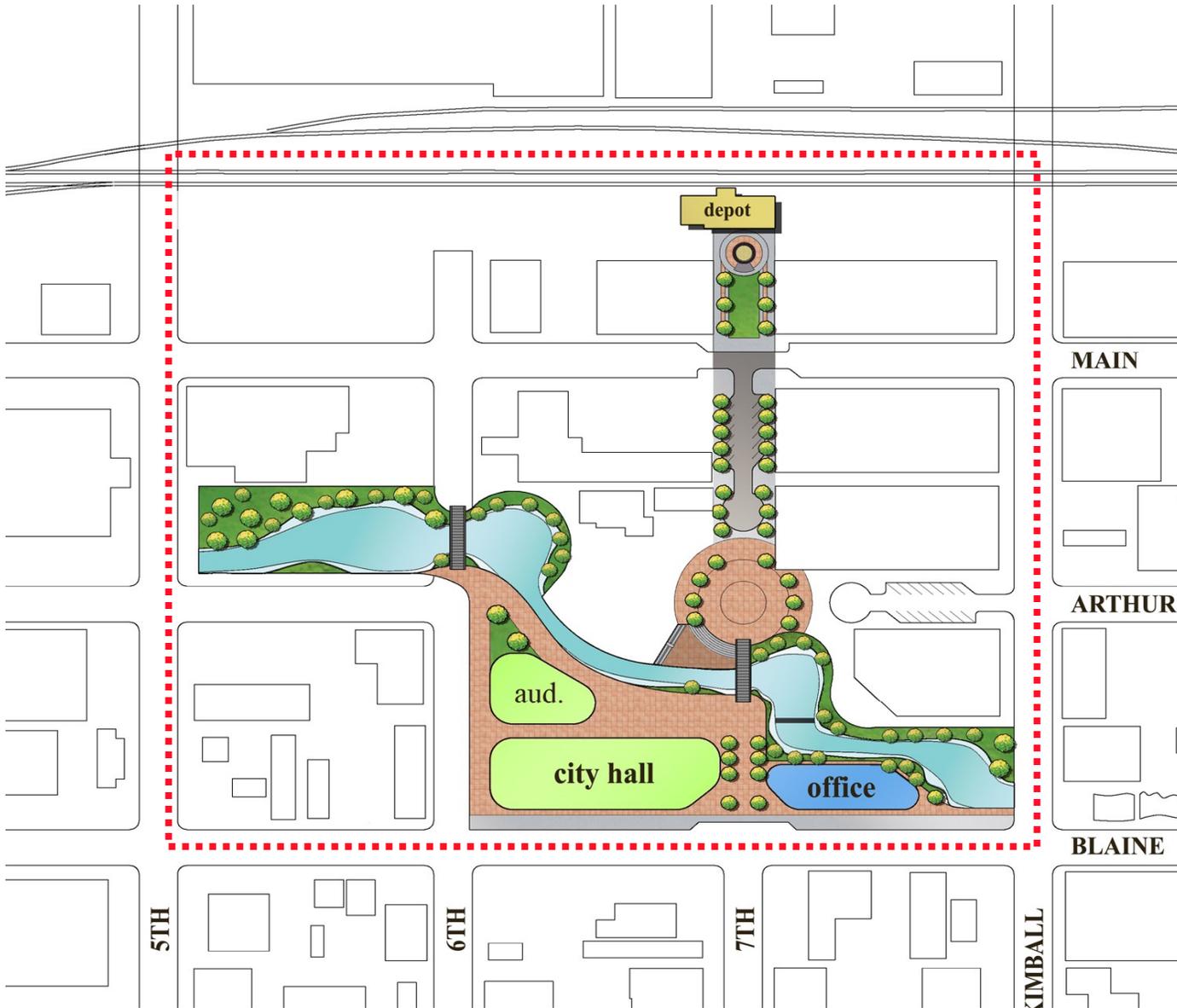


*.....bringing people together for a better tomorrow.....*

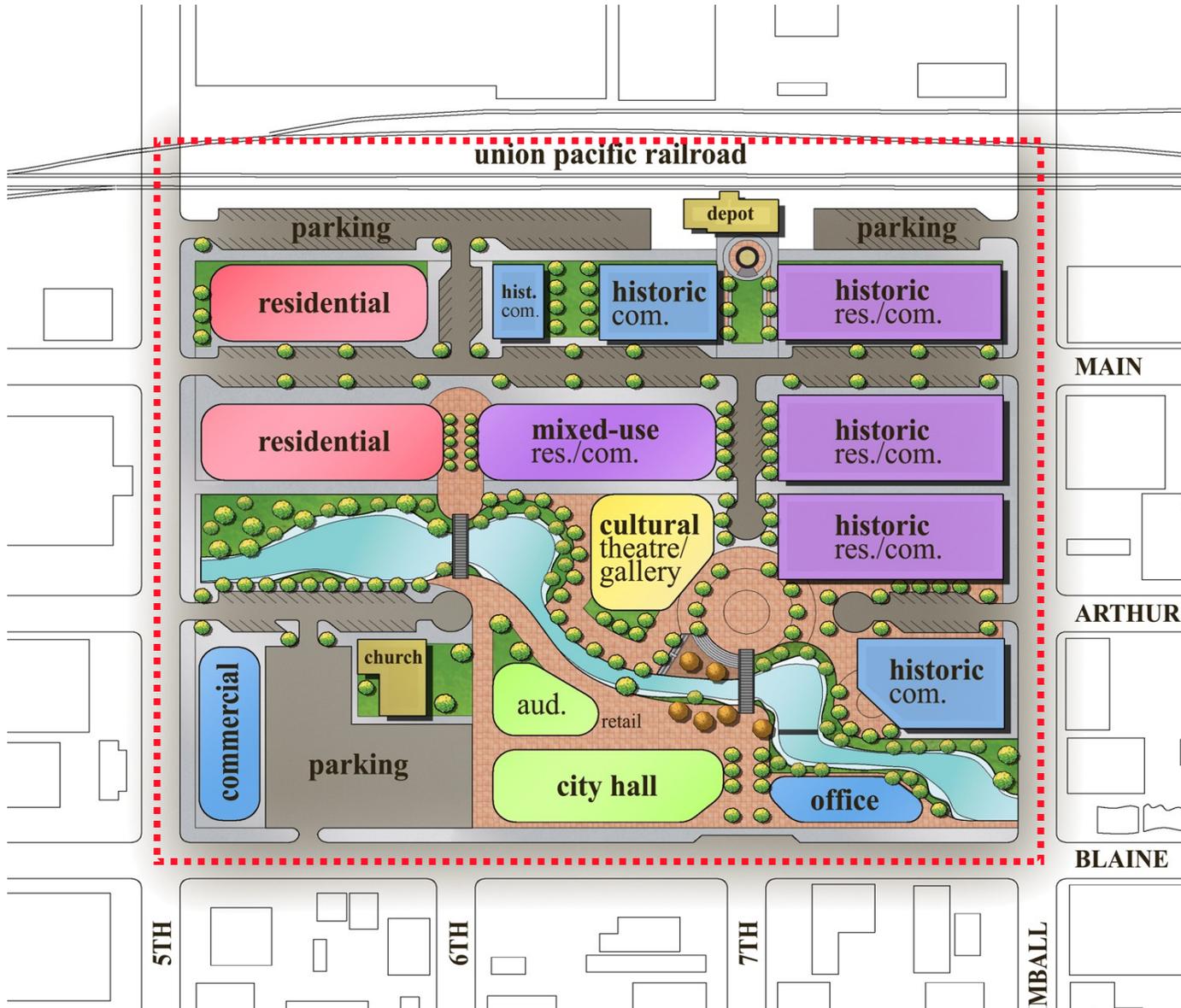


# Catalyst Concept

*.....establishing a civic building and public plaza with a strong commitment to a pedestrian friendly environment as part of the initial catalyst will set the tone for future opportunities.....*



*.....bringing people together for a better tomorrow.....*



# Catalyst Concept

*.....the Catalyst Project will set the environment for endless development opportunities to take advantage of the natural resource “the Water Way” and build energy and excitement for Caldwell.....*

*.....bringing people together for a better tomorrow.....*

# “Energization” Concept

- *Utilize a “River Vernacular” and Contexture Design Theme With The Train Depot & Historic Buildings Setting The Tone for Development...*

*.....a consistence theme will create a sense of place unique to Caldwell.....*



*.....bringing people together for a better tomorrow.....*



# “Energization” Concept

- *Engage & Leverage the “Creek Experience” & Setting !!!*



*The Beginning of Something Great...!!!!*

**TRANSFORMATION**



*Maximize the Water Experience*

*.....bringing people together for a better tomorrow.....*



# “Energization” Concept

- ***Pedestrian Friendly/Security & Safety***

- Street Lights “Historic Design”
- Trees (Tree Lights)
- Pedestrian Amenities – Benches, Trash Receptacles,
- Information Kiosks, Etc.



*Nighttime Friendly Concepts*



*Intra-Downtown Trolley for Trolley Square / College of Idaho Connectivity*

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# “Energization” Concept

- *Public Art – Integrated Program .....!!!*



*.....bringing people together for a better tomorrow....*



# “Energization” Concept

- **Leverage Cultural / Entertainment Assets.....!!!**



*.....bringing people together for a better tomorrow.....*

# “Energization” Concept

- *Active Alleyway !!!*



*Caldwell's Alley Way*



*Active Alley Way*

*.....bringing people together for a better tomorrow.....*



# “Energization” Concept

- *Active Street Edge !!!*



*Caldwell's Inactive Street*

**TRANSFORMATION**



*Active Street*

*.....bringing people together for a better tomorrow.....*

# “Energization” Concept

- *Residential – The Downtown Living Experience !!!*



*Residential Opportunities*



*.....bringing people together for a better tomorrow.....*



# “Energization” Concept

- *Public Plaza– Festival*



*7<sup>th</sup> and Arthur Streets....*



*.....bringing people together for a better tomorrow.....*



# “Energization” Concept

- *Transparency*



*...all boarded up....*

**TRANSFORMATION**



*.....open up the buildings to the streets and retain history presences.....*

*.....bringing people together for a better tomorrow.....*



# Development Summary

- **Vibrant Central Core**
  - Marathon vs. Sprint
- **Public- Private Partnership Experience**
  - Collaborative Team Effort
- **Refinement Process**
  - Community Planning
  - Market Driven

# Development Summary

- ***Long Term Growth Potential***

- Western Treasure Valley Continues to Grow
- Caldwell is an Attractive Alternative
  - ❑ The Time is Right
  - ❑ In-migration – Westward Expansion
  - ❑ College of Idaho / College of Western Idaho
  - ❑ County & City Governments
  - ❑ Unique Asset—Indian Creek
  - ❑ “Can Do” Attitude of Citizens
  - ❑ Proximity to Railway and Depot (Future Light Rail Station)
  - ❑ Good Stock of “Building Bones”

# Catalyst Project Schedule

## Indian Creek Project:

Build & Install Bridges

Excavate Rest of Channel

Landscaping & Walkways

## Catalyst Redevelopment Project:

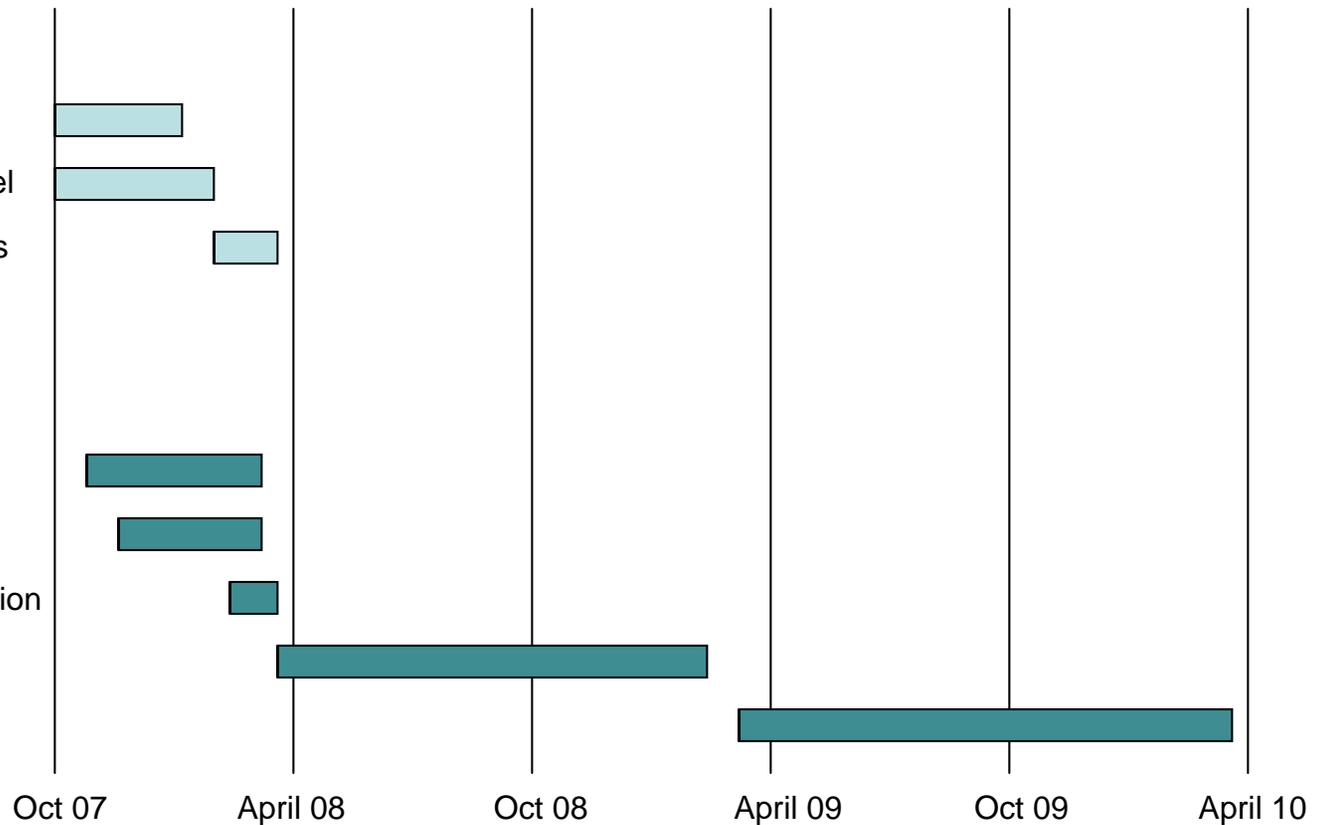
Feasibility Study

Community Input

Concept Design Finalization

Design

Construction



# All Aboard !!!!!!!!!!!!!!!

## Questions and Answers



.....bringing people together for a better tomorrow.....



A Vision of the Future—January 4, 2009

ii



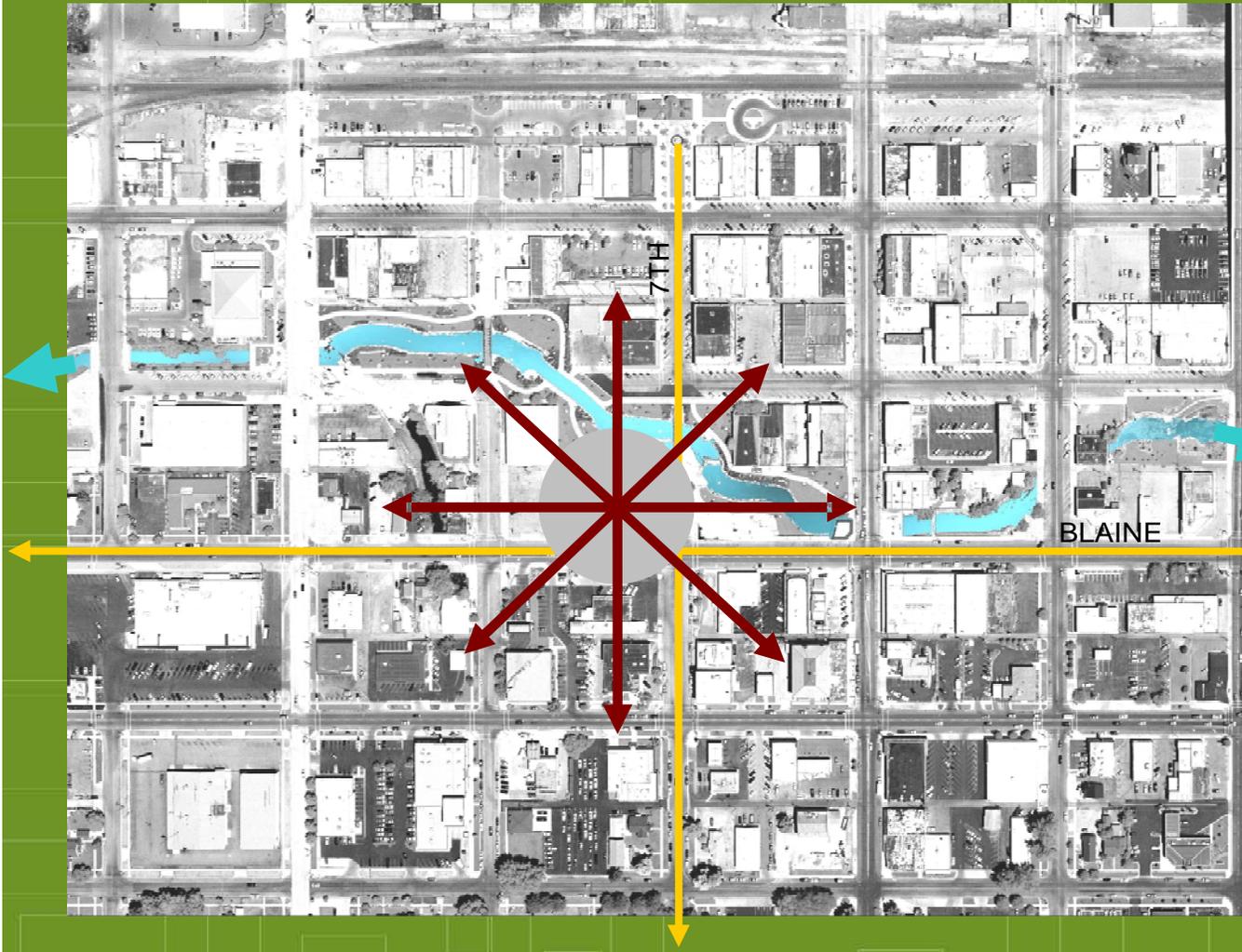
Presentations



Downtown Caldwell Catalyst Project  
**A VISION OF THE FUTURE**



# FRAMEWORK MASTERPLAN



- Catalyst Project – jumpstart development in Downtown core
- Expansion of development into surrounding area

# THE FUTURE OF DOWNTOWN CALDWELL

5TH 6TH 7TH KIMBALL

MAIN

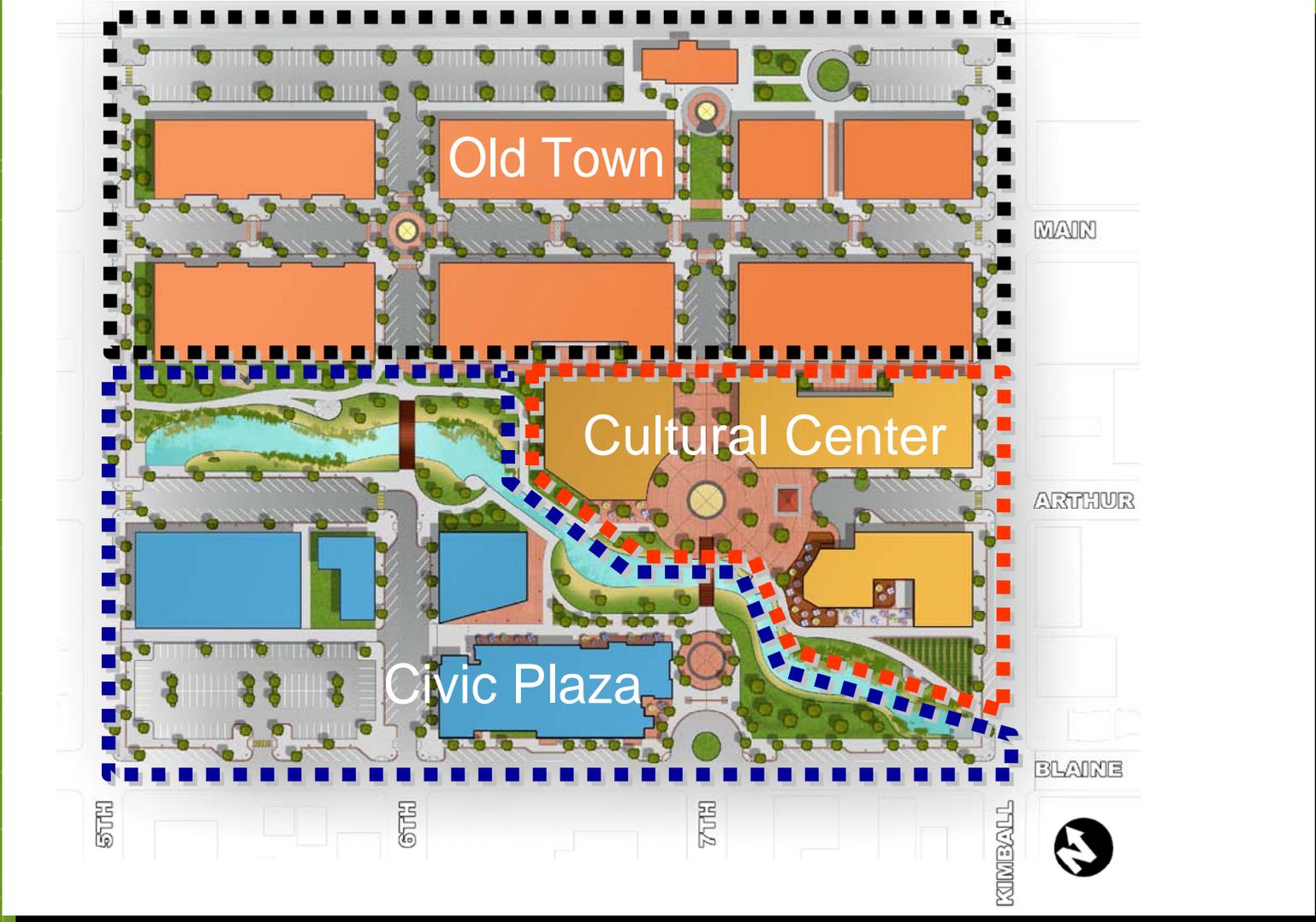
ARTHUR

BLAINE

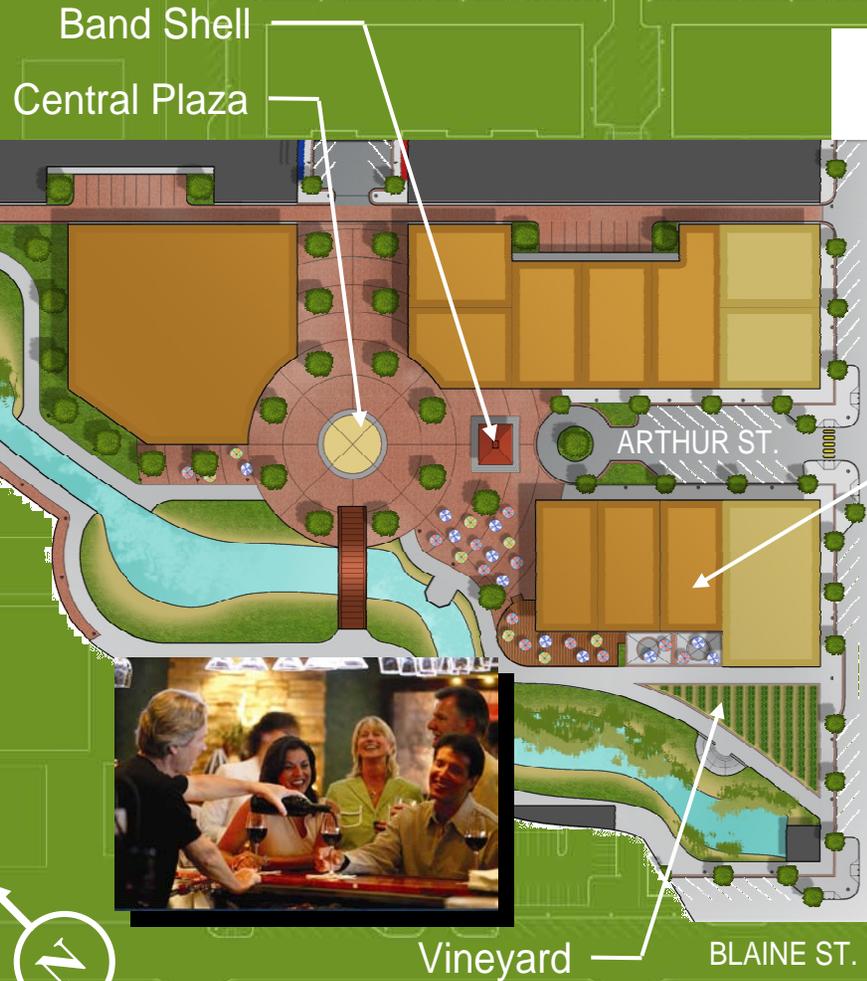
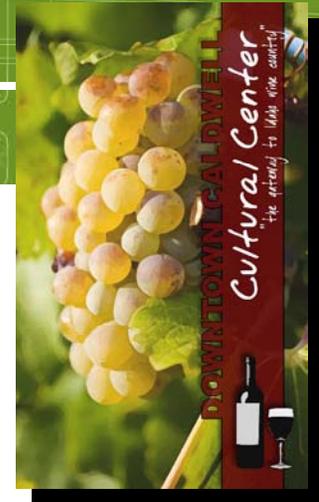
Establish critical mass to jump-start development

The complex block includes a central water feature (stream and pond) and a north arrow. To the right, three photographs are stacked: the top one shows a family (a man carrying a child on his shoulders and a woman) by a lake; the middle one shows a market sign for 'MARKET' under a green metal structure; the bottom one shows a busy outdoor market scene with many people.

# THEMATIC DISTRICTS



# CULTURAL CENTER



- Views and vistas
- Strong connection w/ water
- Community Event Center

Dining

KIMBALL

-  PROPOSED BUILDING
-  EXISTING BUILDING

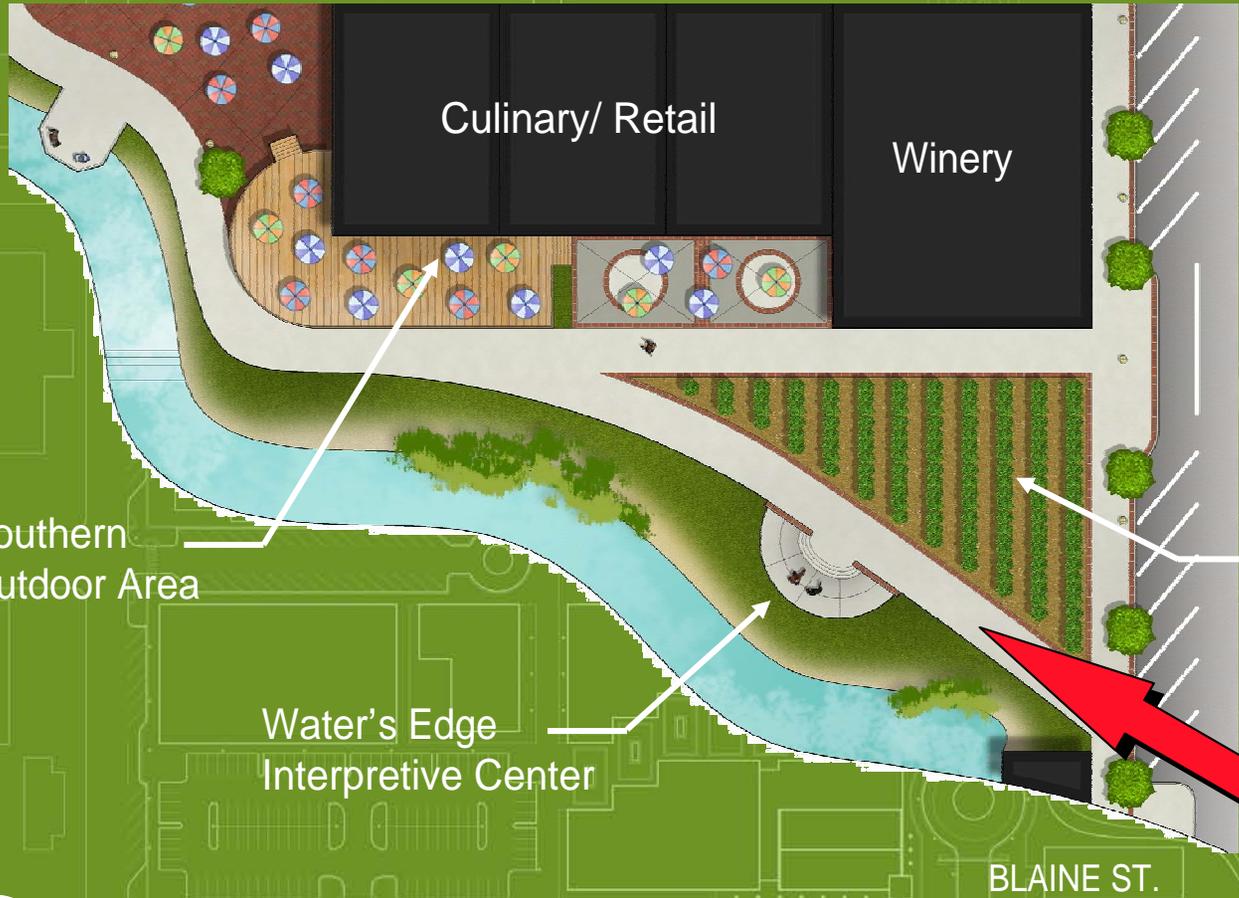
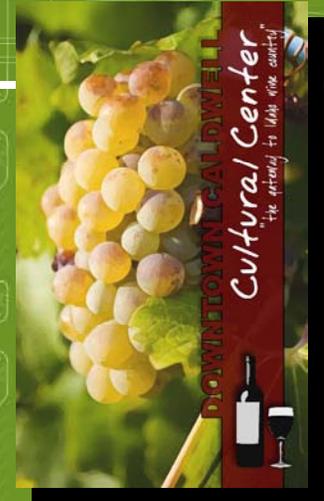


Vineyard

BLAINE ST.



# CULTURAL CENTER



Southern  
Outdoor Area

Culinary/ Retail

Winery

KIMBALL

Live Vineyard

Water's Edge  
Interpretive Center

BLAINE ST.

Downstream View Corridor  
From Blaine

## ***Idaho Vineyard Country Theme Setting***

OPPENHEIMER  
DEVELOPMENT  
CORPORATION



CSHQ4

COLLIERS  
INTERNATIONAL

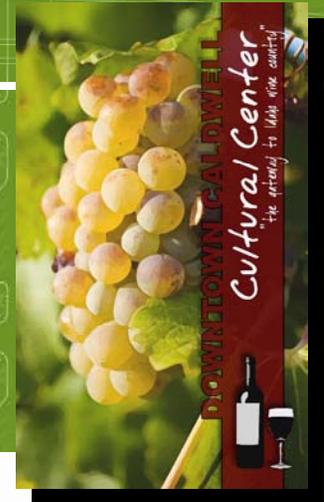
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ENNIS & HAWLEY, LLP  
ATTORNEYS AT LAW



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DEVELOPMENT  
COUNCIL

# CULTURAL CENTER



Arthur Street Building Elevation – Vineyard Country

OPPENHEIMER  
DEVELOPMENT  
CORPORATION



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INTERNATIONAL

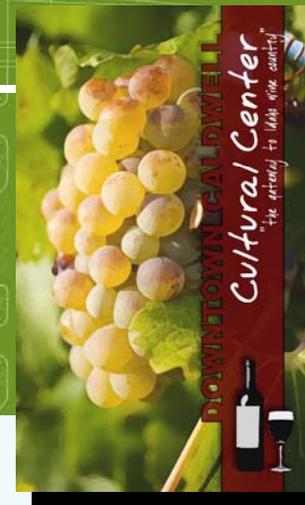
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# CULTURAL CENTER



Cross Section Through Winery and Vineyard

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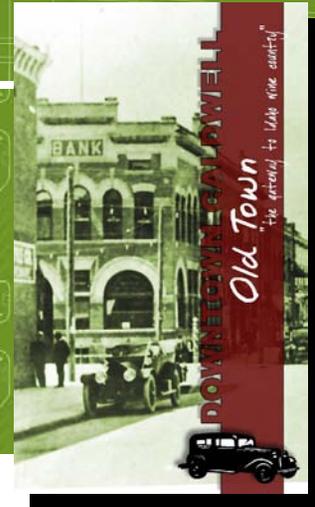


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# OLD TOWN



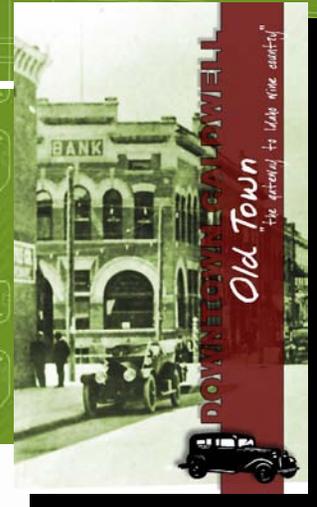
Train Depot



- Enhance existing buildings
- Activity Nodes
- Pedestrian scale w/ traffic calming features
- Place-making infill development

 PROPOSED BUILDING  
 EXISTING BUILDING

# OLD TOWN



Existing Main Street Elevation



Enhanced Main Street Elevation

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CORPORATION



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INTERNATIONAL

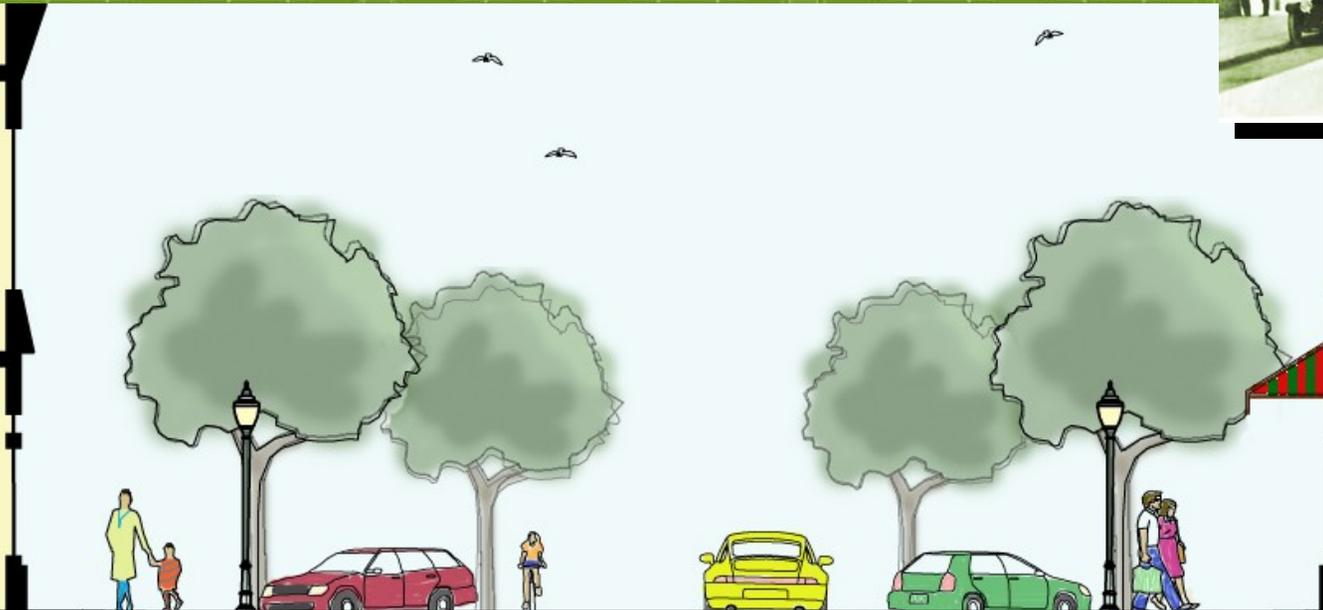
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# OLD TOWN



Cross Section Through Main Street

OPPENHEIMER  
DEVELOPMENT  
CORPORATION



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INTERNATIONAL

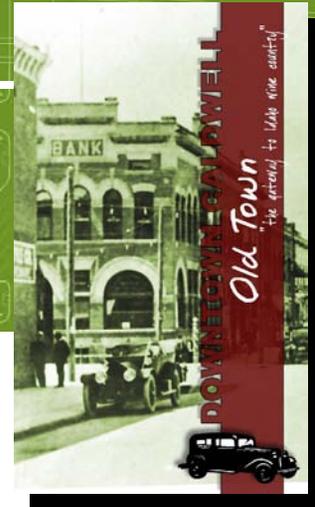
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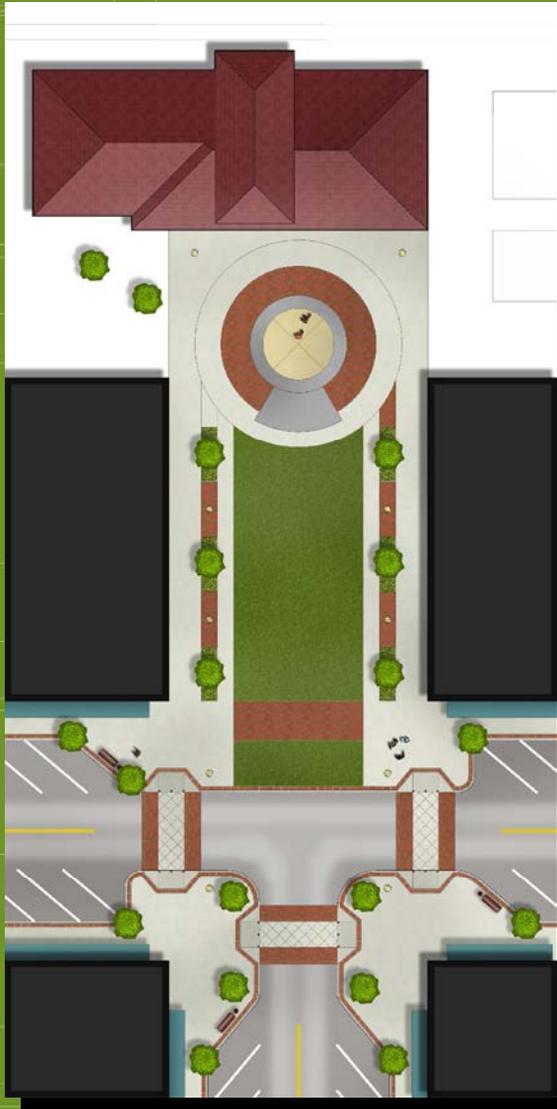
# OLD TOWN



- Pedestrian friendly
- Activity nodes
- Restaurants
- Shopping



# OLD TOWN



## Train Depot Plaza

- Community
- Connection to light rail
- Axial Anchor
- Iconic Land Mark
- Place Making



# CIVIC MALL

## CATALYST PROJECT



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# NEW CITY HALL



View From Blaine and 7<sup>th</sup> Street

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# NEW CITY HALL



Aerial Perspective



OPPENHEIMER  
DEVELOPMENT  
CORPORATION



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# NEW CITY HALL



View From 7<sup>th</sup> and River



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# NEW CITY HALL



Aerial Perspective



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# NEW CITY HALL



View From 6<sup>th</sup> and Blaine

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# NEW CITY HALL



Blaine Street Elevation

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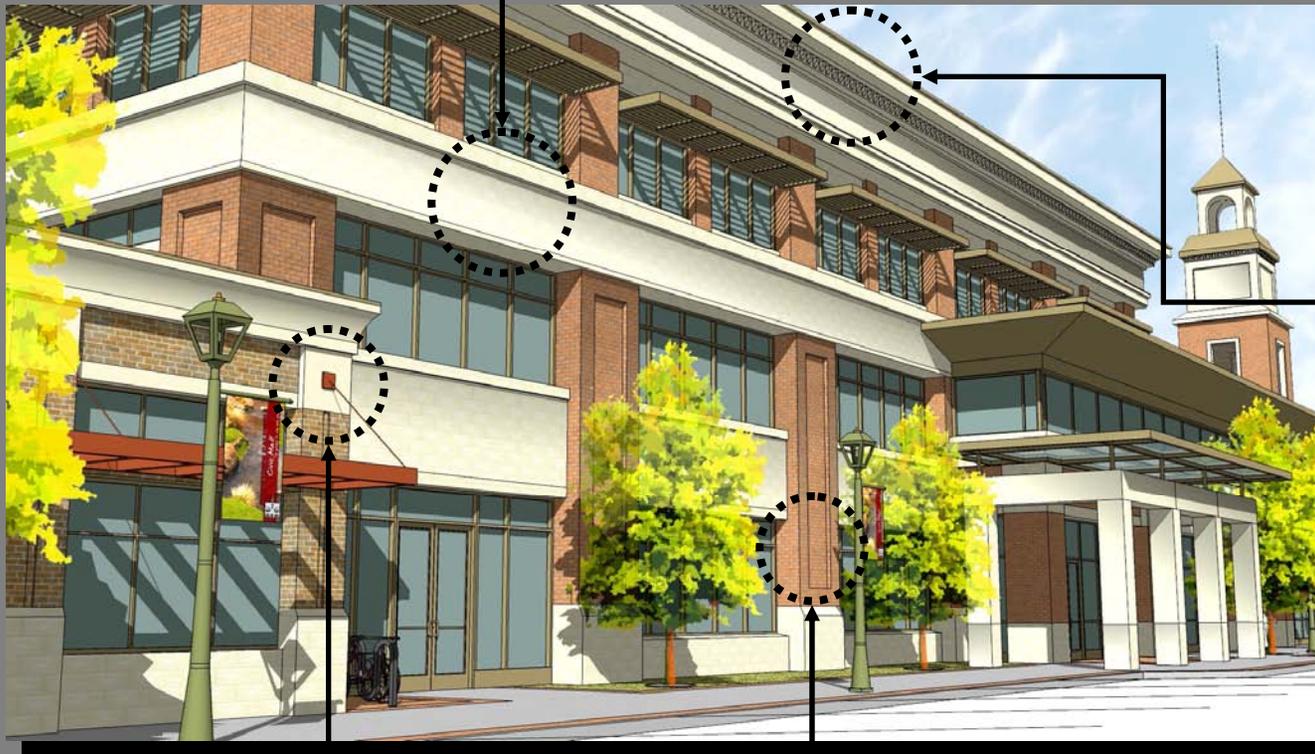
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ENNIS & HAWLEY, LLP  
ATTORNEYS AT LAW



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COUNCIL

# HISTORIC DETAILS

Horizontal Banding



Quoins

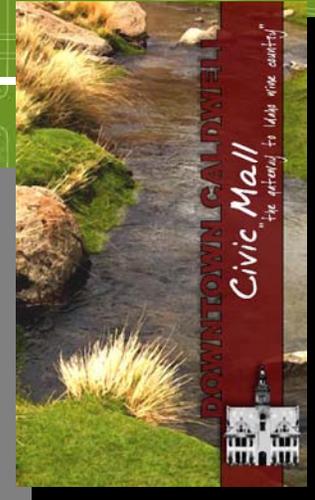
Paneled Pilasters



Projecting  
Cornice with  
Dentil Molding



# HISTORIC DETAILS



Traditional Masonry

Transparency



Entablature/  
Cornice Molding at  
Lintels

Detailed Window  
Casements/ Trim

Decorative Paving

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# WELCOME TO THE FUTURE!!!

## Questions and Answers



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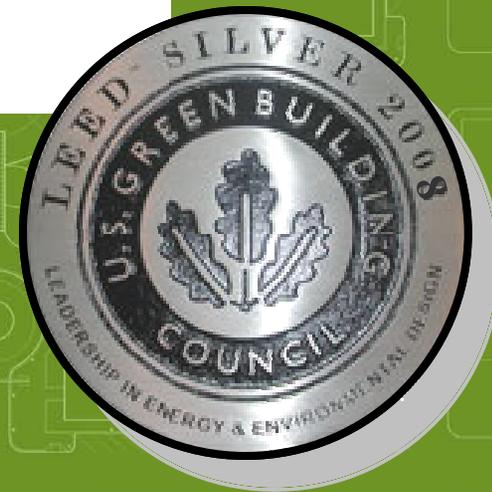


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# GREEN DESIGN

Established Goal:

**LEED Silver**



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DEVELOPMENT  
CORPORATION



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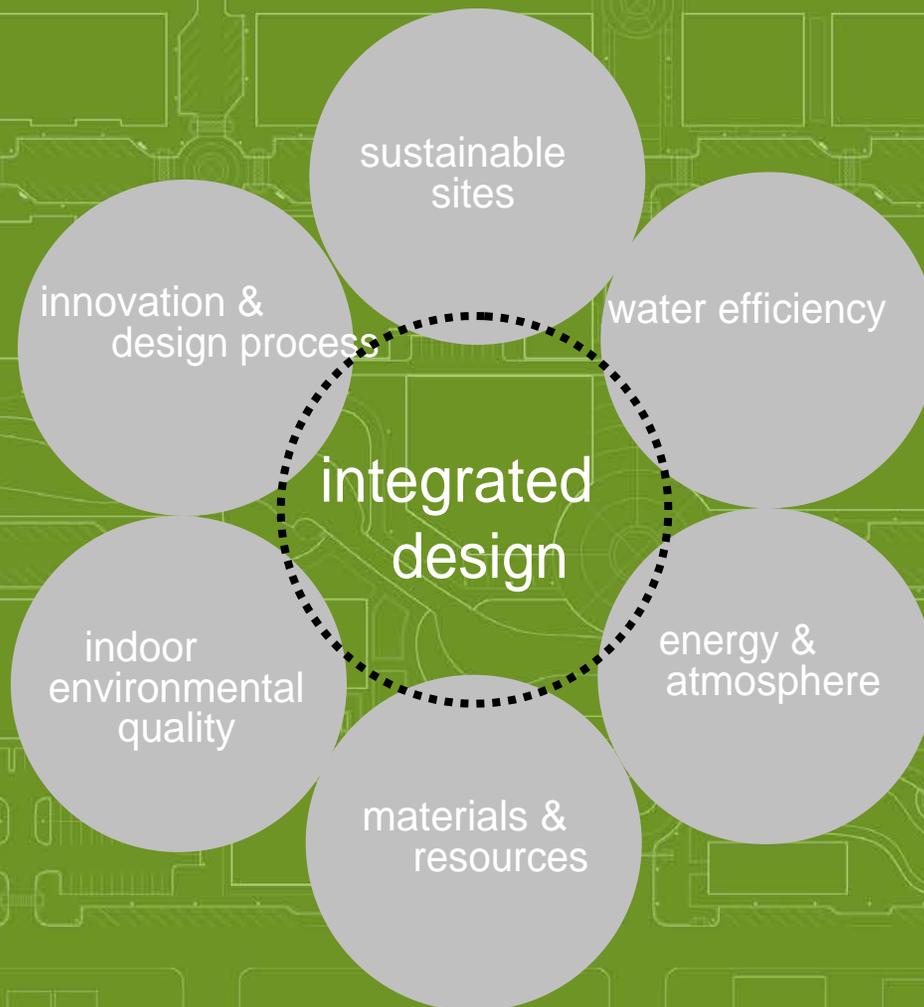
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# GREEN DESIGN

## LEED Categories



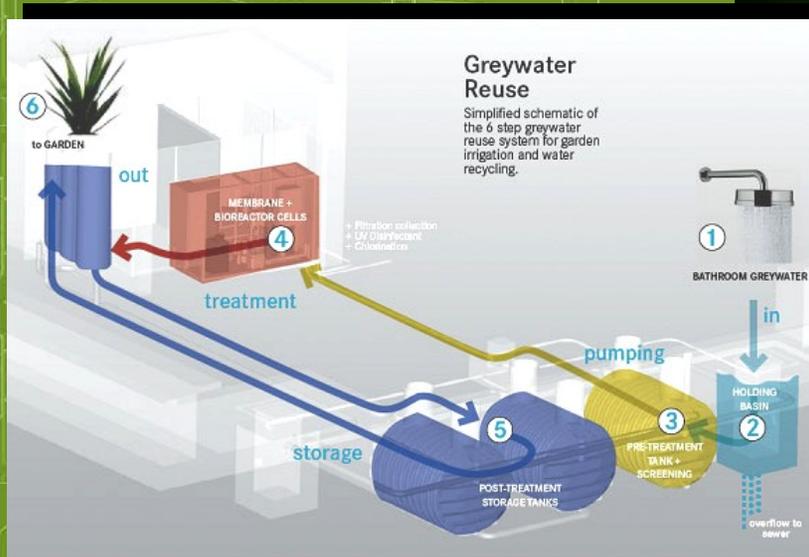
# SUSTAINABLE SITES

- Integration with Indian Creek
- Promote alternative modes of transportation
  - Indoor bicycle storage/ showers
  - Walk-ability
  - Bus/ C of I trolley
- Pervious concrete
  - Direct infiltration
  - Mitigate “heat-island” effect



# WATER EFFICIENCY

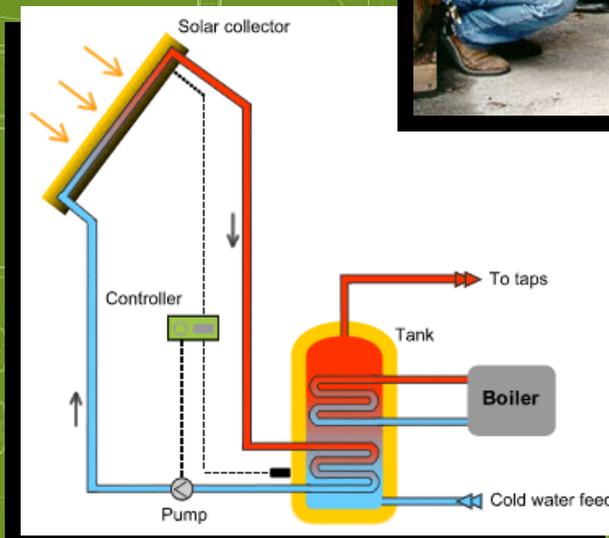
- Use of native and water conserving vegetation for landscaping
- Grey-water treatment and reuse
- High efficiency plumbing fixtures



# ENERGY & ATMOSPHERE

## Building Systems

- Building commissioning
- Lighting control systems
- Solar water heating
- Energy recovery units (ERUs)

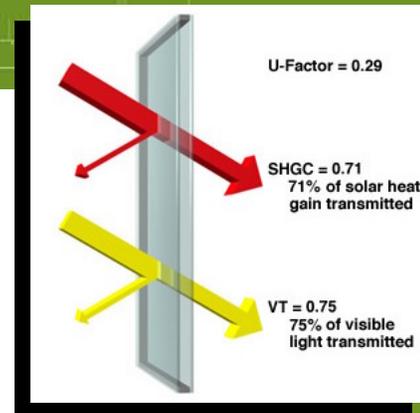


# ENERGY & ATMOSPHERE

## Building Envelope

- Louvered sunshade system mitigates heat gain while allowing open views and daylighting

- Double-glazed, low-e glass



- Projecting cornice provides shade for clerestory windows

- Air-lock vestibules

- Shading from trees

# MATERIALS & RESOURCES

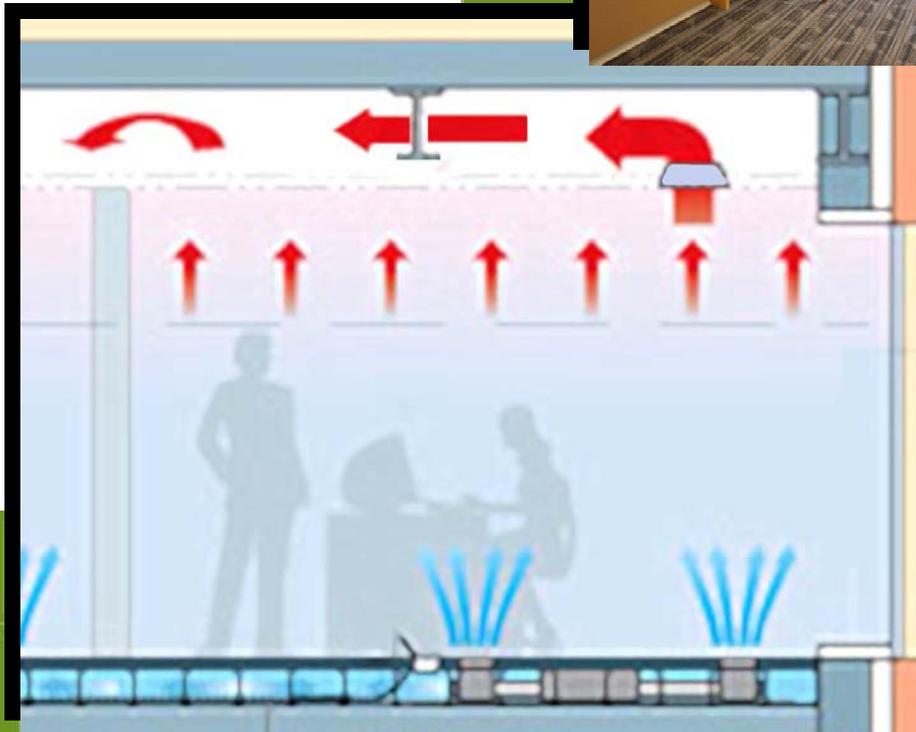


- On-site storage for recyclables
- Use of durable post-consumer recycled materials
- Regional manufacture and distribution of major building elements (brick, concrete, etc.)
- Recycle construction waste



# INDOOR ENVIRONMENTAL QUALITY

- Low-VOC materials
- Occupant controlled lighting
- Raised flooring system
  - occupant controls
  - Natural convection
  - Reduced ductwork
  - Flexible configuration
    - Power/data/ HVAC
- Daylighting & views





Cultural District Work Session—August 5, 2009

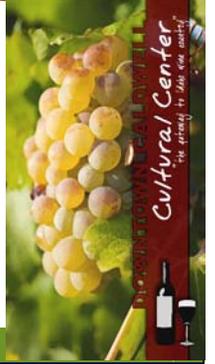
iii



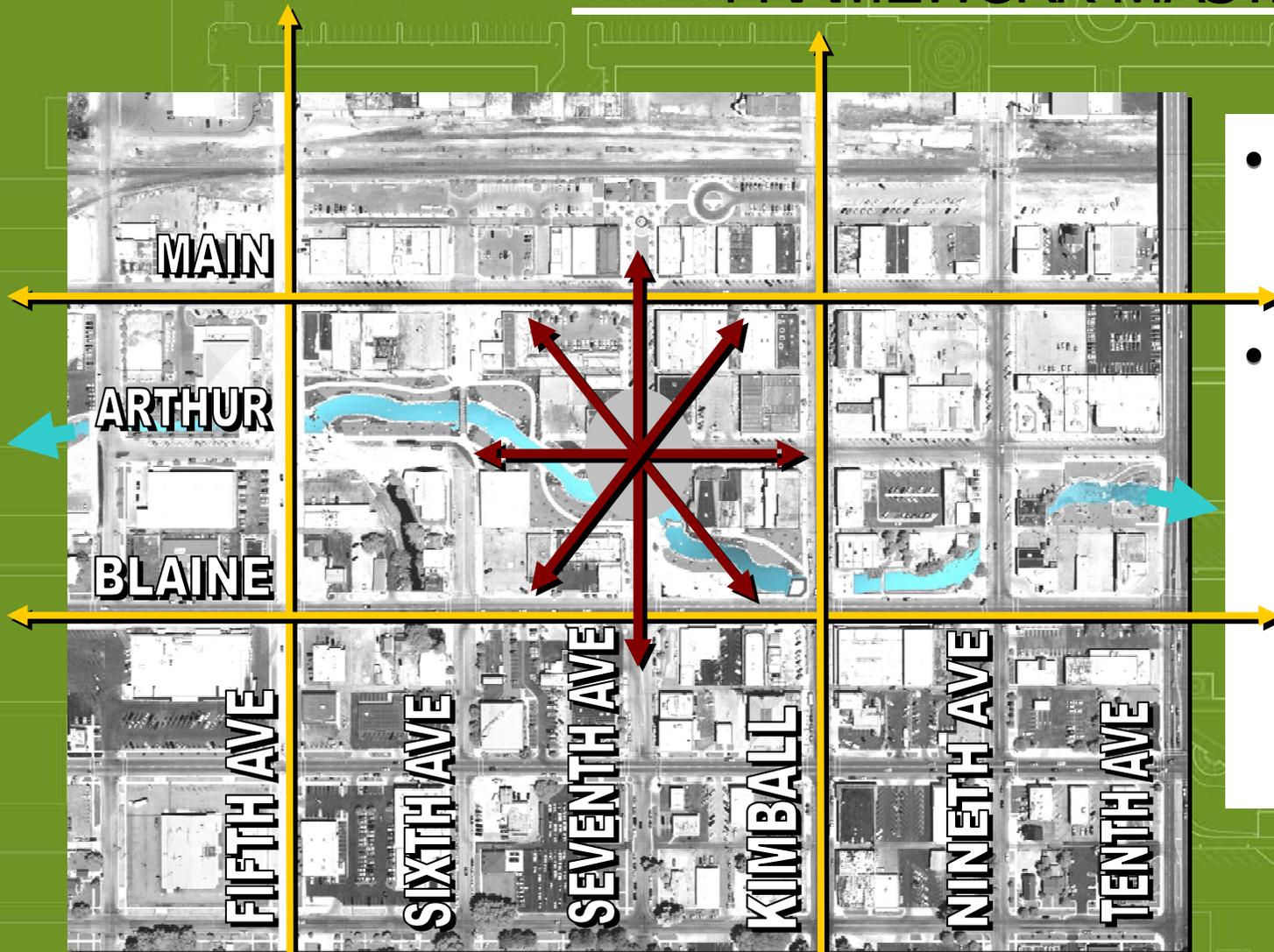
Presentations



*Downtown Caldwell Revitalization*  
**Cultural District Work Session**  
*August 5, 2009*



# FRAMEWORK MASTERPLAN



- *Balanced development in downtown core*
- *Expansion of development into surrounding area, e.g., College of Idaho, Trolley Square*



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# THE FUTURE OF DOWNTOWN CALDWELL

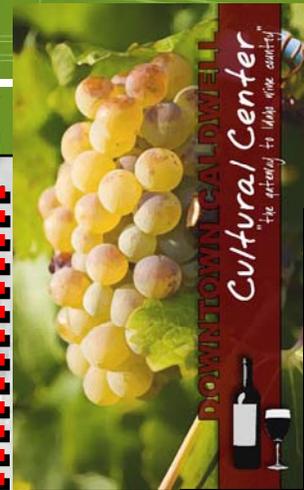
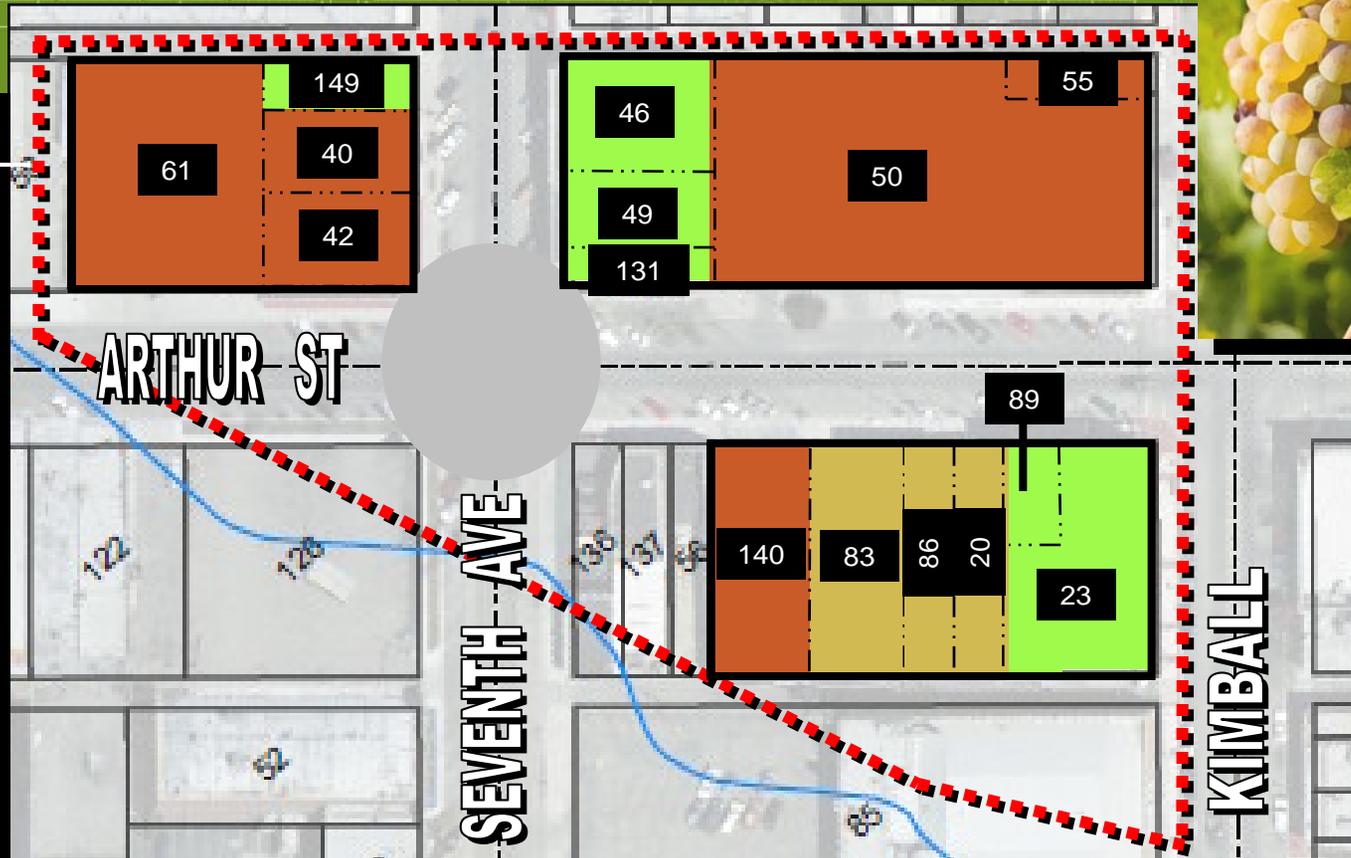
## THEMATIC DISTRICTS



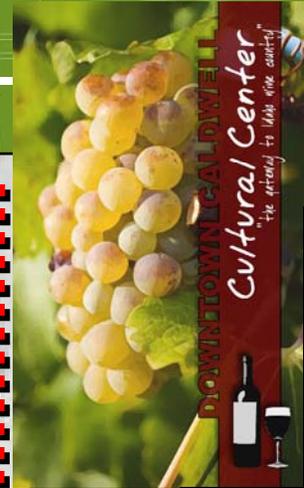
# PROPERTY OWNERSHIP - CULTURAL DISTRICT

## LEGEND

- 20. KC Kawano
- 23. Main Street Properties Inc
- 40. Eva Gonzales & Fred Lowry
- 42. Vern Subia Trust
- 46. Philip D. Whitener, Trustee
- 49. Gene Veldhouse & Mary Veldhouse Jesus Garcia & Marie Garcia
- 50. Sun Valley Land Co.
- 55. Sun Valley Land Co.
- 61. Patsy Oller, Trustee
- 83. Gary Vance & Dana Vance
- 86. KC Kawano
- 89. BT Investment Inc
- 131. Vern Subia Trust
- 140. Coyote Cove LP
- 149. Eva Gonzales

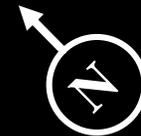
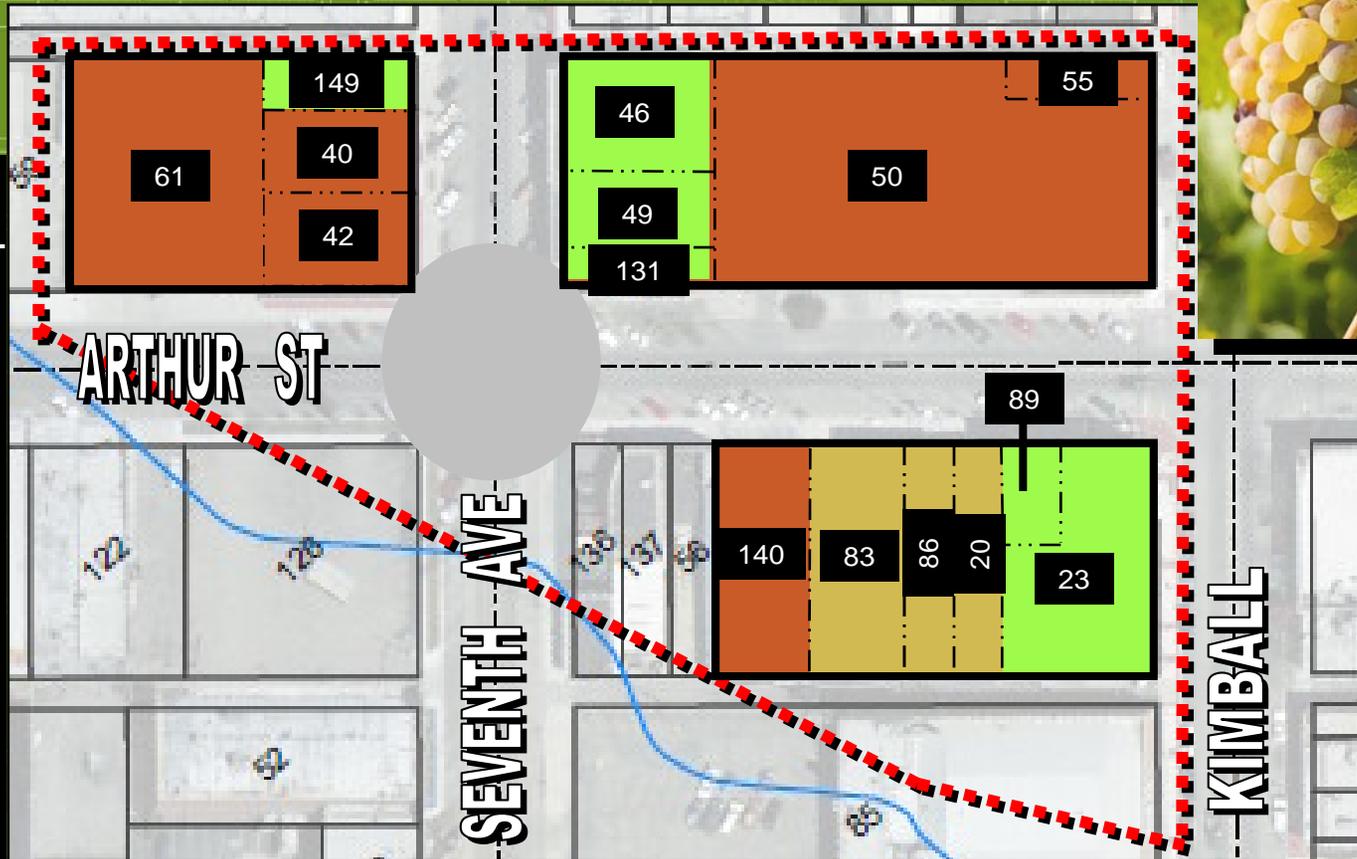


# EXISTING PROPERTY USE - CULTURAL DISTRICT

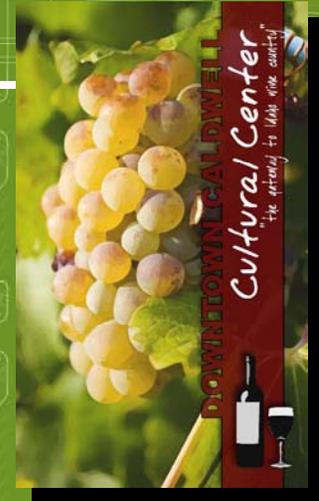
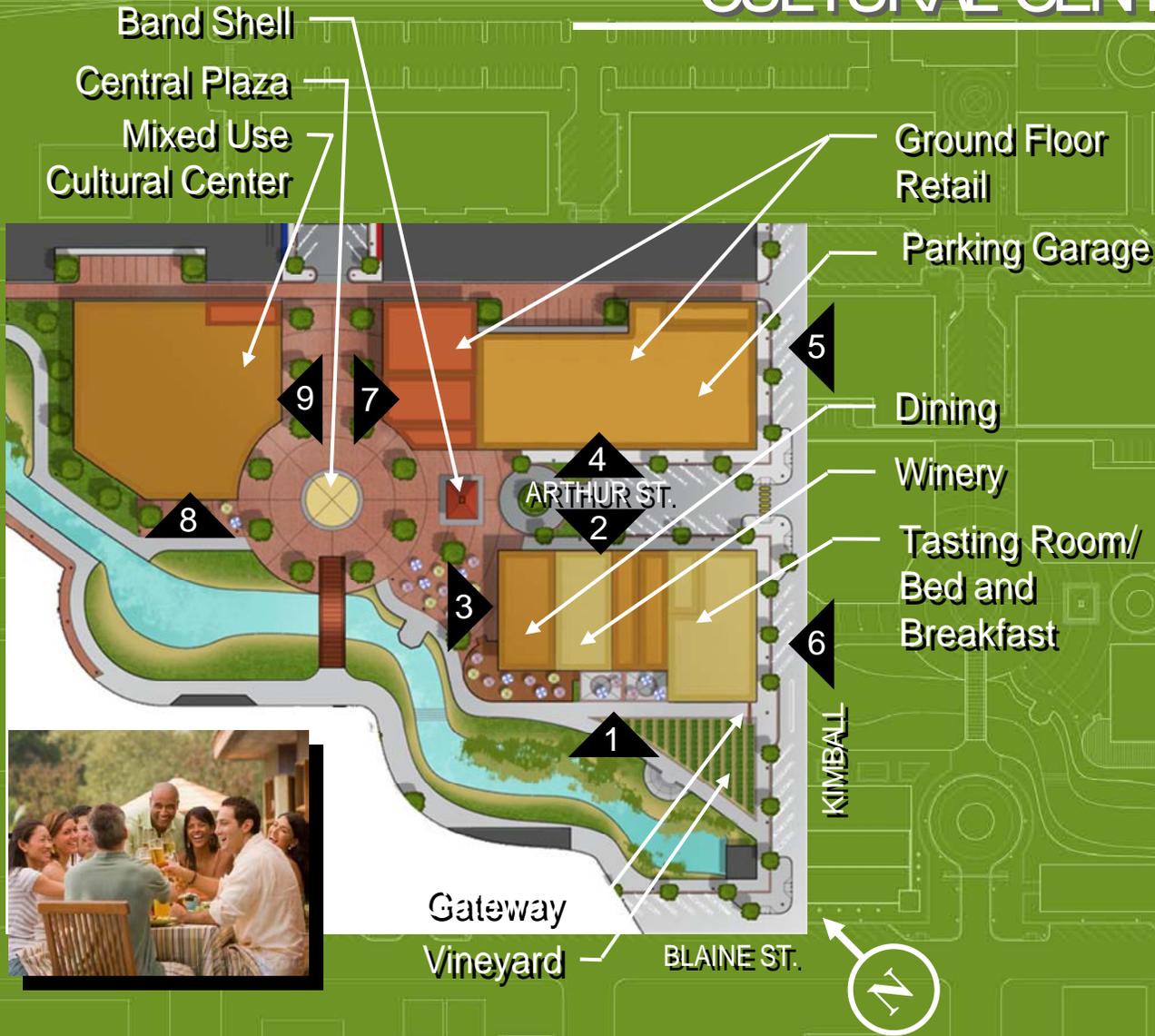


## LEGEND

- 20. Vacant
- 23. Dress Shop
- 40. Restaurant
- 42. Vern's Bar
- 46. Vacant
- 49. Vacant
- 50. Parking Lot, King's Department Store
- 55. Parking Lot, King's Department Store
- 61. Body Shop
- 83. Grocery Store, Beauty Shop in Back
- 86. Vacant
- 89. Beauty Shop
- 131. Sweet Water Bar
- 140. Dress Shop
- 149. Parking Lot



# CULTURAL CENTER

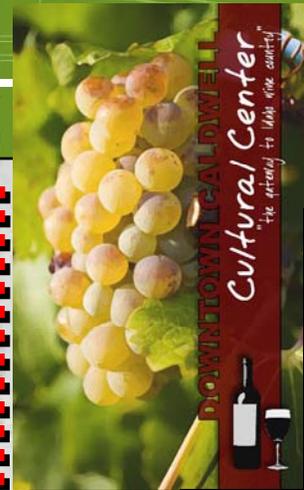


# PROPERTY RE-USE OPPORTUNITIES - CULTURAL DISTRICT

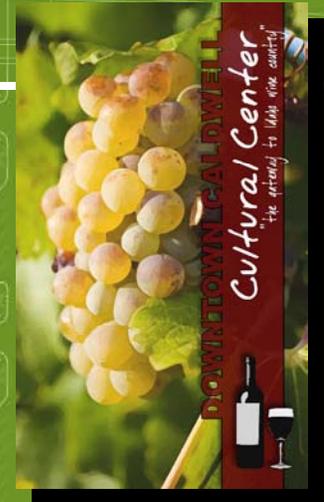
## LEGEND

- 20. Retail
- 23. Winery Tasting Ground Floor, B & B Above
- 40. Mixed use Cultural Center
- 42. Mixed-use Cultural Center
- 46. Retail Ground Floor, Residential Above
- 49. Retail Ground Floor, Residential Above
- 50. Retail Ground Floor, Parking Garage
- 55. Retail Ground Floor, Parking Garage
- 61. Mixed-use Cultural Center
- 83. Winery
- 86. Winery
- 89. Winery Tasting Ground Floor, B & B Above
- 131. Retail Ground Floor, Parking Garage
- 140. Restaurant, Professional Offices, Special Events
- 149. Mix-use Cultural Center

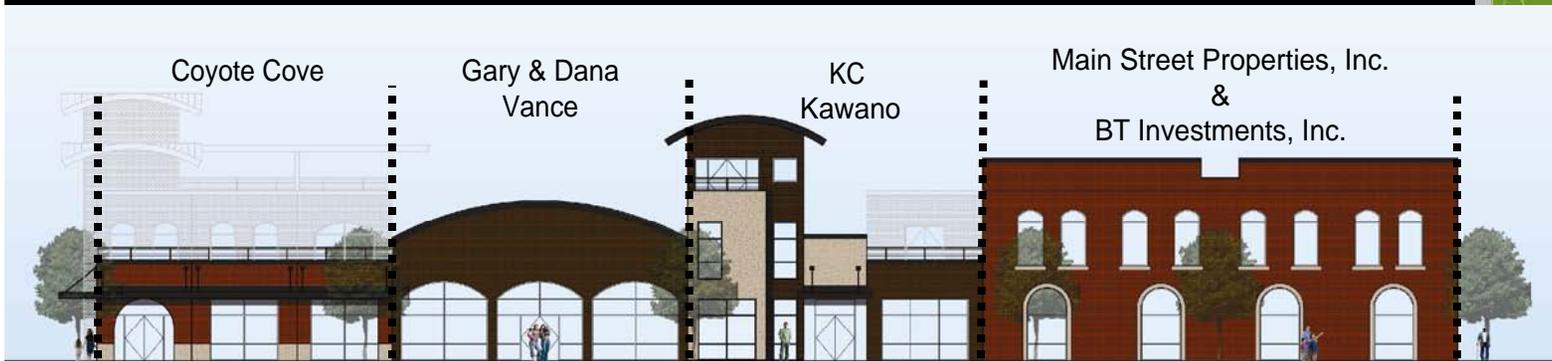
- NEW DEVELOPMENT - BUILDING
- "GOOD BONES" EXISTING BUILDING TO BE RENOVATED
- HISTORIC BUILDING - Nominated



# CULTURAL CENTER



***Blaine Street Existing Elevation (Elevation 1)***



***New Blaine Street Building Elevation***

# CULTURAL CENTER

Main Street  
Properties, Inc.

BT  
Investments,  
Inc.

KC Kawano

Gary & Dana  
Vance

Coyote Cove



**Arthur Street Existing Elevation (Elevation 2)**

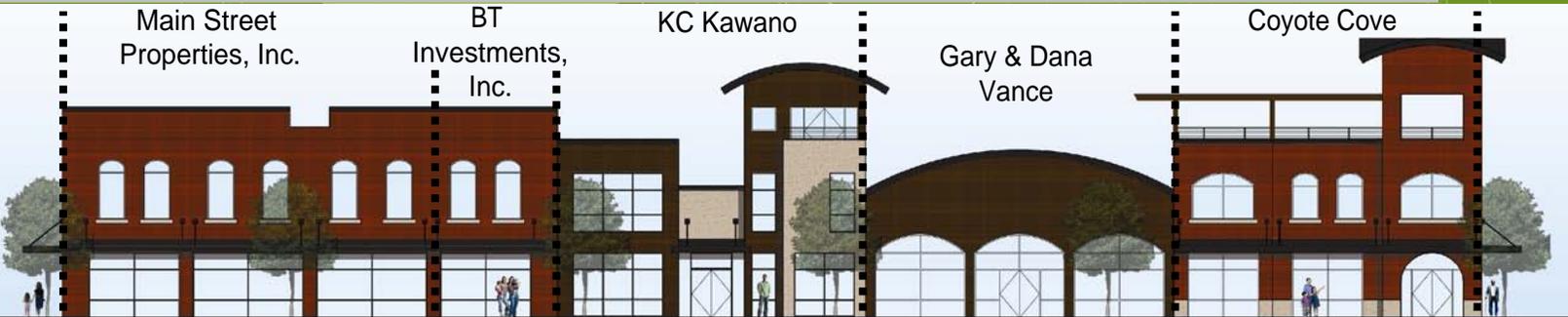
Main Street  
Properties, Inc.

BT  
Investments,  
Inc.

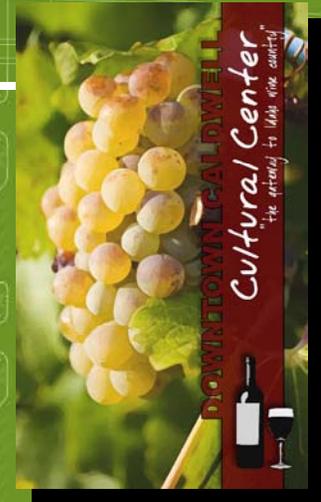
KC Kawano

Gary & Dana  
Vance

Coyote Cove



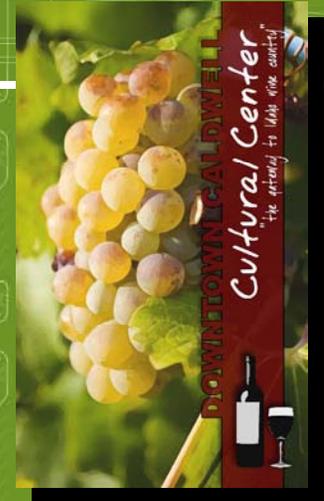
**New Arthur Street Building Elevation**



# CULTURAL CENTER



**7th Street Existing Elevation (Elevation 3)**



**New 7th Street Building Elevation**

# CULTURAL CENTER

Vern Subia Trust

Sun Valley Land Co.



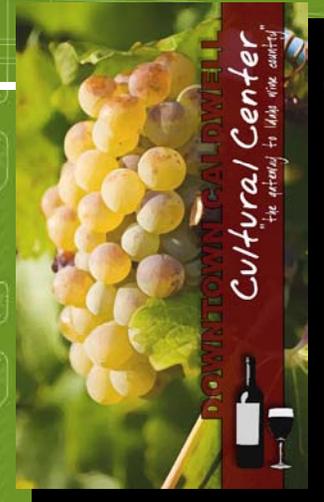
**Arthur Street Existing Elevation (Elevation 4)**

Vern Subia Trust

Sun Valley Land Co.



**New Arthur Street Building Elevation**



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CORPORATION



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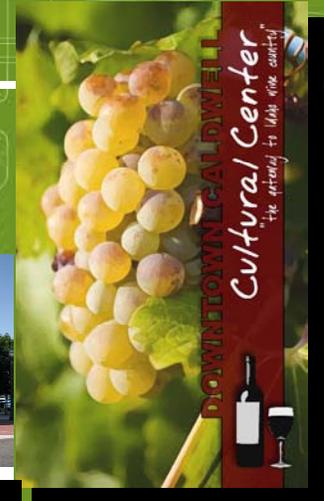
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ENNIS & HAWLEY, LLP  
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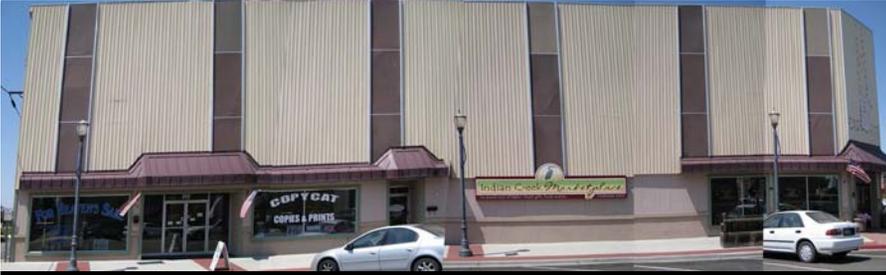


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# CULTURAL CENTER



***Kimball Street Existing Elevation (Elevation 5)***



***(Elevation 6)***



***7th Street Existing Elevation (Elevation 7)***

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# CULTURAL CENTER

Vern Subia Trust

Eva Gonzales



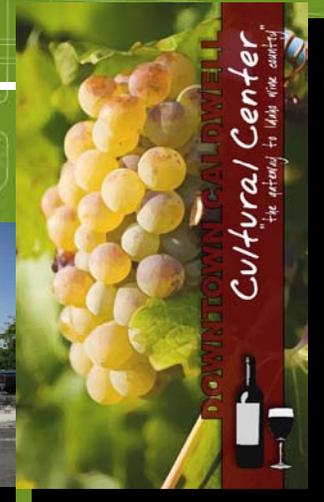
**7th Street Existing Elevation (Elevation 9)**

Vern Subia Trust

Eva Gonzales



**New 7th Street Building Elevation (Elevation 9)**



# CULTURAL CENTER

Patsy A. Oller,  
Trustee

Vern Subia Trust



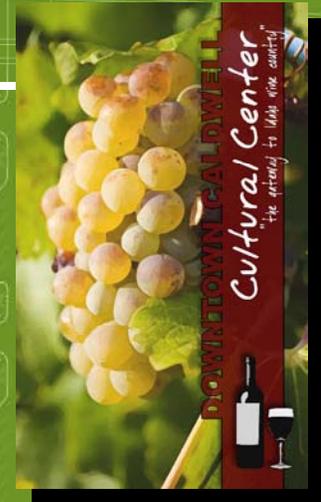
**Arthur Existing Elevation (Elevation 8)**

Patsy A. Oller,  
Trustee

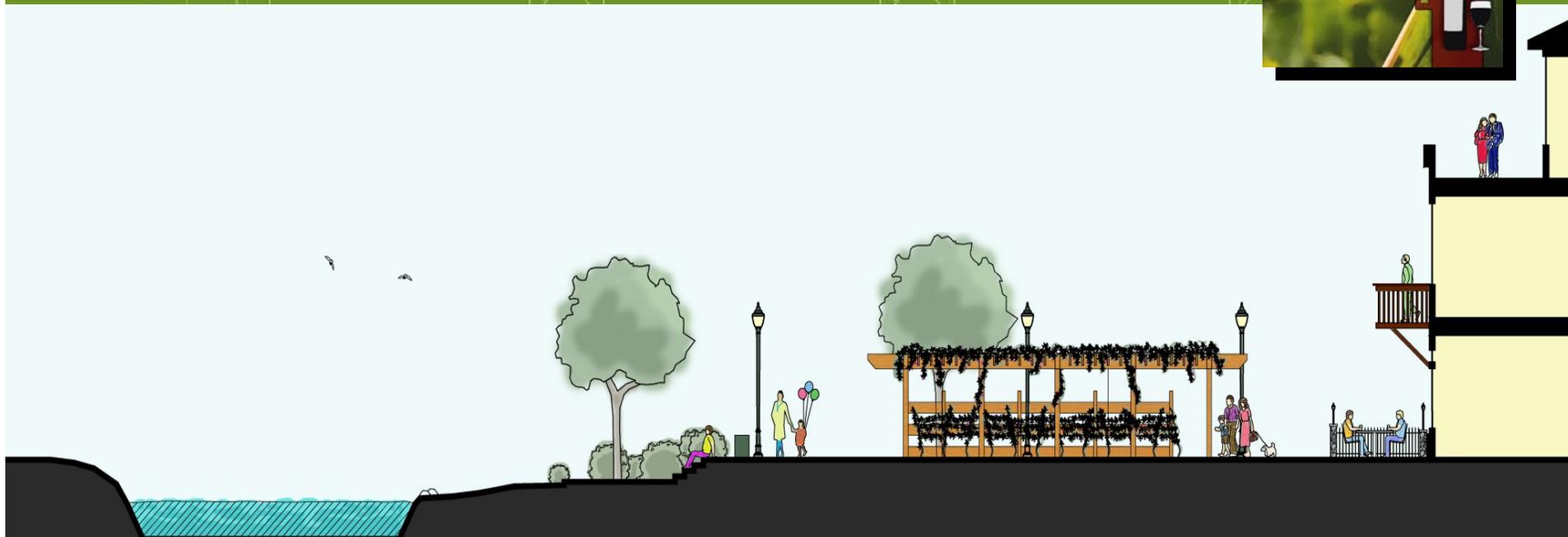
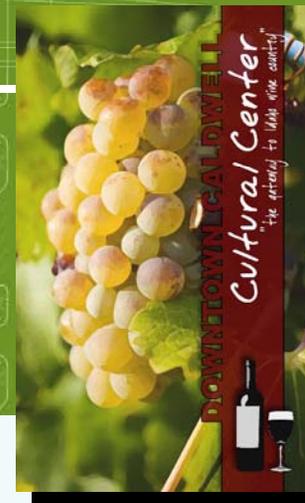
Vern Subia Trust



**New Arthur Building Elevation (Elevation 8)**



# CULTURAL CENTER



*Cross Section Through Winery and Vineyard*

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CORPORATION



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INTERNATIONAL

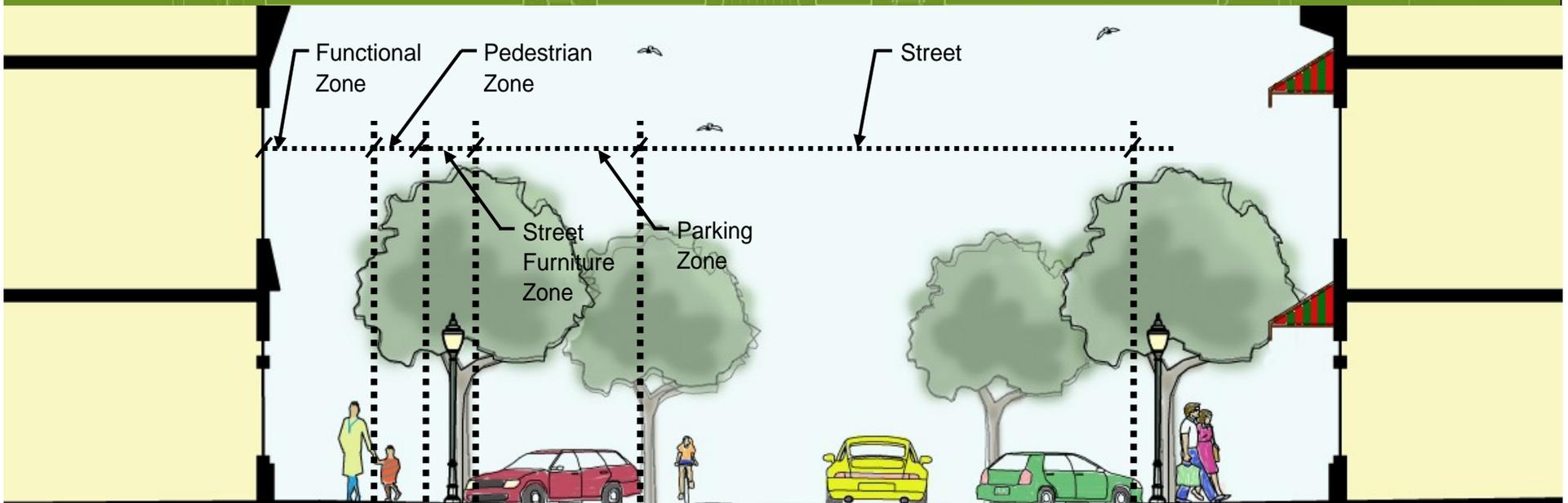
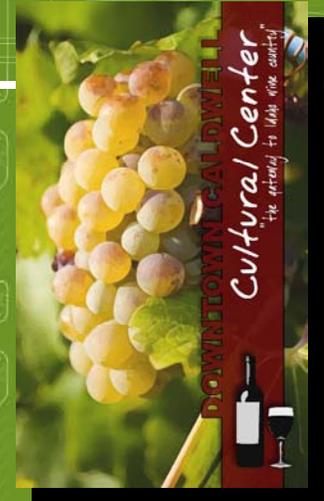
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# CULTURAL CENTER



**Cross Section Through Street**

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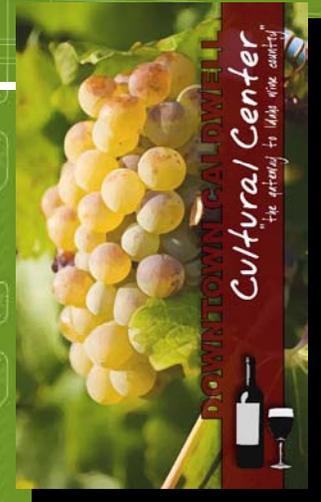
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DEVELOPMENT  
COUNCIL

# STREETSCAPE

- *Follow DR Guidelines adopted by P & Z and build upon them*
- *Maximize active edge and opportunities.*
- *Construction of downtown streetscape will follow development.*

What streetscape amenities are Building Owners looking for to support your businesses????



***Landscape, Lighting, Power, Water, Benches, Banners, Bike Racks, Trash Receptacles, etc.***

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DEVELOPMENT  
CORPORATION



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Old Town District Work Session—August, 12, 2009

**iv**

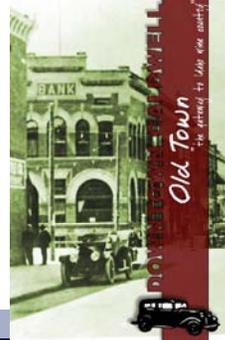


Presentations



# Downtown Caldwell Revitalization Old Town District Work Session

August 12, 2009



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DEVELOPMENT  
CORPORATION

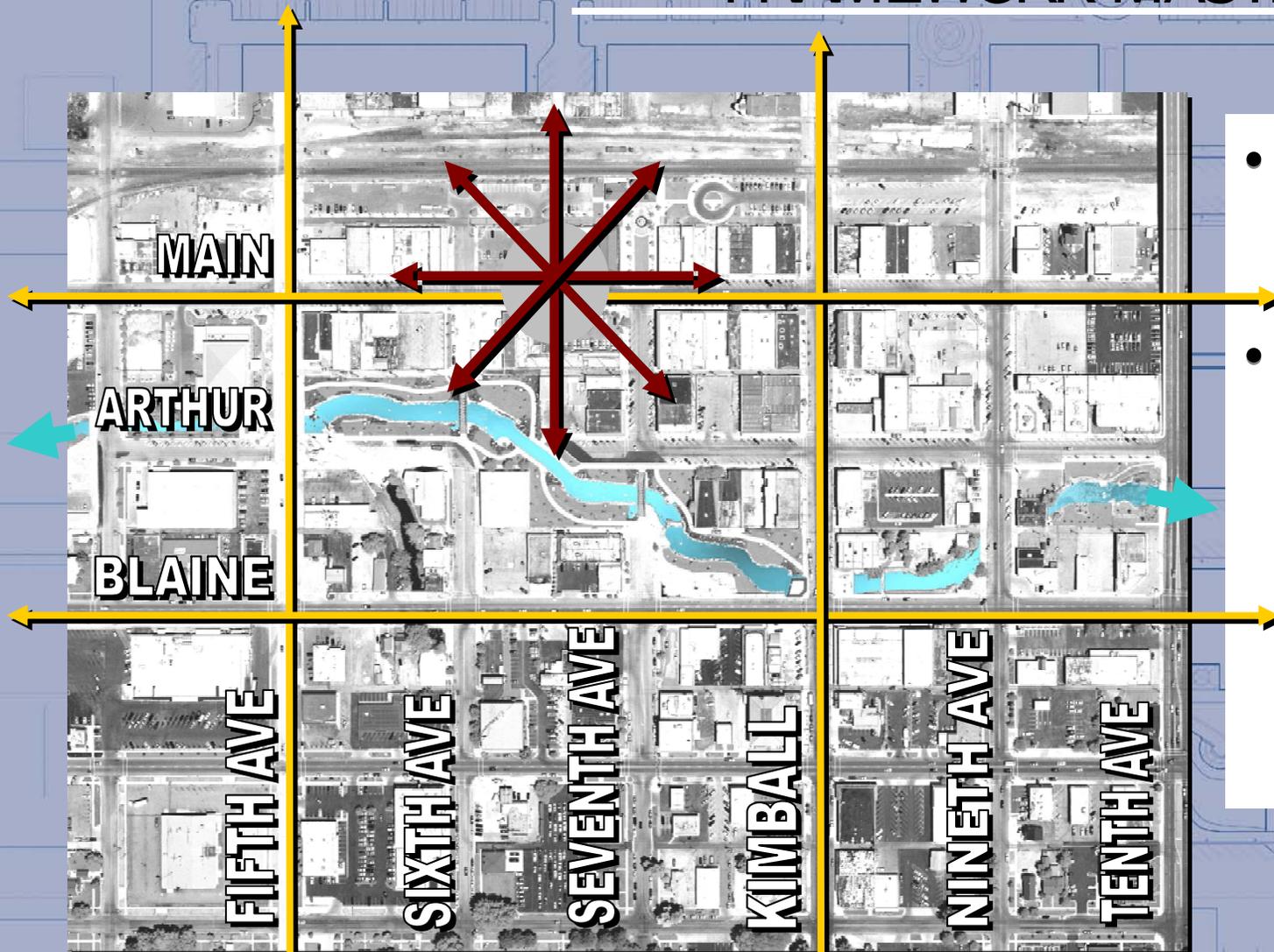
CSHQ4

COLLIERS  
INTERNATIONAL

HTEH HAWLEY TROXELL  
ENNIS & HAWLEY, LLP  
ATTORNEYS AT LAW

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DEVELOPMENT  
COUNCIL

# FRAMEWORK MASTERPLAN



- *Balanced development in downtown core*
- *Expansion of development into surrounding area, e.g., College of Idaho, Trolley Square*

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DEVELOPMENT  
CORPORATION



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INTERNATIONAL

HTEH

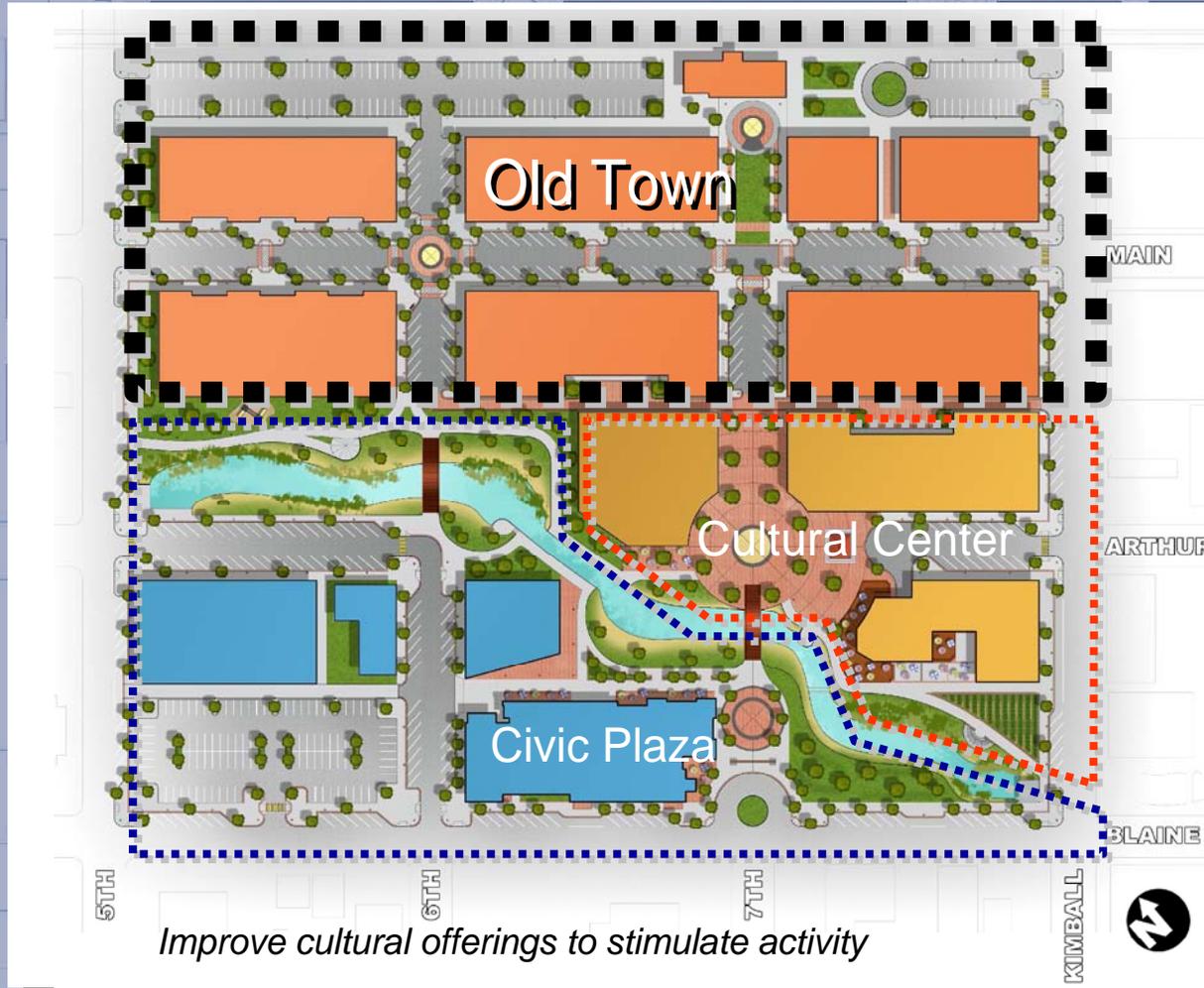
HAWLEY TROXELL  
ENNIS & HAWLEY, LLP  
ATTORNEYS AT LAW



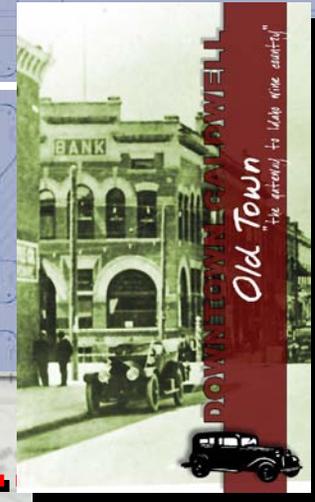
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DEVELOPMENT  
COUNCIL

# THE FUTURE OF DOWNTOWN CALDWELL

## THEMATIC DISTRICTS

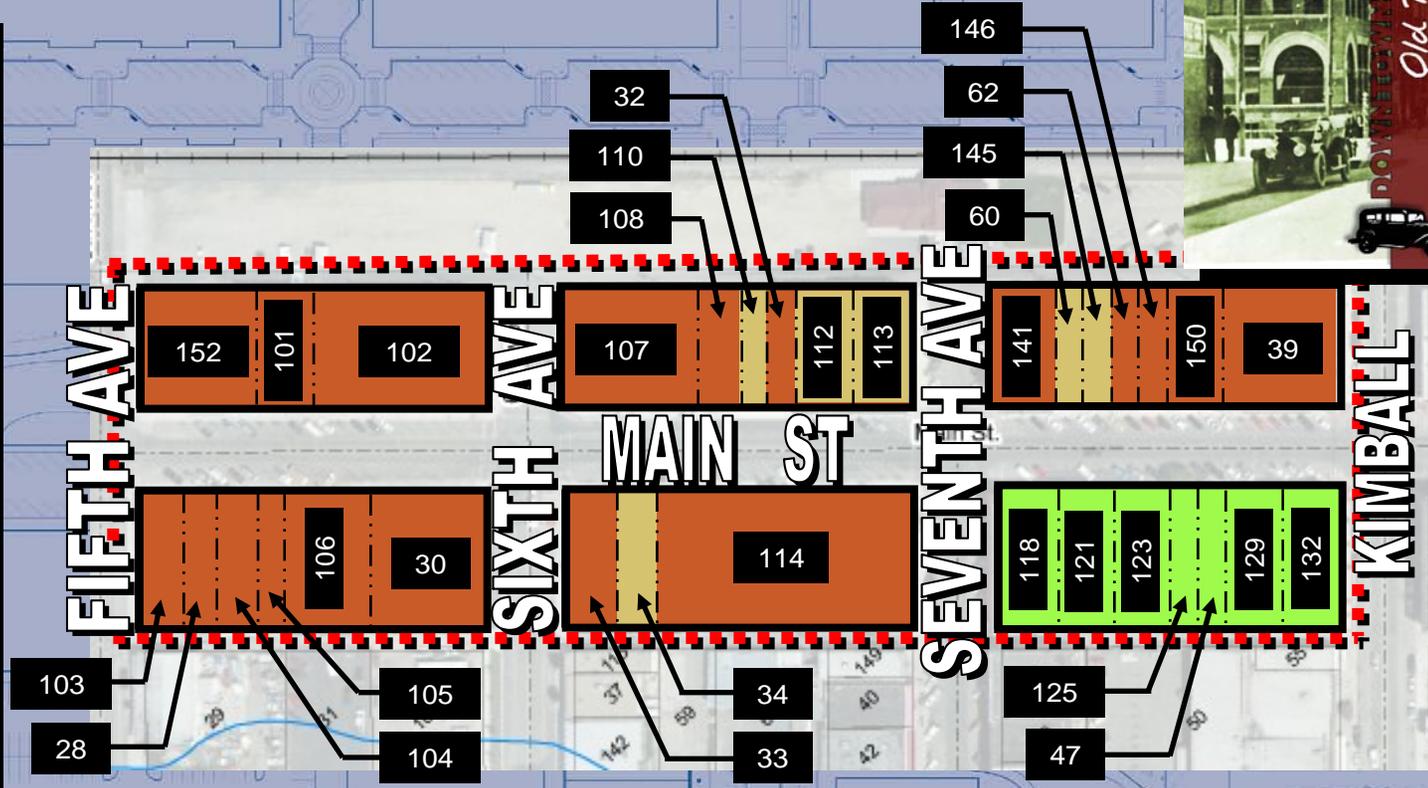


# PROPERTY OWNERSHIP – OLD TOWN

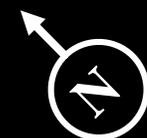


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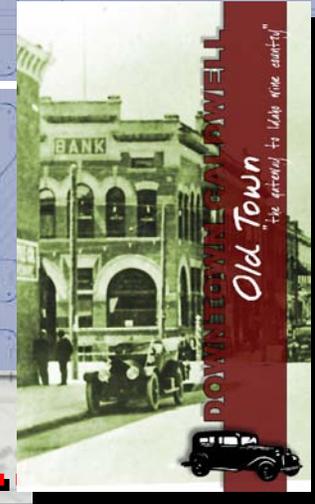
- 28. Eagan, John D
- 30. Brar, Gursewak S
- 32. Joes Emporium LLC
- 33. Wells, Ricky D
- 34. Joes Emporium LLC
- 39. Craft Corner LLC
- 47. Sun Valley Land Company
- 60. Seidenstucker, Duane E
- 62. City of Caldwell
- 101. Arias, Adan Perez
- 102. Noralahi, Hessam
- 103. Eagan, John D
- 104. Eagan, John D Trustee
- 105. Busse, Henry II
- 106. Busse, Henry C
- 107. City of Caldwell
- 108. Paz, Florentino G Jr.
- 110. Paz, Florentino G Jr.
- 112. Canyon County Pet Haven
- 113. Herrera, Miriam
- 114. Brar, Gursewak S
- 118. Prado, Lucio
- 121. Quantum Lenders Trust
- 123. Main Street Properties Inc.
- 125. Carpenter, Robert C
- 129. Maddy Family Trust
- 132. B T Investments Inc.
- 141. Pike, Jim
- 145. Doan, Thu Ngoc
- 146. Eagan, John D,
- 150. Craft Corner LLC
- 152. Canyon County



- NEW DEVELOPMENT - BUILDING
- "GOOD BONES" EXISTING BUILDING TO BE RENOVATED
- HISTORIC BUILDING - Nominated

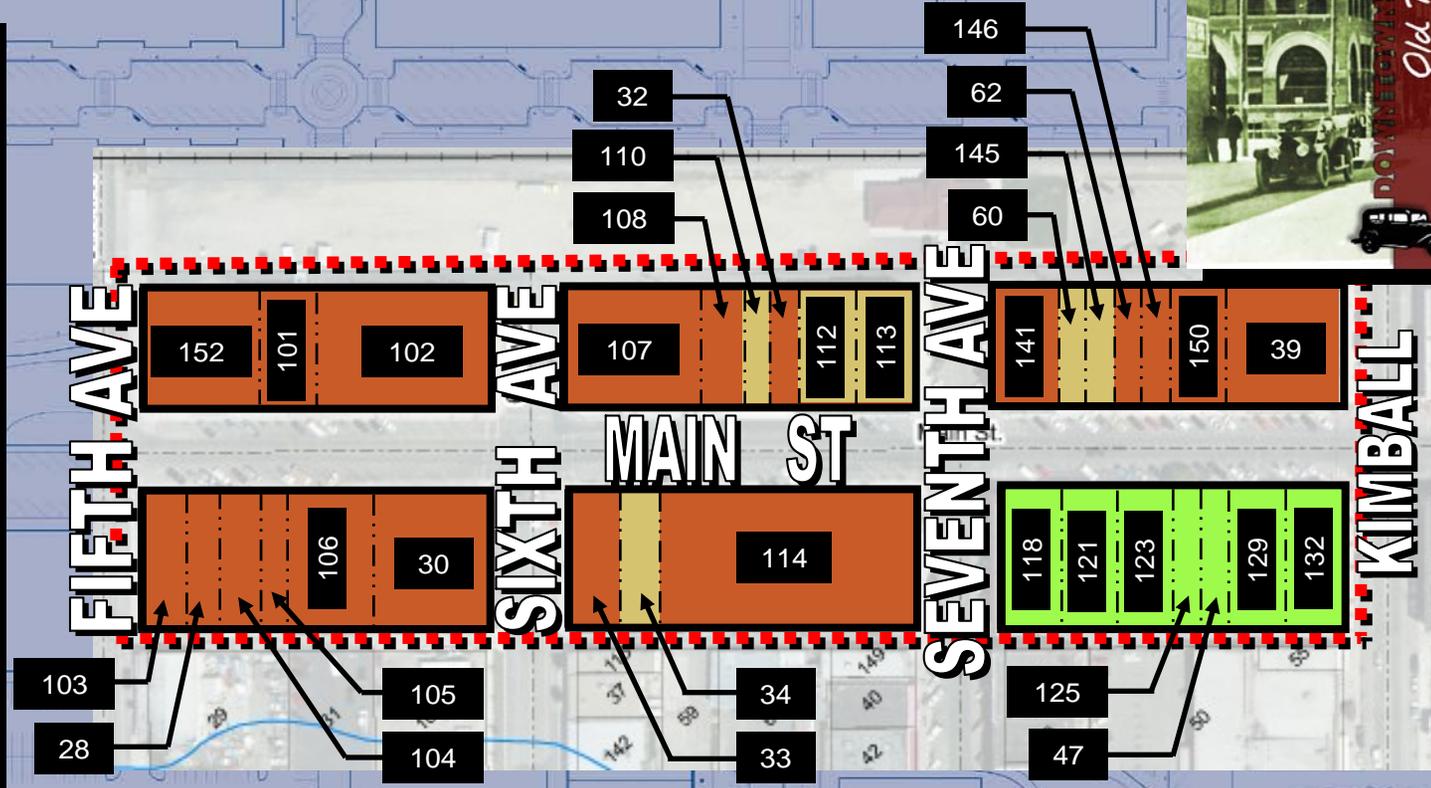


# EXISTING PROPERTY USE – OLD TOWN

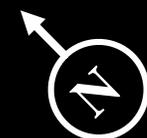


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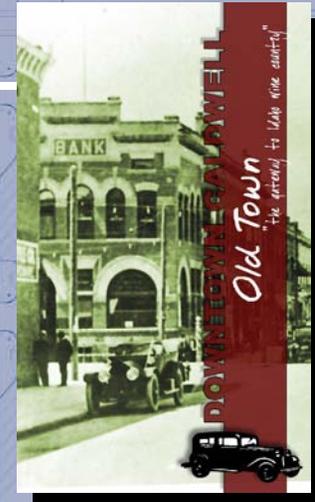
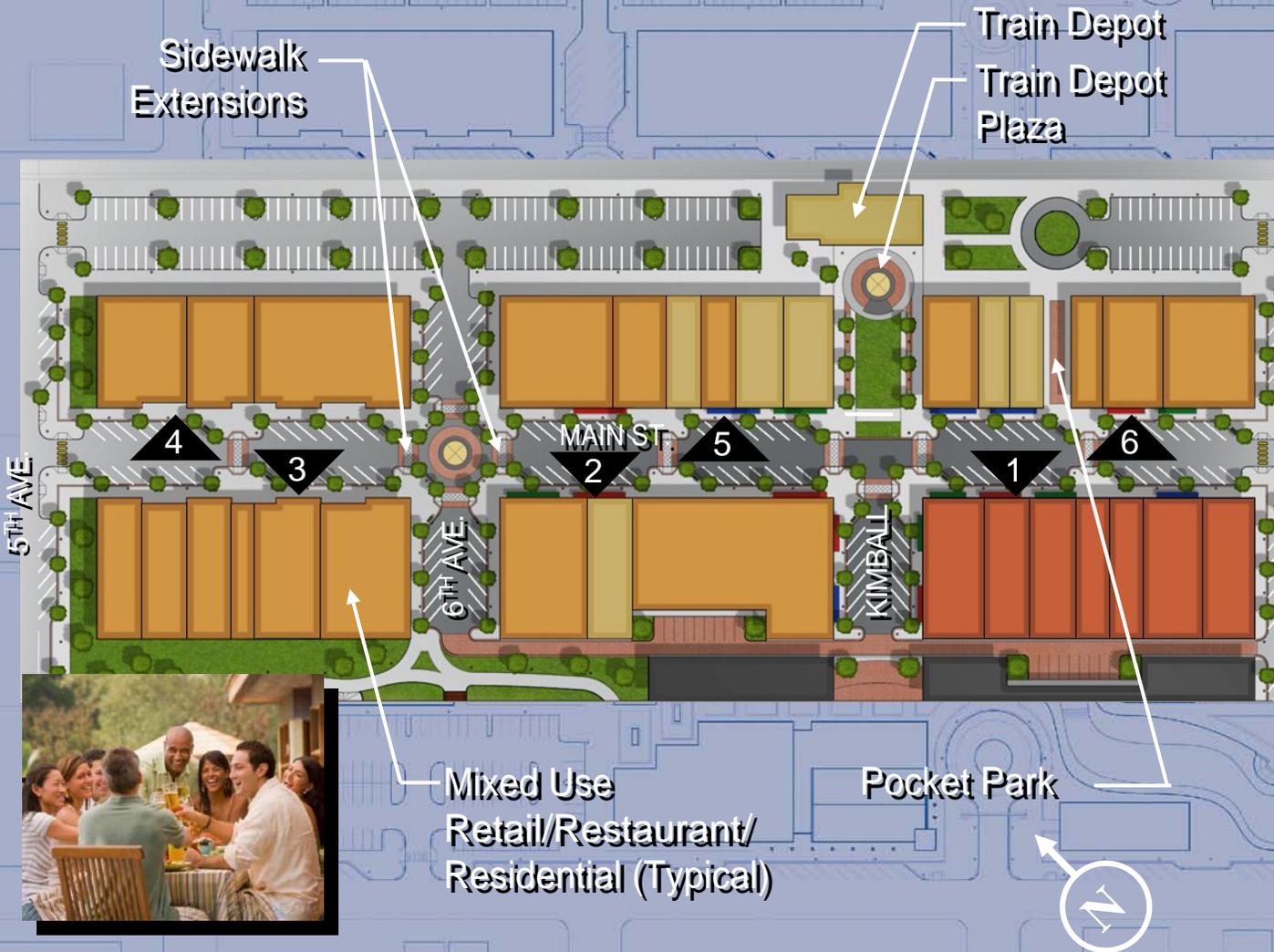
- 28. Property Management Office
- 30. Machine / Welding Shop
- 32. Consignment Store
- 33. Repair Shop
- 34. Vacant
- 39. Craft Store / Dry Cleaner
- 47. Vacant
- 60. Collectables Store
- 62. Park
- 101. Market
- 102. Vacant
- 103. Thrift Store
- 104. Barber Shop
- 105. Machine / Welding Shop
- 106. Machine / Welding Shop
- 107. Parking
- 108. Parking
- 110. Kung Fu School
- 112. Thrift Store
- 113. Clothing Store
- 114. Office / Parking
- 118. Restaurant
- 121. Vacant
- 123. Vacant
- 125. Vacant
- 129. Retail
- 132. Retail
- 141. Chinese Restaurant
- 145. LDP Nail Salon
- 146. Steakhouse / Saloon
- 150. Craft Store
- 152. U of I Extension



- NEW DEVELOPMENT - BUILDING
- "GOOD BONES" EXISTING BUILDING TO BE RENOVATED
- HISTORIC BUILDING - Nominated



# OLD TOWN



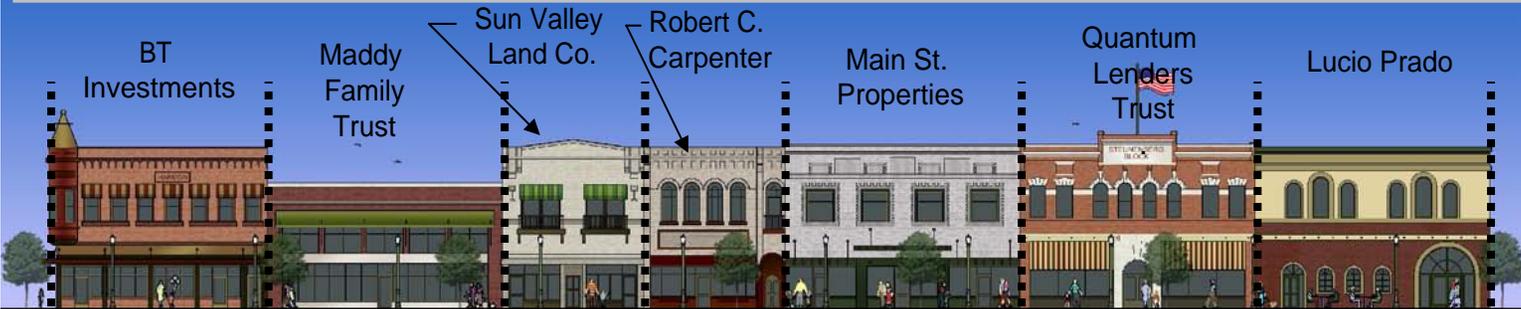
# OLD TOWN

BT Investments    Maddy Family Trust    Sun Valley Land Co.    Robert C. Carpenter    Main St. Properties    Quantum Lenders Trust    Lucio Prado

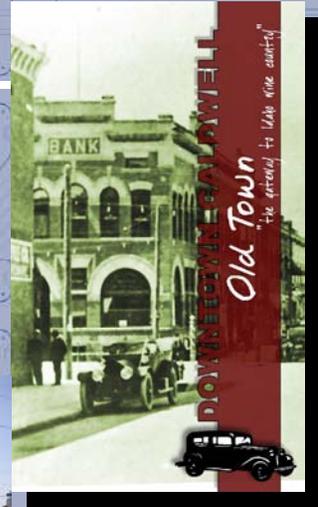


**Main Street Looking South**

BT Investments    Maddy Family Trust    Sun Valley Land Co.    Robert C. Carpenter    Main St. Properties    Quantum Lenders Trust    Lucio Prado



**New Main Street Building Elevation**



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ATTORNEYS AT LAW



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DEVELOPMENT  
COUNCIL

# OLD TOWN

Gursewak S. Brar

Joes Emporium LLC

Ricky D. Wells



**Main Street Looking South**

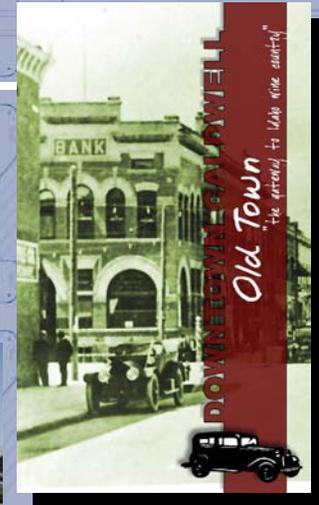
Gursewak S. Brar

Joes Emporium LLC

Ricky D. Wells



**New Main Street Building Elevation**



# OLD TOWN

Gursewak S. Brar

Henry C. Busse

Henry  
Busse  
II

John D.  
Eagan  
Trustee

John D.  
Eagan

John D.  
Eagan



**Main Street Looking South**

Gursewak S. Brar

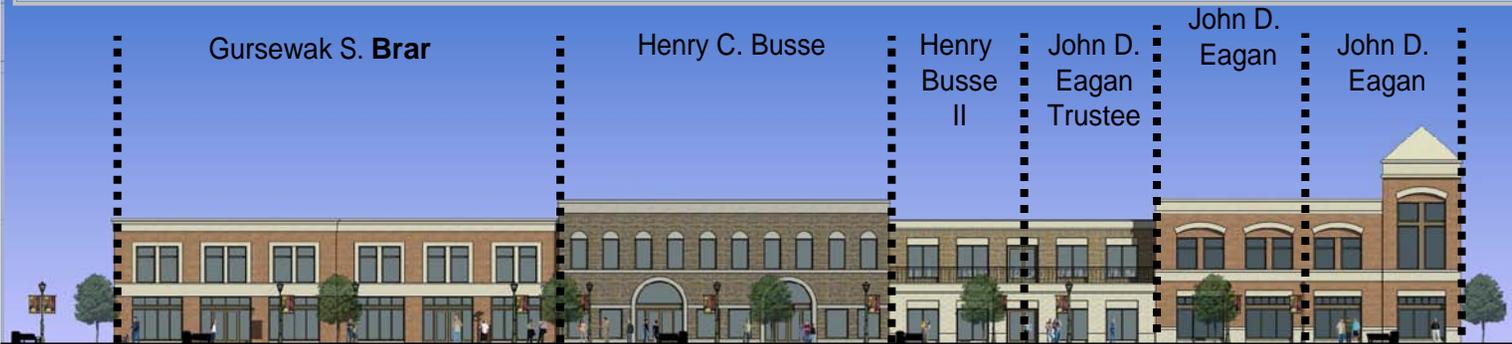
Henry C. Busse

Henry  
Busse  
II

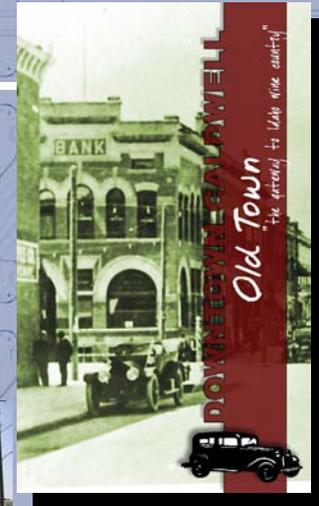
John D.  
Eagan  
Trustee

John D.  
Eagan

John D.  
Eagan



**New Main Street Building Elevation**



# OLD TOWN

Canyon County

Adan Perea Arias

Hessam Noralahi



**Main Street Looking North**

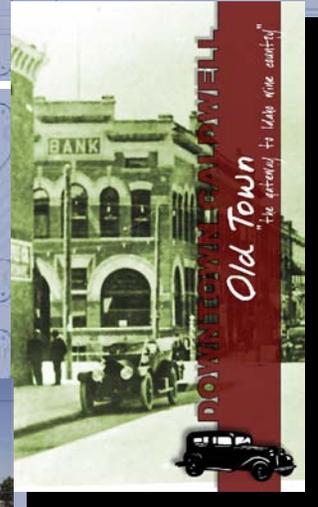
Canyon County

Adan Perea Arias

Hessam Noralahi



**New Main Street Building Elevation**



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COUNCIL

# OLD TOWN

City of Caldwell

Florentino G. Paz Jr.

Canyon County Pet Haven Inc.

Miriam Herrera



**Main Street Looking North**

City of Caldwell

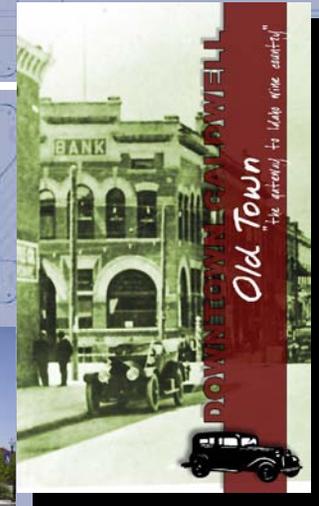
Florentino G. Paz Jr.

Canyon County Pet Haven Inc.

Miriam Herrera



**New Main Street Building Elevation**



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DEVELOPMENT  
CORPORATION

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ENNIS & HAWLEY, LLP  
ATTORNEYS AT LAW

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DEVELOPMENT  
COUNCIL

# OLD TOWN

City of Caldwell  
Jim Pike

Doan Thu Ngoc

City of Caldwell

John D. Eagan

Craft Corner LLC



**Main Street Looking North**

City of Caldwell  
Jim Pike

Doan Thu Ngoc

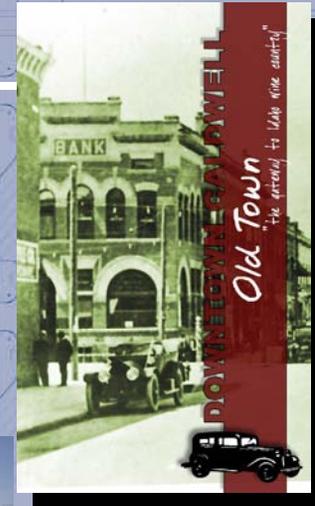
City of Caldwell

John D. Eagan

Craft Corner LLC



**New Main Street Building Elevation**



OPPENHEIMER  
DEVELOPMENT  
CORPORATION



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COLLIERS  
INTERNATIONAL

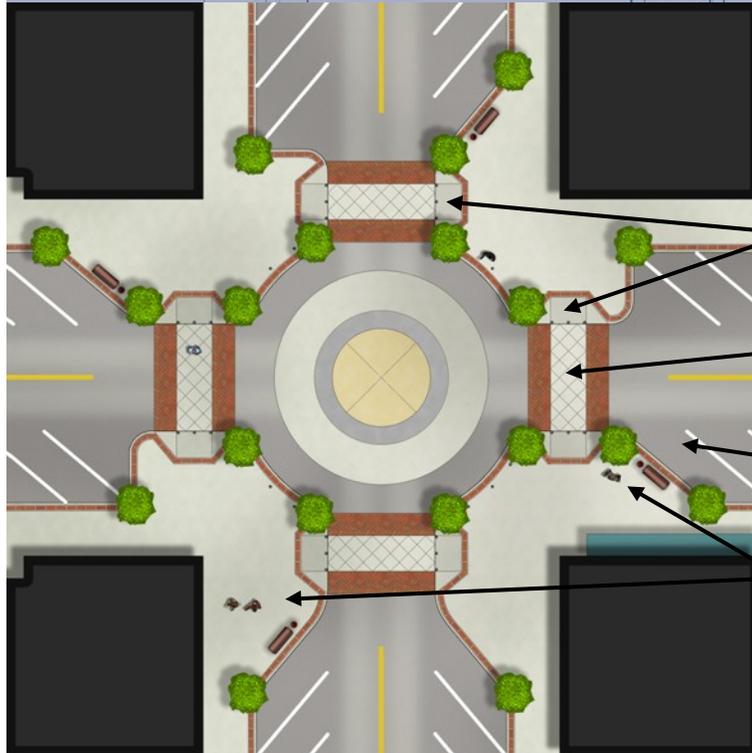
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HAWLEY TROXELL  
ENNIS & HAWLEY, LLP  
ATTORNEYS AT LAW

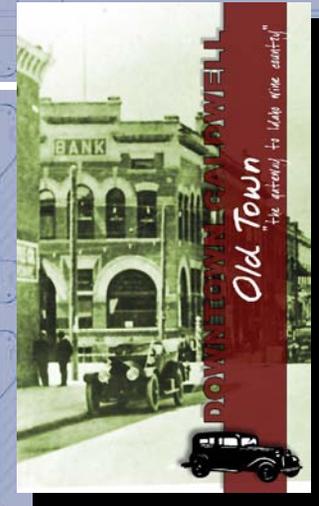


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# OLD TOWN



- *Sidewalk extensions*
- *Shorter crossing*
- *Contained parking*
- *Activity nodes*

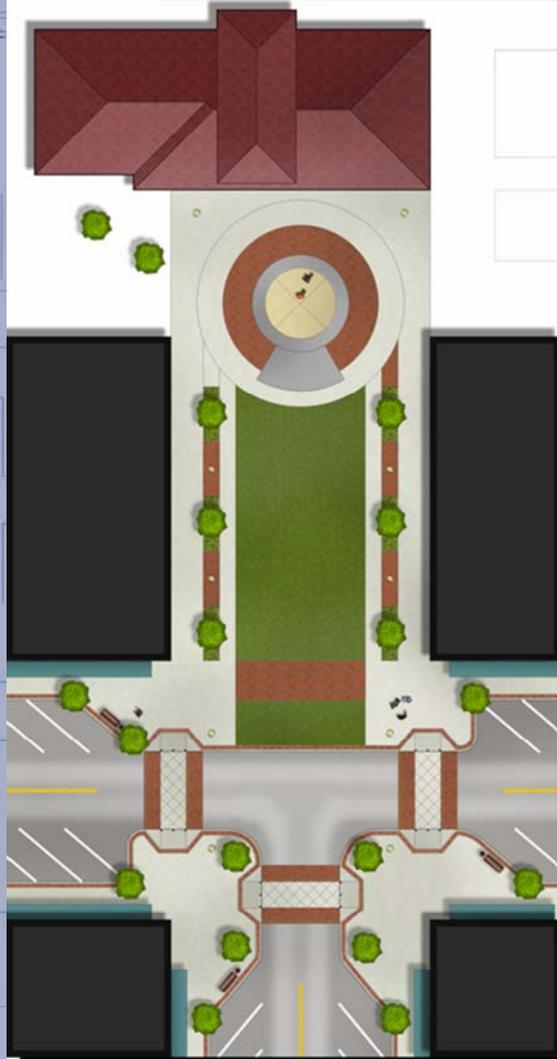
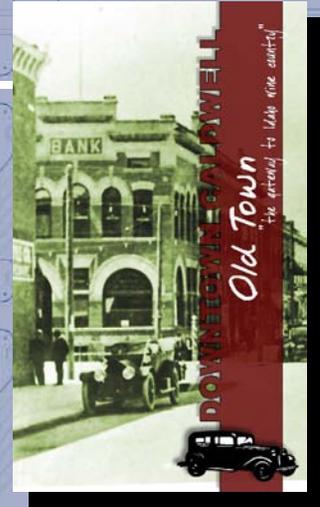


## Traffic Control and Street Amenities

# OLD TOWN

## *Train Depot Plaza*

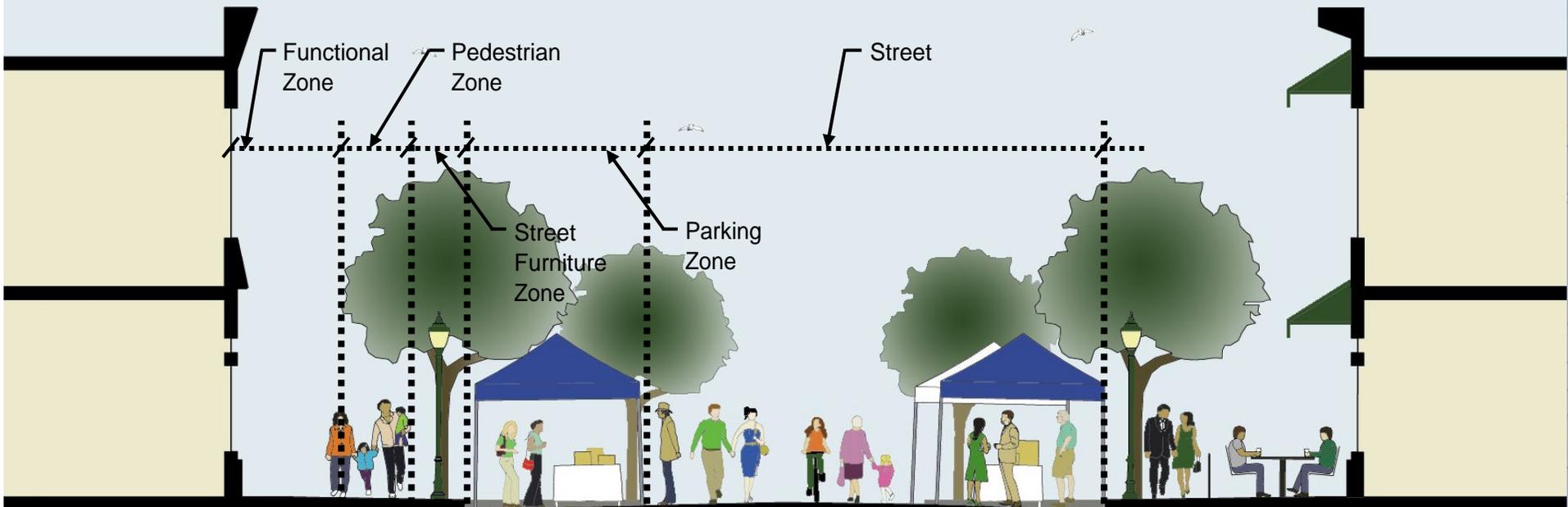
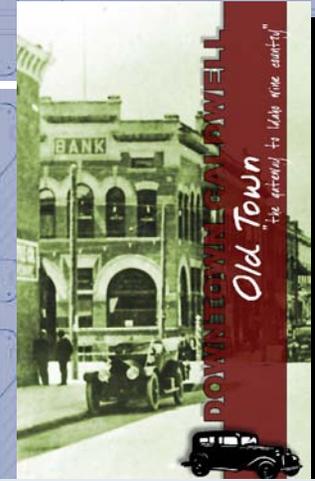
- *“Third Place”*
  - *A new meeting area*
- *Connection to light rail*
- *Axial Anchor*
- *Iconic Land Mark*
- *Place Making*



*Train Depot Plaza*



# OLD TOWN



**Cross Section Through Main Street**

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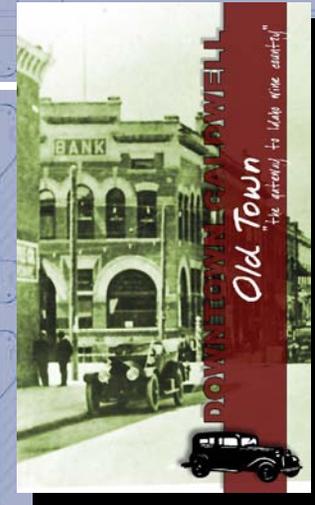


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# STREETSCAPE

- *Follow DR Guidelines adopted by P & Z and build upon them*
- *Maximize active edge and opportunities.*
- *Construction of downtown streetscape will follow development.*

What streetscape amenities are Building Owners looking for to support your businesses????



***Landscape, Lighting, Power, Water, Benches, Banners, Bike Racks, Trash Receptacles, etc.***

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Civic Mall Work Session—September 2, 2009

**V**



Presentations



Downtown Caldwell Revitalization  
**CIVIC MALL WORK SESSION**  
September 2, 2009

OPPENHEIMER  
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CORPORATION

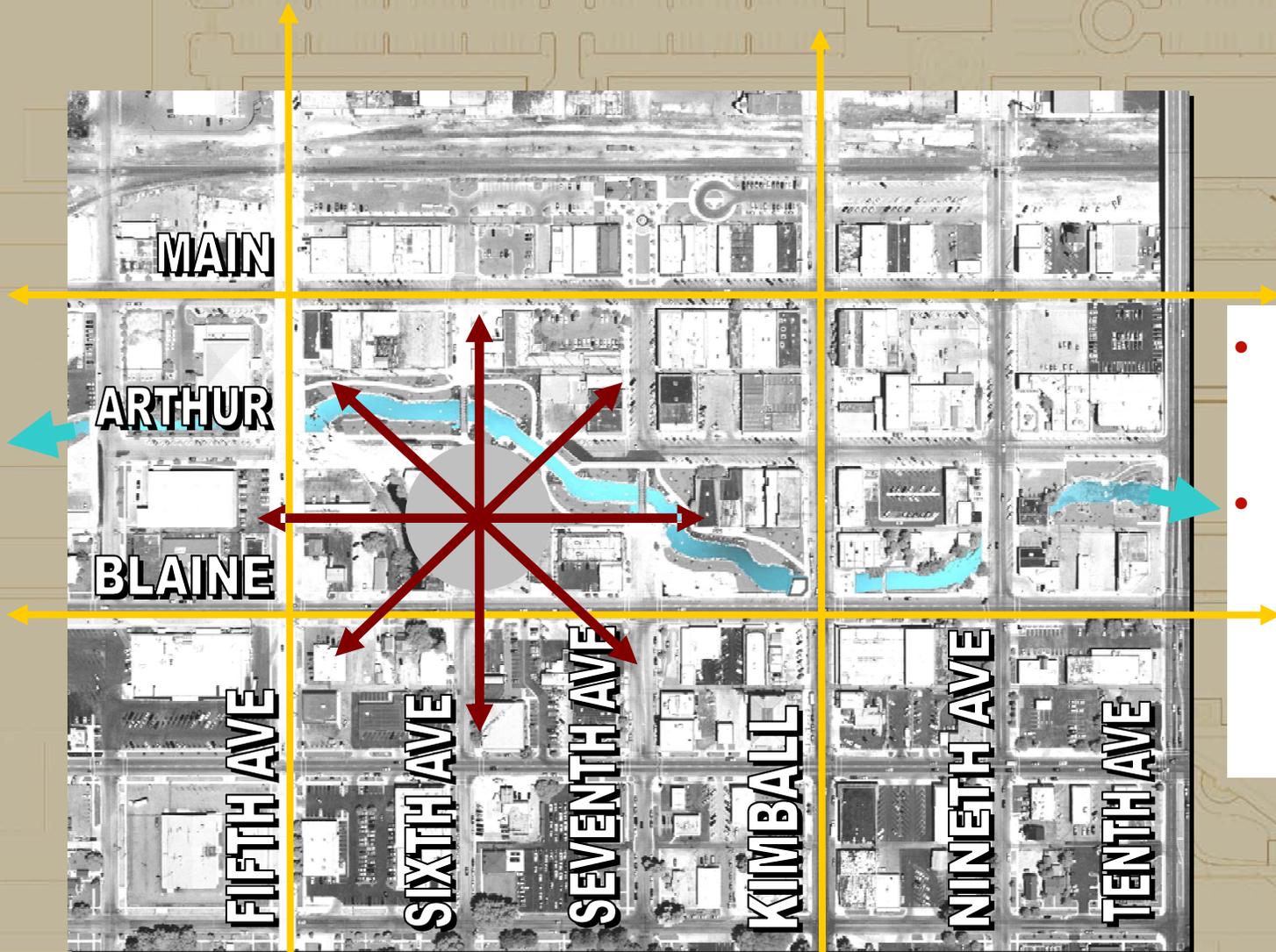
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ENNIS & HAWLEY, LLP  
ATTORNEYS AT LAW

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# FRAMEWORK MASTERPLAN



- Balanced development in downtown core
- Expansion of development into surrounding area, e.g., College of Idaho, Trolley Square

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CORPORATION



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# THE FUTURE OF DOWNTOWN CALDWELL

## THEMATIC DISTRICTS



*Improve cultural offerings to stimulate activity*



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CORPORATION



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ATTORNEYS AT LAW

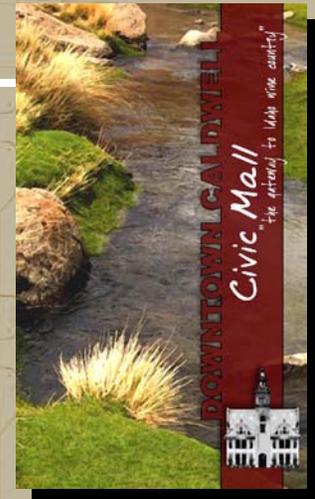


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# DEVELOPMENT GUIDELINES

## Guidelines for City Center Development

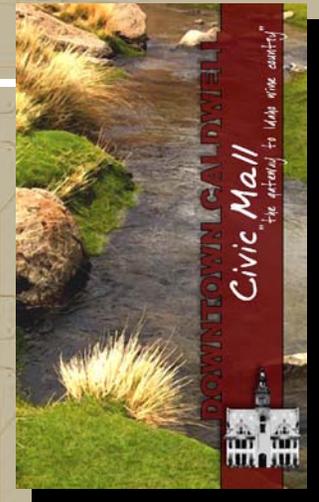
- Caldwell City Code
- HDR Caldwell City Center Building Design Guidelines
- HDR Caldwell City Center Streetscape Design Guidelines
- Leland Consulting Group Phase II 2006 Strategic Report



# DEVELOPMENT GUIDELINES

## Common Threads

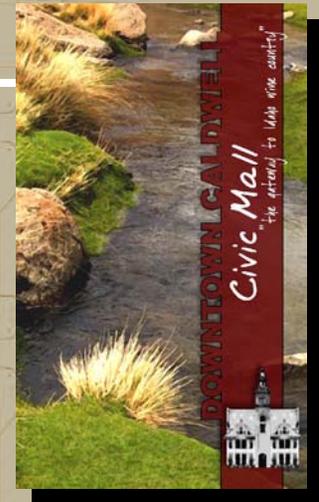
- Create an environment to support live, work, shop, and play activities
- High quality, energy efficient, sustainable development
- Consistently reflect Caldwell's history and architectural heritage
- Create and encourage pedestrian activity
- Create linkages between neighborhoods
- Design multi-functional, beautiful, and comfortable Streetscapes



# DEVELOPMENT GUIDELINES

## Common Threads

- Distinguish entry point identities and way finding systems
- Give special attention to civic/public spaces
- Create a “human scale” (2-3 story buildings with a variety of architectural details)
- Integrate Indian Creek as a central feature of downtown

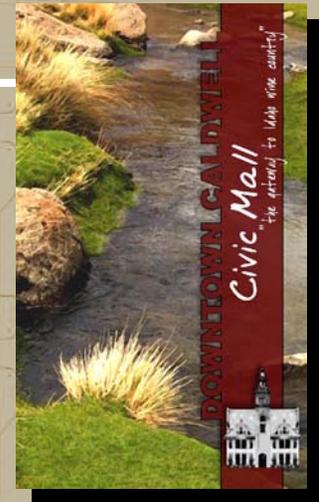


# DEVELOPMENT GUIDELINES

Leland Consulting Group Phase II 2006 Strategic Report –

## Unique Features

- Calls for the creation of 125,000 square feet of housing
- Calls for developing a new City Hall at a key focal point
- Calls for the relocation of Wine Commission Headquarters to Indian Creek Corridor
- Calls for concentrating civic functions downtown

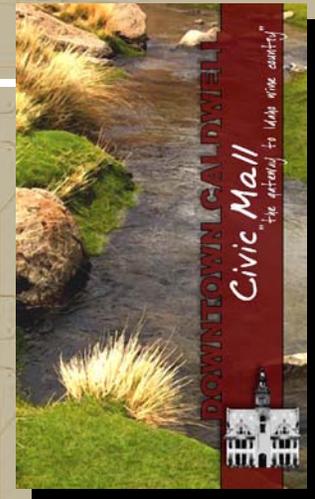


# DEVELOPMENT GUIDELINES

## HDR Streetscape/Building Design Guidelines –

### Unique Features

- Specifies different street types that should be incorporated
  - Street Types
    - Mixed Use/Retail-Front
    - Mixed Use/Office-Front
    - Mixed Use/Residential-Front
    - Townhouse-Front
    - Pedestrian Street



# DEVELOPMENT GUIDELINES

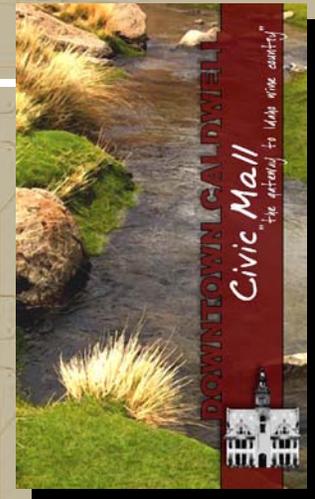
## Caldwell City Code –

### Unique Features

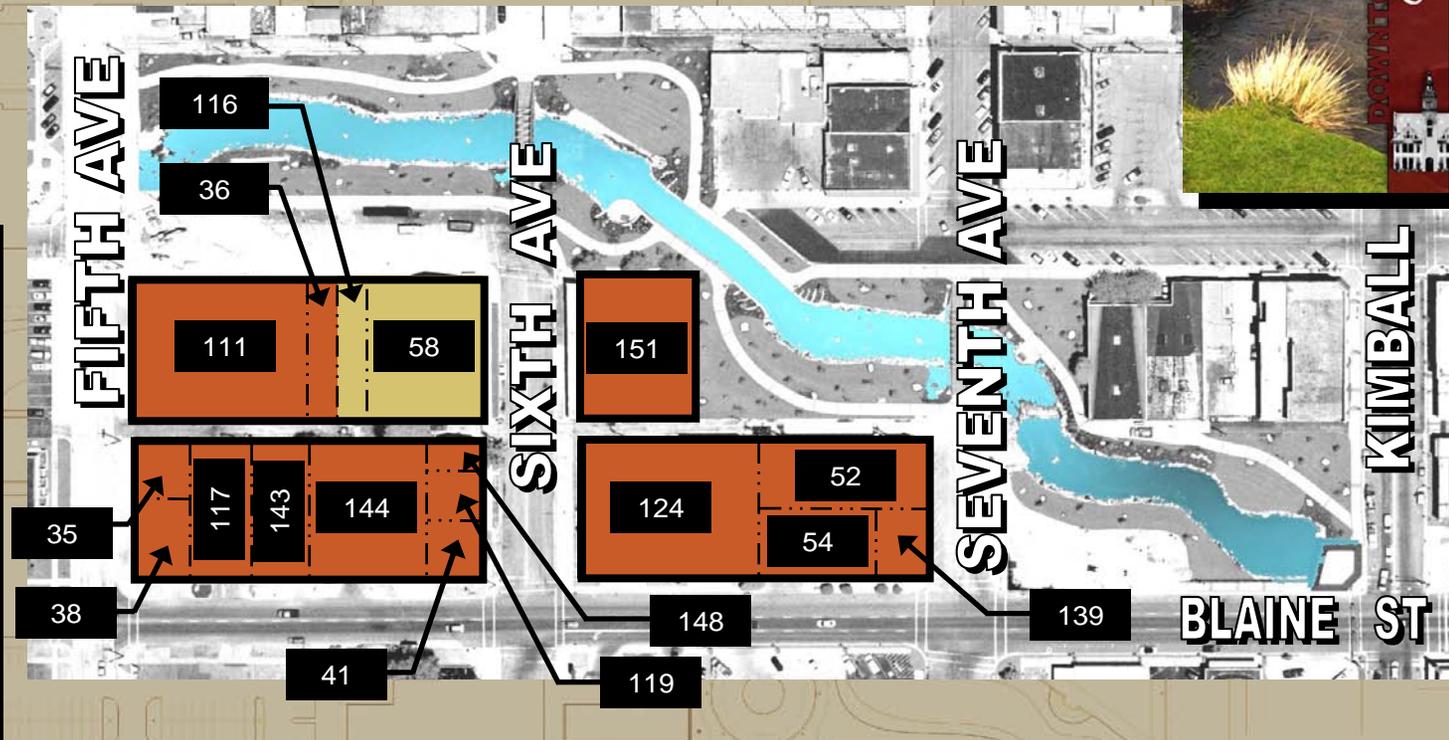
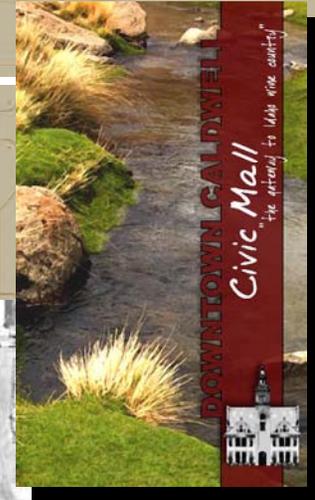
- Establishes permitted uses downtown
- Codifies goals of Leland Study and HDR Guidelines
- Establishes specific building requirements based on the suggestions of Leland Study and HDR guidelines

Examples include:

- “Facades shall be constructed of high quality materials of stone, brick, wood, stucco, or tile.”
- “Arcades, galleries, colonnades, and awnings, and the like may encroach into the public right-of-way to within 24 to 30 inches of the curb face.”
- “Balconies, bay windows, eaves, cornices, overhangs, and cantilevered rooms on upper floors may encroach into the public right-of-way up to a maximum of 2 feet.”



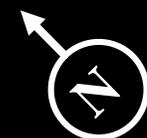
# PROPERTY OWNERSHIP – CIVIC MALL



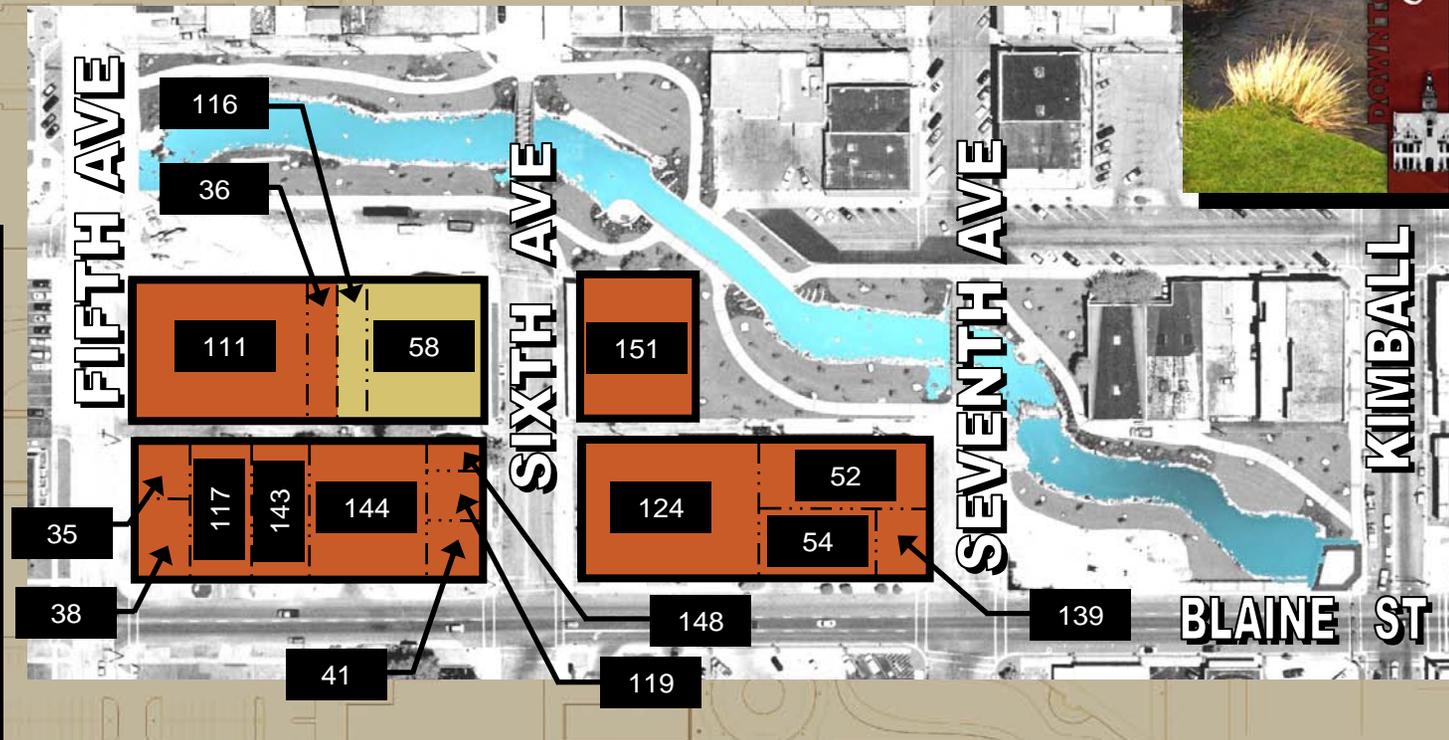
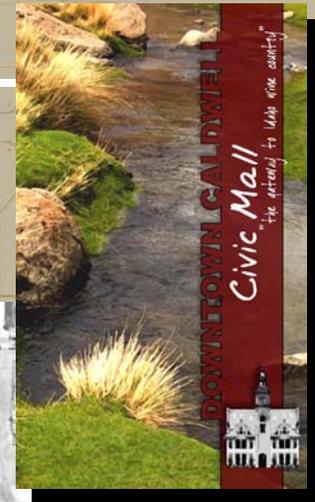
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- 35. Patterson, Kenneth
- 36. Toolson, David
- 38. Patterson, Kenneth
- 41. Frazier, Scott
- 52. City of Caldwell
- 54. City of Caldwell
- 58. Calvary Temple, LLC
- 111. Toolson, Donald
- 116. Calvary Temple, Inc.
- 117. Patterson, Kenneth
- 119. Carmean, Twyla
- 124. City of Caldwell
- 139. City of Caldwell
- 143. Patterson, Kenneth
- 144. Koch, Inc.
- 148. Taylor, Donald
- 151. Hardy Lynn

- NEW DEVELOPMENT - BUILDING
- EXISTING BUILDING TO REMAIN



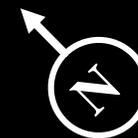
# EXISTING PROPERTY USE – CIVIC MALL



## LEGEND

- 35. Commercial Office
- 36. Retail/ Parking
- 38. Unpaved Parking
- 41. Radiator Shop
- 52. Vacant
- 54. Vacant
- 58. Chapel
- 111. Retail/ Parking
- 116. Bare land
- 117. Auto Service Shop
- 119. Vacant
- 124. Vacant
- 139. Vacant
- 143. Unpaved Parking
- 144. Restaurant/ Parking
- 148. Parsonage
- 151. Vacant

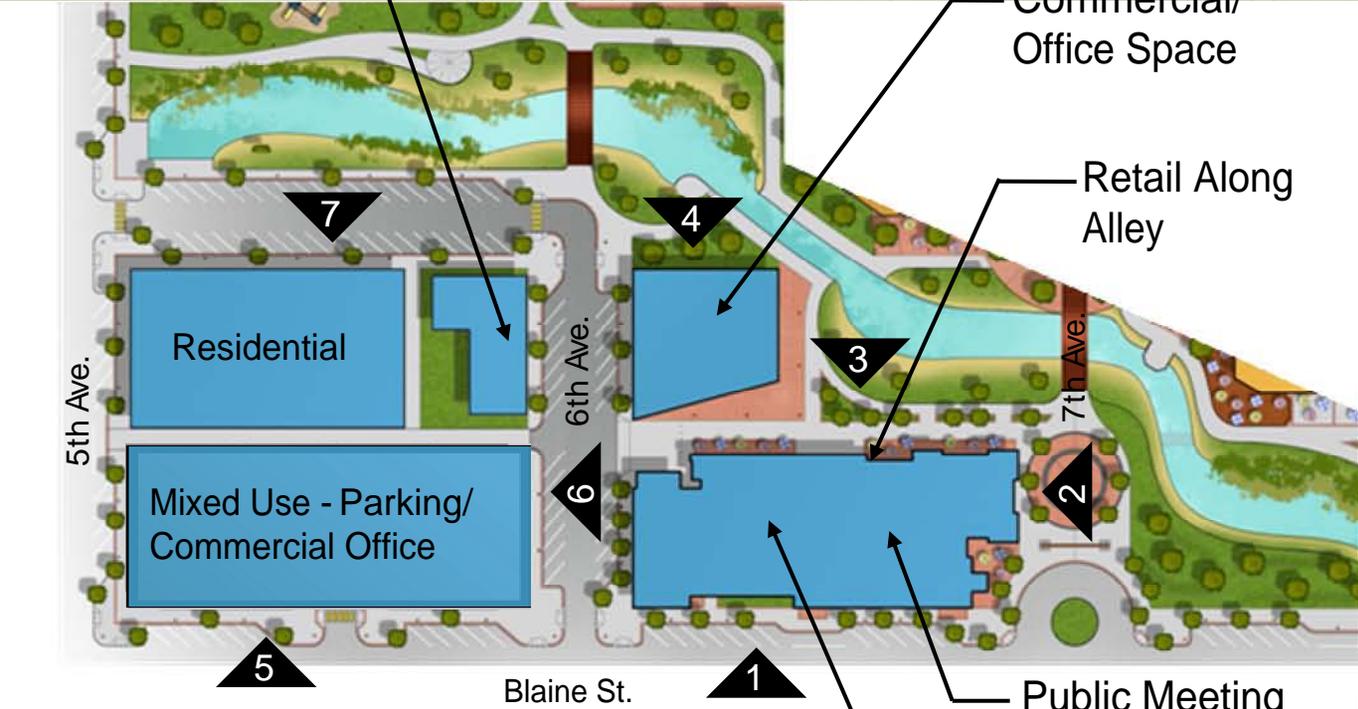
- NEW DEVELOPMENT - BUILDING
- EXISTING BUILDING TO REMAIN



# CIVIC MALL



Existing Chapel to Remain



Commercial/Office Space

Retail Along Alley

Public Meeting Space

New Caldwell City Hall

# CIVIC MALL

Owned by City of Caldwell



Existing Blaine Street Looking North

Owned by City of Caldwell



Proposed Blaine Street Elevation



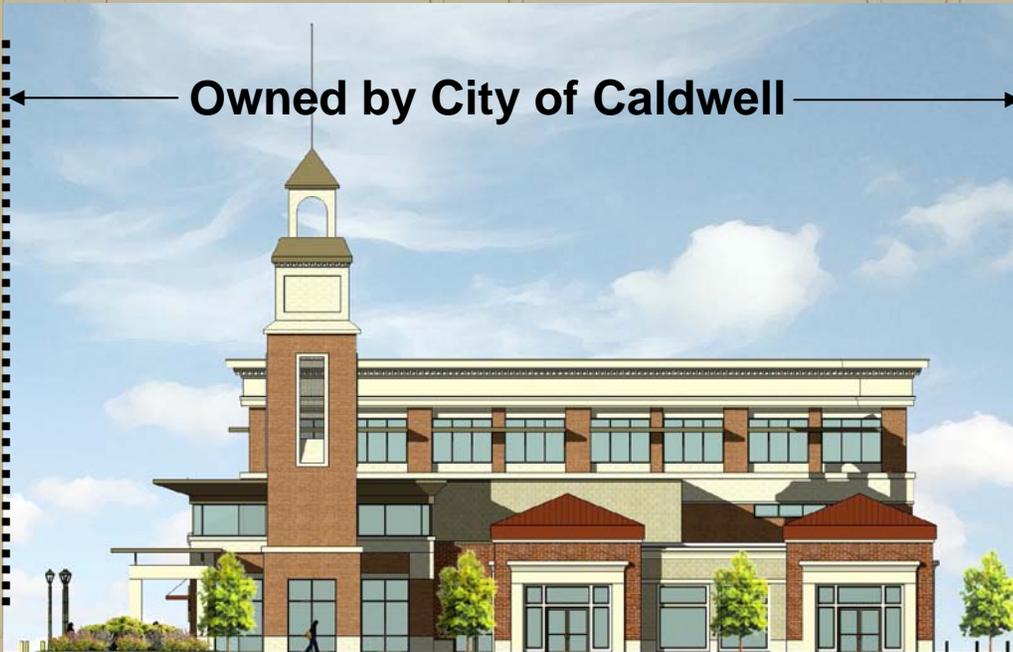
# CIVIC MALL

Owned by City of Caldwell

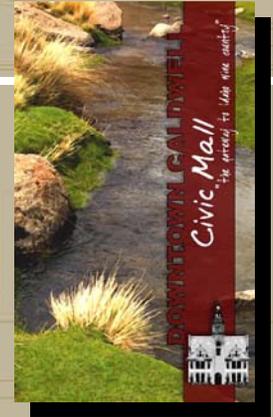


Existing 7th Street Looking West

Owned by City of Caldwell



Proposed 7th Street Elevation

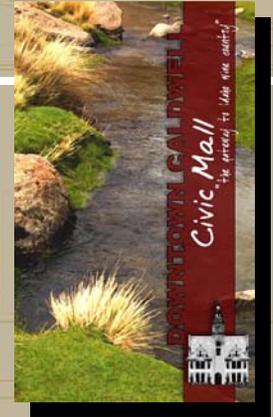


# CIVIC MALL

Owned by City of Caldwell



Existing Alley Looking South



Owned by City of Caldwell



Proposed Alley Elevation

# CIVIC MALL

Lynn Hardy

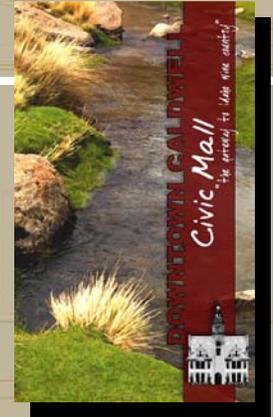


Old Arthur Looking South - Continued

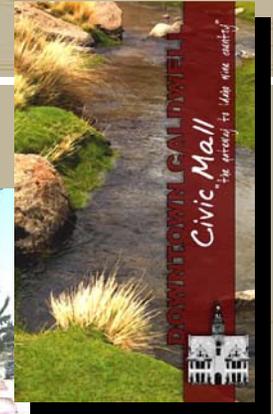
Lynn Hardy



Proposed Old Arthur Elevation - Continued



# CIVIC MALL



**Existing Blaine Street Looking North**

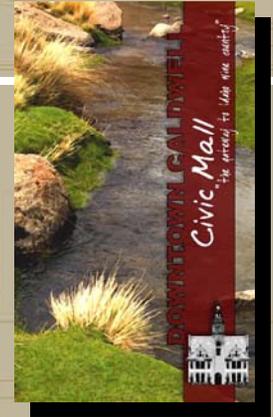


**Proposed Blaine Street Elevation**

# CIVIC MALL



Existing 6<sup>th</sup> St. Looking West

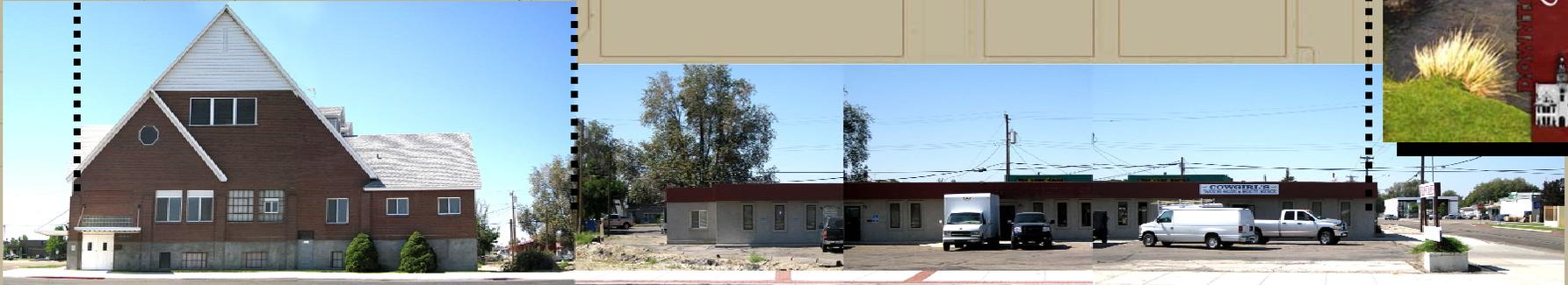
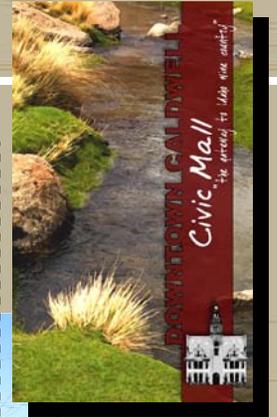


Proposed 6<sup>th</sup> St. Elevation

# CIVIC MALL

← Calvary Temple, Inc. →

← Donald Toolson →



**Existing Arthur St. Looking South**

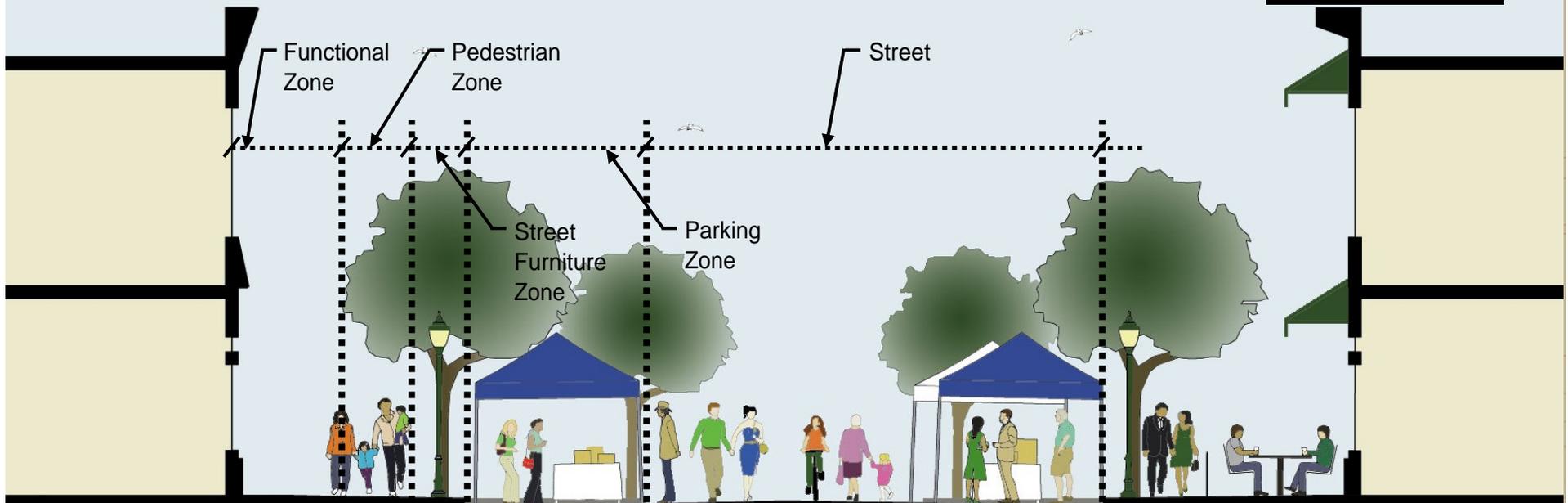
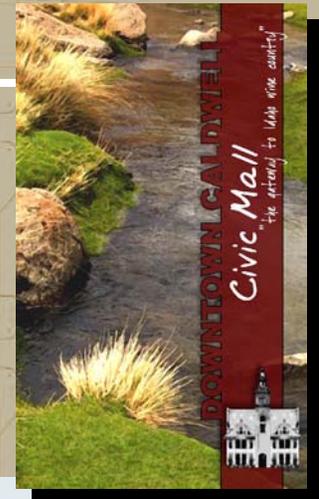
← Calvary Temple, Inc. →

← Donald Toolson →



**Proposed Arthur St. Elevation**

# STREETSCAPE



**Cross Section Through Main Street**

OPPENHEIMER  
DEVELOPMENT  
CORPORATION

CSHQ4

COLLIERS  
INTERNATIONAL

HTEH HAWLEY TROXELL  
ENNIS & HAWLEY, LLP  
ATTORNEYS AT LAW

NATIONAL  
DEVELOPMENT  
COUNCIL

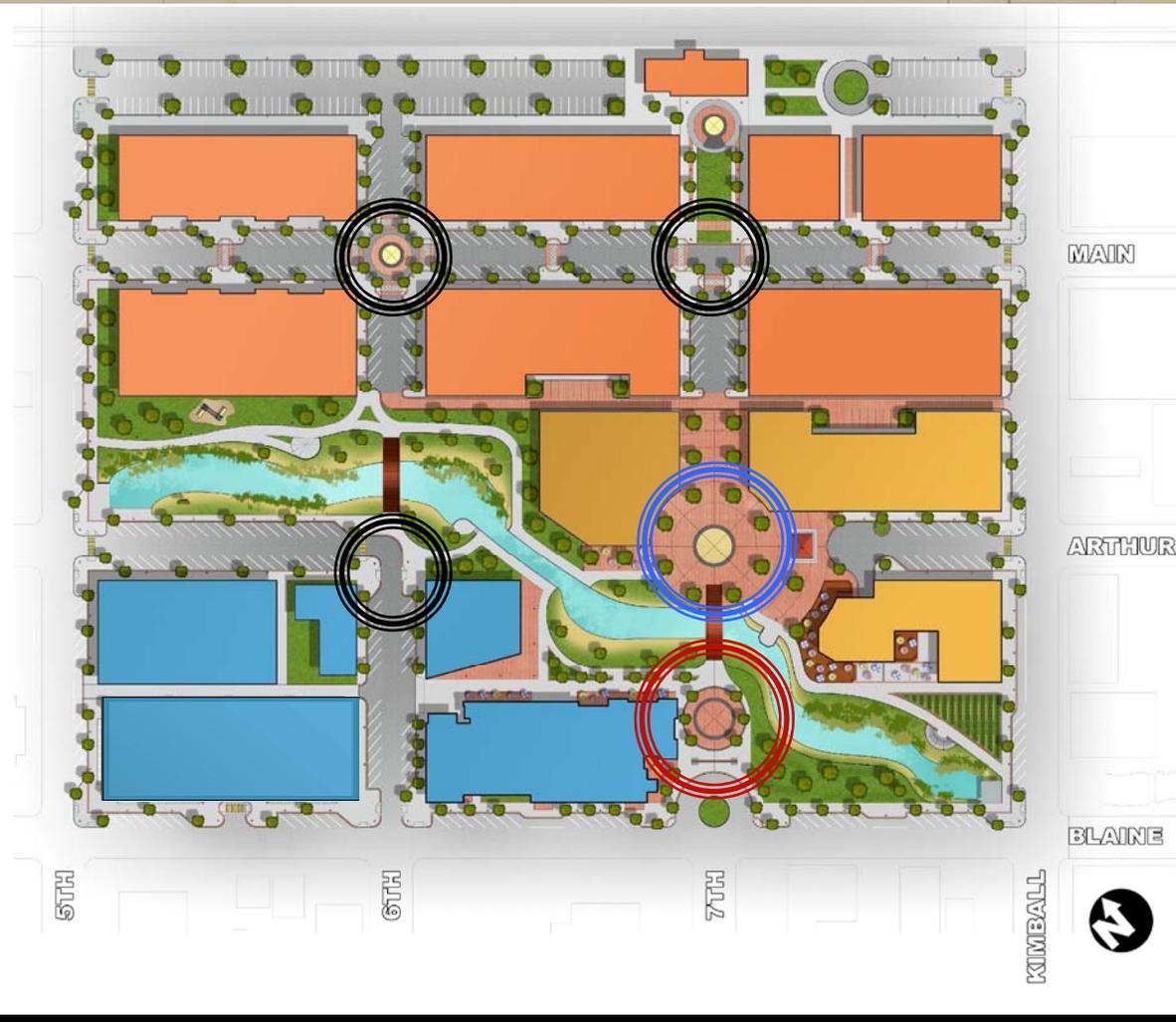
# DOWNTOWN CALDWELL

## Signature Nodes

-  Pedestrian Activity Nodes
-  Community Gathering Node
-  Gateway Node

### Potential Ordinance Additions:

- Restrict development within 75' radius around Community Gathering Node in order to create public space.
- Dictate acceptable gateway elements to be incorporated at Gateway Node.
- Mandate inclusion of block extensions at Pedestrian Activity Nodes throughout downtown.



# CIVIC MALL

- Follow DR Guidelines adopted by P & Z and build upon them
- Maximize active edge and opportunities.
- Construction of downtown streetscape will follow development.

What streetscape amenities are Building Owners looking for to support your businesses????



Landscape, Lighting, Power, Water, Benches, Banners, Bike Racks, Trash Receptacles, etc.

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**Meeting Minutes**



## **Downtown Caldwell Framework Master Plan**

### **Meeting Notes – July 29, 2009**

Attendees: Jack Counce, Anne Marie Skinner, Jeff Shneider, Chris Yamamoto, Jeff Hibbard, Rob Pilote, Dave Gipson, Kermit Scarborough, Doug Oppenheimer, Skip Oppenheimer, ElJay Waite, Joe Lombardo, Rem Fox, Jacque Lambing, JoAnn Lowe, Ruth Story, Ken Wien, Glenn Koch, Gary Vance and Jeremy Malone

The purpose of the Subcommittee was to define a Framework Master Plan for downtown Caldwell that will be used to aid in future development projects as well as marketing economic development in downtown Caldwell. In addition, Subcommittee members are also ambassadors of this committee with other downtown stakeholders.

Glen Koch expressed some of his concerns with downtown in a letter specifically mentioning a couple of items and also mentioning some suggestions including, but not limited to, Caldwell needs an anchor store; not specialty shops, coffee houses, etc. Glen mentioned Ron Van Auker, a developer originally from Caldwell, will not develop in Caldwell because of the complexity in dealing with the City and because Caldwell follows the International Building Code (IBC). Oppenheimer needs to broaden their scope and look for national retailers, place more emphasis on promoting downtown and Caldwell and the City needs stronger leadership in Government.

Skip Oppenheimer reminded everyone retailers typically follow the masses, they do not generate the crowds. Caldwell needs a strong local presence before national retailers will follow. Downtown Caldwell is existing so we're not starting from square one – we're building on a good existing base. Oppenheimer is developing in Caldwell because of the strong, forward-thinking leadership of City officials and the citizens/stakeholders of downtown. With the addition of the Framework Master Plan, an organized promotional campaign and the addition of new development in downtown, Caldwell will thrive.

It was asked what the City's risk is if they do not abide by the IBC, since it has been mentioned at a couple of meetings. Anne Marie Skinner and Jeff Shneider explained approximately 2/3 of the Code is left to interpretation of the City Planners and Inspectors while approximately 1/3 of the Code is mandated by life safety issues and is very black and white. City Plan Reviews and Inspectors are personally liable for the items they approve so rarely do they stray from the Code on life safety issues. The City has been very flexible on non-life safety issues and Anne Marie cited three very unique, but recent, projects where the City's flexibility in permitting allowed projects to proceed.

There needs to be a better perception of how the City Planning/Building Department works. Caldwell currently has a bad reputation of being hard to deal with, which is merely perception. A strong, red-carpet marketing effort needs to be made to show how easy the City is to work with.

Jack Coonce provided an update which explained the VA has allowed Oppenheimer Development's submittal to be reconsidered based upon the new ruling from FEMA which says Indian Creek is not in the 100 Year Floodplain. Oppenheimer will submit a revised proposal to the VA within the next week. The proposal includes two-floors of space for Treasure Valley Community College in the building which offers the VA expansion capabilities for future years.

It was asked why there was no Chamber of Commerce presence at the meeting. Chris indicated the Chamber would be appointing a member to sit on the committee. It was felt the Executive Director of the Chamber should be the active member to the Subcommittee. The College of Idaho will have representation on the Subcommittee in August. It was discussed that a Hispanic presence needs to be included on the subcommittee. Coordination will be made to extend an offer for Hispanic representation on the Subcommittee.

Jeff Shneider explained the purpose of the working session of the Framework Master Plan and reminded the members they are here to facilitate, not dictate, your thoughts and ideas to create a vibrant, sustainable downtown as well as assist in the sizing of infrastructure for future development and growth. Items include:

- Water systems for buildings, streetscape and fire systems
- Relocate utilities from above ground to underground
- Create and design streetscapes
- Create and design waste water / sustainability systems
- Functional alley-way design
- Parking needs – typically parking structures come in the 3<sup>rd</sup> generation of developments. Until then, surface parking is required to accommodate visitors while creating a way to have people walk throughout downtown and avoid stop-and-shop/one-stop-shopping areas.
- Set back requirements
  - for street nodes and pedestrian friendly areas
  - for Indian Creek
  - for buildings

In creating the Framework Master Plan, the first step is to create "The Vision"; the second step is to create the design and mechanics; and the third step is the costing component and Urban Renewal assistance in funding various portions of the Framework Master Plan

It was discussed members of the Subcommittee are not experts on the items discussed by Jeff but all agreed their input is critical to creating the Framework Master Plan. Stakeholders within downtown need to be a part of the process for each of their individual areas to provide the information to CSHQA to create the infrastructure component of the Framework Master Plan.

A new Framework Master Plan can not tax new developments with Impact Fees, Local Improvement Districts and other taxes to pay for these upgrades or no developers will invest in Downtown. Skip commented once the costing portion of the Framework Master Plan is completed, Urban Renewal can review the costing models and look to see where assistance can be provided to encourage new developments.

In addition to the Framework Master Plan, a marketing committee needs to be created, perhaps a Downtown Caldwell Association, to promote downtown Caldwell to create additional activities in downtown.

An election of officers for the Subcommittee was conducted with the following individuals being unanimously approved:

Chairman: Rem Fox  
Vice Chairman: Rob Pilote  
Secretary: Jeremy Malone

The next subcommittee meeting was scheduled for Wednesday, August 5, 2009 at 11:30 a.m. to focus on the block on Arthur from Kimball west to Indian Creek. Chris and Ken will contact owners and businesses within this area to invite them to attend to discuss their ideas/thoughts on future development in this area.

## **Downtown Caldwell Framework Master Plan**

### **Meeting Notes – August 5, 2009**

Attendees: Rem Fox, Jack Coonce, Anne Marie Skinner, Jeff Shneider, Larry Kalousek, Chris Yamamoto, Jeff Hibbard, Dave Gipson, Kermit Scarborough, Skip Oppenheimer, ElJay Waite, Joe Lombardo, Jacque Lambing, JoAnn Lowe, Ruth Story, Ken Wien, Gary Vance, Janie Aguilar, Lidia Gutierrez, La Patnode, Gene Patnode and Jeremy Malone

The purpose of the Subcommittee is to define a Framework Master Plan for downtown Caldwell that will be used to aid in future development projects as well as marketing economic development in downtown Caldwell. The Framework Master Plan needs to be created by the stakeholders in downtown to ensure it fits the model downtown owners and tenants want it to be, not what the developer and architects think it should be. Oppenheimer Development and CSHQA are tools to assist in the plan but the input needs to come from stakeholders. The ideas and concepts proposed during the meetings are “cartoons” until concepts are approved by the committee and stakeholders. The Framework Master Plan is long-term road map, not something that will happen within a couple of years and certain parcels may never be developed or renovated as shown on the Plan since the property is privately owned.

The area of focus for this session of the Framework Master Plan was the Cultural District. This portion of the Plan includes a large central plaza which could be a focal point for various community events. Within the Cultural District, a small, functional winery with potential restaurant, tasting room and outdoor patio under the growing grapes could be included. The sidewalks within this district, as well as the other districts, need to have a functional zone where sidewalk cafes and patios could be utilized to extend the restaurants/stores onto the sidewalks to provide a sense of community.

Included in the final Framework Master Plan should be current assistance programs available at a local, State and Federal level to assist building owners and potential developers to assist in creating the new developments included in the Framework Master Plan. The final Plan should include the all of the information from marketing ideas, financial assistance plans as well as the design concepts to attract developers. The Plan needs to be created and finalized before seeking private developers to act as a defined road map for proposed future growth and development in downtown.

There was no Chamber of Commerce representation at the meeting and it was decided Rem Fox would coordinate an effort to directly speak to Diana Brown to seek their presence on the Subcommittee.

The question of how existing tenants and businesses could be relocated during the construction phases was asked. Each individual business or tenant will have different requirements and it will require much coordination between land owners, developers and tenants to ensure all needs are met during remodeling and development. There is no defined plan that will work for each land owner or tenant as each situation needs to be addressed individually.

Urban Renewal is committed to assisting landowners, developers and tenants with future development but until the Framework Master Plan is completed and cost estimates are included, Urban Renewal can not openly commit to funding. There is a current initiative, which becomes effective October 1, 2009, in which Urban Renewal has committed \$500,000 for items which will be included in the Framework Master Plan.

It was discussed a marketing committee needs to be created, perhaps a Downtown Caldwell Association, to promote downtown Caldwell to create additional activities in downtown. The Chamber of Commerce presence is needed to aid and support in the creation of the marketing group.

The next subcommittee meeting was scheduled for Wednesday, August 12, 2009 at 11:30 a.m. at the Train Depot.

## **Downtown Caldwell Framework Master Plan**

### **Meeting Notes – August 12, 2009**

Attendees: Rem Fox, Jack Coonce, Kermit Scarborough, Dennis Cannon, Scott Gipson, JoAnn Lowe, Vicent Sanchez, Joseph Lombardo, Jeff Shneider, Brock Martinson, Faye Yellen, Ida Busse, John & Sharon Eagen, Gary Vance, Rick Sweaney, Terry Jellison, Jose Huerta, Jose E. Huerta Jr., Javier Herreram, Mauricio Quintero, Chris Yamamoto, ElJay Waite, Anne Marie Skinner, Robert Pilote, Scott Wallace, Ken Wien, Bob Carpenter and Jeremy Malone

Rem Fox started the meeting by sharing his thoughts to the Subcommittee that the Framework Master Plan must be a document by which all Subcommittee members need to have accountability for the process by and to the public. To this, he distributed a Proposed Outline for Caldwell Revitalization Plan (attached dated August 5, 2009) to the Subcommittee for their review. The Outline aids in creating and dividing tasks to ensure a process is followed for timely completion of the Framework Master Plan. Everyone agreed the Outline presented is a good starting point for defined tasks and actions.

The question was asked, how much is the Framework Master Plan going to cost to be incorporated into downtown Caldwell? Until the members of this Subcommittee and Community agree upon a defined vision of what Caldwell might be, it is impossible to establish a cost. Each building owner in the Downtown area needs to be contacted to obtain their input and be vested in the development of Downtown Caldwell. The revitalization of Downtown is a long process due to the private landowners and necessary capital funding required to rehabilitate Downtown.

It was explained the Framework Master Plan must incorporate the variety of plans previously submitted to the City of Caldwell by Leland Consulting Group, HDR and McKibben + Cooper Architects and the City of Caldwell needs to stop spending money on plans and start incorporating the plans. To this point, it is the expectation the Framework Master Plan will use all of the previous studies commissioned by the City and provide them in one central document for easier use and understanding.

The first area of downtown to be discussed by the Subcommittee is the Old Town. Each building will be reviewed for their current architectural style and detail and review if the building is structurally sound enough to be incorporated into a long-term plan or if it needs to be replaced. The primary influence in the Old Town district will incorporate Restaurants and Retail on the first floor with Offices and Residential Living on the upper floors.

The question of the current downtown office, retail, restaurant, residential mix was asked. While it is important to understand the current make-up of downtown, we need to focus on what a good mix for a future downtown should look like to provide a diverse downtown as a central activity point for Caldwell incorporating all aspects.

The next subcommittee meeting was scheduled for Wednesday, August 26, 2009 at 11:30 a.m. at the Train Depot.

## **Downtown Caldwell Framework Master Plan**

### **Meeting Notes – August 26, 2009**

Attendees: Rem Fox, Joseph Lombardo, Jacque Lambing, Dennis Cannon, ElJay Waite, Ron Bitner, Jeff Shneider, Jack Coonce, Ken Wien, Duane & Joan Seidenstucker, Rob Pilote, Scott Gipson, Dave Gipson, Jeff Hibbard, Joseph Dondero, Ida Busse, Pat Ollen, Mauricio Quintero, Wesley Ulmer, Kelly Ulmer, Kermit Scarborough, Deb Balmer, Luther Maddy, Anne Marie Skinner, Chris Yamamoto and Jeremy Malone

Ron Bitner attended the meeting to help explain and discuss the importance of agriculture and viticulture to Caldwell and Canyon County. He expressed a desire to explore the potential of creating an area in downtown which would highlight the agriculture and viticulture component to downtown guests.

Rem Fox provided a summary of a meeting he had with Mayor Nancolas stating the Mayor is open to a public plan which provides “one-stop shopping” services for developers, contractors, owners, etc. at the Planning and Development Services. Rem agreed to work with the City to help create a template for such services. Any changes to the current process will require approval from the City and City Council.

During the meeting with the Mayor, the Framework Master Plan was discussed answering questions the Subcommittee had regarding the deliverable the City was looking for. From this meeting, Chairman Fox created a Workflow Chart (copy attached) to help streamline the development process. The Workflow Chart was discussed and agreed upon to be a good starting point for the process.

Chris Yamamoto and Ken Wien continue to collect an inventory of downtown buildings and are informally meeting with building owners to discuss their future plans and ideas. During these discussions, they are asking each owner to consider the future of Downtown Caldwell and what impact the individual property owner would like to have in the future. All discussions are informal and for discussion purposes only to potentially see which owners would be interested in revitalizing their properties in the near future and which owners prefer to wait.

Rem Fox presented his findings in reviewing the City of Caldwell plans and discussed the importance of the plans and also the complexity and overlapping nature of the separate documents. He concurred a single, concise Framework Master Plan document incorporating many of the ideas of the previous plans would be beneficial. Additionally, he reported on his review of Portland, Oregon and Montana State University’s Comprehensive Plans, which both appear to be good templates and models to pattern Caldwell’s after.

There was much discussion on the current state of architecture in Downtown and if the new plans/ordinances would keep a certain criteria for the buildings. The Framework Master Plan is not to change the current City Center Ordinance but to better depict it for future development and revitalization. The standards for architecture, roofs, colors, styles, signage and streetscape are currently existing and in good working order. The Framework Master Plan may propose slight tweaks to certain aspects of the City Center Ordinance but not a major overhaul.

Funding for the revitalization of Downtown is still a major concern of local land owners. Kermit Scarborough is currently compiling various funding and financing strategies while Urban Renewal is seeking grant monies to make streetscape and utility improvements. Additionally, land owners in Downtown Caldwell have asked if Urban Renewal will create funding options to assist and participate in the revitalization of downtown. A formal proposal with detailed funding requests will need to be submitted to Urban Renewal for consideration. Urban Renewal is currently projecting a \$200,000 grant program for the right-of-way and streetscape improvements over the next three years.

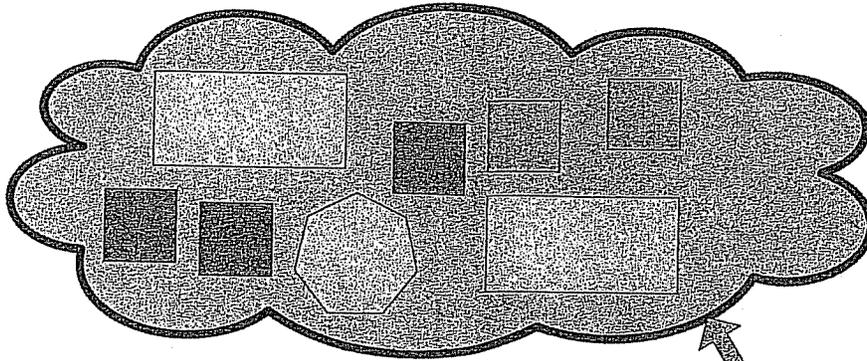
Chairman Rem Fox also recommended a way, via the Internet, to better promote the development incentives and programs for Caldwell. He will work with the City staff to ensure all relative documents and literature is easily accessible.

The discussion of creating a marketing committee and brand for Downtown Caldwell was discussed. While it is an important component of the success of a downtown, this Subcommittee is not tasked with the creation of a marketing plan, though strongly encourages the implementation of one.

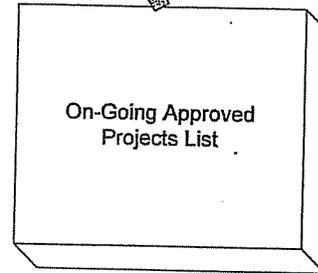
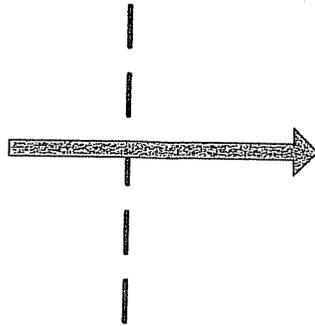
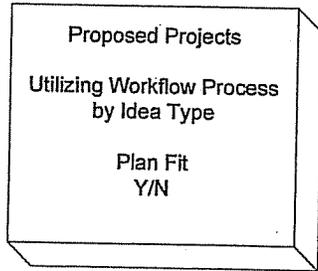
The next subcommittee meeting was scheduled for Wednesday, September 2, 2009 at 11:30 a.m. at the Train Depot.

Goal = Revitalize Caldwell through Projects

Phases  
3 10, 15 Year Picture



Players Required



Caldwell Revitalization Plan

Project Idea? / Get Started

What's Resources – Financial / Other

What's Available – Owner Picture / Terms

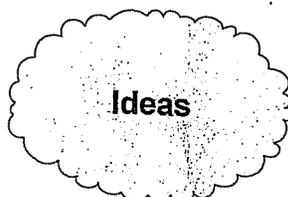
What's Needed – Proposed State

Who's Here – Caldwell's Best Assets

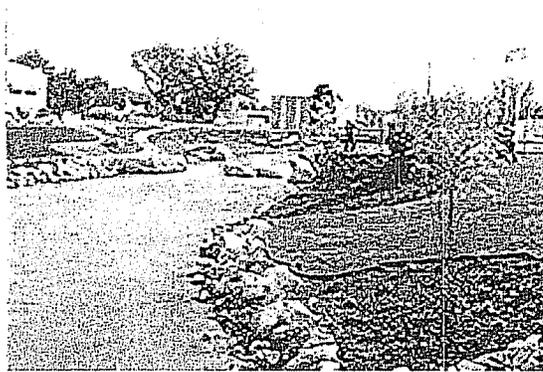
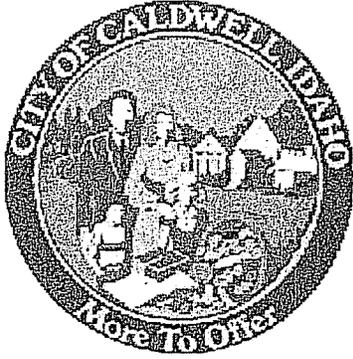
What's the Opportunity – Selling Picture

Why Caldwell - Economics

Plan Outline



- New Developments
- Re-Development / Re-Use
- New Businesses Looking
- New Events
- Business Expansion



## Proposed Outline for Caldwell Revitalization Plan (Master Framework Plan)

**August 5th, 2009**

**Delivered To:**

**Sub-Committee Team Members**

**Prepared by:**

**Rem Fox**

**Sub-Committee Chairman**

## **Background**

The Caldwell Framework Planning Sub-Committee is tasked with the completion of the Master Framework Plan by September. In order to do so, we need to commit to an outline that will allow us to divide up tasks and gather the material aspects required. The material items will need further definition and effort before being incorporated in to the master plan. Learning from four weeks of feedback, this committee needs to boil this plan down to understandable terms, elements, and processes. The following is an outline attempt to create an understanding that we all can work from. If we can agree to a final outline, we can assign tasks and begin to work toward the content that will make this plan workable, and (*frankly*) possible.

## **Proposed Outline**

### **Introduction**

### **Who this plan is for – Audience**

### **Goals of the plan – Economic Development and Community Improvement** *(Something for Everyone)*

### **Current State – Overview of Current Caldwell Projects and Economics**

### **Proposed State – Supporting Description of Revitalization Goals with Confirmed Photo Drafts** (*High Level Objective Confirmation of Proposed Development Plan Required*)

#### **Diversity Mix Targets %**

- Retail %
- Urban Living %
- Eateries %
- Office %
- Light Industrial %
- Other

**Proposed Opportunities – Listed and Aligned to the Proposed State Plan Supporting Owners – Contact Info – (*Signed Commitment*)**  
**Undecided Owners – Contact Info**  
**Owners Terms (*Publish Known Considerations*)**

**Financial Information (*Publish Known Resources, Amounts, Accessibility*)**

**Private Funds**  
**Urban Renewal**  
**City Funds**  
**Grant Programs**  
**Initiatives**

**Marketing *\*Market all Wins and Opportunities in Action\****

*\*Develop a Red Carpet, Open Door, Welcome Opportunity, Campaign Program\**

**Economic Development Participation**  
**Caldwell Chamber of Commerce Participation**  
**City Participation**  
**Caldwell 1<sup>st</sup> (Opportunity)**  
**Bank Programs (Opportunity)**  
**Event Companies (Opportunity)**  
**Caldwell Business Owners Association (Opportunity)**

**How to Engage**

**For Developers**  
**For New Businesses**  
**For Event Planning**  
**For Investors**  
**For Funding Support**

### **Accountability Process**

***The Sub-Committee continues forward or develops into a Caldwell Business Owners Association that offers a RoadBlock Report Hotline via Email and Telephone # that people can call and discuss challenges with any engagement process noted above. If all of us are interested in working together toward this common goal, the support for a circle of accountability and trust must be in place to work with. All members of the committee can be support resources for issues and opportunities in the life cycle of the plan. Its all about continual support and communication.***

***The Sub-Committee also can open the door with the Red Carpet campaign by extending an open invitation to developers, new business start ups, etc. to attend meetings and present to the team members at all times.***

## **Downtown Caldwell Framework Master Plan**

### **Meeting Notes – September 2, 2009**

Attendees: Rem Fox, Jack Coonce, Jeff Shneider, Kermit Scarborough, Chris Yamamoto, Anne Marie Skinner, Ken Wien, Brock Martinson, Joseph Lombardo, Dennis Cannon, Scott Gipson, Dave Gipson, Steve Fultz, Ron Bitner, Eric Randall, ElJay Waite, Luther Maddy, Mauricio Quintero, Gary Vance, JoAnn Lowe and Jeremy Malone

CSHQA presented their design concept for the Civic Plaza which includes the new Treasure Valley Community College building, a proposed new City Hall / Public Meeting Hall, retail components and potentially a parking garage.

Steve Fultz and Ron Bitner presented their ongoing work of Caldwell / Canyon Economic Development Council and their continued promotion of Caldwell and Canyon County. Steve described a couple of programs available to assist in attracting new businesses into Caldwell as well as a new signage program to assist travelers from the Interstate to Downtown Caldwell and throughout Caldwell. Ron provided an update on the ag-tourism and viticulture sectors. TVCC recently added viticulture classes to its program. Additionally, Coyotes Wine Tasting Room will soon be opening downtown.

A major concern of stakeholders in downtown is the issue of retrofitting and/or rehabilitating old buildings to meet current codes, the lack of parking and there are no economic/market drivers that set Caldwell apart. A new focus needs to “Stimulate, Enhance and Nurture Downtown Caldwell.”

There is a noticeable lack of Convention Center/Meeting Space in Downtown. The Subcommittee feels a focus moving forward should include the plans for convention or meeting space to attract more people into downtown.

It was discussed how the Framework Master Plan needs to compliment and assist the current Comprehensive Plan and actually be a working document. The Subcommittee voted unanimously not to create another document that sits on the shelves of Caldwell but one that is actually used. The City has good existing plans in place so writing another plan would be a waste of resources while providing similar data. The items lacking from the current plans include:

- 1) The financial resources that people need to reference for current businesses, new businesses and investor development.
- 2) The community recommendations of ideas to help Caldwell create an image of a place to live, work, shop, visit and play.

- 3) Draft a partnership agreement between the committee and the City to communicate efforts of the recommendations and what roles one another can play in the ongoing relationship of the various projects successes. The community needs some accountability that progress will be made and supported by the City and/or Urban Renewal.

The Subcommittee members were asked to review the Caldwell City Comprehensive Plan, The Leland Report (Downtown Caldwell Revitalization Strategy) and Walla Walla Comprehensive Plan (attached) and prepare any potential ideas for change to this plan or additional ideas on policies. Rem would like to discuss these thoughts next week.

The financial resource portion is being drafted and will be presented to the Subcommittee in the near future.

The next subcommittee meeting was scheduled for Wednesday, September 9, 2009 at 11:30 a.m. at the Police Station.

## 15. CITY CENTER

### HISTORICAL CONTEXT

The Caldwell City Center is the original town site, and historical commercial center for Caldwell and the surrounding agricultural communities. The center was originally established as a "tent city" in 1883 in conjunction with the location of the Oregon Short Line Railroad. The town plan that followed was patterned after similar railroad towns developed in the late 1800's: centering the railroad and railroad depot within a grid pattern of streets and blocks with narrow lots. The pattern for the Caldwell City Center includes 300' x 256' blocks separated by a 16' alley, lot sizes at 25' x 120', and street rights-of-way at 80'.

The Caldwell City Center prospered first as a hub for railroad freight and passengers, and later with the advent of irrigated land, as a farm center. The City Center also became the focus for civic affairs as the county seat for Canyon County. Public institutions, including the County Courthouse, Jail, City Hall, Police, Fire Station and train depot are located in or near the City Center.

For most of the twentieth century, the City Center served as the commercial and civic core for the western Treasure Valley. Commercial decline began in the 1960's for a variety of reasons: the development of a new regional shopping center and commercial strip development outside the City Center; a new interstate highway diverting traffic away from the center and providing easier access to other commercial locations in the valley; closure of the train depot; and finally a general perception that the center was unsafe and not maintained.

The City Center contains a wealth of historic and architecturally significant structures. From around 1884 to the market collapse in 1929, two-story brick and stone commercial structures in a variety of architectural styles were constructed in the City Center, primarily in the five block area fronting on Main Street and Kimball Avenue. In this historic core, buildings were constructed property line to property line, using all of the narrow lots and sharing common wall with adjoining structures. The architectural styles included Romanesque, Renaissance and Spanish colonial revival, and art deco. The result was a traditional City Center development pattern of rich and varied style unified by similarity in height and scale.

Most of the architecturally and historically significant structures in the City Center have not been well maintained and some, most notably the Saratoga Hotel, have been razed. A portion of the City Center is located within a federally recognized Historic District, but as of 2009, no local protection is in place. Many of the structures in the center are eligible for listing on the National Register of Historic Places. In 2009, only the Post

Office was individually listed (See Table 18 for a list of buildings on the National Register).

## EXISTING CONDITIONS

### LAND USE

In 2008, a property survey was taken of the City Center that identified land uses and development patterns. The boundary of the City Center district can be found on the City Zoning Map. Table 23 provides the results of this survey which can be summarized as follows: The City Center contains about 1.2 million square feet of space with single-family dwellings utilizing a majority (48.7%) of the overall space. Mixed use commercial buildings comprise 23% of the commercial land uses. There are 33 vacant lots and 317 residential buildings within the study area.

<b>TABLE 23- EXISTING LAND USE INVENTORY</b>		
<b>Land Use</b>	<b>Number</b>	<b>Percentage</b>
Mixed Use	53	23.3%
Assembly	14	6.2%
Financial Office	15	6.6%
Food-Beverage	16	7.0%
Public Office	26	11.5%
Private Office	15	6.6%
Retail	33	14.5%
Service	34	15.0%
Vacant Commercial Buildings	21	9.3%
<b>Total Commercial Buildings</b>	<b>227</b>	<b>100.0%</b>
Manufacturing	6	50.0%
Warehousing	3	25.0%
Industrial	2	16.7%
Vacant Industrial Buildings	1	8.3%
<b>Total Industrial Buildings</b>	<b>12</b>	<b>100.0%</b>
Single-Family Dwellings	271	85.5%
Multiple Unit Residential Buildings	46	14.5%
<b>Total Residential Buildings</b>	<b>317</b>	<b>100.0%</b>
Open Space	19	36.5%
Vacant Lots	33	63.5%
<b>Total Empty Lots</b>	<b>52</b>	<b>100.0%</b>
<b>Total Buildings</b>	<b>556</b>	

Source: Caldwell Planning & Zoning Department, Oct. 2008

## CIVIC AMENITIES

A civic presence is evident in the city center with the city hall, fire station, post office, and police station. A public plaza is located along an open portion of Indian Creek between Seventh and Kimball. In 2006, the railroad depot was renovated to include new landscaped parking lots, a plaza between the depot and Main Street, and a pocket park.

After several years of planning, the Indian Creek day lighting project made significant strides in recent years. Nine buildings between Kimball Avenue and 5<sup>th</sup> Avenue were purchased by the City and razed. A new creek channel was developed through this corridor and the creek was diverted into a new channel in 2008. The new creek channel features landscaping, lighting, pathways, plazas, and pedestrian bridges.

## BUILDING HEIGHTS

92% of the buildings are one or two stories in height (See Table 24). Outside the historic core, properties are larger in size and characterized with low scale development and large expanses of parking lots.

<b>TABLE 24: BUILDING HEIGHT INVENTORY</b>		
	<b>Number of Buildings</b>	<b>Percentage</b>
1 Story	293	52.7%
1.5 Story	103	18.5%
2 Story	118	21.2%
2.5 Story	20	3.6%
3+ Story	22	4.0%
<b>TOTAL</b>	<b>556</b>	<b>100.0%</b>

Source: Caldwell Planning & Zoning Department, Oct. 2008

## ECONOMIC CONDITIONS

The existing retail base in the City Center is relatively dispersed and does not provide a diverse mix of shopping and service opportunities desired in a City Center. The retail inventory in 2008 was dominated by used merchandise, antique or second hand stores, automotive-related uses, bars and lounges, discount outlets and personal services. The City's capture of this economic growth has been outside the City Center, along the arterials in predominately strip commercial patterns.

## CIRCULATION AND ACCESS

The original town site grid pattern of streets, alleys and blocks remains intact for much of the center city. Access to the center is provided by the east-west couplet of Blaine Street and Cleveland Boulevard, Simplot Boulevard on the north side, and the north-

south streets of 5<sup>th</sup> Avenue, Kimball Avenue, and 10<sup>th</sup> Avenue. Current traffic volumes through the City Center are within the capacity of existing streets and most intersections operate within an acceptable level of service.

Pedestrian access to the center is limited to sidewalks, which exist along most streets, and pathways along Indian Creek. The arterial streets, as well as the railroad right-of-way create barriers to pedestrian access from adjacent residential neighborhoods.

PARKING

A range of street and off-street parking exists within the City Center, including parking lots operated by the City of Caldwell. In 2008, City staff estimates 2,437 parking spaces were available in the City Center. Table 25 below summarizes the inventory of parking spaces in November 2008.

<b>TABLE 25: PARKING INVENTORY</b>		
<b>Type of Parking</b>	<b>Number of Spaces</b>	<b>Percentage</b>
On-Street	495	20.3%
Off-Street, Public	160	6.6%
Off-Street, Private	1,782	73.1%
<b>TOTAL</b>	<b>2,437</b>	<b>100.0%</b>

Source: Caldwell Planning & Zoning Department, Oct. 2008

During the survey, staff found several streets in the City Center district that are unmarked, but available for public parking.

ENVIRONMENTAL CONDITIONS

Indian Creek, a natural flowing stream, begins in the desert of Elmore County and terminates in the lower Boise River, flows through the City Center. Historically, the stream was used as the depository for garbage and debris, was the source of disease and vermin, and flooded the City Center on at least two occasions. Beginning in the 1950s, the stream was piped and channeled through the city core. Structures and parking lots were built over the stream. The culvert and piped sections contain the 100-year flood plain of the creek. In recent years, several sections of the stream have been opened. In 2008, plans were completed to day light the stream through much of the remainder of the City Center.

There are hazardous and petroleum release sites within the City Center that need to be remediated. The leaking of underground storage tanks associated with former service stations and a dry cleaner has contaminated these sites. Work is underway with the State Department of Environmental Quality and the Federal EPA to monitor and mitigate the effects of these sites.

## **SUMMARY RECOMMENDATIONS**

### CITY CENTER VISION

The City Center is envisioned to be the community heart of Caldwell, supporting the community's desire for a place for civic, cultural, and economic activity. The City's desire is to draw the regional community to come to Caldwell to make investments, establish businesses, work, live, shop, and play. The Indian Creek improvements provide, in part, the opportunity for meeting this vision.

City Center's economic vitality should be improved with the re-establishment of residential housing as an allowable land use as well as re-investment in existing businesses and new businesses. The urban environment and its buildings are envisioned to be constructed of high quality and energy efficient materials. The City intends to capitalize on Caldwell's turn of the century architecture and particularly, the historic buildings located on Main Street.

Indian Creek should be an ecologically sustainable environment through City Center. Areas of wildlife habitat and human activity, both passive and active, should be introduced. A pathway should be constructed along Indian Creek in such a fashion to connect Canyon County fairgrounds, College of Idaho and Griffiths Park to the southeast with Whittenberger Park, Centennial Greenbelt and the Boise River to the northwest.

Civic functions located in the core of City Center should be developed to create a constant community presence. This enhanced civic function presence will telegraph to the community and private investors that the City has a commitment to City Center. City Center will also be the home of the community's historic, cultural, and educational institutions attracting citizens and tourists alike. Caldwell's history, arts, and multicultural heritage should be celebrated with visual elements as well as the ongoing sponsoring of events.

City Center should be a predominately pedestrian environment supported by alternative transportation modes and connections. Beautiful and convenient linkages will connect City Center to adjacent neighborhoods, the Fairgrounds, College of Idaho, Griffiths Park and other nearby parks and schools.

Vehicular access and parking should be balanced with transit, pedestrian, and bicycle access. Streetscapes should be designed to be beautiful and comfortable for pedestrians, bicycles, and transit. Trees for shading, street furniture, and natural storm water infiltration areas should be included in the design. Entry point identity and way finding systems will direct visitors to City Center and its amenities.

## ECONOMIC STRATEGY

The economic strategy identified by the "City Center Plan and Revitalization Strategy" focuses on three elements: 1) the identification of market niches; 2) design enhancements; and, 3) removing investment barriers.

The primary market niche/opportunities identified are as follows:

- Waterfront Real Estate: The "daylighting" of Indian Creek will provide a unique economic opportunity for waterfront development and/or redevelopment.
- Mixed-Use Development: The compact City Center environment provides unique opportunities for vertical mixed-use development. This type of development pattern not only supports a more efficient integration of land uses and a walkable user environment, but also allows developers to spread financial risk over multiple land uses.
- Civic uses locating in City Center: Locating a new City Hall or civic structure in the City Center will demonstrate further City commitment, provide civic and community identity, and generate activity.
- Regional Destination and Tourism Potential: The potential for creating a unique environment for live/work/shop/play opportunities should be enhanced by the Indian Creek improvements and other City Center revitalization efforts.

The City Center can be enhanced as a regional destination by:

- Locating regional and cultural buildings and activities in City Center such as a natural history museum (using College of Idaho collections), cultural and performing arts center, art museum, conference center, agricultural museum, and wineries.
- Promoting it as the gateway to the wine country and possibly Hell's Canyon, with signage, a visitor information center and wine tasting center in City Center.
- Mapping pathways, destinations and places of interest to and from City Center through kiosks and brochures. Land uses targeting these additional visitors will include: restaurants, specialty retail shops, meeting facilities, and hotels.

A critical element in any City Center revitalization effort is the elimination of barriers to investment. These barriers generally fall into one of the following categories:

- **Market.** City Center's competitive position will continue to erode unless its market role is repositioned and the physical layout is restructuring and redefined and there is an aggressive recruitment effort to install niche retail there.
- **Financial.** City Center could experience a decline in commercial property values and market share unless specific actions are taken to "improve downtown's playing field".
- **Regulatory.** Over-regulation of City Center could hinder the city's goal to redevelop the heart of our City. The City should play the role of facilitator in the redevelopment of City Center. The most critical regulatory tool the city should use in City Center is the Design Review Commission – whose duty is to protect and promote the historic image of City Center. New city-owned buildings in the City Center are required to meet LEEDS building standards.

The forming and advancing the development agenda within the City Center requires a keen understanding of its stakeholder's goals and aspirations, the realities of the marketplace, peculiarities of the political landscape and constraints of local public/private resources. With an understanding of these dynamics, project advocates are better positioned to establish priorities for action and investment.

## **GOALS & POLICIES – City Center**

### ***GOAL 1: Create a City Center for "live, work, play and shop".***

Policy 1-1: Re-develop the City Center with a mix of uses including housing, offices, retail, civic, cultural, and service related businesses.

Policy 1-2: Encourage housing which creates more pedestrian activity and human presence beyond normal workday hours.

### ***GOAL 2: Create a City Center that is the heart of the City.***

Policy 2-1: Create public gathering places that provide opportunities for community events, celebrations, farmers market, concerts and festivals.

Policy 2-2: Maintain and enhance the location of civic uses in the City Center.

Policy 2-3: Promote and support the location of essential community services in the City Center.

***GOAL 3: Create a City Center that is attractive, accessible, safe, and a regional magnet for residential and commercial investment.***

Policy 3-1: Create an enhanced architectural design environment.

Policy 3-2: Enhance the accessibility of City Center to Interstate 84 and the rest of the community.

Policy 3-3: Create an attractive area for commercial development as an alternative to development along the "boulevard" and outlying areas.

Policy 3-4: Create linkages and eliminate barriers between the City Center and adjacent neighborhoods.

Policy 3-5: Support development that provides a diversity of experience, elements of surprise, and integration with the natural and manmade creek environment.

***GOAL 4: Preserve the historic and architectural heritage of City Center.***

Policy 4-1: Protect and enhance the existing historical architecture.

***GOAL 5: Balance the needs for parking and vehicular circulation with the development of a walkable, pedestrian City Center environment.***

Policy 5-1: Maximize the use, efficiency, and amount of parking.

Policy 5-2: Encourage the use of alternative transportation modes through promotion of ride share, transit passes, bike parking, improved sidewalks and pedestrian path linkages.

Policy 5-3: Temporarily allow surface parking lots adjacent to the creek until land prices support parking garages.

Policy 5-4: Consider use of parking management plans or strategies for uses that are characterized by peak events (churches, assembly halls, event centers).

Policy 5-5: Maximize opportunities that allow and promote shared parking in the City Center District.

**GOAL 6: *Finish the restoration of Indian Creek.***

- Policy 6-1: Restore the aquatic eco-system and riparian habitat for wild and aquatic life as well as to improve the water quality.
- Policy 6-2: Day light Indian Creek as a stimulus for re-development of the City Center and areas adjacent to the creek corridor.
- Policy 6-3: Improve public access around Indian Creek.
- Policy 6-4: Create an attractive and sustainable creek corridor that will provide a "spinal cord" linking the community with the City Center.

**RECOMMENDATIONS – City Center**

- Identify transit routes and design station locations as a means to bring people to downtown Caldwell.
- Install a round about at the intersection of Blaine, Cleveland, Centennial and Main to improve traffic circulation.
- Improve the appearance of signage at the freeway interchanges and City Center gateway streets.
- Develop a Parking Management Plan that addresses all private and public parking resources, monitors the utilization of parking through time and sets parking time restrictions and zoning standards to maximize the efficient use of parking.
- Develop a public arts program that provides opportunities for interaction and interpretive art of the environmental conditions of the creek corridor.
- Implement a creek corridor pedestrian way that provides continuity in design from the Boise River to Griffiths Park.
- Develop a Trails and Pathways Master Plan, which uses the Indian Creek as an armature, and connects City Center to its neighborhoods, schools, parks, the regional pathway system, and other centers of activity.
- Create a specially defined streetscape for 10<sup>th</sup> Avenue defining it as a Gateway boulevard.

- Enhance streetscapes along Blaine Street and Cleveland Boulevard to 21<sup>st</sup> Avenue.
- Improve streetscapes with trees, street furniture, and paving on all City Center streets.
- Support designation of properties eligible for listing on the National Register of Historic Places.
- Work with Union Pacific Railroad to reduce/eliminate train whistles in downtown Caldwell.
- Establish a façade improvement program for the City Center District.

## **Downtown Caldwell Framework Master Plan**

### **Meeting Notes – September 9, 2009**

Attendees: Rem Fox, Jack Coonce, Chris Yamamoto, Anne Marie Skinner, Jeff Shneider, Rob Pilote, ElJay Waite, Eric Randall, Joseph Lombardo, Joe Dondero, Dave Gipson, Scott Gipson, Randy Million, Ruth Story, Skip Oppenheimer, Steve Fultz, Jeff Hibbard, Gary Vance and Jeremy Malone

Based upon the last meeting, the main deliverables remaining to be completed include the financial portion, public input and ongoing accountability of the Subcommittee to ensure the Framework Master Plan gets carried forward and accomplished. Regarding the Financial component, it was suggested Sage Resources grants and financial options should be considered. The question was asked how to get public/citizen input? Many methods were suggested but Subcommittee members talking with other downtown owners, tenants and customers was received best. Additionally, Ken Wien and Chris Yamamoto are conducting a survey of buildings and owners to collect information. This survey is approximately 50% complete with the majority of individuals interested in staying downtown and supporting the Framework Master Plan. The accountability portion of the Subcommittee will be the most difficult (since the Subcommittee will be dissolved at the completion of the FMP) but it was suggested this Subcommittee, or a portion thereof, create a Downtown Caldwell Marketing Group to ensure all owners, tenants, retailers, etc. are working towards a common goal and events continuing to occur in Downtown.

The proposed thematic districts were discussed and asked if anyone has comments or concerns about the districts. There was a suggestion to create an Education District which starts with the TVCC Site but after discussion it was decided to keep the site in the Civic Plaza district. Rem asked for a motion to approve Three Themed Districts (Civic Plaza, Cultural Center and Old Town) for the Framework Master Plan and the Subcommittee unanimously approved.

CSHQA will now finalize the districts and will incorporate their recommendations into the Framework Master Plan document. Additionally, they will work with Oppenheimer Development and the City/building department to provide a building and cost model based upon the recommendations approved.

The next subcommittee meeting was scheduled for Wednesday, September 16, 2009 at 11:30 a.m. at the Police Station.

## **Downtown Caldwell Framework Master Plan**

### **Meeting Notes – September 16, 2009**

Attendees: Rem Fox, Jack Coonce, Jeff Hibbard, JoAnn Lowe, Ken Wien, Dennis Cannon, Jeff Shneider, Anne Marie Skinner, Chris Yamamoto, Rob Pilote, Steve Fultz, Mauricio Quintero, George Jewell, Steve Wakeman, Eric Randall, Luther Maddy, Joseph Lombardo, ElJay Waite and Jeremy Malone

The current Caldwell City Center Streetscape plan was distributed for discussion (copy attached). The revised plans include the bulb-outs recommended by CSHQA to allow more sidewalk space on corners and creates a pedestrian friendly environment while slowing vehicle traffic by creating the narrower streets. The Subcommittee members agreed to the bulb-out concept but had questions regarding parking.

With the proposed lay-out including the bulb-outs, there are 585 parking spaces available in the downtown core, which appears to be adequate to accommodate the initial design recommendations in the Framework Master Plan. At some point in the future, depending upon growth, development and traffic, a parking garage might be needed in the Civic Plaza district and potentially another near the Cultural District. If the bulb-outs were not included in the Plan, there would be 687 parking spaces. Everyone agreed the benefits of the bulb-outs outweighed the additional 102 parking spaces.

The City confirmed there is ample existing parking for the TVCC building as designed so no new parking would be required with the new building. A parking management plan will need to be created and managed to ensure the current parking adjacent to the new building remains open for current downtown businesses and customers.

It is estimated the cost to develop and install the proposed Streetscape Plan is approximately \$425,000. The members of the Subcommittee unanimously voted Urban Renewal or The City of Caldwell should pay 100% of the cost to make these improvements which would include the streetscape, utility relocation, streetscape irrigation and fiber optic conduits. This recommendation will be passed along to both Urban Renewal and The City of Caldwell.

Additionally, the Subcommittee voted unanimously that the City Center Streetscape plan should include the five (5) circular nodes as presented by CSHQA.

If the proposed Streetscape Plan gets approved and adopted by The City of Caldwell, the City and Urban Renewal will seek funding options and grant programs to assist in these improvements. The timing for the improvements will vary based upon the development needs of downtown but it was agreed the streetscapes and utility relocations should only happen once in each area so the plan must be accurate and detailed initially.

The next subcommittee meeting was scheduled for Wednesday, September 30, 2009 at 11:30 a.m. at the Train Depot.

## **Downtown Caldwell Framework Master Plan**

### **Meeting Notes – September 30, 2009**

Attendees: Rem Fox, Ken Wien, Jeff Hibbard, Kermit Scarborough, Rob Pilote, Chris Yamamoto, Dave Gipson, Scott Gipson, Skip Oppenheimer, Ron Bitner, Diana Brown, Dennis Cannon, Mauricio Quintero, Joseph Lombardo, ElJay Waite, Eric Randall, Anne Marie Skinner, Dustin Rose and Jack Coonce

ElJay Waite with the Caldwell East Urban Renewal Agency gave a presentation on the current and future status of Urban Renewal. Urban Renewal is currently set to sunset on December 31, 2014 but have the ability to bond through 2022. He presented the current Urban Renewal Plan Objectives and the Annual Report for Urban Renewal from 2001 – 2009 (attached). The Plan may be amended from time to time and is not fixed. The current philosophy of Urban Renewal is to use cash where ever possible with only bonding certain projects (i.e. sewer treatment, schools, etc.). It is projected by 2015, the tax rate will be reduced by approximately 15% with a property base growth of \$330 million.

It was recommended by the Subcommittee that Urban Renewal needs to allocate funds which focus on job growth for downtown. While creating jobs with new businesses is important, a focus on retention needs to occur as well. Urban Renewal funds should be allocated to streetscape improvements, façade improvements, parking, utility improvements and Building/Fire code improvements for existing buildings in downtown. Additionally, the Subcommittee commented Urban Renewal does not receive tax income from City or County owned buildings within the Urban Renewal district. While job creation is important with City/County facilities, income generating facilities need to be a priority as well.

## **Section 302 Urban Renewal Plan Objectives**

Urban Renewal action is necessary in the Project Area to combat problems of physical blight and economic obsolescence. The Plan encourages taxing districts, included in the project area, to present comments and projects to the Agency for consideration and inclusion as viable methods of meeting plan objectives.

The Project Area consists of a large area bounded generally by UPRR right of way or Cleveland Boulevard on the west, Lincoln Road on the north, Homedale Road to the south and extending eastward to Ward Road. The area has a history of a slow-growing tax base primarily attributed to: inadequate street improvements; inadequate utilities; inadequate drainage facilities; poorly maintained properties; inadequate pedestrian and open areas; undeveloped properties; inconsistent and diverse property ownership; and other deteriorating factors.

Hence, the Urban Renewal Plan for the Project Area is a proposal for: a) improvements to public facilities and public infrastructure that will provide an improved environment for new commercial developments, b) the elimination of unsafe conditions, c) preventing the extension of blight and deterioration and the reversal of deteriorating action in the area and d) promoting the economic development of the area.

The foregoing objectives are consistent with objectives of the Act as referred to in Section 100 of this Plan above.

The provisions of this Plan are applicable to all public and private property in the Project Area. The provisions of this Plan and the Caldwell East Area Workable Program/Implementation Plan shall be interpreted and applied as objectives and goals, recognizing the need for flexibility in interpretation and implementation, while at the same time not in any way abdicating the rights and privileges of the property owners which are vested in the present and future zoning classifications of the properties. All development under an owner participation agreement shall conform to those standards specified in Section 405.02 of this Plan.

## **Section 303 Participation Opportunities and Agreements**

The Agency is authorized to enter into an owner participation agreement with any existing or future owner of property, in the event the property owner seeks and/or receives assistance from the Agency in the redevelopment of the property and the Agency determines such participation is in the best interests of the Agency and the public. In that event, the Agency may allow for an existing or future owner of property to remove his property and/or structure from future Agency acquisition subject to entering into an owner participation agreement.

## **Section 304 Cooperation with Public Bodies**

Certain public bodies are authorized by state law to aid and cooperate, with or without consideration, in the planning, undertaking, construction, or operation of this Project. The Agency shall seek the aid and cooperation of such public bodies and shall attempt to coordinate this Plan with the

activities of such public bodies in order to accomplish the purposes of redevelopment and the highest public good.

The Agency specifically intends to cooperate to the extent allowable by law with the City of Caldwell, the Caldwell Housing Authority, the Caldwell and Vallivue School Districts, Canyon County, Idaho Housing and Finance Association, and the State of Idaho.

In the event an Agency is participating in the public development by way of financial incentive or otherwise, the public body shall enter into a participation agreement with the Agency and then shall be bound by the Caldwell East Area Workable Program/Implementation Plan and other land use elements and shall conform to those standards specified in Section 405.02 of this Plan.

Exhibit E

Caldwell East Urban Renewal Agency  
Estimated Financial Commitments

Draft - Prepared for discussion  
purposed only 08/24/2009 by E.  
Waite

Plan Year	Urban Renewal Revenue Allocation Period				
	12	13	14	15	16
Description	2010	2011	2012	2013	2014
<b>Annual Budget</b>					
<b>Parks</b>					
YMCA/Recreation Center	1,000,000	1,000,000	1,000,000	1,000,000	1,741,562
CEDC/Other Admin	80,000	70,000	35,000	-	-
Engineering/Admin/Legal	50,000	-	-	-	-
Master Plan & Rotary Pond					
Agency LID's/Georgia Bridge					
Misc/Depot Grant					
10MW power line					
Street Improvements					
Stocktrail Road					
Griffith Park Frontage					
Water Well #18 & #19					
Parking Softball Quad					
Irrigation System UR Park					
CC Building/Simplot Stadium					
Downtown Incentives	200,000	200,000	200,000	-	-
Catalyst Site Land/Improvements	400,000	-	-	3,000,000	4,777,741
Parking lot Property	-	-	-	-	-
Centennial Entrance					
Street Pipe Dream					
CNR Seating/Van Buren Pk Lt					
Education Building Financing	499,695	499,695	499,695	-	-
Condominium Purchase	2,000,000	2,000,000	2,000,000	-	-
Slum & Blight Removal					
Plymouth Street					
Airport Terminal	200,000	100,000	-	-	-
Indian Creek Project Cash					
Indian Creek Project Debt	698,079	699,335	700,169	252,804	252,816
Exit 29 Engineering	320,000	320,000			
Sewer Cash Projects					-
Sewer Bonding Projects	1,771,433	1,805,293	1,841,146	1,837,948	1,885,499
<b>TOTAL</b>	<b>\$ 7,719,206</b>	<b>\$ 6,694,322</b>	<b>\$ 6,276,011</b>	<b>\$ 6,090,752</b>	<b>\$ 9,407,618</b>
	Estimated	Estimated	Estimated	Estimated	Estimated
Actual/Est. Property Tax	6,550,160	6,650,160	6,750,160	6,850,160	6,950,160
Property Value	328,000,000	363,000,000	398,000,000	433,000,000	468,000,000
	0.01997	0.01997	0.01997	0.01997	0.01997
Plan Property Tax & Cash	3,682,997	3,976,126	4,270,247	4,565,359	4,862,124
Property Value	222,900,000	240,600,000	258,400,000	276,300,000	297,300,000
	Sep-10	Sep-11	Sep-12	Sep-13	Sep-14
Est. Cash Balance	1,268,062	1,223,900	1,698,049	2,457,458	0

## THE URBAN RENEWAL AGENCY OF THE CITY OF CALDWELL, IDAHO

**Re: Annual Report for Urban Renewal Agency for calendar year 2001**

### **ACTIVITIES & COMMITMENTS**

In calendar year 2001, the Urban Renewal Agency continued its commitment to economic development and residential stability within its geographic boundaries in Caldwell. Some of the specific activities, including accomplishments and board actions, are listed below.

- Contracted with I.D.A.H.O., a local non-profit housing agency, to oversee low interest housing rehabilitation loan applications and projects within urban renewal boundaries. Through this effort, 1% rehabilitation loans of up to \$20,000 payable over 20 years were made available to Caldwell residents from federal 504 monies. Over 20 residents in the urban renewal area applied for funding resulting in one completed rehab and 5 applications in process as of December 31, 2001. Community interest in this program continues to increase but debt and low credit ratings prevented many applicants from securing funds. Modifications to this program are expected in 2002.
- Initial park development drawings for the 65 acres of land between Highway 20-26 and Linden Road to the east of Flying J were completed reviewed by a citizens committee. Payment for this property begins in June 5, 2003.
- The agency renewed a commitment to match rotary club member donations for improvements made to Rotary Pond/Park. Funding for this project is being provided by rotary club fund raising activities. Rotary club, city parks and street personnel are coordinating this project. During 2001, fishing docks (donated by Canyon County), fish and fish habitat (donated by Idaho Fish and Game), top soil placement, site and parking improvements (completed by street employees) were added to park amenities. Power distribution, pump station and sprinkler line installation should be completed in 2002. A grand opening is scheduled for June 8, 2002.
- The agency contributed \$50,097 to reconstruct Sebree Park. Amenities include three softball fields, a basketball court, a sand volleyball court and a children's play area.
- The agency entered into an agreement with Idaho Power to construct a 10-megawatt distribution line into the urban renewal area. The line will service the park site and adjoining commercial development. The agency was reimbursed 55% of project costs by commercial developers serviced by this line.

## **THE URBAN RENEWAL AGENCY OF THE CITY OF CALDWELL, IDAHO**

### **Re: Annual Report for Urban Renewal Agency for fiscal year 2002**

#### **ACTIVITIES & COMMITMENTS**

The Urban Renewal Agency remains committed to economic development and residential stability within its geographic boundaries in Caldwell. Some of the specific activities, including accomplishments and board actions, are listed below.

- The Agency terminated the contract with I.D.A.H.O., a local non-profit housing agency, to oversee low interest housing rehabilitation loan applications and projects within urban renewal boundaries. The Agency approved one grant for \$7,900 and one loan for \$5,000 at 1% interest to complete housing rehabilitation commitments. The Agency authorized a cost share LID for residents located within agency boundaries to install new curb, gutter and sidewalk. The agency will pay 25% of concrete costs which matches the city's contribution percentage.
- The Agency approved a land exchange for property located between Highway 20-26 and Linden Road to the east of Flying J. The exchange results in an enhanced site for park development of the agency's 65 acre parcel. Payment for this property has been budgeted for FY - 2003.
- The agency renewed a commitment to match rotary club member's donations for improvements made to Rotary Pond/Park. Funding for this project is being provided by rotary club fund raising activities. Rotary club, city parks and street personnel are coordinating this project. During 2002, electrical facilities, a pumping station, top soil placement, sprinkler system design and parking improvements were added to park amenities. Dedication activities took place on for June 8, 2002.
- The agency contributed \$50,000 to reconstruct Sebree Park landscaping and add a second restroom. Dedication activities took place in May 2002. The park now offers perimeter streetlights, three softball fields, a basketball court, a sand volleyball court, a children's play area and a new restroom.
- The agency received a \$25,000 refund for right-of-way not purchased under the agreement with Idaho Power to construct a 10-megawatt distribution line into the urban renewal area. The line will service the park site and adjoining commercial development. The agency reimbursed 55% of this refund to participating commercial developers.

## THE URBAN RENEWAL AGENCY OF THE CITY OF CALDWELL, IDAHO

**Re: Annual Report for Urban Renewal Agency for fiscal year 2003**

### ACTIVITIES & COMMITMENTS

The Urban Renewal Agency remains committed to economic development and residential stability within its geographic boundaries in Caldwell. Some of the specific activities, including accomplishments and board actions, are listed below.

- The agency authorized a cost share BLID for businesses located within agency boundaries to install new curb, gutter and sidewalk. The agency will match the City's contribution percentage of 25% of concrete costs for curb, gutter and sidewalks if the property owner installs decorative lighting.
- The agency paid the \$1,000,000 note payable attached to the 65-acre park parcel in preparation for a land exchange for property better suited for park development. The exchange is anticipated in February 2004.
- The agency amended its boundaries to include the downtown corridor between 10<sup>th</sup> St. and 3<sup>rd</sup> St. from the UPRR right-of-way to Dearborn.
- The agency contributed \$100,000 to replace wooded bleachers at the rodeo grounds with new aluminum bleachers.
- The agency entered into a loan agreement with the developer of Ashton Place apartments, a low-income housing project. The Agency provided a 10-year, \$150,000 zero interest loan to assist in the construction of the project.
- The agency paid \$167,318 for the reconstruction of Plymouth street, the beautification of Centennial Way, the completion of Stocktrail Road and Linden street frontage improvements at Griffiths park.
- The agency paid \$24,999 to provide an emergency access driveway in and out of the new GALS softball quad.
- The agency paid \$20,849 to replace the roof on the historic Railroad Depot downtown.
- The agency paid \$25,000 for street improvements on 1<sup>st</sup> St. at Columbia Village
- The agency funded \$8,068 for a safety services Opticom installation as part of the traffic light installation on I-84 exit 29.

## **THE URBAN RENEWAL AGENCY OF THE CITY OF CALDWELL, IDAHO**

### **Re: Annual Report for Urban Renewal Agency for fiscal year 2004**

#### **ACTIVITIES & COMMITMENTS**

The Urban Renewal Agency remains committed to economic development and residential stability within its geographic boundaries in Caldwell. Some of the specific activities, including accomplishments and board actions, are listed below.

- The agency authorized \$2,741,562 additional funding to the Caldwell Family YMCA recreation project and interest/financing expenses up to \$2,000,000. Agency pledges to the YMCA total \$7,741,562 for facility construction and \$2,000,000 to cover interest and financing expenses.
- The agency exchanged a 65-acre land parcel adjoining Airport property for 45 acres better suited for park development and 14.75 acres of commercial property.
- The agency received a property donation from Canyon County for the abandoned carwash at the corner of 10<sup>th</sup> and Arthur Streets. Deed restrictions limit the use of this property to those consistent with restoration activities on Indian Creek.
- The agency issued \$3,735,000 in 11-year Revenue Allocation Bonds to fund growth/expansion projects at the wastewater treatment plant.
- The agency set aside a school site and authorized shared infrastructure construction for Thomas Jefferson Charter School on land adjoining the park/sports complex near Smeed Parkway.
- The agency paid \$346,964 for the reconstruction of Plymouth Street, Skyway Street construction, Georgia Avenue Bridge design, and parking lot construction in Griffiths Park.
- The agency paid the 1<sup>st</sup> installment of \$300,000 towards the Caldwell Family YMCA.
- The agency paid \$277,000 for the Franklin Lift Station sewer project.
- The Agency paid \$147,000 for sports lighting at Luby Park, Centennial Way landscaping and project engineer costs to design Skyway Street in the new park/sports complex.
- The agency committed to provide matching grant funds of \$50,000 for the U.P.R.R. Depot Restoration Project and paid \$10,000 to begin project design.
- The agency funded \$60,000 to Caldwell Economic Development Council for economic development efforts within Agency boundaries.

## THE URBAN RENEWAL AGENCY OF THE CITY OF CALDWELL, IDAHO

Re: Annual Report for Urban Renewal Agency for fiscal year 2005

### ACTIVITIES & COMMITMENTS

The Urban Renewal Agency remains committed to economic development and residential stability within its geographic boundaries in Caldwell. Some of the specific activities, including accomplishments and board actions, are listed below.

- The agency purchased ten properties in downtown Caldwell to secure right-of-way for the Indian Creek Relocation project. At closing, the properties were deeded to the City. Property acquisition costs including relocation totaled \$2,043,000.
- The agency participated with two developers in constructing a pressurized irrigation system for parkland and commercial properties adjacent to the proposed city park. The parties realized costs savings of 50% for a combined system verse constructing separate irrigation systems.
- The agency paid demolition and construction costs for the Indian Creek demonstration project between 10<sup>th</sup> & 9<sup>th</sup> avenues in the amount of \$648,000. The project removed two old buildings and enhanced the creek path and landscaping thereby restoring the creek's beauty and appeal.
- The agency issued \$2,660,000 in 7-year Revenue Allocation Notes to fund the Indian Creek demonstration project and Indian Creek property acquisition.
- The agency committed to purchase a 10-acre school site to accommodate residential growth in Caldwell School District.
- The Agency completed street and parking lot construction for Thomas Jefferson Charter School on land adjoining the park/sports complex near Smeed Parkway. Skyway street was also completed and services the 45-acre park
- The agency paid \$557,000 in installment payments to the city's street, sewer and water funds for Plymouth Street, Skyway Street, Griffiths Park parking, WWTP headworks and well #18.
- The agency paid the 2<sup>nd</sup> installment of \$700,000 towards the Caldwell Family YMCA.
- The agency paid \$211,000 for the pressurized irrigation system to service Pipedream Park. Adjoining developers will use this system and reimbursed the Agency 42% of project costs.
- The agency paid \$40,000 to help build a new county work release facility.
- The agency paid \$60,000 to Caldwell Economic Development Council for economic development efforts within Agency boundaries.

## THE URBAN RENEWAL AGENCY OF THE CITY OF CALDWELL, IDAHO

Re: Annual Report for Urban Renewal Agency for fiscal year 2006

### ACTIVITIES & COMMITMENTS

The Agency remains committed to economic development and residential stability within its geographic boundaries in the City. Some of the specific activities, including accomplishments and board actions, are listed below.

- The Agency contributed \$400,000 to the Airport Terminal Project.
- The agency initiated a bond sale in the amount of \$8,300,000 for the construction of the Franklin Sewer project. This project extends sewer services within urban renewal boundaries East of Canyon Hill and provides a regional lift station and lines to pump wastewater to the treatment plant. Bonds are expected to sell in December 2006 and proceeds will be deposited with the sewer fund for project construction.
- The Agency paid relocation costs for business and property owners involved in the Indian creek property purchases.
- The Agency completed the Indian Creek Demonstration project between 10<sup>th</sup> and 9<sup>th</sup> avenues. Total cost of this project over the past two years is \$752,000. The project enhanced the creek path with natural vegetation, landscaping, walking paths and streetlights.
- The Agency purchased a 10-acre school site to accommodate residential growth in Caldwell School District.
- The Agency paid \$1,147,000 to the City's general fund, park, street, sewer and water funds for downtown redevelopment, Griffiths park projects, Georgia avenue bridge, exit #29 engineering, Plymouth Street, Skyway Street, Griffiths park parking, WWTP headworks and wells #18 & #19.
- The Agency paid the 3rd installment of \$1,000,000 to the Caldwell Family YMCA.
- The Agency paid \$30,000 to upgrade seating at Simplot Stadium to aluminum benches.
- The Agency paid \$60,000 to Caldwell Economic Development Council for economic development efforts within Agency boundaries.
- The Agency included ~~\$3,200,000~~ in the 2007 Budget for Indian Creek Day-lighting project construction. The project will be financed out of fund balance and through local bank financing of \$1,600,000.

## **THE URBAN RENEWAL AGENCY OF THE CITY OF CALDWELL, IDAHO**

**Re: Annual Report for Urban Renewal Agency for fiscal year 2007**

### **ACTIVITIES & COMMITMENTS**

The Agency remains committed to economic development and residential stability within its geographic boundaries in the City. Some of the specific activities, including accomplishments and board actions, are listed below.

- The Agency began construction of the Indian Creek Day-lighting project along a three-block corridor in downtown Caldwell. Redevelopment from this project is projected to be between \$50 to \$100 million in new construction and 1000 new jobs over the next 10 years.
- The Agency entered into an agreement with the Department of Commerce and Labor to sell a developed commercial lot in the Sky Ranch Business Park at below market rates for the relocation of the department's Caldwell Idaho Works Office.
- The Agency entered into an agreement with New Beginnings Housing to fund \$30,000 of pathway improvements along Indian Creek as part of their Vineyard Suites project that is a 50-unit, low-income, senior housing project.
- The Agency began judicial confirmation proceedings for a 14-year, \$7 million bond to expand capacity at the City's water treatment plant from 50,000 to 100,000 to provide for the residential build out within agency boundaries.

## **THE URBAN RENEWAL AGENCY OF THE CITY OF CALDWELL, IDAHO**

**Re: Annual Report for Urban Renewal Agency for fiscal year 2008**

### **ACTIVITIES & COMMITMENTS**

The Agency remains committed to economic development and residential stability within its geographic boundaries in the City. Some of the specific activities, including accomplishments and board actions, are listed below.

- The Agency completed construction of the Indian Creek Day-lighting project along a three-block corridor in downtown Caldwell. The majority of old channel infill and ground water diversion was also completed.
- The agency participated in the first redevelopment project along Indian Creek by assisting the City in purchasing a key property for the City Hall catalyst project. As many as 25 new jobs will be created as a result of this project.
- The Department of Labor built a new building and relocated and expanded its Canyon County operations to the commercial lot acquired from the Agency in the Sky Ranch Business Park.
- The Agency funded the Vineyard Suites 50-unit, low-income, senior housing project at Linden and Indian Creek.
- The Agency issued a 14-year, \$8.3 million bond to expand capacity at the City's water treatment plant from 50,000 to 100,000 to provide for the residential build out within agency boundaries.
- The Agency funded \$75,000 for the YMCA's wellness program. This effort provided 50% membership assistance to employers that encourage employees to participate in the Y's wellness study. The benefits to employers could be substantial health cost savings as employees take action to become more wellness oriented. Canyon County, Caldwell and Vallivue School Districts participated in the study.
- Caldwell Economic Development Council, TVCC and Norfleet Development approached the Agency with the concept of building an education building in Caldwell to house expanding community college offerings by TVCC. A potential site is the agency's 3-acre parcel adjacent to the new Department of Labor building, Thomas Jefferson Charter School and PipeDream Park. The Agency agreed to locate the project on this site if the project moves forward.
- In connection with the City the Agency agreed to fund a portion of downtown improvements for sidewalks, lighting, curb, gutter, trees and irrigation. The LID funding ratio is 60% government & 40% private.

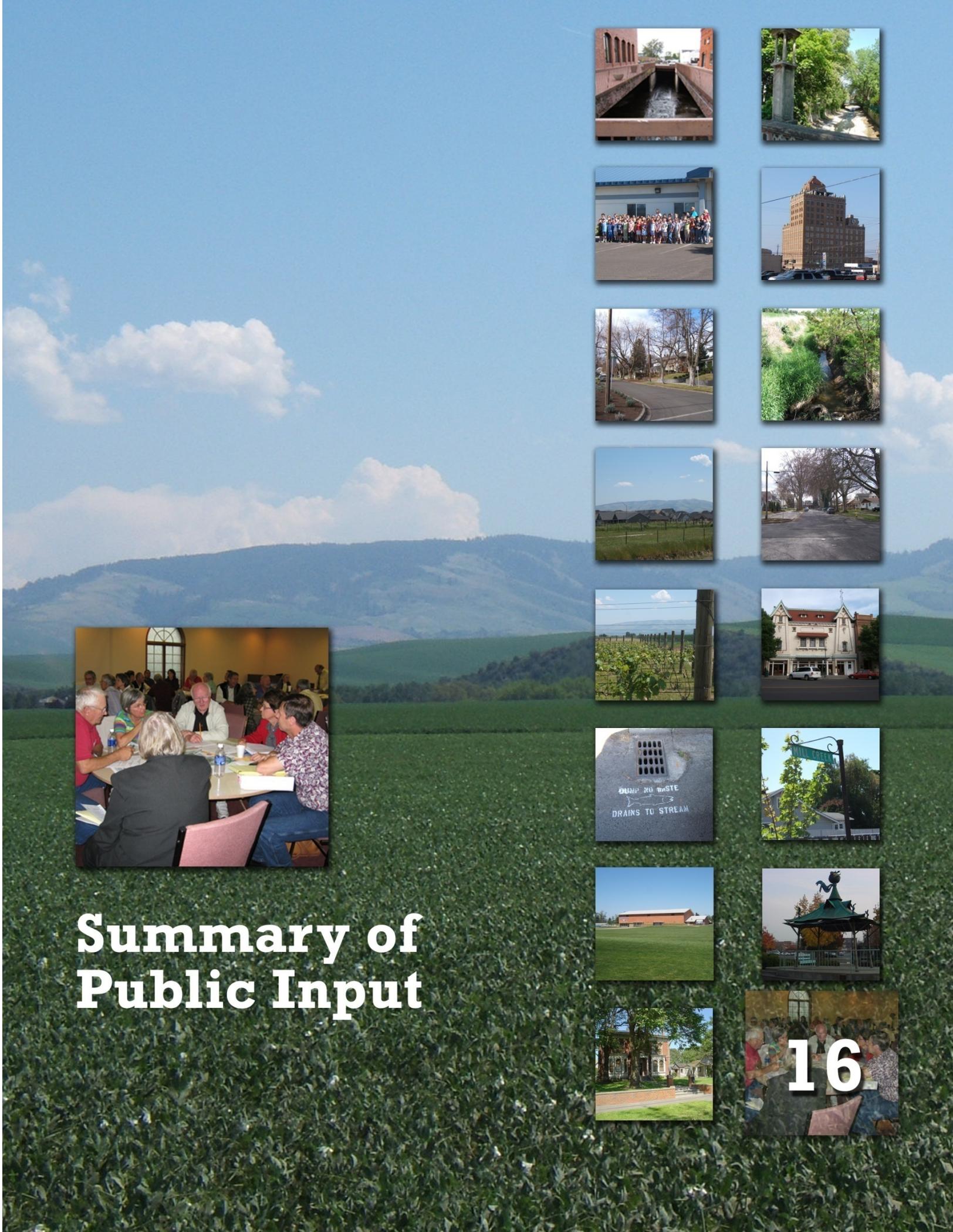
## **THE URBAN RENEWAL AGENCY OF THE CITY OF CALDWELL, IDAHO**

**Re: Annual Report for Urban Renewal Agency for fiscal year 2009**

### **ACTIVITIES & COMMITMENTS**

The Agency remains committed to economic development and residential stability within its geographic boundaries in the City. Some of the specific activities, including accomplishments and board actions, are listed below.

- The agency participated in the first redevelopment project along Indian Creek by assisting the City in purchasing the final key property for the City Hall catalyst project.
- The Agency funded an additional \$75,000 for the YMCA's wellness program. This effort provided 50% membership assistance to employers that encourage employees to participate in the Y's wellness study. Simplot corporation will participate in the wellness initiative this year.
- The Agency continued talks with TVCC to expand class offerings after the economic decline drove investors from the market and foiled developer plans to build an education building at Sky Ranch Business Park. Economic stimulus money may be provided to enable private developers to again consider constructing an education building in the downtown core.



# Summary of Public Input



## Contents

<b>16.0 Summary of Public Input .....</b>	<b>16-1</b>
16.1 Introduction .....	16-1
16.2 Vision Sessions .....	16-1
16.2.1 City Council and Planning Commission.....	16-1
16.2.2 Department Managers .....	16-2
16.2.3 Technical Advisory Committee .....	16-3
16.2.4 Steering Committee.....	16-4
16.3 Focus Groups .....	16-4
16.3.1 Arts and Culture.....	16-4
16.3.2 Housing and Infrastructure .....	16-5
16.3.3 Transportation and Circulation.....	16-6
16.4 Community Survey Results .....	16-6
16.4.1 Community and Government Services .....	16-7
16.4.2 Community Identity and Design.....	16-8
16.4.3 Land Use .....	16-8
16.4.4 Culture and History .....	16-9
16.4.5 Transportation and Circulation.....	16-9
16.4.6 Environment.....	16-10
16.4.7 Recreation.....	16-11
16.4.8 Economy and Business Services .....	16-12
16.4.9 Personal Information.....	16-12
16.5 Public Workshops .....	16-13
16.5.1 Issues Identification - September 25, 26 and 27, 2006.....	16-13
16.5.2 Future Vision Walla Walla - January 2007.....	16-23
16.5.3 Solutions and Priorities - February 27 and 28, 2007.....	16-27
16.5.4 Business Representatives Meeting – May 2007.....	16-30
16.5.5 Economic Forum – June 2007.....	16-30
16.5.6 Futures Workshop – June 2007.....	16-31
16.5.7 Steering Committee Public Meeting – June 2007.....	16-34

## Tables

Table 16-1 – Survey: Community & Government Services .....	16-7
Table 16-2 – Survey: Community Identity & Design .....	16-8
Table 16-3 – Survey: Land Use .....	16-9
Table 16-4 – Survey: Culture & History .....	16-9
Table 16-5 – Survey: Circulation & Transportation .....	16-10
Table 16-6 – Survey: Environment .....	16-11
Table 16-7 – Survey: Recreation .....	16-11
Table 16-8 – Survey: Economy & Business Services .....	16-12
Table 16-9 – Survey: Personal Information .....	16-12
Table 16-10 – Issue Identification: Land Use .....	16-13
Table 16-11 – Issue Identification: Circulation .....	16-14
Table 16-12 – Issue Identification: Economic Vitality .....	16-14
Table 16-13 – Issue Identification: Community Services .....	16-14
Table 16-14 – Prioritization of Solutions and Issues: Individual Input .....	16-28

## Figures

Figure 16-1 – Issue Identification: Land Use .....	16-15
Figure 16-2 – Issue Identification: Circulation .....	16-17
Figure 16-3 – Issue Identification: Economic Vitality .....	16-19
Figure 16-4 – Issue Identification: Community Services .....	16-21



## **16.0 Summary of Public Input**

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### **16.1 Introduction**

The following public input techniques were used in developing the City of Walla Walla Urban Area Comprehensive Plan Update: Vision Sessions with members of the City Council and Planning Commission, department managers, the Technical Advisory Committee and the Steering Committee; Focus Groups (small groups brought together by invitation to discuss particular elements of the Plan); public workshops; and a community survey randomly distributed to residents of the Walla Walla UGA. This section summarizes the information obtained from the various public input techniques. A more detailed account of the public input received during the Plan process is in the Public Input document, which is a companion volume to the Comprehensive Plan.

### **16.2 Vision Sessions**

A series of Vision Sessions were held as part of the planning process, on June 26, 2006 the consultant met with city Council and the Planning Commission in a joint session and with the Department Managers for the City. On September 26, 2006, the Steering Committee and Technical Advosry Committee each participated in Vision Sessions. Vision Sessions are facilitated discussions on a limited number of questions. Summaries of those sessions follow.

#### **16.2.1 City Council and Planning Commission**

On June 26, 2006, nine members of the City Council and the Planning Commission participated in a Vision Session facilitated by the consultant. Participants were asked to describe the character of the City of Walla Walla, their vision for the City in 20 years, the City's strength and its constraints.

When asked to describe the City of Walla Walla, perceptions were positive with several references to the City's history, residents and architectural resources. One individual described it as "an old city with very unique architecture and very friendly people". Another described it as "a historic place with great agricultural heritage".

Barring all constraints, in 20 years, council and commission members generally see the City as maintaining the existing characteristics that make it a desirable place to live while improving its economy. Desired characteristics included “pristine-clean water and air”, “same as today as much as possible with good controlled growth” and a place “where fairness and social justice and opportunity are available”. Improvements were envisioned in parking, and the provision of recreation facilities, infrastructure and the protection of water resources.

The City’s three strengths that were most often noted were its people, schools and historic downtown. Other noted assets include its trees, economy and environment.

A number of constraints or obstacles facing the City were identified. Economics was one of the primary constraints that was identified. Building the tax base, providing jobs for young people, unfunded state mandates and having appropriate funding for infrastructure improvements were seen as difficulties the City must overcome. An aging population, housing that workers can afford, lack of community consensus and a poor relationship between Walla Walla, College Place and the County were also identified as constraints.

Issues identified by council and commission members included regional matters such as inter-municipal planning, the use and protection of water resources and housing costs. Other issues include the need for improved and additional transportation and recreation facilities, supporting agriculture and devising a means to instilling a sense of community among all segments of the population.

## **16.2.2 Department Managers**

The consultant also facilitated a Vision Session with nine department managers on June 26, 2006. In addition to providing a description of the City’s character, their vision for the City in 20 years, and the City’s strengths and weaknesses, they were also asked what was good about the current Comprehensive Plan and how it could be changed to be more useful for them.

Department managers also described the City as a desirable place to live. Among the descriptions of the City were “charming, safe, attractive, family-oriented community” and “struggling to come to grips with growth and change”.

Department managers’ visions for the future were varied and included “serving as a model for smart sustainable growth”, “financially stable”, “family and youth orientation maintained as it grows” and “environmentally and culturally aware community”.

## ELEMENT 16: SUMMARY OF PUBLIC INPUT

Several strengths were identified by department managers. The most frequently identified strength was the people of the community, who were described as “concerned & involved, well educated” and “friendly and warm”. The City’s location was another attribute that was identified more than once. The City was described as “nestled in the valley”, “close to Columbia and Snake rivers and a day’s drive to Yellowstone, Ranier, Sun Valley, Cascades and Olympic Valley”.

Identified weaknesses included a “split between those who have and those who don’t have”, “inadequate public infrastructure” and “no big body of water within 10 miles of town”.

When asked about the usefulness of the existing Comprehensive Plan, department managers generally saw the existing Comprehensive Plan as a guiding document whose policies were adequate. However, the managers felt the Plan needed to be updated to reflect the changes that have occurred in the City.

Department managers listed a number of qualities they would like to see in the new Comprehensive Plan, such as : greater organization; accessible for use by all groups; inclusion of arts and culture; direction for provision of parks, utilities and public safety; and more pictures and graphs.

### **16.2.3 Technical Advisory Committee**

The Technical Advisory Committee participated in a Vision Session, facilitated by the consultant, on September 26, 2006. The 18 participants were asked the same questions as department managers.

Technical Advisory Committee members also viewed the City as a desirable place to live. Descriptions generally cited safeness, family friendliness and diversity.

The most often cited issues facing the City were affordable housing, street maintenance and improvement and unequal economic development.

Among the opportunities or potentials cited by members were geographic location and climate, cultural and economic diversity and higher education opportunities.

Technical Advisory Committee members also noted that changes have occurred since the Comprehensive Plan was developed. It was generally agreed that the Comprehensive Plan should be updated to address changes. Suggested improvements included “clear community vision”, “Develop neighborhoods that promote physical activity and recreation” and “Improve predictability for future development for residents and developers”.

## 16.2.4 Steering Committee

Members of the Steering Committee for the Comprehensive Plan Update participated in a Vision Session on September 26, 2006, which was facilitated by the consultant. Steering committee members were asked to describe the character of the City, their vision for the City in 20 years, the top three issues facing the City, the top three potentials of the City, and any other noteworthy issues.

The various descriptions of the City offered by Steering Committee members showed that although the community was going through a period of adjustment they all saw it as a desirable place to live. One person described the City as “a beautiful, peaceful setting, soft with few harsh edges... quiet and overall easy on the senses”.

Steering Committee members’ generally envisioned a future Walla Walla that maintained its historic, agricultural and natural resources while accommodating some level of growth in the population and the economy. There were also several references to a desired spirit of cooperation among residents. One member described their desired future for Walla Walla as “larger but able to carry its size easily because of the respect that residents have for each other...”.

Opportunities or potentials cited by members included leveraging tourism/wine, creating living wage jobs and controlled growth, among others.

Issues of threats facing the City included affordable housing, uncontrolled growth and future water and infrastructure needs.

Other issues noted by Steering Committee members included inconsistencies between the Zoning Code, Subdivision regulations and GMA requirements and the need for better coordination between the City, County and College Place, among others.

## 16.3 Focus Groups

Three Focus Groups session were held as part of the planning process, on September 27 and 28, 2006. Focus Groups are facilitated discussions on a limited number of questions. Questions posed to Focus Group participants were similar to those used during the Vision Sessions. Discussion topics and participants were identified with the help of the Steering Committee.

### 16.3.1 Arts and Culture

On September 28, 2006, 12 of the 20 individuals that were invited participated in the Arts and Culture Focus Group. The City's size, historic qualities and cultural offerings were some of the defining characteristics mentioned by participants.

## ELEMENT 16: SUMMARY OF PUBLIC INPUT

When asked what arts and culture projects should the City focus on in the next 20 years, responses were many and varied. Among the items that were repeatedly mentioned were the need for a public, multipurpose arts facility that would be affordable for community groups, the need to develop an interest in the arts among young people and the need for continued and expanded support of existing and new arts venues.

Opportunities or potentials named by participants included “cooperation between tourism and arts”, “Preserve and enhance authentic historic resources in Walla Walla” and “Fort WW museum expansion and the downtown connection”. Threats facing the City’s arts and culture included lack of funding, lack of cooperation among the various cultural resources and loss of community character.

Other issues cited by participants included keeping the arts accessible to residents, visitors and all economic levels, maintaining year-round hotel occupancy and developing of package tours for the City.

### **16.3.2 Housing and Infrastructure**

Twenty-four individuals were invited to the Housing and Infrastructure Focus Group held on September 27, 2006 and 13 attended. Participants frequently used the terms diverse and unique in their descriptions of the City. Among the varied descriptions were: “a city of many converging cultures and industries that has a unique environment, economy and social structure”, “a pleasant community that combines the best of small town living (safety, community) and the opportunities of a larger city (wine, culture, colleges)” and “a small livable community, rapidly changing with issues that need to be addressed”.

Suggested housing and infrastructure improvements for the next 20 years included affordable and diverse housing, infill and rehabilitation of existing homes, upgrade and maintain water resources, better coordination between City and County and more bicycle and pedestrian friendly.

Participants noted a number of opportunities for housing and infrastructure development in the City such as using the upper stories of downtown buildings for residential uses, maintaining diversity in neighborhoods, increasing density and reusing vacant commercial and industrial land.

Among the challenges mentioned by participants were: “water for growth”, “fear of change”, “balancing people’s real desires with what they’re willing to tolerate” and “as new citizens move to Walla Walla, making sure that everyone feels that they can participate”.

Other issues cited by participants included increased housing costs, generating support for higher densities and limited resources to provide public services.

### **16.3.3 Transportation and Circulation**

The Transportation and Circulation Focus Group was held on September 27, 2006 and five of 16 invitees were present. Struggling with growth was an underlining theme in participants' descriptions of the City. One participant described the City as "a residential environment with high cultural and educational interests struggling with the conflict of growth and traditional values in a market driven society". Participants cited a need for alternate forms of transportation, improved road maintenance and consistency in design guidelines for roads as issues to address over the next 20 years.

Greater use of bicycles and other modes of transportation, redirecting traffic to outside of the City and completion of expansion work on Highway 12 were some of the opportunities that were cited. Other issues that were mentioned included availability of water, poor communication between various levels of government and housing costs.

### **16.4 Community Survey Results**

In February of 2007 a community survey was randomly distributed to residents in the Walla Walla UGA. The survey was intended to measure public opinion regarding various issues and conditions that exist in the community and to allow residents to state their visions and goals for the future of the community. Survey questions covered the following topics: Community and Government Services, Community Identity and Design, Land Use, Culture and History, Environment, Recreation, Transportation and Circulation Environment, Recreation and Economy and Business Services. Respondents were also asked to provide demographic and other information about themselves such as: age, how long they have lived in Walla Walla, etc.

The survey was distributed randomly to a total of 670 households. A total of 164 surveys were returned completed, representing a response rate of 26%. A response rate of 26% is generally considered good for a survey of this type. An effort was made to distribute the surveys proportionally between renters and homeowners. However, the response rate was much lower for renting households. Due to the size of the community, the sample size created by the number of people who responded to survey exhibits a margin of error of  $7.6 \pm$  % with a confidence interval of 95%. The margin of error is based on a random sample.

While the survey was randomly distributed, the sample collected by those that responded is not a random representation of the Walla Walla UGA. With all mail-back surveys, there is a certain degree of sample bias, in that a segment of the population chooses not to respond. People who respond to this type of survey tend to be better educated and/or politically motivated. It should also be considered that those that responded to the survey have demonstrated a greater interest in the future of Walla Walla.

## ELEMENT 16: SUMMARY OF PUBLIC INPUT

### 16.4.1 Community and Government Services

Survey respondents were asked to indicate their overall satisfaction with future planning for effective community and government services on a scale of one to five, where one represented very satisfied and five represented very dissatisfied. Respondents were generally pleased with the level of preparedness for the future of their community and government services. Overall, 70 percent or more of respondents were at least satisfied with preparedness by services in eight of the ten categories about which they were asked. However, respondents were not satisfied the streets were prepared for the future; they were also more neutral regarding with the level of preparedness of Planning and Building.

Respondents were also asked to indicate their level of agreement, also on a scale of one to five, on other community and government services issues. Approximately 85% of respondents agreed or strongly agreed that they feel safe in Walla Walla. Almost 60% of respondents agreed or strongly agreed that they were knowledgeable about City services and offices and that they were satisfied with the value of City services. However, 35% of respondents disagreed or strongly disagreed that the City is doing a sufficient job of managing growth. Another 36% neither agreed nor disagreed that the City is doing a sufficient job of managing growth.

**Table 16-1 – Survey: Community & Government Services**

		1	2	3	4	5
		Very Satisfied	Somewhat Satisfied	Satisfied	Somewhat Dissatisfied	Dissatisfied
<b>COMMUNITY AND GOVERNMENT SERVICES</b>						
1	My level of satisfaction that the following services are prepared for the future is:					
	a Police	33.1%	19.4%	33.8%	11.9%	1.9%
	b Fire	47.2%	18.9%	32.7%	1.3%	0.0%
	c Ambulance	44.7%	18.9%	32.1%	4.4%	0.0%
	d Streets	6.2%	9.3%	14.3%	29.8%	40.4%
	e Water	18.8%	16.9%	45.0%	13.8%	5.6%
	f Library	36.5%	18.2%	37.1%	6.9%	1.3%
	g Sewer	17.8%	17.8%	51.0%	10.8%	2.5%
	h Parks	30.6%	24.4%	34.4%	8.1%	2.5%
	i Recreation	17.8%	17.2%	37.6%	19.7%	7.6%
	j Planning and Building	8.9%	13.9%	36.1%	27.8%	13.3%
		1	2	3	4	5
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
2	I feel I am <b>knowledgeable</b> about City services and offices	7.6%	50.6%	29.1%	12.0%	0.6%
3	I feel <b>safe</b> in Walla Walla	18.1%	66.9%	11.9%	3.1%	0.0%
4	In general, I am satisfied with the <b>value of City services</b> .	7.6%	51.9%	28.5%	10.1%	1.9%
5	The City is doing a <b>sufficient job of managing growth</b> .	6.3%	23.3%	35.8%	23.3%	11.3%

## 16.4.2 Community Identity and Design

Over 58% of respondents agreed or strongly agreed that Walla Walla has a strong sense of identity and that the character and appearance of the commercial and residential buildings in the community reflect the community’s identity. Roughly three quarters of respondents agreed or strongly agreed that the City should encourage retail and light industrial/technical development. However, there was less consensus and more ambivalence about other types of development.

While 55% of respondents agreed or strongly agreed that the City should encourage residential development 31% neither agreed nor disagreed. Similarly, while 44% of respondents agreed or strongly agreed that office parks should be developed, 41% neither agreed nor disagreed. About one third of respondents agreed or strongly agreed that heavy industries and mixed uses should be developed and a similar amount neither agreed nor disagreed.

**Table 16-2 – Survey: Community Identity & Design**

		1	2	3	4	5
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
<b>COMMUNITY IDENTITY AND DESIGN</b>						
6	Walla Walla has a <b>strong sense of identity</b>	34.8%	46.8%	12.7%	5.1%	0.6%
7	The <b>character and appearance</b> of commercial buildings in Walla Walla is of high quality	20.1%	49.1%	25.8%	4.4%	0.6%
8	The <b>character and appearance</b> of residential and commercial buildings reflect the community’s identity.	22.0%	36.5%	30.2%	9.4%	1.9%
9	The City should <b>encourage the following types of development</b> :					
	a Retail	31.2%	40.3%	18.8%	6.5%	3.2%
	b Light industrial/technical	28.3%	46.7%	17.8%	3.9%	3.3%
	c Heavy Industrial	13.4%	20.1%	28.2%	26.8%	11.4%
	d Office Parks	12.8%	31.1%	40.5%	9.5%	6.1%
	e Residential	20.4%	34.2%	30.9%	9.9%	4.6%
	f Mixed Uses which includes residential, commercial and light industrial in the same area	11.8%	21.1%	27.6%	23.7%	15.8%
10	I <b>feel a sense of community</b> in Walla Walla	25.2%	44.2%	20.4%	8.2%	2.0%

## 16.4.3 Land Use

In general, respondents (66%) agreed that protecting open space should be a priority. Slightly more than 50% of respondents also agreed that land use conflicts existed in certain areas of the City while 35% neither agreed nor disagreed. A majority of respondents (58%) disagreed that the City had a broad range of housing types. There was no general consensus as to whether or not the location and density of new residential was appropriate; 39% disagreed, 36% neither agreed nor disagreed and 25% agreed. Responses were the same regarding the location and amount of industrial, commercial and retail development.

# ELEMENT 16: SUMMARY OF PUBLIC INPUT

**Table 16-3 – Survey: Land Use**

		1	2	3	4	5
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
<b>LAND USE</b>						
11	The City has areas where <b>land use conflicts</b> exist	24.8%	28.2%	34.9%	9.4%	2.7%
12	Please list areas where land use conflicts exist: Illahee, Port, Residential/Agricultural, Donovan Property					
13	The <b>location and density</b> of new residential development is appropriate.	5.8%	19.4%	36.1%	22.6%	16.1%
14	The City has a <b>broad range of housing types</b> to meet residents' needs; including housing that is affordable for all incomes.	3.2%	19.9%	19.2%	36.5%	21.2%
15	The location and amount of <b>industrial, commercial, and retail development</b> are appropriate.	2.6%	21.9%	36.1%	27.1%	12.3%
16	Are there <b>particular areas</b> where industrial, commercial, or retail development should be concentrated? <b>Yes 64.2%/ No 35.8%</b> If yes, where?	Blue Mountain Mall, Eastgate, East Side, Downtown, Airport, 9 <sup>th</sup> and Rose				
17	<b>Protecting open space</b> from development should be a priority	39.7%	26.0%	23.3%	8.9%	2.1%

## 16.4.4 Culture and History

The majority of respondents (88%) agreed that the city should preserve and celebrate its historic legacy. A little more than 60% of respondents agreed that the City should provide additional cultural facilities and programs.

**Table 16-4 – Survey: Culture & History**

		1	2	3	4	5
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
<b>CULTURE AND HISTORY</b>						
18	The City should preserve and <b>celebrate its historic legacy</b>	52.2%	36.0%	8.7%	2.5%	0.6%
19	The City should provide for additional <b>cultural facilities and programs</b> (concert hall, theater, music, art).	30.6%	30.6%	22.5%	11.9%	4.4%

## 16.4.5 Transportation and Circulation

An overwhelming majority (81%) of respondents agreed that downtown parking is a problem while 68% disagreed that the quality and safety of the City road system is adequate. To mitigate some traffic issues a majority of respondents agreed that funding should be increased for greenways (67%) and sidewalks (63%). There was some ambivalence about increasing funding for public transportation (48% agreed and 36% neither agreed nor disagreed) and additional road connections (45% agreed and 39% neither agreed nor disagreed).

# THE WALLA WALLA URBAN AREA COMPREHENSIVE PLAN

Among the roads named as having significant problems in the survey, 65% of respondents agreed that Highway 125/9<sup>th</sup> Street is a problem. It was followed by downtown streets (55%), Dalles Military Road/Plaza Way (53%), Alder Street (48%) Highway 12 (47%) and Isaacs Avenue (45%). When asked to set three priorities for funding over the next three to five years respondents indicated Isaacs Avenue, Alder Street and Highway 12.

**Table 16-5 – Survey: Circulation & Transportation**

		1	2	3	4	5	
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	
<b>TRANSPORTATION AND CIRCULATION</b>							
20	Traffic is a significant problem on the following streets:						
	a	Highway 12	22.9%	24.2%	27.5%	22.9%	2.6%
	b	Highway 125/9 <sup>th</sup> Street	29.7%	35.5%	22.6%	10.3%	1.9%
	c	Myra Road	10.0%	16.0%	46.7%	22.0%	5.3%
	d	Isaacs Avenue	19.1%	26.3%	32.9%	18.4%	3.3%
	e	Dalles Military Road/Plaza Way	28.1%	24.8%	31.4%	13.7%	2.0%
	f	Downtown Streets	18.4%	37.4%	29.9%	12.9%	1.4%
	g	Alder Street	19.3%	29.0%	35.2%	13.8%	2.8%
	h	Other (please indicate):	Rose, Chestnut, Tietan, Howard				
21	Of the roads indicated above, or any other roads, list below which should be the <b>City's top three priorities</b> for improvement over the next three to five years:						
	a	Isaacs (28)					
	b	Alder (21)					
	c	Highway 12 (18)					
22	Downtown parking is a problem		51.3%	29.5%	14.1%	3.2%	1.9%
23	The <b>quality and safety</b> of our City road system is adequate for the current population and future growth		3.1%	12.6%	16.4%	50.9%	17.0%
24	Pedestrian safety is an issue/problem		20.1%	32.7%	28.3%	15.1%	3.8%
25	Please indicate where <b>pedestrian safety</b> is a problem:		Isaacs, Main, 2 <sup>nd</sup> , 9 <sup>th</sup> , Alder				
26	To <b>mitigate some traffic issues</b> , The City should increase funding of:						
	a	Sidewalks to connect neighborhoods and/or retail	26.0%	37.0%	30.1%	3.4%	3.4%
	b	Greenways (pedestrian/bike/walking trails)	34.2%	32.9%	19.9%	5.5%	7.5%
	c	Public transportation (bus, trolley)	20.3%	27.3%	35.7%	10.5%	6.3%
	d	Additional road connections	21.5%	23.6%	38.9%	11.1%	4.9%

## 16.4.6 Environment

There was strong agreement among respondents that identifying and protecting environmentally sensitive land should be a priority (83%) and even greater agreement that streams, stream banks and water quality should be preserved. Generally, there was not strong agreement that the City was doing a sufficient job to address noise, light, air and litter pollution (47%, 50%, 49% and 53% respectively). When asked if appropriate steps were being taken to address pollutants of surface and ground water resources, 46% neither agreed nor disagreed and 34% agreed.

# ELEMENT 16: SUMMARY OF PUBLIC INPUT

**Table 16-6 – Survey: Environment**

		1	2	3	4	5	
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	
<b>ENVIRONMENT</b>							
27	Identifying and protecting the City’s <b>environmentally sensitive lands</b> should be a priority.	40.6%	42.6%	12.9%	2.6%	1.3%	
28	Development should be planned to <b>preserve streams, stream banks and water quality</b> .	60.6%	31.9%	6.3%	1.3%	0.0%	
29	The City is doing a sufficient job to address the following issues:						
	a	Noise Pollution	8.2%	38.4%	32.1%	13.8%	7.5%
	b	Light Pollution	7.1%	42.9%	28.2%	16.7%	5.1%
	c	Air Pollution	8.4%	40.6%	34.8%	11.6%	4.5%
	d	Litter Control	10.1%	42.8%	23.9%	18.2%	5.0%
30	Appropriate steps are being taken to address erosion, storm water runoff, and other sources that pollute <b>surface and ground water resources</b>	6.5%	27.3%	46.1%	14.9%	5.2%	

## 16.4.7 Recreation

Among respondents, there was great agreement (64%) that the City needed additional active recreational activities (hiking, biking, golfing etc.) and indoor recreational facilities (ice rink, community center etc.). There was less agreement about the need for more outdoor sports facilities (52%), passive recreational activities (32%) and additional parks (31%). When asked in an open-ended question what new recreation facilities should be developed respondents named pool, youth center, community center and ice rink.

**Table 16-7 – Survey: Recreation**

		1	2	3	4	5
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
<b>RECREATION</b>						
31	Additional parks are needed in the City	12.3%	18.7%	37.4%	22.6%	9.0%
32	Where should additional Parks be located?	North, South, East West				
33	More <b>passive recreational opportunities</b> (bird watching, nature watching) are needed in Walla Walla.	10.5%	21.7%	40.1%	18.4%	9.2%
34	More <b>active recreational opportunities</b> (hiking, biking, swimming, fishing, golfing) are needed in Walla Walla	29.7%	34.2%	22.6%	7.7%	5.8%
35	Additional <b>outdoor</b> sports facilities (baseball/softball, soccer, skatepark, pool, etc.) are needed in Walla Walla	24.8%	26.8%	29.9%	12.7%	5.7%
36	Additional <b>indoor</b> recreation facilities (ice rink, community center, youth center, etc.) are needed in Walla Walla	29.9%	33.8%	25.5%	6.4%	4.5%
37	What specific new recreation facilities should the City develop?	Pool, Youth Center, Community Center, Ice Rink				

## 16.4.8 Economy and Business Services

Roughly three quarters of respondents agreed or strongly agreed that more needed to be done to attract family wage jobs (83%), support business development (76%) and encourage local entrepreneurs (72%). However, there was less agreement on the need for more large-scale retail centers (45% agreed and 32% disagreed). Over 90% of respondents agreed that they do the majority of their shopping in Walla Walla while smaller proportions shopped in Tri-Cities and College Place (54% and 49%, respectively).

**Table 16-8 – Survey: Economy & Business Services**

		1	2	3	4	5
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
<b>ECONOMY AND BUSINESS SERVICES</b>						
38	The City should support <b>business development</b> to generate additional tax revenue.	23.7%	51.9%	16.7%	4.5%	3.2%
39	More needs to be done to help <b>encourage local entrepreneurs</b> who want to open businesses.	24.5%	47.7%	23.9%	2.6%	1.3%
40	More needs to be done to <b>attract family wage jobs</b> to the area.	44.2%	39.0%	13.6%	2.6%	0.6%
41	More large-scale <b>retail centers</b> are needed in the City.	23.6%	20.9%	23.6%	18.2%	13.5%
42	I do the majority of <b>my shopping</b> in:					
	a Walla Walla	51.7%	38.9%	6.0%	2.0%	1.3%
	b College Place	16.1%	33.3%	23.0%	16.1%	11.5%
	c Tri-Cities	27.1%	27.1%	20.0%	11.8%	14.1%
	d Other (please specify):	Online, Seattle, Spokane, Portland				

## 16.4.9 Personal Information

The majority of survey respondents were over 50 years of age (54%), owned their own home (76%), had lived in Walla Walla for over 10 years (76%), worked in Walla Walla (59%) and indicated that they frequently keep up with local issues (55%). When asked in an open-ended question if they were to move from the City, why would they leave, respondents indicated job related issues, climate and cost (including taxes and housing).

**Table 16-9 – Survey: Personal Information**

<b>PERSONAL INFORMATION – Please tell us something about yourself ...</b>						
43	How many <b>adults</b> (18 or older) are living in your residence, <u>including yourself</u> ?	1 32.9%	2 53.8%	3-5 13.3%	6 or more 0.0%	
44	How many <b>children</b> (under 18) are living in your residence?	0 73.4%	1 11.7%	2 9.1%	3-5 5.8%	6 or more 0.0%
45	What is your <b>age</b> ?	18-20 0.7%	21-30 13.1%	31-40 13.1%	41-50 19.6%	51-65 28.8%
46	Do you <b>own or rent</b> the Walla Walla residence you are living in?	Own 75.8%	Rent 24.2%			

## ELEMENT 16: SUMMARY OF PUBLIC INPUT

PERSONAL INFORMATION – Please tell us something about yourself ...								
47	How long <b>have you lived</b> in Walla Walla?			0-2 years 7.5%	3-5 years 9.4%	6-10 years 7.5%	More than 10 years 75.6%	
48	Do you <b>work</b> in Walla Walla?			Yes 58.9%	No 13.9%	Retired 27.2%		
49	Could you share your annual household income category?	Less than \$10,000 13.0%	\$10,000 -29,999 18.5%	\$30,000-\$49,999 26.7%	\$50,000-\$74,999 24.7%	\$75,000-\$99,999 24.0%	\$100,000 -149,999 6.2%	\$150,000 + 4.1%
50	If you expect to move <b>from Walla Walla in the near future</b> , why? Job-related issues, cost including taxes and housing, climate							
51	What is your highest level of <b>education</b> ?	Below High School 1.3%	High School Grad 13.6%	Some College 25.3%	Associates Degree 11.7%	Bachelors Degree 24.0%	Post Graduate Degree 24.0%	
52	I keep up with <b>local issues</b>	Rarely 10.4%	Frequently 55.2%	Always 34.4%				

### 16.5 Public Workshops

Public workshops were held September 25, 26 and 27, 2006, February 27 and 28, and June 5, 2007. The workshops in September were designed to help participants identify issues relating to land use, circulation, economic vitality and community services. The workshops in February allowed participants to prioritize the previously identified issues and to indicate their preferred solutions to those issues.

#### 16.5.1 Issues Identification - September 25, 26 and 27, 2006

A total of approximately 137 persons attended three identical workshops that were held in September 2006. The format of the workshops included individual and group input. The individual input is summarized below.

**Table 16-10 – Issue Identification: Land Use**

Land Use	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The character of the Urban Growth Area should be consistent with the City	35%	34%	18%	10%	2%
There is a need to improve the overall look and quality of residential and commercial areas in the City	26%	48%	20%	5%	1%
We need to protect open space in the City of Walla Walla	65%	26%	8%	1%	0%
Land use conflicts exist in Walla Walla	37%	37%	24%	2%	0%
Sprawl is threatening the City of Walla Walla's distinct urban boundary	41%	17%	26%	10%	5%

**Table 16-11 – Issue Identification: Circulation**

Circulation	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The volume of traffic in the City is a problem.	29%	28%	24%	14%	4%
There is a need for more sidewalks in the City of Walla Walla.	28%	34%	29%	8%	1%
There is a need for official bike lanes in Walla Walla.	46%	26%	18%	5%	5%
Traffic conflict and safety is an issue in Walla Walla.	38%	35%	22%	3%	2%
A comprehensive recreational trail system is needed in the City.	38%	31%	22%	6%	3%
Additional roads are needed in the City.	3%	15%	51%	18%	12%

**Table 16-12 – Issue Identification: Economic Vitality**

Economic Vitality	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
We need more stores in Walla Walla.	16%	23%	32%	19%	11%
There is a need for additional industrial development.	19%	38%	24%	14%	5%
The City of Walla Walla should continue developing as a tourism destination.	22%	32%	24%	15%	6%
Walla Walla's history and its historic areas enhance our quality of life.	65%	23%	10%	1%	1%
The housing stock should be improved in Walla Walla.	43%	41%	16%	0%	0%

**Table 16-13 – Issue Identification: Community Services**

Community Services	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Walla Walla's many streams need to be protected from pollution and development.	81%	12%	7%	0%	0%
Infrastructure facilities (sewer, water, drainage) in the City are adequate for current and future needs.	11%	14%	26%	33%	15%
The City needs to step in and prepare formerly industrial and commercial areas for revitalization and redevelopment.	35%	36%	22%	3%	3%

Participants in the public workshop were asked to indicate issue areas on maps provided at the workshop. A synthesis of the Issue Identification mapping exercise appears on the following pages.

***Figure 16-1 – Issue Identification: Land Use***

This page is a placeholder. Because they are in an 11-by-17 tabloid format, maps were uploaded separately to facilitate downloading and printing. All mapping is available on the City's website. Follow links from <http://www.ci.walla-walla.wa.us>.



***Figure 16-2 – Issue Identification: Circulation***

This page is a placeholder. Because they are in an 11-by-17 tabloid format, maps were uploaded separately to facilitate downloading and printing. All mapping is available on the City's website. Follow links from <http://www.ci.walla-walla.wa.us>.



***Figure 16-3 – Issue Identification: Economic Vitality***

This page is a placeholder. Because they are in an 11-by-17 tabloid format, maps were uploaded separately to facilitate downloading and printing. All mapping is available on the City's website. Follow links from <http://www.ci.walla-walla.wa.us>.



***Figure 16-4– Issue Identification: Community Services***

This page is a placeholder. Because they are in an 11-by-17 tabloid format, maps were uploaded separately to facilitate downloading and printing. All mapping is available on the City's website. Follow links from <http://www.ci.walla-walla.wa.us>.



## ELEMENT 16: SUMMARY OF PUBLIC INPUT

### 16.5.2 Future Vision Walla Walla - January 2007

During January 2007, an extensive series of events were held by the Comprehensive Planning Steering Committee and City Staff to engage citizen participation and solicit input on issues. Each weekend focused on a different sector of the city - Eastgate / historic center / south-side / west-north sides. Over 500 people were involved in events including neighborhood walks and four facilitated neighborhood public meetings. Below is a summary of the issues generated by the Steering Committee out of input gathered in these events and review of other input gathered in the planning process.

The summary is related to the various elements of the Comprehensive Plan by initials following each line as follows:

CC = Community Character

CF = Community Facilities

CRC = Commercial Retail Community

EV = Economic Vitality

ENR = Environment & Natural Resources

LU = Land Use

PH = Population & Housing

PR = Parks & Recreation

RC = Regional Considerations

T= Transportation

U = Utilities

#### **Neighborhoods / Livability**

- Deterioration of older housing stock PH, CC  
Vacant homes (especially on west & north sides)
- Affordable housing PH, LU  
Need rehab program  
Need adequate new build (compact, mixed-use, and multi-family) to improve mix and reduce affordability pressures on existing housing stock.
- Maintenance of property / Code enforcement CC, PH  
Unkempt yards - junk vehicles  
Vegetation overhang / encroaching on sidewalks
- Not enough designated lands as multi-family LU  
Multi-family zoning in historical areas (replacement considerations)  
Neighborhood compatibility
  - Keep in-fill and development small and in character CC, LU, PH
  - In-fill housing not balanced with size and character of neighborhood CC, PH, LU
- Protect neighborhood theme / historical character
- Preserve small-town 'feel'  
Design standards - old bridges, street lights
- Balance in-fill with open space LU, CC  
Mixed density neighborhoods (keep)

# THE WALLA WALLA URBAN AREA COMPREHENSIVE PLAN

- Mix of density, type, and size of housing
- Lack of community spaces PR, CC, CF, CR
  - Public spaces (neighborhood gathering space)
  - Performance / cultural space
  - Need neighborhood common areas (indoor and outdoor)
- Zoning does not meet future needs LU, CC, PH
- Need for more compact development (currently most available land zoned as R-96 - need more options) LU, CC, PH
- Absence of Mixed Use Zoning LU, CC, EV
- Strong desire for neighborhood commercial uses, current zoning does not allow (cafe, salon, office, etc.) LU, PH, CC, EV
  - Development of neighborhood centers CC, EV, LU
- Need to protect historical areas and cultural sites and highlight heritage CR, CC
  - No standards for addressing archaeologically, culturally, and historically significant sites
  - No designated historical districts
  - No adoption of downtown development standards (designed to protect / promote)
  - Signage, history, available information / Lost tourism and educational/social opportunities
  - VA National Historic District
  - Tribal/cultural considerations
- Lack of implementation of downtown design standards LU, T, CC, PH

## **Environment and Natural Resources**

- Decline and age of urban forest ENR, U, CC
  - Poor tree trimming (take care of what we have and add more)
  - Power lines (under-ground) to reduce need for trimming of mature trees
  - Tree selection appropriate for restoring canopy (street trees)
  - Aging of canopy
  - Lack of removal / replacement standards (beyond street trees)
  - Need protection of heritage trees
  - Need larger, adequate planting strips for trees
  - Open green space and park land
  - Develop gateways
  - Control growth
  - Strong support for northward development to reduce pressures on infrastructure and leverage access to downtown services
- Concerns with development on south end of town and in environmentally sensitive areas ENR, LU
- Need comprehensive Flood Plain Designation (to qualify for Federal Flood Insurance)
- Travel distance to city services CF
- Septic systems in sensitive areas CF, ENR
- Protection of wellhead and recharge areas ENR, U

## ELEMENT 16: SUMMARY OF PUBLIC INPUT

- Need for regional water system plan U, CF, RC, LU
  - Need for water conservation plan
- Protect, restore, and maintain waterways (creeks and streams) ENR
  - Address ESA and other compliance issues - develop standards and remediation
  - Lack of adequate set-back on new in-fill development LU
    - Need habitat protection for all waterways and sensitive areas ENR, LU, CC
  - Impact of inadequate waste-water / storm-water management
- Reclaim and enhance Mill Creek and other creeks/streams (naturalize) ENR, PR, EV, CC
  - Capitalize on recreation/economic/aesthetic benefits
  - Recreational, biking, hiking, pedestrian access along Creek (equestrian)
  - Mill Creek channel walls deteriorating
  - Bridge replacement (keeping historical 'look')
- Wildfire impact on water supply and Endangered Species ENR, U
- Long term management of solid waste U, ENR, CF
  - Recycle / re-use (smaller garbage cans, larger recycling containers)
- Air Quality concerns / inversions ENR, LU, CC, T
  - Urban forest affects
  - Traffic impact, fireplace burning bans,
  - Wildfire and field burning impacts
  - CO2 and other Concerns
- Environmental sites of concern throughout city ENR, CF, LU
  - Remediation of Tausick Way landfill site ENR, CF
  - Penitentiary Land-fill site
  - Other sites (e.g. 9th and Main, North of Hwy 12 at 13th)
  - Waste water and storm water run-off - potential pollution
  - Need natural hazard mitigation plans
  - Proactive to address e.g. winter storms, floods, earthquake (construction standards), wildfire
  - Lack of landscaping / insufficient landscaping in commercial areas
  - Need for financial support for infrastructure replacement/improvements in UGA (e.g. Sewer, water, sidewalk)

### **Connectivity and Public Spaces/Facilities**

- Pedestrian/Bike/Equestrian connectivity throughout Urban Growth Area T, PR
  - Overall trail system - need to complete connectedness and need regular maintenance
  - Equestrian access around entire area
  - Safety concern - poor road crossings, no bike lane and/or sidewalk access to schools and public facilities
- Need sidewalks and bike paths along streets CC, T, PR

# THE WALLA WALLA URBAN AREA COMPREHENSIVE PLAN

- Lack of sidewalk accessibility to schools and public facilities T, CC, PR  
Lack of pedestrian and bicycle connectivity (add sidewalks or pathway access from/to every area)  
Poor / uneven condition of sidewalks (repair)  
Crosswalks - for safe pedestrian access and connect neighborhoods  
Traffic signage - e.g. stop signs, cross-walks  
Encourage public transit facilities / use (bus / trolley)  
Handicap accessibility T  
ADA Compliance / Safety concerns
- Lack of curb and gutter T, CC  
No sidewalk and/or planting strip (buffering against traffic)  
Handicap accessibility  
Safety issues (forces walking on the street - no clear line between car traffic and foot traffic)  
Code enforcement (parking on parking strips, over sidewalks)  
Storm-water maintenance issues  
Street maintenance issues (where there is no curb and gutter, also the worst streets)  
No consistency
- Develop a better system of arterials T  
Implement the LTAP
- Street maintenance (need to fix the streets) T  
Aging Street Infrastructure  
Storm drains collapsing
- Street scale should be appropriate to the land use CC, ENR, LU  
Roads should not be over engineered primarily for services access
- Traffic issues T, LU, CC, ENR  
Congestion  
Poor traffic flow  
Conflicts with pedestrian / non-motorized vehicle, equestrian needs  
Current over focus on cars - need to balance with other means of transportation
- Parking issues T, LU, CC, ENR, CF  
Lack of sufficient parking in commercial areas, downtown
- Lighting - uneven or lack of sufficient street lights CF, CC, T  
Reduce / limit glare impacts (Penitentiary, commercial sites) - need standards  
Safety (need adequate lighting in all neighborhoods)  
Traffic flow issues (drive-through issues at key intersections)
- Parks and recreation facility replacement and expansion PR  
Aquatic Center / Swimming pool  
Need additional public fields / facilities - e.g. tennis, volleyball, handball, basketball, soccer, and ice rink  
Uneven accessibility (distance) to park and recreation facilities
- Youth issues - support and expand programs and services PR, EV

## ELEMENT 16: SUMMARY OF PUBLIC INPUT

Need more coordinated volunteer community service (Youth Volunteer Corp) - not just recreational programs

Patchwork of family and youth services (improve coordination and access)

- Evidence of gang related activities (especially north and west)

### Economic Vitality

- Jobs and employment EV, CRC, PH, LU
  - Business development/Economic convection
  - Diverse economic base
  - Need good paying jobs / promotional possibilities (cross-company convection)
  - Open-minded, flexible and adaptable to diversity in sectors
  - Need mix-used zoning in neighborhoods
- Need for adequate technological access (wireless phone / wifi WAN) EV, CC, LU, U
- Need for wider assortment and mix of commercial / industrial zoning LU, EV

### Government Functioning

- Constraints on City budget U, PR, CF, T
  - Growth pays for growth
  - No one wants new taxes - everyone wants more / better services
- Schools - overcrowded / aging facilities CF
  - Difficulty passing funding measures
  - Safety issues with lack of sidewalks, bike paths, and street crossings
- Patchwork Jurisdictions RC, T, LU, PH, CC, EV
  - Poorly integrated planning and coordination across valley
  - Inconsistent policies / cross-jurisdictional competition / squabbling
  - Includes special districts (private water districts, Port, County, College Place, etc.)
  - Impacts maintenance of pedestrian and bicycle paths that cross jurisdictions (WADOT / City / County)
- Gap between planning and implementation (what gets implemented is not aligned with intent)
  - Need integrated long-term plan across all jurisdictions
  - Development standards and requirements
  - Need consistent implementation of standards
- Need to keep citizens engaged in positive, future-oriented discussions throughout and between Comp Plan Updates RC, CC
- Accountability, credibility, transparency
- Police Department facility inadequate CF

### **16.5.3 Solutions and Priorities - February 27 and 28, 2007**

On February 27 and 28, 2007 a second round of public workshops was held to help participants express their priorities on issues that were identified in the first round of input. A total of 78 individuals participated in the second round of workshops. Similar to the first round of workshops, there were individual and group input sessions. The

# THE WALLA WALLA URBAN AREA COMPREHENSIVE PLAN

following table shows the rankings participant provided during the individual input portion of the program.

**Table 16-14 – Prioritization of Solutions and Issues: Individual Input**

Land Use	Rank
<i>How can the character of the City of Walla Walla be protected?</i>	
Ensure that zoning in the unincorporated portion of the UGA results in development that is consistent with the City	1
Implement design standards throughout the City and the rest of the UGA	2
Preservation of Walla Walla's historic architecture is a priority for preservation of the community's character	3
Develop rehabilitation incentives to help owners make improvements	4
As long as land use conflicts don't threaten safety, they shouldn't be controlled	5
Do nothing	6
<i>How can we protect open space and what priorities should be set?</i>	
New subdivisions include open space or developers helps pay for acquisition of other land for open space	1
Environmentally sensitive lands are the priority; recreational needs are secondary	2
Set maintenance of existing resources as a first priority	3
Raise taxes to acquire open spaces before they are developed	4
Obtain grants and funding to should pay for these spaces	5
Do nothing	6
Circulation	Rank
<i>What are the solutions to the issues of traffic volume, traffic safety, conflicts and maintenance on the roads in Walla Walla?</i>	
Increase the quality and capacity of existing roads	1
Encourage redevelopment of the incorporated portion of Walla Walla	2
Expand opportunities for public transportation in Walla Walla	3
Improve intersection signage, monitoring and controlling speed	4
Encourage commercial development downtown	5
Do nothing	6
<i>How should Walla Walla develop and pay for new sidewalks, bike lanes and trails?</i>	
Seek grants and budget matching funds to implement needed improvements	1
Let leaders know Bicycle and Pedestrian Plan are funding priorities	2
Include a pedestrian or bike component in all road improvement projects regardless of the cost	3
The sidewalks we have need to be improved before we add more	4
Raise taxes to pay for these improvements	5
Do nothing	6
Economic Vitality	Rank
<i>How can the economy of Walla Walla be improved?</i>	
Economic development efforts should be focused on sustaining and improving Walla Walla	1
All commercial areas of Walla Walla need to be improved and enhanced	2
Tourism development needs to be planned and controlled	3
Have an economic development entity to concentrate on development within the City	4
Development efforts should focus on enhancing and bringing more stores to downtown	5
Do nothing	6

## ELEMENT 16: SUMMARY OF PUBLIC INPUT

<i>How can the City meet the twin goals of historic preservation and housing rehabilitation?</i>	
Revise our zoning and implement design standards consistent with our preservation and revitalization goals	1
Housing affordability for working people needs to be the first priority	2
Infill development in our historic neighborhoods needs to be tightly controlled	3
Historic neighborhoods need to be protected and prioritized for preservation funding	4
Heritage and cultural tourism are the major preservation and economic development engine for Walla Walla	5
Do nothing	6
Community Services	Rank
<i>How can Walla Walla accommodate its growing population and protect its natural resources?</i>	
Fully fund plans to protect the water supply and to provide adequate water treatment	1
Acquire land along streams for recreational access and environmental protection	2
New development should be set well back from streams to protect them	3
Proposed new developments' infrastructure needs are as important a consideration as the jobs they will bring	4
Direct future residential development to areas away from the streams	5
Do nothing	6
<i>What kinds of priorities should the City establish to prepare former industrial and commercial areas for revitalization and redevelopment?</i>	
Developed incentives to make certain new developments reuse abandoned sites	1
The private sector should fund any redevelopments but the City should explore ways to help	2
The City's zoning code should direct new development to abandoned sites exclusively, until they are all reused	3
There should be a solid reuse proposal before any demolition takes place	4
The City should acquire and demolish abandoned sites	5
Do nothing	6

Participants were asked to indicate priorities that represented the issues that were identified during the previous round of input sessions. The following comments were made:

- Comprehensive maintenance plan needed for roads (6X)
- Integrated trail system (6X)
- Sidewalks everywhere, especially around schools (6X)
- Traffic issues (3X)
- Intersection Rt 12 & Clinton needed (2X)
- A transportation plan that provides for expected growth, public transit and bike paths
- Connect Highway 12 through City
- Connectivity of new residential areas to the rest of City
- Coordinated arterial system through City and County
- Design sidewalks and streets safe to keep pedestrians and bicyclers safe
- Develop from inside out to limit expenditure on infrastructure
- Improve sidewalks
- Intersection signage

- Mix of street types
- Parking building
- Pedestrian oriented design
- Plan for future needs, beltline capabilities
- Roosevelt Edison school Hobson entrance
- Tausick way between Fire District 4 and Isaacs
- Tietan and 3rd - needs light

## **16.5.4 Business Representatives Meeting – May 2007**

On May 22, 2007, representatives from seven local businesses met with four Comprehensive Plan Steering Committee members and the City Manager. The meeting began with a brief slide show presentation that highlighted the results of the local community survey that addressed a number of planning issues.

A general discussion followed the presentation in which the following issues were raised:

- Attracting and recruiting skilled talent into the Valley
- Affordable housing
- Infrastructure (road and utilities)
- Developing an environment to invite and promote investment
- Streamlining the review and permit process
- Ways to develop affordable business space
- Parking in the downtown area

## **16.5.5 Economic Forum – June 2007**

On June 5, 2007, a follow up to the May 22, business representative meeting was held. The following summarizes comments made by participants, which were grouped under general heading.

### Housing

- Greater visibility needed for the issue of affordable housing in the downtown area
- Housing is a key element of community revitalization, especially mixed use buildings and the rehabilitation of upper floors
- Need a regional view of affordable housing options
- There is space to develop housing within city limits and avoid sprawl
- Tightening land availability will increase prices
- There should be high standards for new development – sidewalks, lights, wide streets
- Examine quality of apartments and multi-family housing
- Growth in second home sales is not reflected in population statistics – consumes land and resources and increases home prices
- Zone for condominiums and other alternative housing

## ELEMENT 16: SUMMARY OF PUBLIC INPUT

### Economy

- Health care sector requires recruitment in specialty services and staff
- Need policy addressing the issue of attracting employees
- Voice of wine industry should be reflected in the Plan
- Need to support entrepreneurs and encourage business development
- Economic community needs to organize and have a voice in the decision making process
- Opportunity to develop technology focus through colleges
- Problems attracting industry

### Quality of life

- Neighborhood activity centers are needed
- There should be a one stop shop for family services
- Improve communication with the community
- Leaders are needed
- Need to embrace growth and organize it well

### Infrastructure

- Interstate needed to improve access to and from other communities
- Collaboration needed among all levels of government
- Lack of infrastructure and connectivity increases school costs and impedes transportation of students
- Organized plan for arterials is needed

### 16.5.6 Futures Workshop – June 2007

On June 5, 2007, a Futures Workshop was held that gave residents an opportunity to voice their reaction to the proposed Futures Plan element of the 2007 Comprehensive Plan Update. Sixty six individuals attended that workshop. The Futures Plan a graphic representation of the projects and potentials that could comprise the future Walla Walla. The following summarizes the questions that were asked about the Futures Plan and the written responses that were received:

As you look at the Futures Plan, what do you like about it?

- The Greenway (8X)
- The central commercial corridor (7X)
- Protection of residential areas from commercialization and transport overload
- A larger “urban growth area” that is comprehensive and defined (not sure about defining it with a greenway)
- The focused development
- The civic center (2X)
- Industrial park next to Illahee (2X)
- Organization (2X)
- Connectivity (5X)

# THE WALLA WALLA URBAN AREA COMPREHENSIVE PLAN

- Smaller UGA
- More zone issues
- Using what we already have
- New parks (2X)
- Recognize need for diverse industry/jobs
- Consideration given to affordable housing policies and green spaces
- That public input is being used

The Futures Plan contains some larger conceptual projects including a Greenway, Cultural and Arts Center, a reconstructed and revitalized Keylor Grand Theater, Civic Center, an outdoor amphitheater and a museum campus with the Kirkman House Museum as its focus. Which of these projects should be priorities for immediate action?

- Greenway (6X)
- Revitalized Keylor Theater
- Civic Center (5X)
- Road realignments for Rose to Main and Alder /Poplar
- Focus on enhancing Mill Creek passage through downtown –potential tourist draw
- Give Kirkman House Museum and Carnegie Art Center, which exist priority over conceptual projects (2X)
- None (2X)

*What other responses do you have to the Futures Plan?*

- Really interesting; industrial village is a brilliant concept (2X)
- Too much emphasis on walks and trails – arterials ought to and will direct economic development and growth
- Ability to develop for Myra
- Appropriately challenging
- Where does Class A office space get built; multi story parking
- Instead of focusing on old West theme create and arts and culture theme using Keylor theater and park amphitheaters; this is more in sync with wine tourist draw
- Link commercial area around Plaza Way with hotel and retail development, the neighborhood and the County Fair Grounds
- Eliminate greenway – neighborhood park/recreation areas are a better answer
- Don't favor commercial corridor; don't need another amphitheater – need a pool, more and better sidewalks, expanded library, community center, neighborhood support from the City and Sherwood Trust (2X)
- Walla Walla needs more safe sidewalks and bike paths, fewer people driving, bus system that runs on biodiesel or electric, regional train or light rail

## ELEMENT 16: SUMMARY OF PUBLIC INPUT

*What have we missed? What other projects comprise Walla Walla's Future?*

- Rent subsidized housing downtown (like the one behind the Rose St Safeway)
- Provision for land in cultivation to remain in cultivation
- Parking downtown (3X)
- Finish Mill Creek Sports Complex before thinking of another one
- Facilities for youth (pool, hang out, recreation) (2X)
- Electric trolley that runs main loop from Blue Mountain Mall to the Community College –Portland, OR style
- Zone/policy
- Naturalization of Mill Creek – more accessible (3X)
- Preserve older homes rather than taking them down for office complex or parking
- What can be done to help Blue Mountain Mall regain its earlier stature – do we just let it fall apart, as it seems to be doing
- Incorporate long term Arterial Plan
- Off stream reservoirs for water storage
- Homeowners capturing roof and sidewalk/driveway runoff for metered usage
- Where's the sense of neighborhoods
- Incorporate existing resources into broader conceptual projects – Carnegie Art Center, Fort Walla Walla, Kirkman House
- Didn't address extension of UGA north of Highway 12 sufficiently – need to plan for more growth than we might be comfortable with
- Street easement wide enough to accommodate light rail or trolley lines should fuel costs continue to increase; put all overhead wires underground – paid for by local improvement district; property owners amortized over time
- Energy production and use – solar, wind and biodiesel

Other projects envisioned for Walla Walla.

- Riparian Development – Mill Creek throughout the City some areas with water access for fishing etc and some areas without access for viewing
- Electric Trolley – from Blue Mountain Mall to the community college or the industrial village
- Avery Street Project (Master Plan Community) – mixed use (highway commercial, multifamily, condo, retirement single family from Myra extension to 13<sup>th</sup> Street
- Development Commission – city sponsored low-interest loan program for residents (not developers or speculators) to buy and fix up older homes to live in
- Native Plant Park – plant native species that don't require watering at old dump site; put in walkways for walking or biking
- Downtown Parking Structure - 2-3 stories underground where farmers market is held

- Outdoor Swimming Pool – large enough for official meets, affordable, available at different times to all ages and needs at old Memorial Pool site
- Combination Library & Teen Center & Recreation Center – at current library, armory, Sherwin Williams building and alley

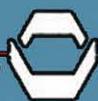
## **16.5.7 Steering Committee Public Meeting – June 2007**

On June 19, 2007, a public meeting was held at which residents were able to voice their reactions to draft element of the 2007 Comprehensive Plan Update. Sixty two individuals attended this meeting which was facilitated by members of the 2007 Comprehensive Plan Update steering committee. The Chair of the steering committee summarized the meeting's highlights as follows:

- Homeless objective / policy needed (question: what is in the plan to meet the mandated requirement?)
- Carnegie Museum (why isn't it mentioned like the Kirkman House?)
- Work with neighborhoods to address neighborhood issues, e.g. trees, sidewalks, lighting
- People & Youth including Youth Center and Youth Programming (reaction to a plan they saw as being about land and place not people)
- Missing from Section 3 is any mention of Residences, mixed-use, etc.
- Population projects in Section 7 - called into question
- Section 3 Intro wording suggests that this is a plan that WILL BE implemented as drawn / we said we'd look at this wording and make sure it reflects the real intent.

PREPARED BY:

OPPENHEIMER  
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