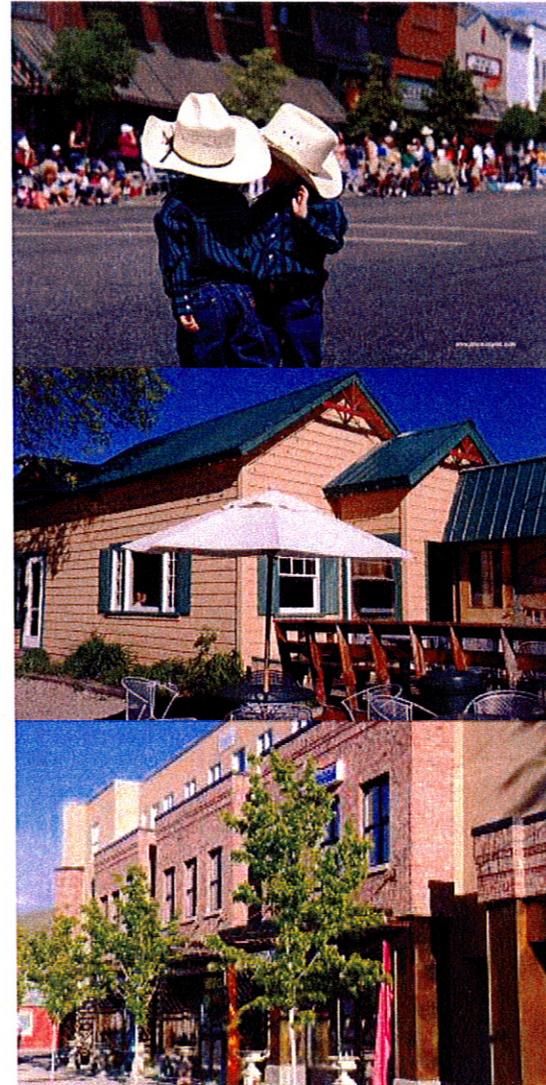


City of Hailey Downtown Strategy

August 2010



Section 1 Introduction 1

- Purpose 1
- Process..... 1
- Strategic Role of Hailey in Region..... 3
- Importance of Downtown..... 3
- Downtown Vision 3
- Downtown Goal 3
- Guiding Principles 3
- Downtown Defined 4
- Existing Conditions and Opportunities 5

Section 2 Improvement Strategy..... 9

- Complete Streets 9
- Connections to Community Activity Areas 9
- Alleys 9
- Main Street 10
- Streetscape Features 11
- Art, Spirit and Personality 12
- Gathering Places 13
- Signage 15
- Parking 17
- Public Facilities 17
- Mixed Use and Multi Family Infill and Redevelopment 18

Section 3 Economic Assets 19

- Market Analysis 19
- Business Development 20
- Promotion 20

Section 4 Organization 21

Section 5 Action Plan 22

Section 6 Resources..... 25

City of Hailey Downtown Strategy

Forward and Acknowledgments

Forward

Much like the rest of the country our downtown has taken a punch to the gut. We have lost a lot of businesses in the downtown area. Our City is expanding and without proper planning we are at risk of losing the vitality that does exist in downtown to the dreaded proliferation of sprawl.

When I am downtown I feel life and vibrancy. I see eclectic shops. I see Civic Pride. I see energetic groups of citizens working together to bring events to downtown. I am overjoyed that I can walk from City Hall, to the Grocery Store, to the Hardware store in five minutes. But then I asked myself, what if I didn't live here, would I still see the same thing?

A downtown is the heart of a community. A downtown breathes life into a community's sense of self and place. A downtown reflects community's values. If you believe like I believe that we as a community have inherent values, do you see them reflected in our downtown?

If we are a community of people who highly value recreation, why don't we have signage downtown that directs people to areas to recreate? If we are a community that values walking and bike riding, why don't we have bike lanes and bike racks? Why do we have a downtown that is missing sidewalks in many places, or sidewalks that are in desperate need of repair? If we are a community that values families, why don't we have public restrooms with changing stations? If we value these beautiful local eclectic shops and restaurants, why do we allow Highway 75 to run through our town like a raceway? We need to value our downtown enough to turn HWY 75 into Hailey's Main Street, the type of street that says, "Hey slow down, what's your hurry, it's a beautiful day outside. Pull over, stay awhile, and take a load off".

What I think is abundantly obvious is that right now Hailey's downtown is full of potential. There is a lot of energy. Hailey townspeople want Hailey to be a place they are proud to call their hometown and they are ready to put the work in. The people of Hailey care about their downtown and that is the most important element to any successful Downtown. Right now Hailey is beaming with talented energetic people. It has often been said that "If we don't know who we are, then how will anyone else?" Well we do know who we are. Now is the time to show everyone else.

- Heather LaMonica Deckard, June 11, 2010
Executive Director Hailey Chamber of Commerce

Acknowledgements

The City thanks the many citizens who have contributed time, ideas and effort toward the vitality of the Hailey community.

Prior local and regional economic development planning efforts have included (but may not be limited to):

- Regional Economic Action Project (REAP) (1988)
- Wood River Action Plan (1999)
- Wood River Council of Governments (early 1990s)
- Hailey Main Street Development Task Force (1993)
- City of Hailey Gem Community Plan (2000)
- Southern Idaho Economic Development Organization (SIEDO) membership

This Downtown Strategy builds on these past efforts in addition to recent efforts of the Sustain Blaine Economic Strategy for Blaine County.

The individuals who served on the Downtown Committee from June 2010 through May 2010 collect initial data and conduct research to assess the key components to include in the Strategy are:

- Summer Bauer
- Heather LaMonica Deckard
- Judy Foster
- Kathy Grotto
- Stephanie Marvel
- Susan McBryant
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Prepared for:

Mayor and City Council

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Purpose

The purpose of the City of Hailey Downtown Strategy is to develop a clear preliminary strategy for Downtown improvements and economic development and better define the connections from Downtown to other Community Activity Areas and residential areas. The Downtown Strategy is intended to serve as a touchstone and provide a framework to help city staff and other community organizations structure and prioritize work efforts related to economic development and physical improvements in Downtown over the next five years. The Downtown Strategy will be successful if it becomes the catalyst for projects and other ideas that fulfill the vision for Downtown.

The Hailey Gem Community Plan (2000), created as part of the Idaho Department of Commerce Gem Community program, outlined goals and action items for economic development. The Downtown Strategy revisits these same elements and recalibrates the approach and course of action.

The Downtown Strategy is considered a scoping document to collect baseline data, help direct city budgetary and capital improvement decisions and strengthen eligibility for grants and other funding sources. A draft of the Strategy was initially prepared by city staff with the assistance of a small working committee. The purpose of this initial work was to understand the major elements typically covered in planning documents that address downtown improvements and economic development and to create a draft for the larger community to review and discuss.

In concept, the Downtown Strategy is one phase of a broader look at community vitality which can be expanded on by other planning efforts. Development that occurs in other areas of Hailey must complement, support and connect to Downtown and vice versa. Future planning efforts can be woven together with this Downtown Strategy to create a Vitality Plan for Hailey.

The sections of the Downtown Strategy are meant to build upon each other; each containing critical elements that link to elements in other sections. All elements should be addressed as a whole; no one element is more important than any other. The National Trust Main Street Program's Main Street Approach provides the foundation for the general elements addressed in the Downtown Strategy – Organization, Promotion, Design and Economic Assets.

Process

Downtown Committee

The mayor invited eight Hailey residents with a variety of experiences and interests to assist in the initial drafting of the Downtown Strategy. The committee served as a working group to collect initial data and conduct research to assess the key components to include in the strategy. The Downtown Committee held its first meeting on January 12, 2010; the first draft was distributed at the end of May 2010.

Community Outreach

Input provided through the 2010 Comprehensive Plan update process and the 2009 Citizen Satisfaction Survey was incorporated into the draft Strategy. The Comprehensive Plan update process emphasized the importance of maintaining Downtown as the primary retail center especially within the context of the redevelopment of the airport site. The Citizen Survey noted sidewalk connections and improvements to River Street as priorities, while affirming the importance of keeping City Hall within Downtown.

The draft strategy was prepared to use as the basis for gathering community input. The draft was posted on the Hailey City website at the end of May 2010 and two questionnaires were later added geared at making it easy for people to provide input. There was also a more general questionnaire for people who wanted to provide their thoughts and ideas, without reading through the whole strategy.

Key concepts outlined in the draft were discussed with primary stakeholders in May and June 2010 including; the Hailey Chamber of Commerce, Hailey Rotary, South Valley Merchants Alliance, Sustain Blaine Economic Development Team, Wood River Economic Partnership, Hailey Arts Commission, Hailey Historic Preservation Commission, Hailey Tree Committee and the Hailey Parks and Lands Board. The May and June issues of *Our Town* included information on the Downtown Strategy.

Presentations were given on June 11 (State of Downtown event), June 21 and June 28 to discuss the draft in more detail with the community. A round-table session was also held on July 21 in an effort to further engage members of the community interested in shaping the Downtown Hailey Strategy. The Hailey Planning and Zoning Commission unanimously forwarded their support of the Strategy to the City Council on June 21, 2010.

First Annual State of the Downtown

The first annual State of Downtown was held at the Liberty Theater in Downtown on June 11, 2010 as the kick off to community input on the Downtown Strategy. Sixty people attended this event to hear the Mayor of Boise discuss the importance of downtowns to community vitality and discuss the draft Strategy. Making the State of Downtown an annual event can serve as the forum to update the progress of each action items discussed in the Downtown Strategy and further engage the community in efforts to enhance Downtown.

Mayor Bieter shared the successes of the revitalization of Downtown Boise and suggested that Downtown Hailey may be the iconic symbol that captures the essence of Hailey as a community.

Using a quote from Hailey native Ezra Pound, “all great art is born of the metropolis”, Mayor Bieter encouraged Hailey to be a “metropolis in vision”.

People attending the event were asked to consider four questions related to what they liked and wanted to see improved in Downtown Hailey. Those who responded had this to say:

What do you love about downtown?

- Lots of opportunities close together
- Casual, friendly environment.
- It's a nice site.
- Ease of foot traffic.
- Lively times like “Night of Music”.
- Variety of services.
- Trees, shops, people, pizza, beer.
- Small, friendly, intimate, good selection of entertainment, shopping, restaurants.
- Historic preservation, the closeness, ability to walk or bike everywhere, the airport and small planes.

What annoys you about downtown?

- Too much traffic, both Main St. and lack of car free area.
- The highway, noise, and traffic.
- Lack of retail diversity.
- Drivers that do not stop for pedestrians.
- Where is it? How far does it go?
- Traffic, lawyers, realtors, banks.
- Stores closed on Sundays, especially hardware; no dancing club on regular basis.
- Long pedestrian lights.

What do you think is missing from downtown and what does it need?

- Off street, outdoor restaurants, pedestrian only area.
- More pedestrian friendly, more space or feeling of space.
- Night life, evening use, walks; roll up @ 5-6 pm, art.
- Public spaces and public art.
- More breath east and west from Main St.; a central place; a walking zone.
- Plaza, falafels, barbeque, bike lanes, some towering shop buildings, amusement park, rooftop restaurants.
- How about medium trees in Main St. blocks; central public gathering place, downtown park; wider sidewalks are cool too.
- More businesses with housing above them.

What are some of your ideas to make downtown better?

- Boulevard River St. for 3 blocks for one way traffic or divided traffic; lots of shade trees and sidewalks, pedestrian interest.
- Shift the retail, dining focus to River St.
- Public spaces and public art.
- Signage/art lettering; you know you are there; relaxed zoning for live/work; less parking, more density allowed, mixed use.
- Public art everywhere.
- Whatever is done is only going to work if you slow down the traffic.
- Fun infrastructure elements and events; outdoor sidewalk dining in summer, love so much about it; happy to help make it even better; good work on downtown strategy.
- Make Main St. northbound and River St. south bound so all traffic must pass all businesses.

Strategic Role of Hailey in the Region

The importance of maintaining Downtown as the primary retail center of Hailey has been a long standing tenet of the City consistently communicated over time in the Comprehensive Plan. In the regional context, Hailey could expand as the year round retail area for residents of Blaine County. Services should be provided to maintain Hailey as the County's residential and family base. In addition, Hailey wants to attract green, high tech and location neutral businesses and organizations and those related to the cultural and higher education sectors.



Importance of Downtown

A successful downtown is one component of a successful local economy and community. There is a desire to create a diverse local economy with well paying jobs that are not solely dependent on one sector. Jobs and business activity will provide the tax base to allow for community amenities and services. Successful downtowns are dependent on a mix of complementary activities that help generate human activity and foot traffic; these people become the customers for retail businesses within a downtown. Retail and services, offices, residences, government, academic and religious institutions, entertainment and cultural facilities are all needed to make a downtown vibrant.

Promoting mixed use in Downtown ensures a diversified, sustainable economic condition. Mixed-use buildings lining Downtown Main Street allow for commercial activity on the ground floor with residences or offices above. This type of planning helps maintain the neighborhood scale. These types of buildings also ensure round the clock activity and eyes on the street for added safety.

Sustainability

The City of Hailey strives to be a leader in local and regional efforts toward increasing opportunities for resource and energy conservation and best practices in Sustainable Development. Implementation of any part of this Strategy should apply these sustainability principles.

Downtown Vision

Downtown Hailey is the dynamic and vital heart of community gathering and commercial activity.

Downtown Goal

Create a viable business center with the setting to attract businesses and people to Downtown. Setting includes elements related to infrastructure, regulations, maintenance, public art, beautification, walkability, bikeability, transit access and circulation.

Guiding Principles

1. Downtown should provide a healthy balance of housing, jobs, shopping, recreation and institutional activity surrounded by traditional residential neighborhoods.
2. Downtown is the priority area to encourage new business and retail development, mixed-use buildings (commercial and residential), multi-family residences and density.
3. Downtown should be connected to other identified Community Activity Areas.
4. Streets should be designed to safely accommodate all users and promote pedestrian movement within and between Downtown and other Community Activity Areas, especially as commercial and residential activity increase over time.
5. People should be enticed to park the car and enjoy Downtown
6. People should be encouraged to drive their cars at the posted 25 mph speed limit. Commuters driving through town will not experience increased commute time, nor will the transport of goods be impeded, by driving 25 mph. Downtown should not be bypassed by through-traffic.
7. Gathering places, cultural, civic and event amenities, recreational amenities, community events and public art play a key role in a vital downtown. These elements help make downtown the place people want to be, and should encompass and communicate what is unique about Downtown.
8. Hailey's heritage presents an opportunity to both preserve and enhance the character of Downtown. The incorporation and/or preservation of heritage elements in Downtown spaces and activities can encourage civic pride and enhance the Downtown experience.

City of Hailey Downtown Strategy

Section 1 Introduction

Downtown Defined

Downtown is the center of the Central Business District and encompasses an eight block area along Main Street, between Pine Street (to the south) and Galena Street (to the north), and along River Street (west of Main) and First Ave (east of Main), between Walnut (to the south) and Carbonate (to the north).

The three main characteristics that distinguish Downtown from other Community Activity Areas (existing or future) are 1) it is the traditional retail core and civic center, 2) it is the historic downtown and 3) it has the greatest current concentration of both commercial, cultural and civic activity.



Downtown



Two Community Activity Areas outside of Downtown but within the Main Street Corridor, have been identified - one to the north, with a grocery store, hotel and movie theater as the anchor activities and one to the south, with the post office and Rodeo Park as the anchor activities. The areas are intimately related, but the extent and type of development occurring outside of Downtown should be carefully considered and phased.



Distance between = 1/2 mile



Existing Conditions and Opportunities

An overview of several categories of existing conditions is outlined below as the initial starting point for the discussion initiated in Section 2 of possible ways to enhance, improve and strengthen assets, which all may lead to new, unanticipated opportunities.

Community Assets

The qualities that people associate with Hailey usually relate to our healthy environment and natural resources, abundant recreational opportunities, access to public lands, friendly people and family focus. This combined with a motivated, well educated work force creates a set of assets that lead to opportunities to enhance the community and inspire innovation and preservation.

New Projects in Process

Two new projects important to Downtown, the Rodeo Park to the south and the River Street Senior Apartment to the north, have approvals and are set to be under construction in 2010. The Rodeo Park will become an important link between Downtown and the future redevelopment of the airport site. The River Street Senior Apartment will establish a model for multifamily residential living along River Street to the north and south of Downtown. Creating a strong connection to and from Downtown to these projects is an essential aspect of the carrying forward and capitalizing on the momentum created by these new projects. Improving River Street to enhance this important connection has been identified as one of the key projects in the Action Plan section.

Infrastructure

- *Streets* – The general condition of Hailey streets is good, however most have some erosion at the edge due to lack of curb and gutter. Many sections of right-of-way, especially on the 100' wide streets, are encroached upon and utilized for parking or storage. The portion of the right-of-way beyond the pavement is loose road mix with no drainage improvements or sidewalk. The exception is along Main Street (the entire length was improved in the early 1990s through a Limited Improvement District) and recently developed projects such as Old Towne Mercantile, Meriwether Building and The Village at Hailey Town Center.
- *Sidewalks* – Sidewalks are intermittent throughout Downtown and surrounding neighborhoods and lack connection. The Complete Streets Plan can be referred to for more information.

- *Signaled crosswalks* – The crosswalks at the intersection of Main and Bullion have timed walk signals. The crosswalk at the north side of the Main and Croy intersection has crosswalk lighting. Many other Main Street crossings are marked with painted hatch marks and orange flags are provided that can be carried by pedestrians to alert drivers they are in the crosswalk. This system requires diligent attention to relocate flags so that there are flags on both sides of the crossing.
- *Curb and Gutter* – Curb and gutter are intermittent throughout Downtown and surrounding neighborhoods. The lack of curb and gutter lends to an unfinished appearance, breakdown of road surface at the edge, and ill-defined utilization of the right-of-way.
- *Storm Drains* - There can be standing or frozen water 5-8 feet in diameter surrounding some storm drains due to lack of a storm drainage system with storm sewers.
- *Street Lighting* – Lighting fixtures vary from neighborhood to neighborhood, and from Main Street to newer commercial buildings. Business lighting off Main Street is primarily the same as the residential lighting in that neighborhood, and does not set the businesses apart.

Signage

- *Street Signage* – Street signs are uniform throughout Downtown and the surrounding residential neighborhoods.
- *Business Signage* – Business signage is regulated with regard to size and lighting. Many business owners have placed sandwich board signs on Main Street. This has caused problems with maintenance, pedestrian and traffic hazards, appearance and the effectiveness of the signs for the businesses.
- *Wayfinding Signage* - There are no directional signs within the city that clearly guide motorists to key destinations (county court house, schools, library, parks). There is a sign grouping near the corner of Carbonate and Main and the corner of Croy and Main that is intended to direct motorists to destinations on Croy Street and Croy Canyon but the size of the sign makes it fairly ineffective. There are no pedestrian oriented wayfinding signs.
- *Entry Signage* - There are no “entry” signs into the city. The Hailey Arts Commission is overseeing an artist selection process to design, fabricate and install Hailey entryway artwork at or near Hailey’s south entrance.

City of Hailey Downtown Strategy

Section 1 Introduction

Development

There is a significant amount of vacant and underutilized land within Downtown and along Main Street and River Street between Downtown and the Commercial Activity Areas to the north and south. The height limit of buildings and mortgage lending issues associated with mixed use buildings have been identified as some of the barriers to development, both commercial and residential. In addition, there is a lack of funding sources for Community Housing and general opposition to including Community Housing in projects. Additional barriers are discussed in Section 2.

The blocks along River Street and the side streets between Empty Saddle and Carbonate to the north and Walnut and Cedar to the south are prime locations for multi-family housing marketed to young people, empty nesters, couples, singles, or retirees.

Parking Inventory

An aerial photograph of Hailey was taken on Wednesday, September 9, 2002 at 11:00 am. The number of improved on street parking spaces in the aerial photograph and the number of those spaces occupied by a vehicle were counted. The total number of improved spaces was 416; of those 195 were occupied. This is a 47% utilization rate. An 85% utilization rate in a downtown area is generally considered "effectively full"; at this level parking appears full (the 15% buffer is factored in to accommodate normal circulation and turnover of spaces).

The most vital downtowns have 9-15% of surface area dedicated to parking

Building Inventory and Vacancies

In the Downtown area defined in this Strategy there are approximately 88 buildings, 32 units, 8 vacant parcels and 5 lots dedicated to parking. There are approximately 8 vacant buildings (9%) and 32 vacant units (15%).

	Land Use
39	Retail
18	Office
5	Retail & Office
2	Single Family converted to Commercial
2	Mixed Use (residential and commercial)
1	Multi Family Residential
7	Single Family Residential
4	Government
2	Distribution

	Building Condition
4	New (built since 2005)
19	Good
26	Fair
6	Poor
3	Historic – refurbished
6	Historic – good
7	Historic – fair
1	Historic – poor

City of Hailey Downtown Strategy

Section 1 Introduction

Business Inventory – Downtown Businesses

There are approximately 145 businesses with Business Licenses located in the Downtown area defined in this Strategy. This accounts for roughly one-half of all businesses with Business Licenses in the Hailey Townsite (287) and one-third of all businesses with Business Licenses within the City of Hailey (441). The types of businesses in Downtown Hailey include:

- 33 retailers
- 20 restaurants
- 10 health professionals (doctors, dentists, therapists, etc)
- 9 professional services (lawyers, architects, accountants, etc)
- 7 real estate firms
- 5 banks
- 5 government related buildings.
- 4 insurance companies
- 4 salons
- 3 title companies
- 3 churches
- 3 non-profit offices
- 2 daycares
- 2 auto repair shops
- 1 theater
- 1 museum
- 1 gas station

The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

NAICS was adopted in 1997 to replace the Standard Industrial Classification (SIC) system. It was developed jointly by the U.S. Economic Classification Policy Committee (ECPC), Statistics Canada, and Mexico's Instituto Nacional de Estadística y Geografía, to allow for a high level of comparability in business statistics among the North American countries.

<http://www.census.gov/eos/www/naics/> provides access to various NAICS reference files and tools including definitions for each industry and background information.

This table shows the number of Downtown businesses by NAICS category.

2007 NAICS 2 Digit Code		
2	22	Utilities
5	23	Construction
	31-33	Manufacturing
1	42	Wholesale Trade
33	44-45	Retail Trade
1	48-49	Transportation and Warehousing
5	51	Information
9	52	Finance and Insurance
7	53	Real Estate and Rental and Leasing
15	54	Professional, Scientific, and Technical Services
	55	Management of Companies and Enterprises
1	56	Administrative and Support and Waste Management and Remediation Services
2	61	Educational Services
12	62	Health Care and Social Assistance
4	71	Arts, Entertainment, and Recreation
21	72	Accommodation and Food Services
16	81	Other Services (except Public Administration)
5	92	Public Administration

Destinations

The intersection of Bullion and Main serves as the divider between North, South, East and West. The major civic, recreational and tourist destinations are identified in the following table. A new Wayfinding System would direct people to these destinations. Destinations would also include locally designated Historic Sites and sites on the National Register of Historic Place located throughout the original Hailey Townsite. The locations of restaurants and cafes are also important to consider because they have the unique quality of being commercial places where people gather. Blue denotes civic destinations, green denotes parks, open space and trails.

<i>West</i>	<i>East</i>	<i>North</i>	<i>Northeast</i>	<i>Southeast</i>	<i>Southwest</i>	<i>South</i>
<ul style="list-style-type: none"> - Library - City Hall – Public Restrooms - Public Parking - River & Bullion - Big Wood River - Hop Porter Park - Lions Park - Carbonate Trail - School District Office - Animal Shelter - Rotorun Ski Area - BMX Track - BLM Trails 	<ul style="list-style-type: none"> - Blaine County Courthouse - County Offices - Quigley Canyon - Community Garden - Jimmy's Garden (pocket park) - Wood River Trail System - Sun Valley Center for the Arts (Ezra Pound House) - Hailey Elementary School 	<ul style="list-style-type: none"> - Sun Valley Resort - Sawtooth National Recreation Area (SNRA) 	<ul style="list-style-type: none"> - Blaine County Historical Museum - Wood River Middle School 	<ul style="list-style-type: none"> - Hailey Skate Park - Rodeo Park - Hailey Ice - Nelson Ball Field - Senior Center - Armory - Grange Hall - Blaine County Aquatic Center - Community Campus - Wood River High School - Toe of the Hill Trail - Roberta McKercher Park 	<ul style="list-style-type: none"> - Draper Preserve - Lawrence Heagle Park 	<ul style="list-style-type: none"> - Sliver Creek Preserve - Craters of the Moon National Monument



Complete Streets

The City of Hailey is developing a Complete Streets Plan and accompanying standards for adoption into the Municipal Code. Complete Streets are designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and transit riders of all ages and abilities must be able to safely move along and across a Complete Street. A Complete Streets policy ensures that the entire right of way is routinely designed and operated to enable safe access for all users.

Connections to Community Activity Areas

Downtown is the priority area to encourage development. The same principles applied to Downtown may be applied to the development of the other Community Activity Areas when future growth warrants infill of these other areas. The blocks along River Street and the side streets between Empty Saddle and Carbonate to the north and Walnut and Cedar to the south are prime locations for multi-family housing marketed to young people, empty nesters, couples, singles, or retirees. Residences within and near Downtown bring people to the businesses and public spaces in Downtown. These people create the vitality and contribute to the success of Downtown.

River Street

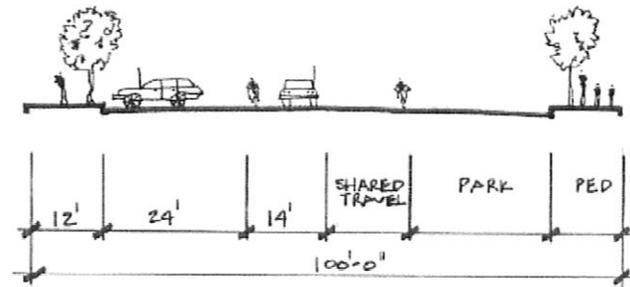
River Street should be the primary focus for sidewalk improvements to connect Downtown to the Community Activity Areas to the north and south and to connect River Street to Main Street. The desire to provide additional on-street parking should be carefully balanced with the desire to accommodate bicyclists with varying skill levels; tradeoffs are likely to be inevitable in determining the final design.

Alleys

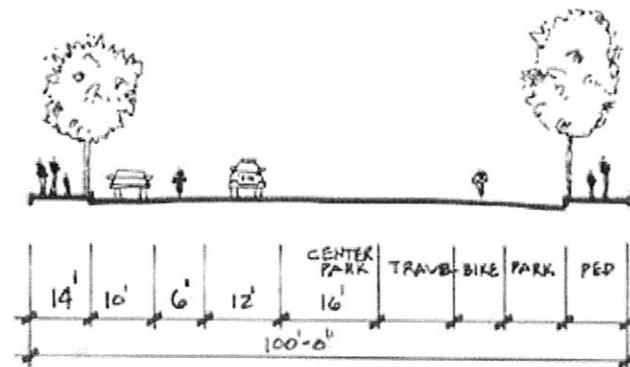
Examples of alleys that have been transformed into places for outside dining, public art, community gathering and pedestrian meandering can be found across the country. Alleys within Downtown serve an essential function as loading areas for delivery and service vehicles. However, alleys within certain blocks could be transformed into interesting places for pedestrians. The primary candidate is the alley west of Main between Bullion and Croy. The alley would still be used for service purposes but could be designed and utilized to create a unique and unexpected place within the center of downtown.

Best practices in bicycle facility design and pedestrian facility design were applied to create sections for all Hailey streets, including these downtown streets:

Walnut, Bullion, Croy



River Street*



*This River Street section is an example of a configuration to increase parking supply. Such a configuration would limit the height of buildings to 30 feet and would be appropriate for bicyclists with advanced riding skills, but may be uncomfortable for less experienced or less assertive bicyclists.

Main Street

“People will walk 1,500 feet or more if they have an interesting and safe streetscape and people to watch along the way – a mix of sights and sounds that can make a pedestrian forget that he is unintentionally getting enjoyable exercise... Fostering such walkable urbanity is the key to the revival of any struggling downtown. But doing so can be a challenging process, requiring the development of a complex mix of retail boutiques, hotels, grocery stores, housing, offices, artists studios, restaurants, and entertainment venues.”

(Research conducted by the Brookings Institution's Metropolitan Policy Program, Leinberger 2005, quoted in Downtown Planning for Smaller and Midsized Communities, APA 2009, 45)

To improve the Downtown Main Street streetscape for businesses, visitors and residents, the perceived width of Main Street could be narrowed for two or three blocks. This would help slow down traffic and the sidewalks could be widened to accommodate more pedestrian and business activity. The following ideas could achieve this narrowing effect:

- eliminate the center turn lane and parking on one side of alternating blocks (still provide a turning queue at key intersections)
- widen the sidewalk between intersections on one side of alternating blocks.

The wider sidewalks can be used for way-finding signage, public art, bus shelters, planters, bike racks, benches, seating, display and other amenities. Wider sidewalks on opposite sides of alternating blocks would also create a visual traffic calming effect similar to a chicane.



Some combination of these ideas, or some other “out-of-the-box” designs, could result in a striking sense of arrival to Downtown Main Street.

A Guiding Principle is that “People should be encouraged to drive their cars at the posted 25 mph speed limit. Commuters driving through town will not experience increased commute time, nor will the transport of goods be impeded, by driving 25 mph along the length of Main Street”. Main Street from Cedar St to McKercher Blvd is 1.24 miles. Driving at 25 mph takes 2.98 minutes. Driving at 35 mph takes 2.11 minutes (less than a minute faster!). Driving at 45 mph takes 1.12 minutes (a little more than a minute faster!)

In 2000 the average daily traffic (ADT) through Hailey was 14,600 - 18,500. The 2007 Transportation Master Plan projected 22,900 - 27,100 ADT in 2025.

Main Street Case Study

In the 1970s, residents of Oneonta wanted a pedestrian-friendly alternative to urban renewal projects that had resulted in narrow sidewalks, high volumes of vehicle traffic, and the demolition of historic buildings in the downtown area. The City redesigned Main Street with neckdowns, protected on-street parking, only two lanes of traffic, wide sidewalks, and mid-block slow points, all on a street with a 21 m (70 ft) right-of-way from building to building.

The first phase opened in 1980 and over the years, Oneonta has continued to improve the design of Main Street, adding period street lighting and developing a detailed palette of paving materials. The original traffic calming features of the early design have remained and are now an integral part of the streetscape. The primary federal funding used for the improvements has been the HUD Small Cities Program, which involves a revolving loan payback system. Most recently, in the year 2000, a Clarion hotel has been built on one of the former urban renewal sites, and the city has created a new urban square linking the hotel to Main Street. Approximately \$1 million dollars has been invested in Oneonta's Main Street program over the past 20 years. Joe Bernier, Oneonta's Director of Community Development, describes the evolution of Main Street as an alternative to converting downtown into a car-free pedestrian mall, and a compromise between merchants who want parking, people who want to sit in a common space, and traffic engineers who want through traffic.

Main Street in Oneonta, New York carries approximately 14,000 ADT, according to a current NYSDOT corridor study. The perception of the street as a safe place for pedestrians is confirmed by traffic safety data. The 85th percentile speeds are consistently maintained near the 40 km/h (25 mi/h) posted speed limit. Ground floor commercial occupancy is near 100%, and the design of the street is helping the city evolve from a retail center to a new market as a college town with close-to-home tourism destinations including the National Soccer Hall of Fame and National Baseball Hall of Fame. With the support of the Intermodal Surface Transportation Efficiency Act (ISTEA) and Transportation Equity Act for the 21st Century (TEA-21), the NYSDOT has played an increasing role. A recently funded corridor study recommended funding for an Oneonta Greenway to connect with Main Street as well as several downtown Gateway projects.

source: http://www.walkinginfo.org/pedsafe/casestudy.cfm?CS_NUM=11



Streetscape Features

While the City of Hailey Parks, Lands and Trails Master Plan has standards for park furniture, there are no standards adopted for street furniture and fixtures. The following incorporates descriptions of streetscape elements currently in use (street lights and trash receptacles) and some new items for the Hailey Downtown streetscape palette. These elements should be included in all street improvement projects. The City Standards should be amended to include standards for streetscape elements, to better ensure consistency of application and installation, as well as a means to encourage the installation of streetscape elements as an opportunity to create public art. These are suggestions and examples of what could be incorporated into standards.

Street Lights

Street lights on Main Street are custom fabricated to specifications adopted in the City Standards..

Tree Grates

Tree grates are custom fabricated to specifications adopted in the City Standards.

Street Trees

Tree Committee should recommend species appropriate for street trees.

Trash and Recycling Receptacles

The standard trash receptacle is the "Central Park" from Barco Products.

Benches

A variety of styles with similar elements will add interest to the streetscape and avoid monotony.

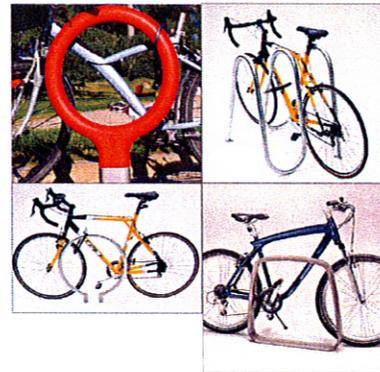
Bike Racks

The City has Bicycle Rack Standards adopted into the City Standards that require bike racks to support the bicycle frame at two points. This is important to the functionality of the rack and whether people will use them which may be a deciding factor in whether someone chooses to bike!

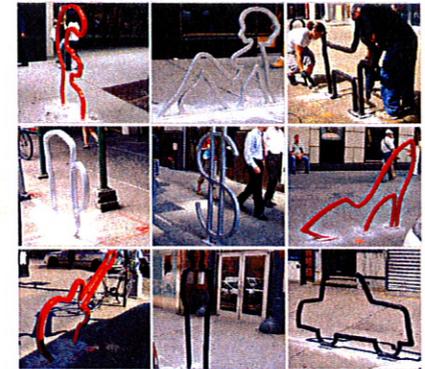
Drinking Fountain

Opportunities to incorporate drinking fountains into key public spaces should be considered. A historic photo, from the Hailey Public Library's Mallory Collection shows a drinking fountain on the north east corner of Main and Croy.

Examples of Bike Racks Compliant with City Standard: Landscape Forms
clockwise from top left Key, Flo, Ride, Ring



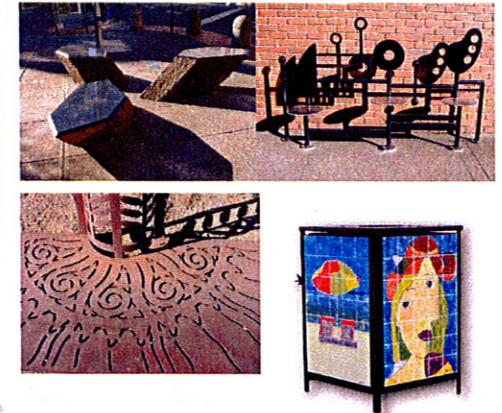
Bike Racks as Art



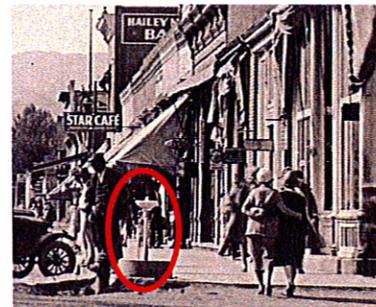
Recommended Standard: Landscape Forms
Gretchen (GSA \$1,400) Plainwell (GSA \$1,300)



Benches, Tree Grates and Trash Receptacles as Art



Main and Croy Drinking Fountain
(Mallory photo)



City of Hailey Downtown Strategy

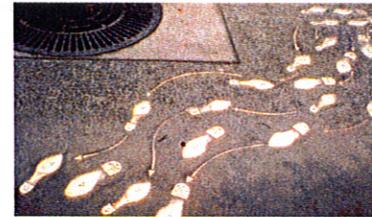
Section 2 Improvement Strategy

Art, Spirit and Personality

The arts are an integral part of Hailey and enhance the vitality of the entire community, including Downtown. Envision art as a part of everyday life, accessible to all and the many forms it could take, from the everyday trash receptacle or bench on a sidewalk to a mural in a public space, or unique art features at the town's north and south entrances. There is also an opportunity for temporary public art and performance art to enhance the vibrancy of Downtown.

In addition to Hailey's public art program, private partners may be found to create artworks at or on privately-owned spaces. Imagine a Downtown mural program funded through a coalition of commercial building and business owners, with administrative support and guidance from the Hailey Arts Commission. Such a program could be a boon to the Downtown business environment.

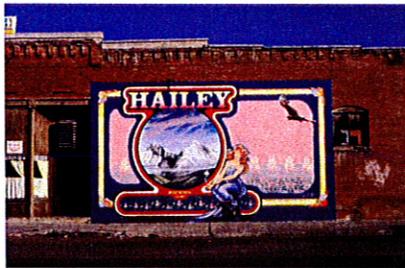
Implementing ideas brought forward by members of the community could bring light-heartedness to Downtown improvements and capture the essence of a youthful spirited community with close ties to nature, outdoor recreation and its history.



Dance steps in Seattle. Hailey could have ski tracks on Bullion or hoof prints on Main.



An artist stamps residents' stories into concrete sidewalks.



Examples of Hailey Art, past and present



Gathering Places

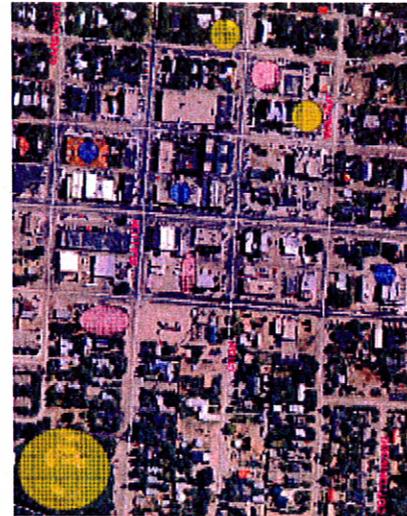
While communities consist of various private buildings and spaces, including residences, business places or other private spaces, it is the public and semi-public gathering places where a community comes to life and becomes more than just a collection of private spaces. The best, most memorable public gathering spaces are alive with activity - people of various ages, talking, playing, people-watching, just passing through, or enjoying time alone but in the company of others.

Various types of gathering places for various activities that are easily accessible and spread throughout the community are desirable to help initiate activity in Downtown. At different times, different people will seek out wide-open, liberating spaces, or small intimate gathering spaces. These public gathering spaces can, and should, vary from small courtyards to large parks.

Downtown has some small semi-public courtyards (blue areas on map) and some park space, small and large (yellow areas on map) and some underutilized public parcels currently used for parking (pink areas on map).

Central Plaza

A central plaza that would serve as the focal point for the community's civic and cultural life and a cornerstone around which new patterns of activity can emerge is needed in Downtown Hailey. Identifying a location for such a space is difficult due to the limited number, size and location of publicly owned land within Downtown. A strategy should be developed involving public and private partners to identify and create a central plaza.



-  City and County Parking Lots
-  Parks
-  Courtyard Spaces on Private Property



Durham, North Carolina



San Jacinto Plaza, El Paso, TX



In addition to Gathering Places, quiet Contemplation Spaces would enhance Downtown

The personality of a community comes to life when local residents come together to create a place of significance that will bring them together over and over again. - Milenko Matanovic
<http://www.pomegranate.org/what-we-do/gathering-places/>

City of Hailey Downtown Strategy

Section 2 Improvement Strategy

Event Streets

Five blocks of streets have been identified as suggested Event Streets to serve as gathering places for planned events. Using the streets for this purpose would serve as interim gathering places while a central gathering place is planned. Eventually the streetscape of these blocks could be designed to accentuate their dual function. A procedure for closure of these streets should be standardized to facilitate the ease by which they can be used.



- Suggested Event Streets:
- ❖ First Ave from Bullion to Carbonate St
 - ❖ First Ave from Croy to Walnut St
 - ❖ Croy St from First to Second Ave
 - ❖ Croy from First Ave to Main St
 - ❖ Croy St from Main to River St

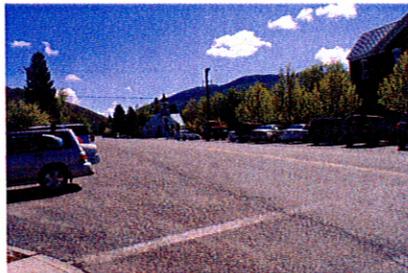
BEFORE HAILEY'S EVENT STREET PROGRAM...



First Ave from Bullion to Carbonate St



First Ave from Croy to Walnut St



Croy from First to Second Ave



Croy from First Ave to Main St
Croy from Main to River St



...AFTER!!!!!!!!!!



Signage

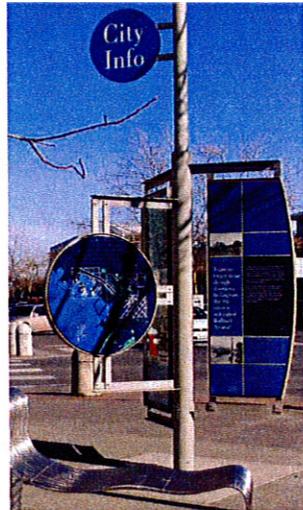
Most non-regulatory signs are directional; directing a person either in a vehicle or on foot to a location or orienting the person to where they are in order to help direct them to a location. Wayfinding is a general term for this type of signage.

Wayfinding

Developing a Wayfinding System will help define the physical boundaries of different areas within the community and extend a friendly "welcome" to visitors. A Wayfinding System will make travel through Hailey as user-friendly as possible and will promote economic development by providing clear direction to Hailey destinations.



One of two existing vehicular oriented directional signs



Example of pedestrian oriented wayfinding signage

WAYFINDING EXAMPLES	
Pedestrian Oriented	Auto and Bicycle Oriented

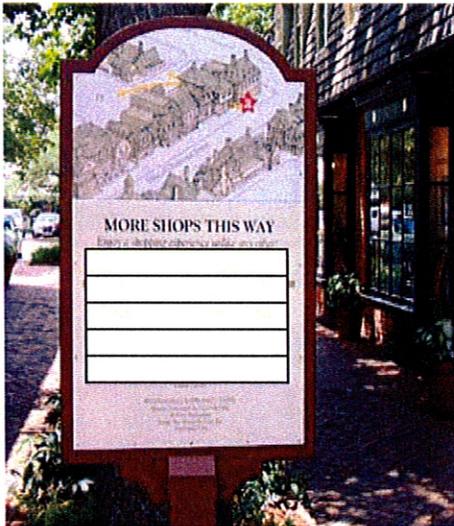
Examples of Informational / Directional Signs



City of Hailey Downtown Strategy

Off Main Business Wayfinding

Pedestrian oriented signs that direct people to business have been identified as a means of improving the business friendliness of Downtown as well as improving the streetscape appearance and function.



Example of signage that could be used to direct people to businesses



Sign Identifying Businesses
Sonoma Valley Economic
Development Partnership

Section 2 Improvement Strategy

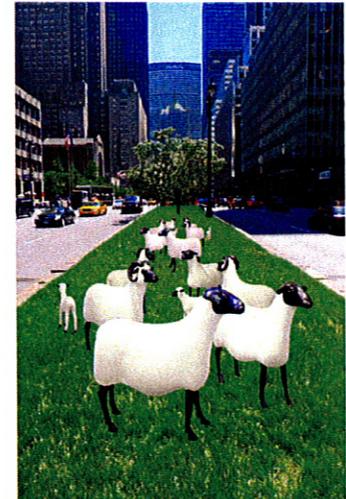
Entry

In 2010 the City of Hailey announced its first project under their Percent for Art program, which will be a Town Entryway Artwork located at the southern end of Main Street. The entryway artwork will give a clear impression that one has arrived in Hailey and will be indicative of Hailey's character and/or heritage and evoke a strong sense of place.



The entry artwork may be at one of three locations: Roberta McKercher Park adjacent to Main St.; in the ITD right of way south of Fox Acres Road, on the east side of Highway 75; or the new Hailey Rodeo Park. The final location will be recommended by the Selection Panel and approved by the Arts Commission and Hailey City Council.

This project will hopefully inspire similar projects at other key locations in Downtown and at the entrance to other Hailey neighborhoods.



City of Hailey Downtown Strategy

Section 2 Improvement Strategy

Parking

Supply

The potential for improved on-street parking spaces is much greater than the amount that currently exists Downtown. There are 16 north-south block faces and 44 east-west block faces in the defined Downtown. If improved with curb and gutter each north-south block face could yield between 22 and 25 spaces and each east-west block face, between alleys, could yield between 9 and 10 spaces. This totals to 748 to 840 on-street parking spaces; double the current supply of on-street parking spaces in Downtown. A comprehensive count of the total number of on-site parking spaces, existing and potential, should be conducted and is included as an action item in Section 5.

Demand

To address the demand generated by tenants, employees and customers the City Zoning Code requires 1 space per 1,000 square feet of retail space and 2 spaces per 1,000 square feet of restaurant or office space. The "Parking Handbook for Small Communities" recommends a parking demand factor of 2 spaces per 1,000 square feet of most retail space and 2.2 spaces per square feet of most office space. According to these recommendations, new construction in Hailey supplies an amount of parking spaces less than the demand generated. Demand should be addressed, but not necessarily always by matching the demand with an equal number of parking spaces. Demand can be addressed in other ways. Mountain Rides is a resource and partner in developing creative solutions to address demand.

Management

Parking is often an issue that rises from the perception that parking is limited due to lack of supply when the real problem is parking duration and turnover at locations that generate high activity. This is a management issue rather than a supply issue. As development occurs it will be important to manage demand without being compelled to automatically increase supply to address parking concerns. To get ahead of typical parking management issues, before it becomes a critical problem, the Downtown community should practice good parking etiquette now. Imagine if all businesses owners and other employers and employees parked away from the areas that are closest to business entrances and left those close parking spaces for customers! On top of that, what if 20% walked, biked, carpooled or rode the bus to work instead of driving – even more spaces would then be available!

Public Facilities

Public facilities are an important element to successful downtowns. These are examples of some types of facilities to actively pursue in order to better serve people enjoying Downtown and to help strengthen the transportation system to help encourage more people to utilize alternatives to driving into and around Downtown.

- ❖ Restrooms
- ❖ Covered Bike Parking
- ❖ Bike Share Stations
- ❖ Bus Shelters

The Wayfinding System would direct people to these facilities as well as other destinations listed in Section 1.



Mixed Use and Multi Family Infill and Redevelopment

As noted in Section 1, promoting mixed use in Downtown ensures a diversified, sustainable economic condition. Mixed-use buildings in Downtown allow for commercial activity on the ground floor with residences or offices above. Multi-family buildings between Downtown and the two Community Activity Areas also helps to ensure round the clock activity and vitality.

Strategies to encourage the development of vacant lots, the adaptive reuse of vacant or underutilized historic buildings, the redevelopment of vacant buildings, and the maintenance and redevelopment of under utilized properties should be created. To do this, the barriers to development should be better understood.

Consideration should be given to what market conditions and variables would create greater opportunity for mixed use and multi-family residential (including Community Housing) infill development within Downtown. In addition, the City should work with businesses that are incompatible with retail uses to facilitate relocation to more compatible areas within Hailey.

Study has found the height-to-width ratio of a street between 1:2 and 1:3 provides the greatest feeling of human scale and is the most pedestrian friendly. For example, a Main Street right-of-way 80 feet wide would have buildings about 35 feet tall next to the sidewalk. Hailey Downtown street right-of-way widths are 100 feet wide and the building height limit is 35 feet. The desirable height-to-width ratio suggests Hailey's Downtown Streets could comfortably support more 40 foot buildings without compromising the human scale of the streetscape.



graphic source: Main Street...when a Highway runs through it, Oregon Department of Transportation, 1999

Parking

Covered parking, if not garages, for residences is considered essential by developers for marketability. Underground parking is currently estimated at about \$45,000 per space for small garages which is considered cost prohibitive. This market for parking should be balanced with the goals of creating a more walkable Downtown with residences, jobs, and services in close proximity. Creative solutions such as shared parking should be encouraged; the current shared parking provisions have not been successfully utilized and should be revamped.

Lot Sizes

Small lots make accommodating on-site parking difficult. Building size is inadvertently limited by on-site parking requirements.

Building Height

Buildings more than three stories may not be desirable to the community; however some flexibility to account for greater floor to floor heights may be helpful. Large space such as open offices feel uncomfortable with 8' or 8'-6" ceiling heights which is about the maximum that can be achieved within the current allowable building height.

Alleys

Deliveries to commercial spaces are frequently hindered by alley access. An evaluation of traffic patterns and the design of alley and street intersections may help. Alley clutter and access being blocked are also concerns of property owners when committing to alley delivery.

Sidewalks

Commercial developers consider the requirement to develop sidewalks a burden. The way the city requirement is written may also limit new small businesses from opening.

Design Review Standards

Flexibility in some standards could help encourage more development within Downtown. A Downtown overlay to appropriately create more flexibility without compromising quality and community character should be considered.

Historic Buildings and Building Re-Use

People considering redeveloping existing buildings are often frustrated by the additional costs involved. This is a complicated issue requiring a coordinated effort to understand the barriers specific to these types of buildings and propose solutions to encourage their redevelopment.

City of Hailey Downtown Strategy

Section 3 Economic Assets

Market Analysis

A regional Economic Development Assessment of Blaine County (January 2009) and Economic Strategy (July 2009) was prepared by TIP Strategies for Sustain Blaine. A successful future for Downtown is closely tied to how other commercial areas are developed within the City of Hailey and region.

A master planning process for the airport site will include a thorough Market Analysis of Hailey, as a whole, to ensure the future redevelopment of the site complements the existing Downtown retail area. The Market Analysis of Hailey will also inform the broader regional economic context.

The following information will be sought by the Market Analysis of Hailey.

Economic Base Study

- What are the current sources of employment and income within the City of Hailey?
- Which of these sources depend on markets outside the local economy and are affected by external forces?
- Which of these sources serve markets within the local economy?

Future Growth of Trades

- What types of businesses within the City of Hailey can the community support?
- How many businesses can thrive within the City of Hailey?
- How many employees will there be?
- In which trades is there already over capacity?
- In which trades is there potential for expansion?

Population Density

- What population density (permanent and visitor) is needed to support:
 - Central Business District retail – downtown, north end, south end?
 - neighborhood commercial?
 - other commercial areas (Airport West, South Woodside LI, airport site)?
- What is the optimal proximity of population density to retail or neighborhood commercial?

Downtown

- What complementary land uses at the airport site will support downtown retail?
- What is the desired proximity of complementary land use to support downtown retail?
- How might the development of airport site effect downtown activity?

Business Development

Business development includes recruitment and retention. Hailey's business development efforts should focus in three key areas:

1. Diversifying the economy beyond tourism and construction,
2. Supporting small business and entrepreneurship, and
3. Establishing/attracting/expanding higher education opportunities and a design or research and development institute.

This focus is in alignment with the 2009 Blaine County Economic Strategy. Specific actions, tasks and responsibilities will be developed, and will likely contain elements unique to Hailey.

Sectors that suit the Hailey community well include:

- ❖ Renewable Energy
- ❖ Green Building
- ❖ Wellness
- ❖ Research
- ❖ Heritage, Cultural and Recreation Tourism

The Sustain Blaine Advisory Board and the Idaho Department of Labor are undertaking a comprehensive survey of businesses to identify needs and opportunities. The City of Hailey and the Hailey Chamber of Commerce partnering in that effort, in addition to more general survey's of Hailey businesses, will help inform the best strategy for business development.

“Create an economy that provides well paying jobs that are not dependent on resort related activities or second home maintenance, as well as businesses that provide products and services currently not available – which in turn provide the tax base to allow for community amenities and services” – Jon McGowan, Developer, The Village at Hailey Town Center

Promotion

The Hailey Brand

The Hailey brand is part of a larger, countywide branding strategy documented in the TIP Strategies Economic Strategy 2009 prepared for Blaine County as a whole. This branding strategy encompasses broadening the existing Sun Valley brand's marketing message and efforts to leverage tourism's impact on the economy, and developing non-traditional marketing methods to link tourism and economic development.

While Hailey is part of this larger branding strategy, it also has its own unique characteristics and strengths that should be included in promotion planning and implementation.

Key to success in branding:

- Commitment to a particular message and theme that does not vary over time (or does so only minimally).
- Clarity of image and message.
- Uniformity of use.

"The Buhl Chamber of Commerce welcomes you to visit Buhl, the 'Trout Capital of America', and one of the greatest little cities around. If you take the Thousand Springs Scenic Byway you will drive through Buhl on Broadway Avenue. In Buhl you can still live close enough to walk or bike downtown for groceries, shopping, banking, postal services, and restaurants. Stop for a while and enjoy what Buhl has to offer."



Events

The City of Hailey relies on the Hailey Chamber of Commerce to organize, coordinate and promote events. Hailey Chamber Events and Programs/Projects in 2010 include:

- Staycation – March 15-19 (Scavenger Hunt 18-19)
- Wood River Community Awards – April 30,
- Springfest Arts and Crafts Fair – Memorial Day, May 29-30
- Flowers on Main Project – Memorial Day to Labor Day
- Children's Carnival – June 3rd
- 4th of July Parade – July 4th
- A Night of Music – July 19
- A Month of Art in Hailey and Art Walk – July
- A Day of Chalk- July
- Northern Rockies Folk Festival –Aug
- SCCA Auto Cross – Sept 25-26
- Trailing of the Sheep – Oct 8, 9 & 10,
- Hailey Halloween Hoopla – Saturday, Oct 30th
- Wood River Business Showcase – Nov
- Hailey Hometown Holidays Parade – Dec 2
- Hailey Holiday Lights – Dec- Feb
- Hospitality and Tourist Information Booth at the Airport – Dec

There are other long standing events in Hailey, such as the 4th of July Rodeo, and newer events such as the Criterium (held as part of the 4th of July festivities), the Sheeptown Rally and the Nordic Festival, that could be expanded and coordinated with other events in the valley. There are also opportunities to bring Hailey events back into Downtown to maximize benefits to Downtown businesses and increase the number of people attending the events.

Local Organizations

Existing	Role
City of Hailey and Commissions - Industrial Development Corp - Parks and Lands Board - Arts - Historic Preservation - Planning and Zoning	Grant writing and administration, Capital Improvement, Planning, Coordination, Policy, Regulation, Plan Implementation
Blaine County	Partner
Mountain Rides Transportation Authority	Grant writing (transportation), Program and Service Development and Oversight, Partner
Blaine County Housing Authority (BCHA)	Community Housing: Grant Writing, Program and Service Development and Oversight, Management and Stewardship of Units, Partner
ARCH Community Housing Trust	Community Housing: Grant Writing, Real Estate Development, Partner
Sustain Blaine/SVEDCO	Resource, Regional Marketing and Business Recruitment, Partner
Chamber	Promotion, Tourism Development, Events, Business Support and Retention, Retail Recruitment, Beautification, Partner
South Valley Merchants Alliance	Events, Business Promotion, Beautification, Partner
Businesses and Developers	Partners
Suggested	Role
Urban Renewal Agency	Funding for Improvements
Community Development Corporation or Main St Program	Economic Development Activities
Mayor’s Economic Development Team	Oversight of Downtown Strategy Action Items, Business Recruitment

Regional and State Organizations

Existing	Role
Region 4 Development	Resource
Southern Idaho Economic Development	Resource
Idaho Department of Commerce	Resource
Idaho Travel Council	Resource
Idaho Department of Transportation	Resource
Office of Energy Resources	Resource
Idaho Commission on the Arts	Resource

The City of Hailey has been pursuing the establishment of an Urban Renewal District, a process that has been separate from the Downtown Strategy process. Urban Renewal Districts are a mechanism to redirect taxes generated within a designated area to be used specifically for improvements to the same designated area. Urban Renewal Districts do not increase property taxes; instead a baseline property value is established. If property values increase above the baseline, the added value (called the increment) is shared by the School District and the Urban Renewal District. The increment is used to pay for improvements within the district. An Urban Renewal District that included parts of Downtown would help fund needed improvements to infrastructure within Downtown.

Specific Projects –Design and Infrastructure	Priority Level	Lead	Timeline initiate w/in (months)
❖ Plan and construct street improvements including sidewalk connections, drainage and street lights along River Street and all side streets within Downtown (refer to Complete Streets Plan and Standards).	High	City Engineer & Public Works Dept w/ Planning Dept	6 plan 24 construct
❖ Initiate Special Event Street Program	High	Public Works Dept w/ Hailey Chamber and SVMA	6
❖ Identify funding to add bike lanes and routes, according to the Complete Streets standards, throughout Downtown with planned connections to other areas and adequate signage including signs from downtown directing one back to the Wood River Trail and other destinations.	High	City Engineer & Public Works Dept w/ City Administrator and Grants Coordinator	24
❖ Develop effective Wayfinding System Plan and Design Standards	Medium	Planning Dept	18
❖ Pursue Main Street redesign from Croy to Carbonate to create additional sidewalk width and influence traffic to travel at posted 25 mph	Medium	Planning Dept w/ City Engineer	18
❖ Conduct Parking Duration and Turnover Survey and on-site parking inventory,	Medium	Planning Dept	18
❖ Develop Bike Parking in conformance with adopted city bicycle rack standards	Medium	Planning Dept w/ Mountain Rides	12
❖ Identify Mountain Rides Bike Station locations	Medium	Planning Dept w/ Mountain Rides	6
❖ Develop comprehensive Sidewalk Maintenance Plan including snow removal and replacing street trees that have been damaged or destroyed (refer to Complete Streets Plan)	Low	City Engineer & Public Works Dept	36

Organization	Priority Level	Lead	Timeline
❖ The City of Hailey has initiated the process to form an Urban Renewal Agency separate from the development of the Downtown Strategy. The completion of the process will facilitate the implementation of infrastructure improvements identified in the Downtown Strategy.	High	City Administrator w/ City Treasurer and Planning Dept	In progress
❖ Form Central Plaza Committee	High	Mayor w/ Planning Dept	4
❖ Annual State of Downtown Event	High	Mayor w/ Planning and Chamber	

<i>Promotion and Business Development</i>	<i>Priority Level</i>	<i>Lead</i>	<i>Timeline initiate w/in (months)</i>
❖ Establish business recruitment and development packet and website to be able to proactively recruit businesses and respond to inquiries.	High	Mayor's Economic Development Team	12
❖ Consider incentives to encourage investment and development within Downtown.	High	Mayor's Economic Development Team	12
❖ Complete Market Analysis (in coordination with Airport Site Master Planning)	High	Planning Dept	6
❖ Document the Hailey brand; assure broad understanding of the brand by the various entities involved in Hailey economic development.	Medium	Mayor's Economic Development Team	6
❖ Broaden awareness and expand opportunities in other outdoor recreational activities beyond downhill skiing (leverage recreational assets).	Medium	Hailey Chamber	12
❖ Expand promotion of cultural, arts and entertainment, and special events and festivals (leverage heritage, arts, entertainment and event assets).	Medium	Hailey Chamber	12
❖ Pursue cross marketing opportunities with companies whose brand could be aligned with Hailey's.	Medium	Hailey Chamber	12
❖ Use new media and social networking tools to reach and attract young professionals to the area needed to sustain our economy.	Medium	Hailey Chamber	12
❖ Establish a conference and convention strategy linked target business development opportunities - target conferences and conventions of an appropriate scale to existing Hailey facilities.	Low	Mayor's Economic Development Team	18

<i>Revisions to Regulations and Standards</i>	<i>Priority Level</i>	<i>Lead</i>	<i>Timeline initiate w/in (months)</i>
❖ Consider what market conditions and variables would create greater opportunity for mixed use and multi-family residential (including Community Housing) infill development within Downtown	Medium	Planning Dept	12
❖ Adopt more flexibility to facilitate sidewalk connections and community housing	Medium	Planning Dept	12
❖ Increase sidewalk width to better accommodate sidewalk cafes and displays (Complete Streets Standards).	Medium	Planning Dept	12
❖ Adopt Bus Stop Standards	Medium	Mountain Rides	12
❖ Adopt Complete Streets Standards	High	Planning Dept	In progress (October 2010 adoption)

The Downtown Committee requested examples of successful downtown plans. This was not easy to research - there may be examples of well compiled plans, but that does not necessarily mean they have been successfully implemented. Instead, examples of what are considered successful downtowns were found and then the plans that were developed by those communities were identified. The result is a mixed bag of types of plans. The two sources used were the American Planning Association (APA) and the National Trust Main Street Center. Both have annual awards to communities that are considered to be successful.

APA 2009 Great Neighborhoods in America

<http://www.planning.org/planning/2009/dec/greatneighborhoods.htm>

Little Rock – pop 183,000

- APA Article

<http://www.planning.org/planning/2005/dec/littlerock.htm>

- Downtown Little Rock Framework for the Future Plan (update)

<http://www.littlerock.org/Images/UserFiles/PDF/StatisticsReports/DT%20FRAMEWORK%20UPDATE09.pdf>

Salem, MA – pop 41,097

- APA Article

<http://www.planning.org/greatplaces/neighborhoods/2008/downtownsalem.htm>

- Salem Retail Market Study and Action Plan

http://www.salem.com/pages/salemma_webdocs/action%20plan%20report_final.pdf

El Paso, TX – pop 606,913

- APA Article

<http://www.planning.org/eda/spotlight/2009/fall.htm>

- El Paso Downtown 2015 Plan

http://www.elpasotexas.gov/downtownplan/documents/El_Paso_Report_061129.pdf#view=fitH

Biddeford, Maine – pop 22,348

- APA Article

<http://www.planning.org/planning/2009/nov/millcommunity.htm>

- Biddeford Mill District Master Plan – in progress (similar to what we will do for the Airport Site)

<http://www.cssboston.com/projects/biddeford/documents/Biddeford%20PubMtg40809.pdf>

National Trust Main Street Center

Each year the National Trust Main Street Center recognizes exceptional Main Street communities whose successes serve as a model for comprehensive commercial district revitalization. These award-winning communities demonstrate exemplary achievement in the process of strengthening their downtowns and commercial districts based on the following selection criteria:

- Active involvement of the public and private sectors;
- Broad-based community support for the revitalization effort;
- Quality of achievements over time;
- Innovative solutions to significant problems;
- Commitment to historic preservation;
- Evolving track record of successful commercial district revitalization;
- Comprehensive revitalization effort: activity in all four points of the Main Street Four Point Approach® (organization, promotion, design, economic restructuring) to commercial district revitalization;
- Economic impact of the revitalization program; and
- Successful small business development.

2009 Main Street Award Winners

<http://www.preservationnation.org/travel-and-sites/travel/gamsa/>

Broadway - Green Bay, WI

- Population: 102,313
- District Size: 48 blocks
- Year of Incorporation: 1995
- Net New Jobs: 907
- Net New Businesses: 89
- Building Rehabs: 91
- New Buildings: 9
- Vacancy Rate: 20% (10% when the program started)
- Public Investment: \$4,269,970
- Private Investment: \$49,943,503

Federal Hill - Baltimore, MD

- Population: 2,402
- District Size: 20 blocks
- Year of Incorporation: 2000
- Net jobs gained: 270
- Net new businesses: 84
- Number of rehabilitation projects: 58
- Number of new buildings: 0
- Vacancy rate when program began: 20%
- Vacancy rate today: 4%
- Public investment: \$30,000
- Private investment: \$170,000

City of Hailey Downtown Strategy

Section 6 Resources

Livermore, CA

- Population: 79,000
- District Size: 54
- Year of Incorporation: 1986
- Businesses: 328
- Net New Jobs: 974
- Net New Businesses: 194
- Building Rehabs: 82
- New Buildings: 12
- Vacancy Rate: 9% (down from 26% when the program started)
- Public Investment: \$55,000,000
- Private Investment: \$112,000,000

Downtown Specific Plan -

http://www.ci.livermore.ca.us/CDD/Planning/dsp/dsp_regionaltheater.html

Rehoboth Beach, DE

- Population: 1,200
- District Size: 7 blocks
- Year of Incorporation: 1996
- Net jobs gained: 95
- Net new businesses: 16
- Number of rehabilitation projects: 56
- Number of new buildings: 8
- Vacancy rate when program began: 10%
- Vacancy rate today: 3%
- Public investment: \$38,000,000
- Private investment: \$41,000,000

Summary of Master Plans - [http://www2.team-](http://www2.team-logic.com/userfiles/file/PptSumamryMaster%20Plan%20Studies.ppt)

[logic.com/userfiles/file/PptSumamryMaster%20Plan%20Studies.ppt](http://www2.team-logic.com/userfiles/file/PptSumamryMaster%20Plan%20Studies.ppt)

El Dorado, AR

Population: 21,530

- District Size: 20 blocks
- Year of Incorporation: 1987
- Net jobs gained: 566
- Net new businesses: 87
- Number of rehabilitation projects: 134
- Number of new buildings: 3
- Vacancy rate when program began: 20%
- Vacancy rate today: 0%
- Public investment: \$20,000,000
- Private investment: \$90,000,000

El Dorado Strategic Plan -

http://www.goeldorado.com/plugins/editors/tinymce/jscripts/tiny_mce/plugins/filemanager/files/PDF_Files/Union_Co._Strategic_Plan_FINAL_2007-03-14.pdf

El Dorado Marketing Plan -

http://www.goeldorado.com/plugins/editors/tinymce/jscripts/tiny_mce/plugins/filemanager/files/PDF_Files/El_Dorado_Marketing_Blueprint_Master1.pdf

2010 Great American Main Street Awards semifinalists:

- Downtown Aledo, Aledo, Ill.;
- Main Street Columbus, Columbus, Miss.;
- Downtown Fairmont, Fairmont, W.Va.;
- Farmland Downtown Historic District, Farmland, Ind.;
- Downtown Ferndale, Ferndale, Mich.;
- Downtown Fort Pierce, Fort Pierce, Fla.;
- Downtown Lee's Summit, Lee's Summit, Mo.;
- Historic Downtown and LowerTown Arts District, Paducah, Ky.;
- Pontiac P.R.O.U.D., Pontiac, Ill.; and
- Downtown Rochester, Rochester, Mich.

The Main Street Four-Point Approach

The National Trust Main Street Program was referred to and drawn from in developing the strategy for Downtown Hailey.

Organization - involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a plan or program.

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. Sharpening the competitiveness of existing business owners and recruiting compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

The National Trust Main Street Center contends the Main Street Four-Point Approach success is guided by the following eight principles, which sets the Main Street methodology apart from other redevelopment strategies.

1. **Comprehensive:** No single focus can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.
2. **Incremental:** Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening" in the commercial district. As public confidence in the Main Street district grows Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.
3. **Self-help:** Local leaders must have the will and desire to mobilize local resources and talent. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
4. **Partnerships:** Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.
5. **Identifying and capitalizing on existing assets:** Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
6. **Quality:** Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.
7. **Change:** Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
8. **Implementation:** To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.