



**Urban Land
Institute**

Idaho

APA Conference Sustainable Downtown Development

October 14, 2010

- A non–profit research and education organization
- 30,000 members worldwide in 90 countries
- ULI Idaho established in 2004
- ULI Idaho membership is 162 (80% in the Treasure Valley)

Mission: Providing non-partisan volunteer leadership in the responsible use of land and in creating and sustaining thriving communities.

Background on the Sustainable Downtown Project Development

- 2009 Mayors' Forum
 - Boise Mayor Dave Bieter
 - Nampa Mayor Tom Dale
 - Meridian Mayor Tammy de Weerd
 - Star Mayor Nate Mitchell
 - Eagle Acting Mayor Michael Huffacker and City Council President Mike Moser
- Articulated Visions – Challenges to Sustainable Downtown
- ULI Task Force created in Fall 2009

Sustainable Downtown Development Task Force

Co-chairs

L. Edward Miller, Givens Pursley, LLP
Frank Martin

Market Conditions & Potential Team

D. Derick O'Neill, O'Neill Enterprises/United Way
P. Eric Davis, Retail West Properties
Michael Hormaechea, RMH Company
George Iliff, Colliers International
Alan Marino, Thornton, Oliver, & Keller

Planning & Design Team

Craig Slocum, CSHQA, a Professional Assoc.
Thomas Zabala, ZGA Architects and Planners
Stan Cole, Cole Architects
Sherry McKibben, U of I Dept. of Architecture

Development Strategies Team

Gary Allen, Givens Pursley, LLP
William Clark, Clark Development
Scott Schoenherr, Rafanelli and Nahas
James Tomlinson, Tomlinson & Associates, Inc.

Implementation Team

JoAnn C. Butler, Spink Butler, LLP
Phillip Kushlan, Capital City Development Corp.
Rob Perez, Western Capital Bank
Rachel Winer, Idaho Smart Growth

ULI Idaho Chair

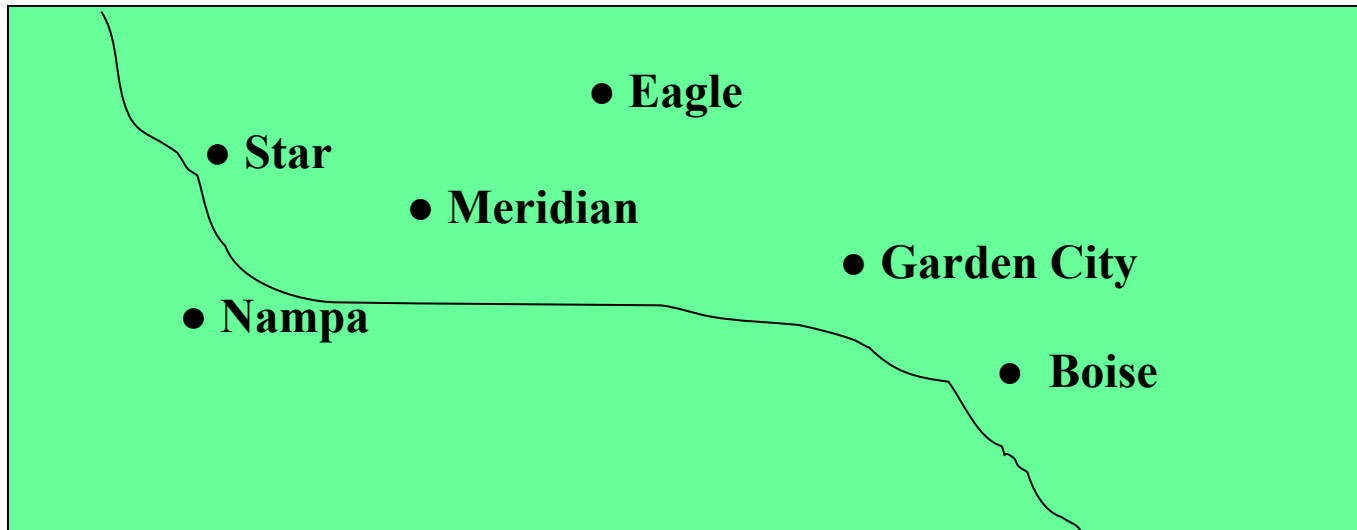
Robert Taunton, Taunton Consulting

ULI Idaho Coordinator

Diane T. Kushlan

Background on the Sustainable Downtown Project Development

- Financially supported by the cities of Boise, Garden City, Eagle, Star, Nampa and Meridian



- Community interviews with 95 individuals in all communities

Why are Downtowns Important?

Heart and soul of our communities



Why are Downtowns Important?

Historic, economic, and cultural identity



Courtesy of samsays.com



Each Treasure Valley
Downtown is unique

- A range of findings and recommendations
- Not city specific
- Some recommendations more suited to one city than others
- Most findings and recommendations have at least some application to all cities

- People care about downtowns
- Significant achievements in the downtowns
- Many downtown assets
- Many challenges too!

The Economy is a Challenge

- Overshadows all thought

“Problems are only opportunities in work clothes.”

- Henry Kaiser

“In the middle of difficulty lies opportunity.”

- Albert Einstein

- Public investment needed for “sustainable downtowns” – draw creative class jobs – create attractive place – establish critical mass – spur private development

Then and Now

Good Ole Days (2006-2007)

Cold Cruel World Today

100,000	Square Footage of Building	100,000
\$26.00	Gross Rent per Foot	\$18.00
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\$2,600,000.00	Gross Revenue	\$1,800,000.00
(\$650,000.00)	Operating Costs (\$6.50\ft)	(\$650,000.00)
(\$78,000.00)	Vacancy (3-6%)	(\$108,000.00)
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\$1,872,000.00	NOI (Net Operating Income)	\$1,042,000.00
5.50%	CAP Rate	8.50%
\$34,036,364	Value	\$12,258,824

- Major findings and recommendations listed in the program
- Highlights
- Confirm essential ingredients for successful downtowns
 - Vision
 - Communication
 - Consensus building
 - Discipline
 - Priorities
 - Focus
 - Leadership

Leadership

“One man with courage makes a majority.”

- Andrew Jackson

- Leadership plus “Getting on Board”

Creating Consensus – Implementing Plans

- Common vision, collaboratively developed
- Economic and political power fragmented
- “Uptown Boise” Group circa 1980
- “Downtown Action” groups
- Priority projects
- Matching vision with regulation

Downtown Investment – Swimming Upstream

- Turn the tide
- Downtown “campaign” required
- Incentives - disincentives

Downtown Investment – Swimming Upstream

Year	Office - Retail Built	Office - Retail Built in Boise Downtown	
2010	300,000	-	
2009	680,000	16,000	
2008	1,400,000	25,000	
2007	3,000,000	130,000	Idaho Independent Bank
2006	2,000,000	320,000	Banner Bank, Bodo
	7,380,000	491,000	
		6.65%	

Information Courtesy of Dave Wali, Colliers International

- Downtown – Near Downtown
- Protect – Preserve – Prepare - Enhance – Encourage
- Creating a place people want to live - If you build it right, people will come
- Livability/Infrastructure (services, retail, schools, etc.)

Fresh Ideas – Knowledgeable

- Physically - intellectually landlocked
- Federal government investment opportunities
- Dialogues with other cities – communities
- Jointly funded effort

Revolution – Viva la resistance!

- Idaho local government structure
- Multiplicity of agencies
- Short term – long term solutions

“Do not let what you cannot do interfere with what you can do.”

- John Wooden

- Hospitals, universities, urban renewal agencies, legacy employers
- “Prime the Pump” – “Get in the Game”
- Public – Public / Public – Private

Take Aways

- Declare downtowns a priority
- Identify and engage leaders and champions of downtowns
- Develop a “Downtown Campaign”
- Develop consensus building and implementation mechanisms
- Aggressively engage public and private partners
- Prime the pump with public investment

The Idaho Statesman

October 13, 2010



Headline:

Economic Realities Impinge on

**Downtown Boise Ideals - Developers, officials
struggle to find common ground on city's long-term plan**

Easier said than done...

Planning ideals and goals vs. market realities

Three Projects

Whole Foods located at Front & Broadway

- “did not reflect the higher density vision” of Downtown
- “did not fit the Comprehensive Plan”

Jack’s Urban Meeting Place (JUMP)

- Planning and Zoning Commission deadlocked

Biomark located at 9th and Battery

- project shelved due to high cost and city policies, including parking

- Great Example of Sustainable Downtown Urbanization



25-year Transformation

- Profound transformation of a city in 25 years
 - Sustainable urbanization
 - Protection and use of historical heritage
 - Technology innovation

25-year Transformation

From a grey, polluted, industrial city in crisis...



...to one of the most attractive cities in Europe

Keys to Success – Guggenheim Effect



Guggenheim Effect

- Public – Private Partnering
 - Vision pursued by leaders and citizens
 - Museum – major catalyst plus wide range of other measures
 - Political leadership
 - Institutional leadership
 - Citizen participation
 - Public-private partnerships
 - New Economic Model
- “Industrial City to City of Services and Knowledge”

25 Key Actions

1. **Rehabilitation of the historic district.**
2. Port expansion: Outer inlet
3. Redevelopment of the port and industrial areas along the Estuary
4. Development of Bilbao Ría 2000 under public-private partnership
5. **Cleaning of the Estuary: Huge environmental operation**
6. Bilbao across the Estuary: Renovation and innovation
7. New and old bridges connecting the city
8. **Bilbao's underground: Metropolitan connections**
9. Bilbao's airport: Connections with the world
10. **Guggenheim Museum: The symbol of the transformation process**
11. Art institutions and museums (Museum of Fine Arts, Bilbao Arte and others)
12. Abandoibarra
13. Ensanche transformations
14. Elimination of rail crossing gates
15. Bilbao's new tram
16. Huge facilities: Euskalduna, BEC, La Alhóndiga, Cruise Terminal
17. **New hotels**
18. **Bizkaia Technology Park**
19. Microspaces for social integration: Developing life in the neighborhoods
20. Old Bilbao
21. Recovery of traditional architecture
22. The architecture of new Bilbao
23. **Art in the city**
24. International awards
25. The Revolution of Knowledge

IBERDROLA TOWER



- Private commitment to downtown
- Multi-use project (office/residential)
- Contemporary architecture in historic setting

Bilbao – Guggenheim Effect



Closing Statements

- ULI long term commitment to support next steps

Email marybarnes@givenspursley.com for a copy of ULI's Sustainable Downtown Development Report or the Bilbao Guggenheim Report

Public-Private Partnerships – Tools to Enhance Private Investment to Create Public Benefits

with Charlie Long

October 28, 2010

8 am – noon

Meridian School District Services Center
1303 E. Central Dr. Meridian, ID