AGENDA ITEM SUMMARY

DATE: June 28, 2010   DEPARTMENT: Planning   DEPT. HEAD SIGNATURE:

SUBJECT: Draft Downtown Strategy

AUTHORITY: □ ID Code □ IAR □ City Ordinance/Code (IF APPLICABLE)

BACKGROUND/SUMMARY OF ALTERNATIVES CONSIDERED:

The purpose of the City of Hailey Preliminary 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 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. In concept, the Downtown Strategy is one phase of a broader look at vitality which can be expanded on by other planning efforts. The plan was developed over the course of 6 months with the assistance of citizen’s committee. Feedback from the community through public outreach efforts in May and June resulted in positive feedback. This is not a regulatory document and will be considered successful if it becomes the catalyst for projects and other ideas that fulfill the vision for Downtown. The latest draft is posted on the website along with a link to a survey to facilitate community input on the Strategy.

FISCAL IMPACT / PROJECT FINANCIAL ANALYSIS: Casele #

Budget Line Item #

Estimated Hours Spent to Date:

Staff Contact:

Comments:

ACKNOWLEDGEMENT BY OTHER AFFECTED CITY DEPARTMENTS: (IF APPLICABLE)

☐ City Administrator  ☐ Library  ☐ Safety Committee
☐ City Attorney  ☐ Mayor  ☐ Streets
☐ City Clerk  ☐ Planning  ☐ Treasurer
☐ Building  ☐ Police
☐ Engineer  ☐ Public Works, Parks
☐ Fire Dept.  ☐ P & Z Commission

RECOMMENDATION FROM APPLICABLE DEPARTMENT HEAD:

Review the proposed Downtown Strategy and discuss the priority of suggested action items to direct staff in the completion of the Action Plan in Section 5. Adopt if determined to be appropriate or direct staff to make changes for review at an upcoming Council meeting.

ADMINISTRATIVE COMMENTS/APPROVAL:

City Administrator □ Dept. Head Attend Meeting (circle one) Yes □ No □

ACTION OF THE CITY COUNCIL:

Date

City Clerk

FOLLOW-UP:

*Ord./Res./Agmt./Order Originals: Record Copies (all info.): Instrument #

*Additional/Exceptional Originals to: Copies (AIS only)
**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
  Executive Director Hailey Chamber of Commerce

---

**First Annual State of the Downtown**

Mayor David Bieter was the keynote speaker at the first annual State of the Downtown event held at the Liberty Theater on June 11, 2010 to kick off community input on the draft Downtown Strategy.

Mayor Bieter talked about the importance of downtowns to community vitality shared the successes of the revitalization of Downtown Boise. Mayor Bieter asked the audience what is sacred or iconic to the community and gave the Capitol building in Boise as an example of what is iconic to Boise. He suggested that Downtown itself maybe what is iconic to Hailey.

Mayor Bieter ended his speech with a quote from Hailey native Ezra Pound, "all great art is born of the metropolis" and encouraged us to be a metropolis in vision.

In looking at other Ezra Pound quotes, two more spoke to the purpose and ideas this Hailey Downtown Strategy encompasses;

- "Either move or be moved."
- "Genius... is the capacity to see ten things where the ordinary man sees one."

**Acknowledgements**

Downtown Committee members:

- Summer Bauer
- Heather LaMonica Deckard
- Judy Foster
- Kathy Grotto
- Stephanie Marvel
- Susan McBryant
- Jon McGowan
1.1 Purpose
The purpose of the City of Hailey Preliminary 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 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. The Downtown Strategy will be considered successful if it becomes the catalyst for projects and other ideas that fulfill the vision for Downtown.

In concept, the Downtown Strategy is one phase of a broader look at vitality which can be expanded on by other planning efforts. Future planning efforts can be woven together with this Downtown Strategy to create a Hailey Vitality Plan. For example, future planning efforts will include the Airport Site Redevelopment Master Plan and the need for neighborhood plans may evolve over time; development that occurs in other areas of Hailey must complement and support Downtown and vice versa.

The Downtown Strategy document is meant to build upon itself with each section 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 all elements together. The National Trust Main Street Program’s Main Street Approach provides the foundation of the general principles addressed in the Downtown Strategy — Organization, Promotion, Design and Economic Assets.

"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 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, 2 quoted in Downtown Planning for Smaller and Midsized Communities, APA 2006, 45)

1.2 Process
Citizen Committee
The mayor invited eight citizens with a variety of experiences and interests to assist in the preliminary development of the Downtown Strategy. The purpose of the committee was to serve as a working group was to collect initial data and conduct research to assess the key components to include in the strategy. The draft the committee helped to compile was then taken to the community for broader input. The Downtown Committee held its first meeting on January 12, 2010

Community Outreach
Input provided through the 2010 Comprehensive Plan Update process and the 2009 Citizen Satisfaction Survey was incorporated into the draft recommended by the Committee. 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 concepts were discussed with key stakeholders in May and June 2010. Key stakeholders included; 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.

The first annual State of Downtown was held at the Liberty Theater 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 and discuss the 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.

A second presentation was given on June 21 at Hailey City Hall to discuss the draft in more detail with the community and the Planning and Zoning Commission before forwarding the recommendations to the City Council On June 28, 2010.
H. Hefley’s heritage presents an opportunity to both preserve and enhance the character of Downtown, the incorporation of new structures, and the enhancement of the downtown experience.

Downtown's unique qualities include:

1. Civic pride and enhance the downtown experience.
2. These elements help make downtown the place people want to be.
3. Community connections provide a healthy balance of housing, jobs, and services.
4. Successful downtowns are dependent on a mix of residential, commercial, and retail development.
5. Downtown Hefley is the dynamic and vital heart of community activity.
6. The importance of downtown is a desire to create a diverse local economy that is not solely dependent on one sector. These jobs and businesses support each other.

1.4 Guiding Principles

1.7 Downtown Goal

The importance of maintaining downtown as Hefley's primary retail center has been a long-standing goal of the City Council and community stakeholders. The goal is to create a vibrant business center that will attract and retain new businesses and people to Downtown. Downtown Hefley is the dynamic and vital heart of community activity.

1.5 Downtown Vision

Downtown Hefley should be diverse, inclusive, and accessible to all.

1.6 Downtown Goal

The downtown goal is to create a vibrant business center that will attract and retain new businesses and people to Downtown. Downtown Hefley is the dynamic and vital heart of community activity.

C. Community connections provide a healthy balance of housing, jobs, and services.

These types of buildings also ensure that the downtown activity and add.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should be connected to other downtown and community activity.

were needed to make a downtown thrive.

Downtown Hefley is the dynamic and vital heart of community activity.

G. Downtown Hefley should be diverse, inclusive, and accessible to all.

F. People should be encouraged to drive their cars at the posted 25 mph.

E. People should be encouraged to park the car and enjoy downtown activity.

D. Streets should be designed to accommodate all users and provide for community activity.

C. Downtown should be connected to other downtown and community activity.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should provide a healthy balance of housing, jobs, and services.

Residential neighborhoods.

These types of buildings also ensure that the downtown activity and add.

Successful downtowns are dependent on a mix of residential, commercial, and retail development.

A. Downtown should provide a healthy balance of housing, jobs, and services.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should be connected to other downtown and community activity.

C. Downtown should be connected to other downtown and community activity.

D. Streets should be designed to accommodate all users and provide for community activity.

E. People should be encouraged to park the car and enjoy downtown activity.

F. People should be encouraged to drive their cars at the posted 25 mph.

G. Downtown Hefley should be diverse, inclusive, and accessible to all.

Promoting mixed use in Downtown enhances a diversified, sustainable economic condition. Mixed-use buildings bring commercial activity on the ground floor with residential offices above.

These types of buildings also ensure that the downtown activity and add.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should provide a healthy balance of housing, jobs, and services.

Residential neighborhoods.

These types of buildings also ensure that the downtown activity and add.

Successful downtowns are dependent on a mix of residential, commercial, and retail development.

A. Downtown should provide a healthy balance of housing, jobs, and services.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should be connected to other downtown and community activity.

C. Downtown should be connected to other downtown and community activity.

D. Streets should be designed to accommodate all users and provide for community activity.

E. People should be encouraged to park the car and enjoy downtown activity.

F. People should be encouraged to drive their cars at the posted 25 mph.

G. Downtown Hefley should be diverse, inclusive, and accessible to all.

Promoting mixed use in Downtown enhances a diversified, sustainable economic condition. Mixed-use buildings bring commercial activity on the ground floor with residential offices above.

These types of buildings also ensure that the downtown activity and add.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should provide a healthy balance of housing, jobs, and services.

Residential neighborhoods.

These types of buildings also ensure that the downtown activity and add.

Successful downtowns are dependent on a mix of residential, commercial, and retail development.

A. Downtown should provide a healthy balance of housing, jobs, and services.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should be connected to other downtown and community activity.

C. Downtown should be connected to other downtown and community activity.

D. Streets should be designed to accommodate all users and provide for community activity.

E. People should be encouraged to park the car and enjoy downtown activity.

F. People should be encouraged to drive their cars at the posted 25 mph.

G. Downtown Hefley should be diverse, inclusive, and accessible to all.

Promoting mixed use in Downtown enhances a diversified, sustainable economic condition. Mixed-use buildings bring commercial activity on the ground floor with residential offices above.

These types of buildings also ensure that the downtown activity and add.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should provide a healthy balance of housing, jobs, and services.

Residential neighborhoods.

These types of buildings also ensure that the downtown activity and add.

Successful downtowns are dependent on a mix of residential, commercial, and retail development.

A. Downtown should provide a healthy balance of housing, jobs, and services.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should be connected to other downtown and community activity.

C. Downtown should be connected to other downtown and community activity.

D. Streets should be designed to accommodate all users and provide for community activity.

E. People should be encouraged to park the car and enjoy downtown activity.

F. People should be encouraged to drive their cars at the posted 25 mph.

G. Downtown Hefley should be diverse, inclusive, and accessible to all.

Promoting mixed use in Downtown enhances a diversified, sustainable economic condition. Mixed-use buildings bring commercial activity on the ground floor with residential offices above.

These types of buildings also ensure that the downtown activity and add.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should provide a healthy balance of housing, jobs, and services.

Residential neighborhoods.

These types of buildings also ensure that the downtown activity and add.

Successful downtowns are dependent on a mix of residential, commercial, and retail development.

A. Downtown should provide a healthy balance of housing, jobs, and services.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should be connected to other downtown and community activity.

C. Downtown should be connected to other downtown and community activity.

D. Streets should be designed to accommodate all users and provide for community activity.

E. People should be encouraged to park the car and enjoy downtown activity.

F. People should be encouraged to drive their cars at the posted 25 mph.

G. Downtown Hefley should be diverse, inclusive, and accessible to all.

Promoting mixed use in Downtown enhances a diversified, sustainable economic condition. Mixed-use buildings bring commercial activity on the ground floor with residential offices above.

These types of buildings also ensure that the downtown activity and add.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should provide a healthy balance of housing, jobs, and services.

Residential neighborhoods.

These types of buildings also ensure that the downtown activity and add.

Successful downtowns are dependent on a mix of residential, commercial, and retail development.

A. Downtown should provide a healthy balance of housing, jobs, and services.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should be connected to other downtown and community activity.

C. Downtown should be connected to other downtown and community activity.

D. Streets should be designed to accommodate all users and provide for community activity.

E. People should be encouraged to park the car and enjoy downtown activity.

F. People should be encouraged to drive their cars at the posted 25 mph.

G. Downtown Hefley should be diverse, inclusive, and accessible to all.

Promoting mixed use in Downtown enhances a diversified, sustainable economic condition. Mixed-use buildings bring commercial activity on the ground floor with residential offices above.

These types of buildings also ensure that the downtown activity and add.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should provide a healthy balance of housing, jobs, and services.

Residential neighborhoods.

These types of buildings also ensure that the downtown activity and add.

Successful downtowns are dependent on a mix of residential, commercial, and retail development.

A. Downtown should provide a healthy balance of housing, jobs, and services.

B. Downtown Hefley is the primary area to encourage new businesses and services.

A. Downtown should be connected to other downtown and community activity.

C. Downtown should be connected to other downtown and community activity.
1.8 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 and civic activity.

Section 1 Introduction

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 = ½ mile
1.9 Existing Conditions and Opportunities Overview

A. Community Assets
   - Healthy Environment
   - Recreational Opportunities and Access to Public Lands
   - Motivated, well educated work force

B. Infrastructure

Streets – The general condition of Hailey streets is good, however most are broken down at the edge due to lack of curb and gutter. Most rights 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 crosswalks at Main and Myrtle and at Main and Croy have 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. These flags are made of plastic stapled to wood dowels. 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 use and 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.

C. 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 Preliminary Downtown Strategy

D. 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 2.10.

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.

E. 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"; 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.

F. Building Inventory

<table>
<thead>
<tr>
<th>Tables to be completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Use</td>
</tr>
<tr>
<td>Retail</td>
</tr>
<tr>
<td>Office</td>
</tr>
<tr>
<td>Retail &amp; Office</td>
</tr>
<tr>
<td>1 Single Family converted to Commercial</td>
</tr>
<tr>
<td>1 Mixed Use (residential and commercial)</td>
</tr>
<tr>
<td>0 Multi Family Residential</td>
</tr>
<tr>
<td>0 Single Family Residential</td>
</tr>
<tr>
<td>Vacant</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Building Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 New</td>
</tr>
<tr>
<td>12 Good</td>
</tr>
<tr>
<td>34 Fair</td>
</tr>
<tr>
<td>Poor</td>
</tr>
<tr>
<td>2 Historic – refurbished</td>
</tr>
<tr>
<td>Historic – good</td>
</tr>
<tr>
<td>Historic – fair</td>
</tr>
<tr>
<td>1 Historic – poor</td>
</tr>
</tbody>
</table>
The table shows the number of downtown businesses by NACE.

<table>
<thead>
<tr>
<th>Category</th>
<th>2007 NACE 2 Digit Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Social Assistance</td>
<td>62</td>
</tr>
<tr>
<td>Educational Services</td>
<td>61</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>54</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>55</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>72</td>
</tr>
<tr>
<td>Recreation</td>
<td>71</td>
</tr>
<tr>
<td>Art, Entertainment, and Recreation Services</td>
<td>71</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>42</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>44</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>33</td>
</tr>
<tr>
<td>Utilities</td>
<td>22</td>
</tr>
<tr>
<td>Construction</td>
<td>23</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>33-34</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>55</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>55</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>72</td>
</tr>
<tr>
<td>Recreation</td>
<td>71</td>
</tr>
<tr>
<td>Art, Entertainment, and Recreation Services</td>
<td>71</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>42</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>44</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>33</td>
</tr>
<tr>
<td>Utilities</td>
<td>22</td>
</tr>
<tr>
<td>Construction</td>
<td>23</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>33-34</td>
</tr>
</tbody>
</table>

The number of downtown businesses by NACE:

- Gas Stations: 1
- Insurance Companies: 4
- Real Estate: 7
- Professional, Scientific, and Technical Services: 55
- Management of Companies and Enterprises: 55
- Accommodation and Food Services: 72
- Recreation: 71
- Art, Entertainment, and Recreation Services: 71
- Wholesale Trade: 42
- Retail Trade: 44
- Transportation and Warehousing: 33
- Utilities: 22
- Construction: 23
- Manufacturing: 33-34

There are approximately 1,456 businesses with business licenses located in the downtown area detailed in this strategy. This accounts for roughly one-third of all businesses with business licenses in the city of Salem. (287)
The intersection of Bullion and Main serves as the divider between North, South, East and West. The major civic, recreational and tourist destinations are unidentified 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.

<table>
<thead>
<tr>
<th>West</th>
<th>East</th>
<th>North</th>
<th>Northeast</th>
<th>Southeast</th>
<th>Southwest</th>
<th>South</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library</td>
<td>Blaine County</td>
<td>Sun Valley Resort</td>
<td>Blaine County Historical Museum</td>
<td>Hailey Skate Park</td>
<td>Draper</td>
<td>Sliver Creek Preserve</td>
</tr>
<tr>
<td>City Hall – Public Restrooms</td>
<td>Courthouse</td>
<td>Sawtooth National Recreation Area</td>
<td>Middle School</td>
<td>Rodeo Park</td>
<td>Preserve</td>
<td>Lawrence</td>
</tr>
<tr>
<td>Public Parking - River &amp; Bullion</td>
<td>County Offices</td>
<td>- Jimmy’s Garden (park)</td>
<td>- Wood River St.</td>
<td>- Hailey Ice</td>
<td>- Nelson Ball Field</td>
<td>- Craters of the Moon National Monument</td>
</tr>
<tr>
<td>Big Wood River</td>
<td>Quigley Canyon</td>
<td>- Wood River Trail System</td>
<td></td>
<td>- Senior Center</td>
<td>- Armory</td>
<td></td>
</tr>
<tr>
<td>Hop Porter Park</td>
<td>Community Garden</td>
<td>- Sun Valley Center for the Arts (Ezra Pound)</td>
<td>- Armory</td>
<td>- Grange Hall</td>
<td>- Blaine County Aquatic Center</td>
<td></td>
</tr>
<tr>
<td>Lions Park</td>
<td>- Jimmy’s Garden (park)</td>
<td>- Wood River Trail System</td>
<td></td>
<td>- Blaine Ice</td>
<td>- Community Campus</td>
<td></td>
</tr>
<tr>
<td>Carbonate Trail</td>
<td>- Quigley Canyon</td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Hailey Ice</td>
<td>- Wood River High School</td>
<td></td>
</tr>
<tr>
<td>School District Office</td>
<td>- Community Garden</td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td>Animal Shelter</td>
<td>- Jimmy’s Garden (park)</td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
<tr>
<td>Rotorun Ski Area</td>
<td>- Quigley Canyon</td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Craters of the Moon National Monument</td>
<td></td>
</tr>
<tr>
<td>BMX Track</td>
<td>- Community Garden</td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Armory</td>
<td>- Community Campus</td>
<td></td>
</tr>
<tr>
<td>BLM Trails</td>
<td>- Jimmy’s Garden (park)</td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Wood River High School</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sun Valley Resort</td>
<td>- Wood River Middle School</td>
<td>- Nelson Ball Field</td>
<td>- Toe of the Hill Trail</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Sawtooth National Recreation Area</td>
<td>- Senior Center</td>
<td>- Armory</td>
<td>- Roberta McKercher Park</td>
<td></td>
</tr>
</tbody>
</table>

![Map of Hailey Downtown Strategy](image-url)
2.1 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.

2.2 Connections to other Community Activity Areas
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.

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 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.

2.3 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
Vertical elements in a streetscape are important to the pedestrian environment.

NYSDOT has played an increasing role in the development of an urban design strategy to connect with Main Street as well as several downtown gateway projects. The requirement for a coordinated approach to connect with Main Street was emphasized in the recently funded comprehensive study, the "Main Street Transitway" study, conducted by the New York State Department of Transportation. The study was conducted to develop a vision for the future of Main Street in Olean, NY, and to evaluate potential improvements to the area.

In 2000, the average daily traffic (ADT) on Main Street was 1,460,000. The 2000 Transportation Master Plan projected an ADT of 22,000 to 27,100 ADT by 2025.

A Guiding Principle for the People's Center: People should be encouraged to drive their cars on the peripheral streets and to use the people-friendly streets for walking and cycling. The design is based on the idea that people should be encouraged to use the streets for other than vehicular transport. This includes providing bicycle parking and dedicated bicycle lanes, as well as pedestrian-friendly sidewalks and streets.

Main Street Case Study

24 Main Street
Street 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. 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.

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

Street Trees
Tree Committee will recommend species appropriate for street trees.

Trash and Recycling Receptacles
The standard trash receptacle is the "Central Park" from Barco Products.

Benches
The same bench does not need to be used everywhere; 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.
2.6 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, 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.

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 Preliminary Downtown Strategy

2.7 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.

A. Wayfinding
Developing a Wayfinding System will help define the physical boundaries of 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.

![Image of Wayfinding Examples]

Examples of Informational / Directional Signs

One of two existing vehicular oriented directional signs

<table>
<thead>
<tr>
<th>Pedestrian Oriented</th>
<th>Auto and Bicycle Oriented</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Image of Pedestrian Signs]</td>
<td>![Image of Bicycle Signs]</td>
</tr>
</tbody>
</table>

![Image of Wayfinding Signs]
neighborhoods and at the entrance to other Haley projects at other key locations in Downtown Haley City Council.

The project will be signed by the Arts Commission and recommended by the Selection Panel and endorsed by the Haley City Council.

The entry artwork may be one of three senses of place:

1. A strong sense of place. Haley has a unique character and identity. In Haley, you will be in an environment that one has never been before. The entry artwork will give a clear visual impression of the city of Haley.

2. Rodeo/Cowboy. The north edge of the city of Haley is adjacent to the arena located at the Arco Center. Haley is known as a rodeo/cowboy town.

3. Mystery. Haley is a unique place with its own identity. The entry artwork will give a clear impression of the city of Haley.

In 2010 Haley announced its first "Entry C." This project will be signed by the Arts Commission. Haley is a city with a strong identity and will be a strong sense of place for visitors.
2.8 Parking

A. 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. Each north-south improved with curb and gutter could yield between 22 and 25 spaces. Each east-west block face, between alleys, improved with curb and gutter could yield between 9 and 10 spaces. This amounts to a total of 748 to 640 on-street parking spaces! The current supply of on-street parking spaces could be doubled with the improvement of all of the blocks in Downtown with sidewalk, curb and gutter. 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.

B. 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.

C. Management
Parking is often an issue that arises 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 (perceived or real). 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!

2.9 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
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 wide variety of considerations. The primary concern is the potential for compromise in the quality and character of the building. Even in some standards, commercial buildings are also considered for re-usable purposes. The process of re-development is important to developers in developing successful strategies. Building Re-development

E. Design Review Standards

The way the city requirement is written may also limit new small business's ability to choose development. The city requirement is to develop standards for the design of decks and patio to meet the demand for smaller businesses. Small businesses often require larger spaces, which are currently hindered by deck access. Street-level businesses are frequently hindered by deck access.

The requirement is written to limit successful re-development building heights within the allowable building height. However, there must be room for more buildings to be developed. Generally speaking, small spaces feel more acceptable when certain conditions are met. Some developers have created greater roof to floor heights may need flexibility to account for greater roof to floor heights may need flexibility to account for greater roof to floor heights.

C. Building Re-development

Building Re-development should be better understood. Utilized properties should be created. To do this, the barriers to small lot make accommodating on-site parking difficult. Building size is limited by on-site parking requirements. Building size is limited by on-site parking requirements. Building size is limited by on-site parking requirements. Building size is limited by on-site parking requirements.

Successful utilization and should be re-emphasized. The current shared parking provisions have not been successfully utilized and should be re-emphasized. Creative solutions such as shared parking should be encouraged. The model for Downtown is being pursued with the goal of preserving the Downtown. Undergound parking is currently considered cost effective parking. If it is affordable, for residences is considered essential by developers.

A. Parking

Transportation. 1999

Graphic source: Howie Street, When a Highway Runs Through It, Oregon Department of Transportation.
City of Hailey Preliminary Downtown Strategy

3.1 Market Analysis

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.

A regional economic development assessment of Blaine County and strategy was prepared by TIP Strategies for Sustain Blaine in January 2009. 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 LT, 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?

Section 3 Business Development

3.2 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 TIP Strategies Economic Strategy 2009. 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

3.2
## Local Organizations

<table>
<thead>
<tr>
<th>Organization</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Hailey and Commissions</td>
<td>Grant writing and administration, Capital Improvement, Planning, Coordination, Policy, Regulation</td>
</tr>
<tr>
<td>- Industrial Development Corp</td>
<td></td>
</tr>
<tr>
<td>- Parks and Lands Board</td>
<td></td>
</tr>
<tr>
<td>- Arts</td>
<td></td>
</tr>
<tr>
<td>- Historic Preservation</td>
<td></td>
</tr>
<tr>
<td>- Planning and Zoning</td>
<td></td>
</tr>
<tr>
<td>Blaine County</td>
<td>Partner</td>
</tr>
<tr>
<td>Mountain Rides Transportation Authority</td>
<td>Grant writing (transportation), Program and Service Development and Oversight, Partner</td>
</tr>
<tr>
<td>Blaine County Housing Authority (BCHA)</td>
<td>Community Housing: Grant Writing, Program and Service Development and Oversight, Management and Stewardship of Units, Partner</td>
</tr>
<tr>
<td>ARCH Community Housing Trust</td>
<td>Community Housing: Grant Writing, Real Estate Development, Partner</td>
</tr>
<tr>
<td>Sustain Blaine/SVEDCO</td>
<td>Resource, Business Recruitment and Retention, Partner</td>
</tr>
<tr>
<td>Chamber</td>
<td>Promotion, Tourism Development, Events, Business Support and Retention, Beautification, Partner</td>
</tr>
<tr>
<td>South Valley Merchants Alliance</td>
<td>Events, Business Promotion, Beautification, Partner</td>
</tr>
<tr>
<td>Businesses and Developers</td>
<td>Partners</td>
</tr>
</tbody>
</table>

## Regional and State Organizations

<table>
<thead>
<tr>
<th>Organization</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region 4 Development</td>
<td>Resource</td>
</tr>
<tr>
<td>Southern Idaho Economic Development</td>
<td>Resource</td>
</tr>
<tr>
<td>Idaho Department of Commerce</td>
<td>Resource</td>
</tr>
<tr>
<td>Idaho Travel Council</td>
<td>Resource</td>
</tr>
<tr>
<td>Idaho Department of Transportation</td>
<td>Resource</td>
</tr>
<tr>
<td>Office of Energy Resources</td>
<td>Resource</td>
</tr>
<tr>
<td>Idaho Commission on the Arts</td>
<td>Resource</td>
</tr>
</tbody>
</table>

### 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.
# City of Hailey Preliminary Downtown Strategy

## Section 5  Action Plan

<table>
<thead>
<tr>
<th>Action</th>
<th>Priority Level</th>
<th>Lead</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economic Development</strong></td>
<td></td>
<td></td>
<td>To be Filled in During Community Input throughout June</td>
</tr>
<tr>
<td>Complete Market Analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Document the Hailey brand; assure broad understanding of the brand by the various entities involved in Hailey economic development.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish an aggressive conference and convention strategy linked target business development opportunities (Hailey would target conferences and conventions of an appropriate scale to existing Hailey facilities).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broaden awareness and expand opportunities in other outdoor recreational activities beyond downhill skiing (leverage recreational assets).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand promotion of cultural, arts and entertainment, and special events and festivals (leverage heritage, arts, entertainment and event assets).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish business development website to increase awareness of business opportunities to visitors and residents.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pursue cross marketing opportunities with companies whose brand could be aligned with Hailey’s.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement new media and social networking tools to reach and attract young professionals to the area (needed to sustain our economy).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilize Sustain Blaine Advisory Board to consider incentives to encourage private investment and development within Downtown.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **Revisions to Regulations and Standards** | | |  |
| Consider what market conditions and variables would create greater opportunity for mixed use and multi-family residential (including Community Housing) infill development within Downtown | | |  |
| More flexibility to facilitate sidewalk connections and community housing | | |  |
| Increased sidewalk width to better accommodate sidewalk cafes and displays. This adds to a feeling of vitality and activity. | | |  |
| Bus Stop Standards | | |  |
| Complete Streets Standards | | |  |

<p>| <strong>Formation of URA</strong> | | |  |
| The City of Hailey has initiated the process to form an Urban Renewal Agency separate form the development of the Downtown Strategy. The completion of the process will facilitate the implementation of infrastructure improvements identified in the Downtown Strategy. | | |  |</p>
<table>
<thead>
<tr>
<th>Timeline</th>
<th>Level</th>
<th>Priority</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Identify Mountain Rides Bike Station locations and standards.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Develop Bike Parking in accordance with adopted city bicycle rack.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Initial Special Event Street Program.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Conduct Painting Duration and Turnover Survey and on-site parking inventory.</td>
</tr>
<tr>
<td>Trail and other destinations.</td>
<td></td>
<td></td>
<td>Signage including signs from downtown directing one back to the Wood River.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Signal phases throughout downtown with planned connections to other areas and pedestrian-friendly.</td>
</tr>
<tr>
<td>Add bike lanes and routes, according to the Complete Streets Standards.</td>
<td></td>
<td></td>
<td>Right to travel at posted 25 mph.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Pursue Main Street redesign to create additional sidewalk width and influence Complete Streets Plan.</td>
</tr>
<tr>
<td>Complete Streets Plan and standards</td>
<td></td>
<td></td>
<td>Complete Streets Plan and standards.</td>
</tr>
<tr>
<td>and replacing street trees that have been damaged or destroyed (refer to Street Light along River Street and all side streets within downtown (refer to).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop Comprehensive Sidewalk Maintenance Plan including snow removal.</td>
<td></td>
<td></td>
<td>Complete Sidewalk Improvements Inducing Sidewalk Connection, drainage and</td>
</tr>
</tbody>
</table>
City of Hailey Preliminary Downtown Strategy

The Downtown Vitality 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

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)

Salem, MA – pop 41,097
• APA Article
http://www.planning.org/greatplaces/neighborhoods/2008/downtownsalem.htm
• Salem Retail Market Study and Action Plan

El Paso, TX – pop 606,913
• APA Article
• El Paso Downtown 2015 Plan

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)

Section 6 Resources and Appendices

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

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 Preliminary Downtown Strategy

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.

Section 6 Resources and Appendices

History of Past Downtown Improvements and Economic Development Efforts
Past local and regional economic development efforts have included:
- Regional Economic Action Project (REAP) (1988)
- Wood River Council of Governments (early 1990s)
- Hailey Main Street Development Task Force (1993)
- Gem Community (2000)
- Southern Idaho Economic Development Organization (SIEDO) membership
AGENDA ITEM SUMMARY

DATE: June 14, 2010  DEPARTMENT: Planning  DEPT. HEAD SIGNATURE: 

SUBJECT: Second reading of Ordinance 1058 to Rezone Lots 1-3, Block 69, Hailey Townsite.

AUTHORITY: □ ID Code □ IAR □ City Ordinance/Code  
(IFAPPLICABLE)

BACKGROUND/SUMMARY OF ALTERNATIVES CONSIDERED:

On May 24, 2010, the Hailey City Council held a public hearing and considered the City initiated rezone of Lots 1-3, Block 69, Hailey Townsite. The Council approved the rezone and the first reading of Ordinance 1058 was conducted.

FISCAL IMPACT / PROJECT FINANCIAL ANALYSIS:  
Caselle #

Budget Line Item #  
YTD Line Item Balance $  
Estimated Hours Spent to Date:  
Estimated Completion Date:  
Staff Contact:  
Phone #

Comments:

ACKNOWLEDGEMENT BY OTHER AFFECTED CITY DEPARTMENTS:  
(IFAPPLICABLE)

☐ City Administrator  ☐ Library  ☐ Safety Committee  
☒ City Attorney  ☐ Mayor  ☐ Streets  
☐ City Clerk  ☐ Planning  ☐ Treasurer  
☐ Building  ☐ Police  ☐  
☐ Engineer  ☐ Public Works, Parks  ☐  
☐ Fire Dept.  ☐ P & Z Commission  ☐  

RECOMMENDATION FROM APPLICABLE DEPARTMENT HEAD:

Conduct the second reading of Ordinance 1058.

ADMINISTRATIVE COMMENTS/APPROVAL:

City Administrator  Dept. Head Attend Meeting (circle one) Yes  No

ACTION OF THE CITY COUNCIL

Date  
City Clerk

FOLLOW-UP:

*Ord./Res./Agmt./Order Originals: Record  
Copies (all info.):  
Instrument #  
*Additional/Exceptional Originals to:  
Copies (AIS only)
HAILEY ORDINANCE NO. 1058

AN ORDINANCE OF THE CITY OF HAILEY, IDAHO, AMENDING HAILEY'S ZONING ORDINANCE, ORDINANCE NO. 532, AND THE OFFICIAL ZONING MAP INCORPORATED THEREIN, BY CHANGING THE ZONING DISTRICT DESIGNATION OF THE HAILEY ZONING MAP, LOTS 1, 2, AND 3, BLOCK 69, HAILEY TOWNSITE, FROM GENERAL RESIDENTIAL (GR) TO LIMITED BUSINESS (LB); PROVIDING FOR A SEVERABILITY CLAUSE; PROVIDING FOR A REPEALER CLAUSE; AND PROVIDING FOR THE EFFECTIVE DATE OF THIS ORDINANCE UPON PASSAGE, APPROVAL AND PUBLICATION ACCORDING TO LAW.

WHEREAS, the Hailey City Council has found that the following amendment to the Hailey Official Zoning Map will generally conform to the Hailey Comprehensive Plan;

WHEREAS, the Hailey City Council has found that essential public facilities and services are available to support the full range of proposed uses without creating excessive additional requirements at public cost for the public facilities and services;

WHEREAS, the Hailey City Council has found that the proposed uses are compatible with the surrounding area; and

WHEREAS, the Hailey City Council has found that the amendment will promote the public health, safety and general welfare of the general public.

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF HAILEY, IDAHO, AS FOLLOWS:

Section 1. Hailey Ordinance No. 532 and Hailey Official Zoning Map incorporated therein are hereby amended by changing the zoning district designation of Lots 1, 2, and 3, Block 69, Hailey Townsite, from General Residential (GR) to Limited Business (LB).

Section 2. Should any section or provision of this Ordinance be declared by the courts to be unconstitutional or invalid, such decision shall not affect the validity of the Ordinance as a whole or any part thereof other than the part so declared to be unconstitutional or invalid.

Section 3. All City of Hailey ordinances or resolutions or parts thereof, which are in conflict herewith, are hereby repealed.

Section 4. This ordinance shall be in full force and effect from and after the required three (3) readings, approval, and publication according to law.

PASSED AND ADOPTED BY THE HAILEY CITY COUNCIL AND APPROVED BY THE MAYOR THIS ___ DAY OF ________, 2010.

Richard L. Davis, Mayor, City of Hailey

Attest:

Mary Cone, City Clerk

Publish:

Idaho Mountain Express

-166-