

An aerial photograph of McCall, Idaho, showing the town, a large marina, and a lake. The town is built on a hillside overlooking the lake. The marina is filled with many boats and has several docks. The lake is a deep blue color. In the background, there are more buildings and a forested area.

McCALL DOWNTOWN MASTER PLAN

ADOPTED
19 DECEMBER 2013



City of McCall

Cover photo: Downtown McCall, Aerial Photograph. Photo by: Larry Hietala

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Fireworks over Payette Lake. Photo by: Gary Ertter

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May Marina Payette Lake. Photo by: Gary Ertter

1 INTRODUCTION

The City of McCall, Idaho is nestled in the mountains at the south end of Payette Lake. This quaint, waterfront community is the largest community in Valley County and serves as the economic hub for a large area which includes parts of Adams and Idaho Counties. McCall's Downtown, roughly defined by the City's Central Business District (CBD), has been identified as the "Heart" of the community that defines the character of McCall.

This 2013 Downtown Master Plan Update builds on previous City planning efforts and creates a roadmap for future development and redevelopment in Downtown. This Master Plan includes components of traditional downtown master plans and also provides recommendations through the lenses of economics and the arts. Since the previous Downtown Master Plan (1997), much has changed in McCall. Several significant development projects and other public improvements have been built, and numerous City planning and design documents have been developed or updated. Economically, McCall experienced the real estate boom and bust of the 2000s along with the rest of the United States, and its economy is currently showing indications of improvement.

The intent of this update is to align the Downtown Master Plan with the visions and policies of recently adopted planning documents and to refocus planning efforts and policies to address current issues and future opportunities. It is a tool for assessing current conditions and setting a course for future success. This Master Plan provides a framework that balances McCall's unique character and lifestyle community charm with economic growth in order to create a vibrant Downtown McCall.

This plan includes a build-out analysis that measures the potential for future commercial development and also provides recommendations for physical improvements.



Hotel McCall Courtyard. Photo by: Gary Ertter

2 WHY DOWNTOWN?

Why is Downtown important? As the “Heart” of the City, McCall’s Downtown is an essential physical component of the City providing a gathering place for the community and a sense of arrival for visitors. The first glimpse of Payette Lake when entering Downtown McCall leaves a lasting impression on anyone who has visited. A high quality, dense, and compact development form in Downtown will increase the energy of the area and create an attractive destination for both residents and visitors. Downtown hosts a diversity of uses including commercial, institutional, civic, residential, and recreational, and it is also blessed with outstanding natural resources and recreation opportunities. A healthy and attractive Downtown can become a symbol of pride for the community and establish its identity.

Downtown McCall is not only an important physical element of the community; it is also an important economic catalyst for attracting new businesses, residents, and visitors to McCall. Having a unique Downtown character is an undeniable economic asset and well-worth the long term investment. Research shows that a healthy and vibrant Downtown boosts the economic health and quality of life in a community. Well-designed, pedestrian-oriented, and active Downtowns lined with successful businesses increase the attractiveness of the City to both employers and visitors. Downtown enhancement and infill projects have the ability to create jobs, incubate small businesses, reduce overall community sprawl, maintain property values, and increase the community’s options for goods and services.

The condition of a City’s downtown is a reflection of its overall character and the community it serves. For this reason, it is very important to focus on maintaining and improving the physical and economic aspects of Downtown McCall.

3 COMMUNITY VISION

Over the past decade, the McCall community has been engaged in creating a distinct vision for the City. This has been articulated by several recent planning documents and has included many common themes for the vision of Downtown. As part of this Downtown Master Plan update, the vision themes from previous planning documents were presented to the public in a “word cloud” (opposite page) in order to confirm that these themes were still relevant to the community. The general vision for this Master Plan is to create a Downtown that is physically attractive, well-connected, and economically vibrant and can be summarized by the following vision statements.

Buildings and Places

We envision a Downtown McCall that is an attractive, compact, and popular destination for residents and visitors with a distinct sense of place based on its unique access and views to Payette Lake, key gathering places developed through creative placemaking and integrated public artworks.

Connections

We envision that moving through Downtown by walking, riding a bicycle, taking a bus, or driving a car is convenient, easy, visually appealing, and safe for people of all ages and abilities.

Economic Development

We envision a Downtown McCall economy that is vibrant, strong, and stable with diverse options for lodging, shopping, dining, working, and living.

DOWNTOWN PLAN

How Green Dots are
Entered and
Eliminated

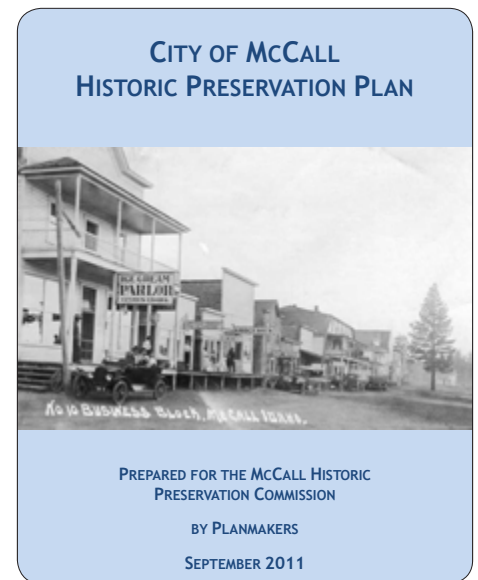
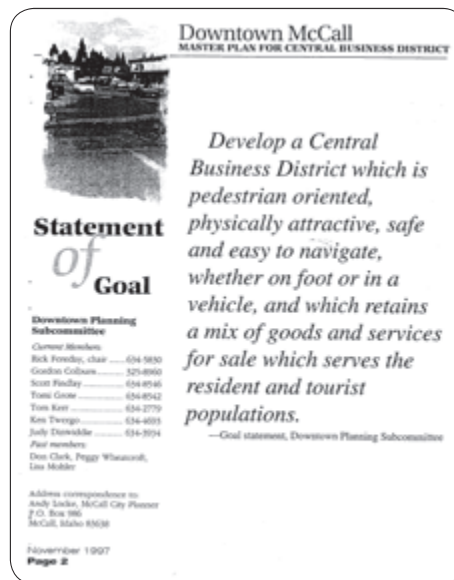
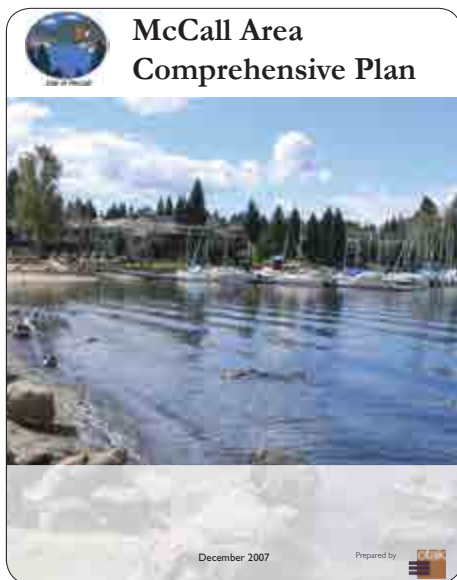
2012-2013



4 PROCESS + PUBLIC OUTREACH

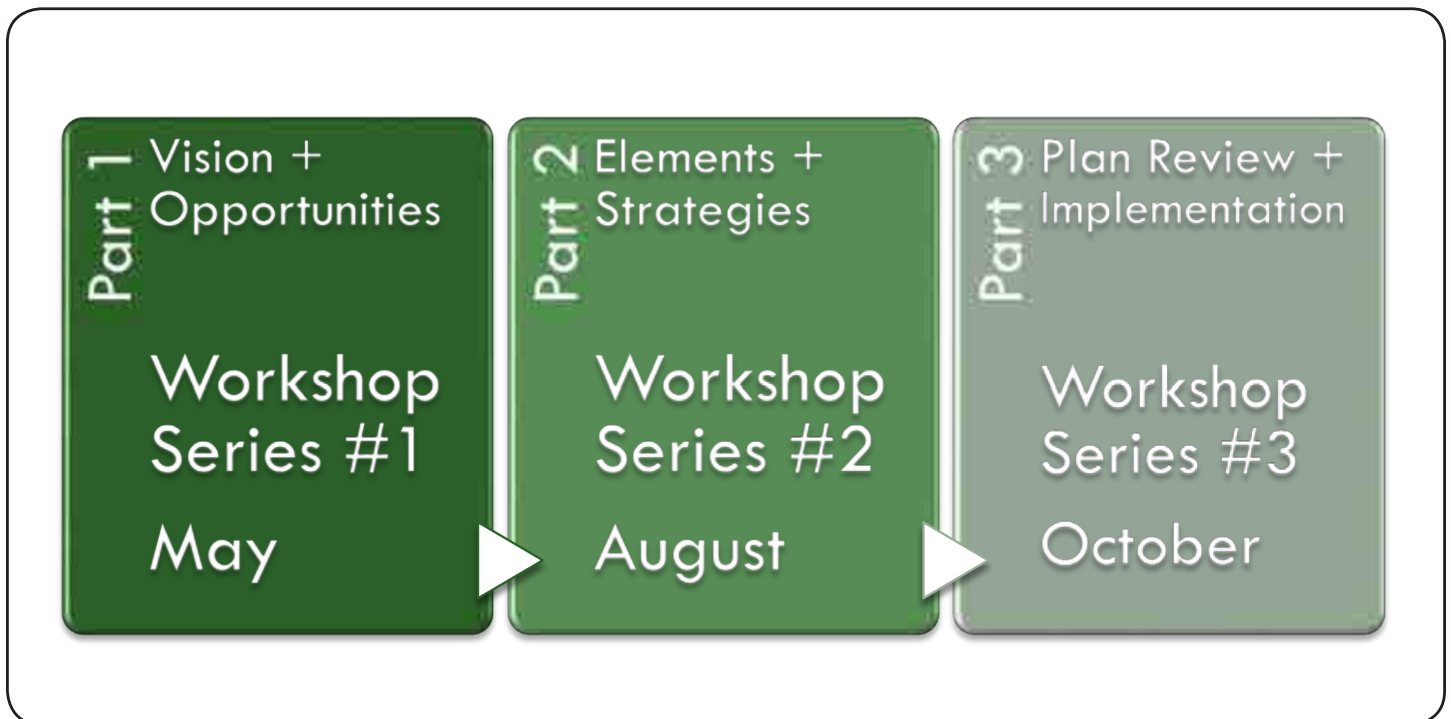
This 2013 Downtown Master Plan Update project began in May 2013 and continued through December 2013. Public outreach and engagement was at the cornerstone of developing this plan so that it would be based on community values, address relevant issues, and ensure that the public had ample opportunity to provide input, review progress, and shape the plan. Best planning practices and the results of previous planning and community outreach efforts in McCall were also considered and incorporated into this Master Plan. Current McCall planning documents reviewed for this plan included:

- McCall Area Comprehensive Plan (2007)
- McCall City Needs Assessment and Conceptual Facilities Plan Options (2005)
- Complete Streets Policy (2011)
- McCall Area Pathways Master Plan (2012)
- Historic Preservation Plan (2011)
- Parks and Recreation Master Plan (2005)
- Lake Front Improvements Plan (2006)
- Downtown Parking Study & Needs Assessment (2009)
- Public Art Policies and Recommendations (2012)
- Multimodal Transit Center Location Analysis (2013)



Current McCall Planning Reports

The planning process consisted of three phases that coincided with the three workshop series (see below). The first part of the process focused on the vision for Downtown and opportunities for revitalization. The second part focused on strategies to achieve the vision and capitalize on opportunities identified by the public during the first phase. The final third phase of the process tied the plan together with concrete action items identified to implement the plan.



Master Plan Process

Public Outreach

A volunteer Steering Committee that consisted of seven citizens representing Downtown business owners, property owners, special interest groups, designers, public officials, and other interested citizens helped guide the development of this Downtown Master Plan. In addition to the Steering Committee, three multi-day community workshops took place in Downtown McCall to engage the general public and additional stakeholders. The workshops were held throughout the day and consisted of a variety of activities including the following:

- Formal presentations at public meetings
- Small group sessions and discussions
- One-on-one stakeholder interviews (in person and via telephone)
- Interactive exhibits and displays in prominent public spaces
- Open house work sessions located in a Downtown storefront
- McCall Donnelly High School: Student Poetry Project
- Barbara Morgan Elementary: Downtown Plan Art Project

Public input was also solicited through online surveys. Input received by the planning team and City staff through email, written comments, and informal discussions was also considered during plan development.

A summary of each workshop series is included in this section and detailed descriptions are included in the Appendix.

Mobile Outreach at Legacy Park





Storefront drop-in session.



Mobile outreach at Hotel McCall Courtyard.



Stakeholder meeting with representatives from the Library and Senior Center.

WORKSHOP SERIES #1

Vision + Opportunities

May 20 - 23, 2013

PURPOSE:

Gather background information

Verify the vision for Downtown

Determine the community's preference for certain visual elements

SESSIONS/ ACTIVITIES:

Downtown Business Forum

Vision + Opportunities Workshop

Stakeholder Meetings

Mobile Workshops

Site Visits

Visual Preference Online Survey

WHAT WE HEARD:

Address vacant storefronts

Improve downtown economy

Highlight and improve access to Payette Lake

Improve pedestrian and bicycle connectivity

Improve Downtown beautification

Address overflow parking of trailers

Mix uses

Develop a civic plaza that could be used for farmers markets and other special events

80 Attendees

WORKSHOP SERIES #2

Elements + Strategies

August 21 - 23, 2013

PURPOSE:

Develop and refine opportunities
Develop and refine a landuse framework plan
Gather feedback on plan elements

SESSIONS/ ACTIVITIES:

Steering Committee Meeting
Stakeholder Meetings
Public Meetins (4 sessions)
Storefront Drop-In Sessions
Mobile Outreach - Legacy Park
Mobile Outreach - Hotel McCall Courtyard

WHAT WE HEARD:

Second Street should be active, pedestrian friendly, and unique
Incorporate special paving and public art into Second Street to add to character
Third and Lake Streets should accommodate bikes but maintain as much convenience parking as possible
A fully developed lakefront boardwalk is the preferred opportunity although it should be developed in phases

140 Attendees

WORKSHOP SERIES #3

Plan Review + Implementation

October 30 - 31, 2013

PURPOSE:

Review and endorse plan strategies
Determine implementation action items

SESSIONS/ ACTIVITIES:

Steering Committee Meeting
Stakeholder Meetings
Storefront Drop-In Sessions (3)
Joint Work Session with City Council and P&Z Commission

WHAT WE HEARD:

Need funding source for improvements
Strategies were widely supported
Increasing safety for pedestrians and cyclists on Third and Lake Street is important
There is a need for clarification and assessment of sidewalk construction and maintenance

60 Attendees



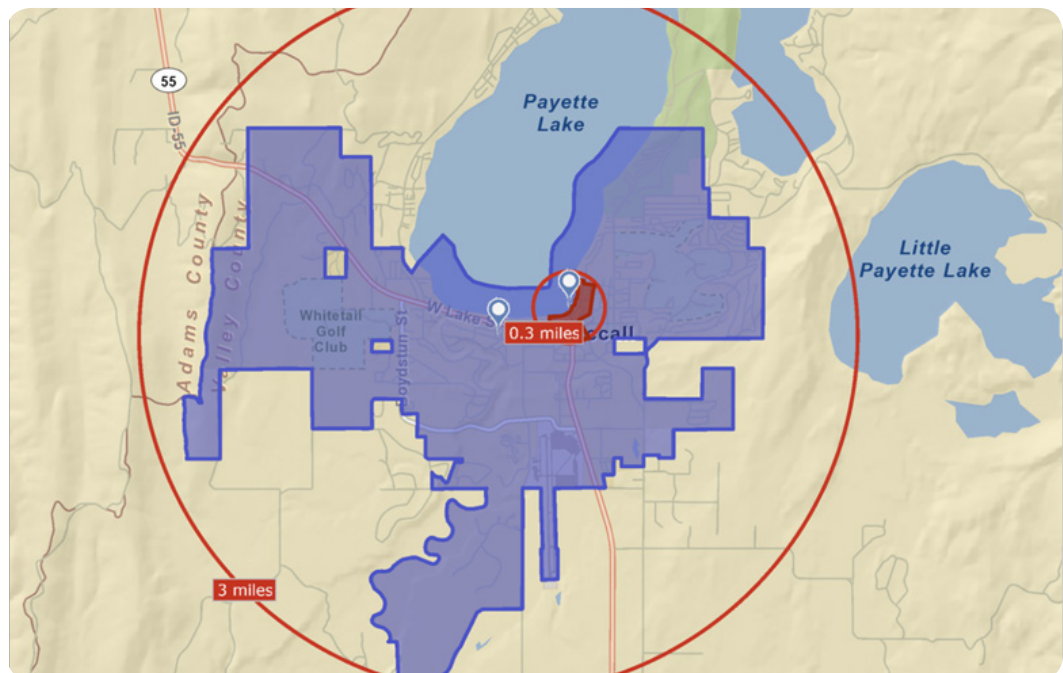
Outdoor seating at unique niche buisness

5 MARKET ASSESSMENT

A downtown market assessment was completed as part of this Downtown Master Plan Update in order to provide insights into general economic conditions in McCall, describe the structure of the Downtown economy, and identify the role that Downtown plays within the local and regional economy. The Market Assessment was based on an analysis of the best available economic data combined with interviews with business owners, the Business Community Forum held during Workshop #1, and site visits. A summary of the Market Assessment is provided here and the full report is included in the Appendix.

Economic Role

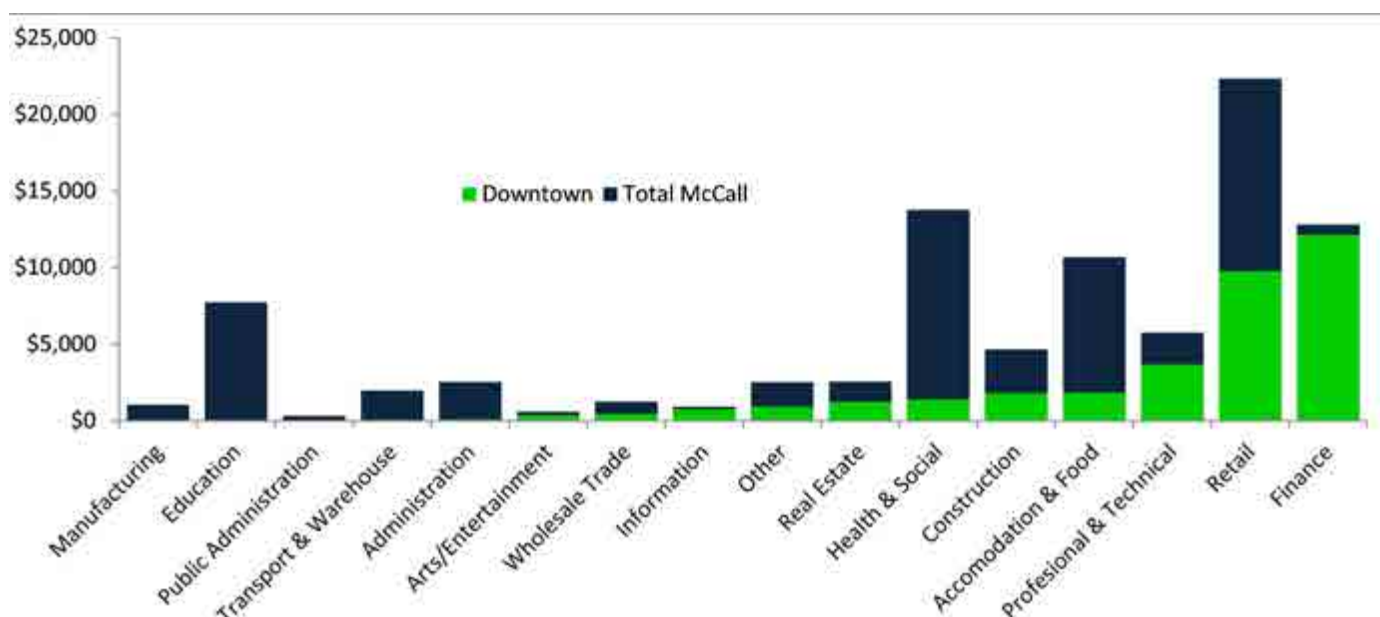
Downtown McCall plays a significant economic role in the city's overall economy. This small area, about ½ mile across, hosts 40% of the City's establishments and accounts for 38% of the total sales throughout all economic sectors. Although the scale of businesses Downtown tend to be smaller since the majority of larger businesses and employers are located outside of Downtown, Downtown McCall has many established industries, some of which hold a remarkable share of the McCall market given Downtown's compact size compared to the city as a whole.



Map of McCall Downtown (red), in relation to overall City limits (purple)

Retail, professional, and food industries make up the majority of Downtown businesses. These industries account for approximately one half of all establishments located Downtown. A tour through Downtown makes it obvious that retail establishments are prevalent, but it is also an encouraging sign that less seasonal activities, such as professional and technical services, the health sector, and the real estate sector, are also major economic drivers Downtown. Having people working Downtown year round is paramount for Downtown's economic success, and growth in these sectors can help soften the off-season dips discussed below.

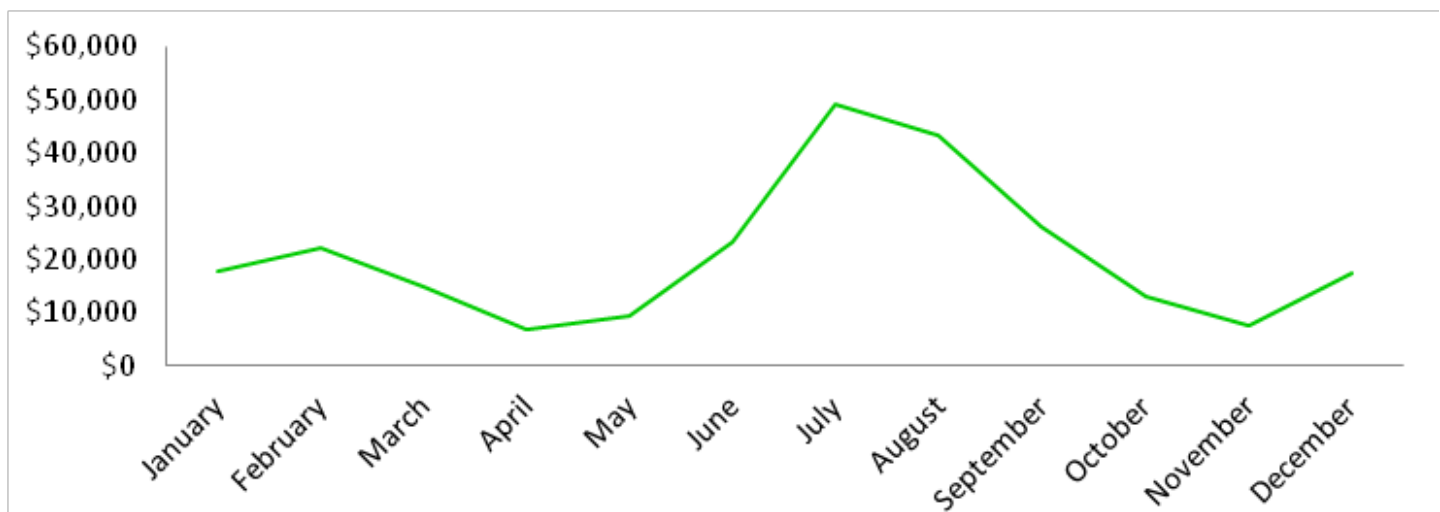
While Downtown is the heart of the community, it plays a more minor role in the core tourism sectors of food and accommodations when compared to the rest of the city. When the food and accommodation industries are categorized together, they are one of the top five Downtown economic drivers. However, Downtown food sales account for 41% of all food sales in McCall, but only 7% of McCall's total accommodation sales occur Downtown. This should not be a discouraging finding, instead, it is an indicator of an opportunity to develop the food and accommodations industries Downtown and capitalize on the destination role that Downtown already serves.



Downtown and Total McCall Sales (1,000's) - 2012 data from ESRI business analyst online (Dunn and Bradstreet)

Seasonality

The seasonality of demand for goods and services in McCall is an important component of its economic context and is the biggest challenge for many Downtown businesses. Lodging tax revenues show the peak summer season in July and to a lesser extent August, and they show a smaller winter peak climbing through the holidays and peaking during the best skiing times and Winter Carnival in February. The local option tax revenues show the distinct off seasons in the spring and fall with decreased economic activity.



Seasonality reflected in the Local Option Tax revenues (average 2006-2012)



Legacy Park on 4th of July during peak summer season.

Retail Trade Analysis

A retail trade analysis involves comparing total local sales (supply) with local consumer expenditures (demand). Comparing existing sales with potential demand yields either retail leakage or surplus.

Retail leakage occurs when potential consumer expenditures are greater than local sales (demand is greater than supply). Retail leakage signifies that local residents are making purchases outside the local trade area likely because there are not enough locally available retail goods, prices are not competitive, or the quality is not adequate to meet local demand.

Retail surplus occurs when local sales are greater than potential local consumer demand (supply is greater than demand). A surplus signifies that the local economy is attracting consumer spending from outside the area.

Overall, McCall has a retail surplus and acts as a shopping destination for regional residents and visitors. However, the data indicates there is retail leakage in several sectors mainly serving day-to-day needs of residents: shoes, lawn and garden, electronics, general merchandise, department stores, and jewelry. Insofar as these types of establishments can locate Downtown, they currently represent a potential growth opportunity for existing and future businesses. However, many of the sectors experiencing leakage may not be feasible in a Downtown location due to space requirements or incompatibility with the scale and character of Downtown. Additionally, several existing retail stores, such as Paul's Market and McCall Drug, offer many of these items but sales of these items may be categorized under different retail sectors resulting in the potential growth opportunity to be overestimated.



*Downtown McCall in Winter. Photo by Gary Ertter.
Opposite page: Downtown McCall today.*

6 BUILD-OUT ANALYSIS

The build-out analysis measures the potential for commercial development based on the amount of vacant or re-developable land Downtown. Using data from the county assessor, the build-out potential using four different scenarios of various levels of development intensity and density was evaluated. The build-out analysis for each scenario is stated in terms of the existing square footage of floor area, the potential floor area that could result from developing the limited number of vacant lots, and the additional floor area that would be possible if properties 20 years or older were redeveloped. Properties that were built in the past 20 years were assumed not to be likely candidates for redevelopment since the buildings are still well within their economic life and are unlikely to change significantly in the foreseeable future.

McCall Downtown Today



The McCall Downtown Today scenario is based on the current average level of development density and intensity in Downtown based on a custom report generated by the Valley County Assessor's office. Of the four scenarios evaluated, the McCall Downtown Today scenario is the least intensive development scenario. Currently, there is approximately 300,000 sq. ft. of developed floor area in Downtown McCall. This is a reflection of the existing low density of Downtown resulting from the relatively dispersed development pattern and large areas for parking lots and other undeveloped areas on each property.

If all of the properties Downtown were to develop to the current average density, it would mean an additional 384,000 sq. ft. of developed floor area Downtown for a total of 684,000 sq. ft. There are not many vacant lots in Downtown, only 127,000 sq. ft. of the additional development possible would occur on vacant lots. The remainder would come from redevelopment of properties that have buildings on them that are 20 years or older. Note that the 2009 McCall Downtown Parking Study and Needs Assessment concluded that the existing on-street and public parking supply is adequate to accommodate an additional 122,000 to 132,000 sq. ft. of commercial space or 244 to 266 additional residential units.

The additional 384,000 square feet possible under the McCall Downtown Today scenario would support an estimated additional 18,400 future area residents living within an hour drive of McCall. This assumes that the ratio between local and visitor spending remains constant. Currently, the existing 300,000 square feet of commercial development is supported by the area's 14,375 residents who live within an hour's drive of McCall. If the current sales per square foot and sales per capita remain constant, the additional 384,000 square feet of commercial development Downtown would result in an additional \$17 million in sales to future McCall area residents within an hour drive.

Developed Highway Commercial Corridor

The Developed Highway Commercial Corridor scenario represents the level of development typical of a commercial highway corridor. This includes a mix of single and two story buildings with visible parking. The purpose of this scenario is not to suggest that Downtown should look like a highway corridor but is for comparative purposes. It is important to note that Downtown McCall is currently developed at a lower density and intensity than a typical fully developed commercial highway corridor. Most downtowns in medium sized towns exceed the density and intensity of a developed commercial corridor.

If Downtown was to develop as intensely as a typical highway commercial corridor, it would result in an additional 454,000 sq. ft. of floor area, which if added to the existing 300,000 sq. ft. would result in a total of 754,000 sq. ft. of development in Downtown McCall.



Typical developed highway commercial corridor development



New Urban

The New Urban scenario is based on a typical new urban design where the development pattern is multi-story and occupies a larger portion of the lot, but each site also contains off-street parking and landscaping. This scenario represents the level of development that would be possible Downtown while still accommodating the majority of the parking needs on-site as surface parking.

If Downtown were to develop at the typical New Urban intensity, it would result in an additional 606,000 sq. ft. of floor area, for a total of 906,000 sq. ft. of floor area.



Typical new urban development



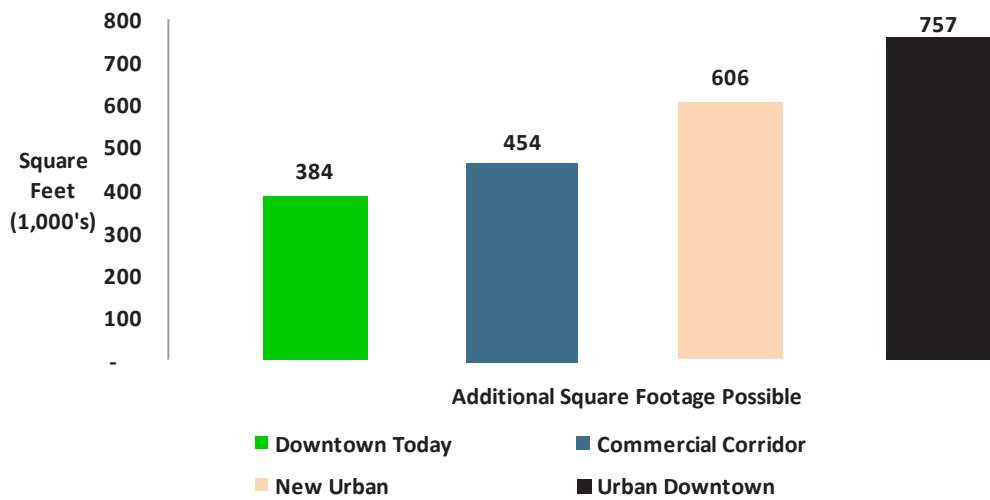
Urban Downtown

The mountain Urban Downtown scenario is the most intensive development scenario presented in which lots are most intensively developed and would not be able to accommodate all parking needs on-site. This scenario assumes that businesses would be able to utilize on-street parking or off-site parking facilities to meet their parking needs. This scenario represents the highest degree of density and intensity that would likely be feasible in Downtown McCall while maintaining its small town feel. The Urban Downtown scenario assumes total buildout at 3 or 4 stories.

If Downtown McCall were to develop at the intensity of the Urban Downtown development scenario, there could be an additional 757,000 sq. ft. of floor area Downtown, over twice what is currently in Downtown. When added to the existing inventory of 300,000 sq. ft. of development, there would be over 1,000,000 sq. ft. of total floor area in the 0.3 mile radius area of Downtown. This is the ideal goal for creating a vibrant Downtown.



Typical urban downtown development



Additional Downtown buildout potential by scenerio



"Short Cut" by Jane Dedecker at McCall Public Library.

7 STRATEGIES

Buildings and Places Strategies

The physical elements within a city play an important role in defining its character. Buildings, civic spaces, streetscapes, greenways, and scenic vistas create the framework of the public realm and have a profound effect on how the city functions and looks. This is particularly important in Downtown due to the intensity of the built environment and the level of human activity.

Downtown McCall is the heart of the McCall community. As such, it should have a distinguished character and identity within the City of McCall that capitalizes on its unique attributes and location on Payette Lake. Building designs in Downtown should be high quality and consistent with the small, mountain town character of McCall. Wide sidewalks, well-designed and aesthetically-pleasing architecture, and commercial enterprises that encourage pedestrian activity should dominate the Downtown.

The following strategies were identified through the planning process to help achieve the vision for Downtown McCall's buildings and places. It should be noted that all of the plans shown in this section are only concepts and that final designs would need to be completed if and when individual projects are implemented.

BP 1. Create unique character districts within Downtown to better define uses and services within each area.

The Downtown Framework Map identifies several unique districts within the Downtown study area with different characteristics with respect to uses, services, and architecture. The Downtown study area is loosely defined by the existing Central Business District (CBD) zone with the addition of the area around the Alpine Village development on Third Street and the subtraction of the residential area north of Hemlock and east of Railroad. The Framework Map shows:

- Public Parking Facilities
- Character Districts
- Key Gathering Places
- Mobility Connections

The Framework Map is shown on the facing page and descriptions of the character districts follow.

Downtown Core

The Downtown Core is the center district within Downtown. Currently, the Downtown Core is primarily commercial with the exception of some small, older homes on isolated parcels, and it consists of mostly single story buildings. The vision for the Downtown Core is to develop into a pedestrian-friendly active space with a concentration of public art and defined mostly by commercial and retail businesses that are primarily tourist-oriented. Lodging, office, and residential spaces will still exist in this district, but in a secondary role. Three story buildings are appropriate in the Downtown Core, and four story buildings could be allowed to incentivize providing public amenities.

Lakefront Commercial District

The Lakefront Commercial District entails the shoreline properties along East Lake Street within the Central Business District (CBD). This area has unique qualities and opportunities due to its proximity to the Downtown Core as well as the amenities of Payette Lake and the outstanding scenic views to the north. This district has the opportunity to create pedestrian and retail activity along the lakefront. As a result, buildings in this district could have dual storefronts (facing both Payette Lake and Lake Street). Three story buildings are appropriate in the Lakefront Commercial District and four story buildings or relaxed setback standards could be allowed to incentivize providing public amenities such as views to the Lake and public access to the Lake.

Lakefront Mixed Use District

The Lakefront Mixed Use District lies on the east side of East Lake Street across from the Marina, and it is similar to the Downtown Core in terms of proximity to the Lake. It is currently only partially built out with mostly residential uses. Because of its proximity to the Marina, Legacy Park, and Brown Park, it is a viable location for retail, commercial, and/or lodging businesses. This is also the area that the Downtown Core will most likely expand into as the Downtown Core fills in.

Lakefront Recreation District

The Lakefront Recreation District includes Brown Park, the Marina, Legacy Park, and Art Roberts Park. These are currently publicly owned facilities and the Marina is leased to a concessioner. This district and the access it provides to Payette Lake is what makes McCall a unique mountain resort community. Views and access to the Lake should be preserved and enhanced where possible.

Mixed Use District

The Mixed Use District includes the areas surrounding the Downtown Core that serve as support for the Core. The Mixed Use District is ideally suited to mixed use commercial development aimed at permanent residents and residential and/or lodging developments. Because this area is located further from the Lake, building heights up to 4-stories are suitable.

Civic District

The Civic District includes city owned property in Downtown. A key property is the area at the south terminus of Second Street that is the current location of the McCall City Hall, the McCall Police Department, the McCall Library, the old Fire Station, and the Senior Center. A master plan has been developed for this property which has the opportunity to become an important civic center that is the south anchor of Second Street. This district provides the location for public services such as a multimodal transit facility and public parking, as well as key civic buildings and gathering places, such as the Library.



McCall Downtown Districts Framework Map

BP 2. Focus Downtown on Payette Lake to maximize the experience and connection to the Lake

Payette Lake was identified as McCall's "Crown Jewel" during the Community Workshops and it is perhaps McCall's greatest asset. It sets the city apart from other mountain resort communities, provides a spectacular backdrop for Downtown, and is the cornerstone of the city's tourist industry. The recreational lakefront at Legacy Park attracts thousands of tourists during the summer. The improvements that were previously outlined and recently implemented in the "McCall Lakefront Plan" (2006) demonstrate how lakefront improvements can revitalize and activate the lakefront. There is a huge opportunity to increase economic activity Downtown by complimenting and enhancing the recreational component surrounding the Lake with a vibrant and active commercial component.

Encourage the development of a lakefront boardwalk

Currently, the lakeside of the buildings in the Lakefront Commercial District are, for the most part, underutilized from an economic perspective and are not oriented towards the Lake. Only a few restaurants currently provide lakeside patio dining, and a significant portion of the properties facing the Lake consist of office uses, service areas, and vehicle parking. Although there is an existing informal walkway from Legacy Park to Art Roberts Park, access to the walkway is uninviting, it is in general disrepair in front of the McCall Mall, and the pathway is not ADA accessible.

An inviting and formalized pedestrian boardwalk along the lakeside of the Lakefront Commercial District could provide connectivity between Legacy Park, Art Roberts Park, and future commercial development to the west and can create increased economic activity and real estate development opportunities for commercial enterprises along the way. The boardwalk could become a prime commercial waterfront area that provides adequate space for outdoor restaurant seating and easy access to shopping, lodging, and other services to the thousands of visitors recreating at the adjacent beach. The boardwalk could also become a unique gathering place for visitors and local residents featuring benches, landscape planters, public art, and unique places to linger.

The design of a lakefront boardwalk should include natural materials to match the small town, western character of McCall, and it could be designed to allow light to penetrate through to the Lake to maintain water quality. A public / private partnership may be the best way to implement this project and it could be completed in multiple phases as properties redevelop. Coordination of future underground utility improvements with the development of pedestrian amenities is encouraged to benefit both private and public entities.



Lakefront Boardwalk conceptual plan

Enhance and maintain access to the Lake and preserve the water quality of the Lake

Other opportunities may be available to enhance public access to the Lake. One is the development of a floating walkway between the Marina and the south end of Legacy Park. This could help separate the swimming area from motorized boats entering and leaving the Marina and provide public boat parking so that boating can be used as a viable transportation option to Downtown during the summer. The floating walkway could also provide a nice area for the ‘after dinner stroll’. Another opportunity to enhance public access is the possibility of purchasing lakefront property if it is financially feasible and appropriate for the City.

Since the focus of Downtown is on Payette Lake, maintaining the water quality of the Lake is important. The stormwater management system in Downtown should be adequate to mitigate runoff flow rates, volumes, and water quality of stormwater prior to entering the Lake.

BP 3. Enhance McCall’s unique character through creative placemaking to encourage longer stays in Downtown

There is great potential to enhance McCall’s unique character by incorporating art into the public realm in Downtown through creative placemaking. This would involve a collaborative effort between public, private, nonprofit, artist, and other community groups to create a unique Downtown with art in its core. Interesting key gathering places can be created such as a pedestrian oriented Second Street (further described in the next section) as well as larger infrastructure projects, such as bridges, can be enhanced using creative placemaking and incorporating public art into the designs.



Left: Unique paving on the Basque Block.

Right: Public art sculptures (Boise, ID)

Functional public art such as unique paving designs in Second Street and at the corner of Lake Street and 3rd Street (Highway 55), artistic wayfinding signage, or creative benches and trash cans are ways to make art a prominent part of Downtown. The proposed lakefront boardwalk space is another opportunity area for public art and creative placemaking. Other potential locations for public art identified in the McCall Public Art Policies and Recommendations (2012) include bus shelters, large blank building walls, utility boxes, the Hotel McCall courtyard, City Hall, and along pathways. The policies for public art and recommendations for funding and siting public art in The McCall Public Art Policies and Recommendations should continue.

Utilize demonstration projects and temporary installations

Demonstration projects using temporary installations are a means of testing proposed concepts with little initial investment and risk. This could include a mock-up of various sidewalk configurations, pedestrian amenities, outdoor seating, lighting, landscaping, street trees, public art, or storefront configurations using chalk, paint, temporary construction using inexpensive materials, or containerized trees and plants. Possible installation locations could be within a street, block, park, or an undeveloped or underutilized space within the public Right-of-Way or on private property with a willing landowner.

A temporary installation can remain for only a few days for a specific event or for several months and can help evaluate the impacts of proposed improvements. The project could engage property owners, business owners, local artists, contractors, and citizen volunteers for construction.

One idea for a temporary installation is to create “open air seating” for restaurants that in place of a parking space. An elevated platform could be built to fit a parking spot on which restaurant owners could put outdoor seating. The platform could move around as an experiment to see if the loss of on-street parking in favor of the additional seating was beneficial. Retail establishments could create similar spaces for an outdoor gallery, display, or landscaping.



A typical temporary installation. Photo by: Betterblock.org

BP 4. Encourage high quality infill and redevelopment projects that fit and strengthen the unique character of McCall

For Downtown to become a walkable and vibrant area, it is important that the development within Downtown is compact and optimizes land resources through infill and redevelopment projects. The vast majority of development potential Downtown is in the form of redeveloping properties with older existing structures. Although many of the existing older retail buildings Downtown may have distinctive historic exteriors, the interior spaces can feel confining and provide a less than desirable shopping experience for consumers. As a result, many of the buildings in prime retail locations are being used as professional offices, which breaks up the pedestrian oriented retail experience of the streets. Encouraging redevelopment within Downtown and not expanding the area of the CBD can help increase the critical mass of retail space in Downtown and help establish it as a retail destination.

The build-out analysis in Chapter 6 demonstrated that there is as much as 1 million square feet of additional floor area that could be developed Downtown, depending on how intensely it is developed. This is more than three times the amount of existing development Downtown, which has about 300,000 sq. ft. of floor area currently built out, and a fraction of this would cover the demand for decades. Currently, Downtown is less densely developed than the typical highway commercial corridor, and much less densely developed than many tourist, second home, and recreation destination downtowns such as Jackson Hole, WY; Bozeman, MT; or Durango, CO.

Streamline the development process and support business development

In order to facilitate infill and redevelopment in Downtown as well as general business development, it is important that development processes, standards, and decisions are clear, predictable, fair, consistent, timely, and cost-effective. The local regulatory environment can have a significant impact on economic and land development. Articulating a clear process for establishing and running a business Downtown in a concise handout would be a helpful resource for some business owners. Similarly, clarifying the process and requirements for land development projects, especially in regards to sidewalk construction and maintenance, would be appreciated by private developers and their consultants and would help improve the public perception of the City development processes.

High quality, economically viable development Downtown should be incentivized. Possible incentives might include allowing reduced parking requirements, reduced setbacks from the Lake, or increased building heights in return for providing civic space, public Lake access, or views to the Lake. Architectural standards for new buildings and major remodels should be guided by form-based guidelines and updated McCall Downtown Design Guidelines that reflect the character districts. Another incentive for Downtown development could be the elimination of on-site parking requirements and sidewalk maintenance if a Local Improvement District (LID) or a similar stable funding mechanism was created that can fund construction and maintenance of public parking facilities and sidewalk maintenance including snow removal.

Encourage the preservation of historic and culturally significant structures

Historic structures in McCall help define its character and the McCall Historic Preservation Plan (2011) identified several buildings within Downtown that are culturally or historically significant. These include the Lake Street Station Building (310 E. Lake Street), McCall City Jail (900 N. Third St.), the Yacht Club (203 E. Lake St.), Lakeport RR Depot (411 Railroad Ave.), Lakeport RR Depot Stationmaster's House (401 Railroad Ave.), Community Congregational Church (901 First St.), Warren E. Cook House (501 Pine St.), and Dr. Pflug's Clinic (801 N. Third St.). None of these structures are currently listed on the National Register of Historic Places, although several of them are eligible. Perhaps the most prominent structure that is eligible for registry is the Yacht Club. The preservation or enhancement of these structures should be encouraged where appropriate.



Lake Street, McCall, 1914

Facilitate a Downtown Improvement Grant program

As part of this Downtown Master Plan Update, \$1,500 has been set aside for a Downtown Improvement Grant to encourage and help fund physical improvements to Downtown buildings, properties, or streetscapes. This is a competitive grant that is available to any Downtown property owner or business owner wishing to invest in improvement projects that will enrich or enhance the aesthetics, function, or character of Downtown. These improvements should be exterior improvements that are visible or usable by the general public and could include:

- Building façade treatments
- Pedestrian or bicycle facilities or amenities
- Public art
- Sidewalk additions or improvements
- Landscaping

Grant applications will be judged by a selection committee that will be formed to develop the grant application, establish selection criteria, evaluate applications, and ultimately select the winning applicant. The application should be simple and straightforward. Some of the selection criteria could include:

- Overall impact of the proposed improvement
- Creativity and originality
- Matching private investment
- Commitment and capability to follow through

The Downtown Improvement Grant could become an annual program that would incentivize improvements to private properties and help make incremental improvements to Downtown.

Connections Strategies

Well-designed connections between the buildings and places in Downtown create an efficient, interesting, and enjoyable experience for pedestrians, cyclists, and motorists. Great streets encourage people to explore, linger, and gather which in turn increases economic activity for adjacent businesses. Streets are the backbone of the public realm in Downtown and they perform many functions. They provide:

- A first impression for visitors and travelers
- A front door for Downtown businesses
- A thoroughfare for pedestrians and bicyclists
- A space for meeting and gathering
- An location for signage and wayfinding
- An opportunity for landscape and greenery
- An opportunity for integration and display of public art
- A utility for stormwater runoff

The following strategies were identified through the planning process to help achieve the vision for Downtown McCall's transportation connections.

CN 1. Enhance multimodal safety and mobility on Third Street and East Lake Street to enhance the pedestrian consumer experience and create opportunities for niche business development

Third Street and East Lake Street are part of Idaho State Highway 55 and are the most heavily used streets in Downtown. These streets accommodate local traffic as well as through traffic travelling the corridor between Boise and northern Idaho. Logging trucks and vehicles with trailers travel these streets on a regular basis. Bicyclists also utilize these streets, especially those who are unaware of the designated bike routes through Downtown. Pedestrian traffic is heavy due to their proximity to Payette Lake and the number of businesses located along the highway. The right-of-way width is typically 80' through Downtown but varies significantly at First Street.



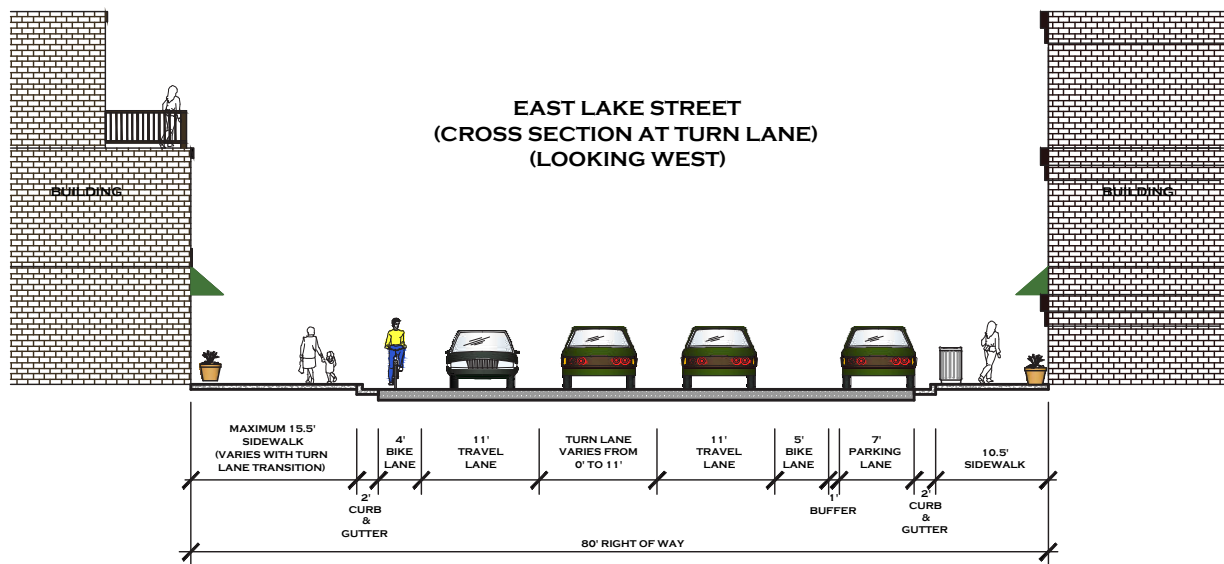
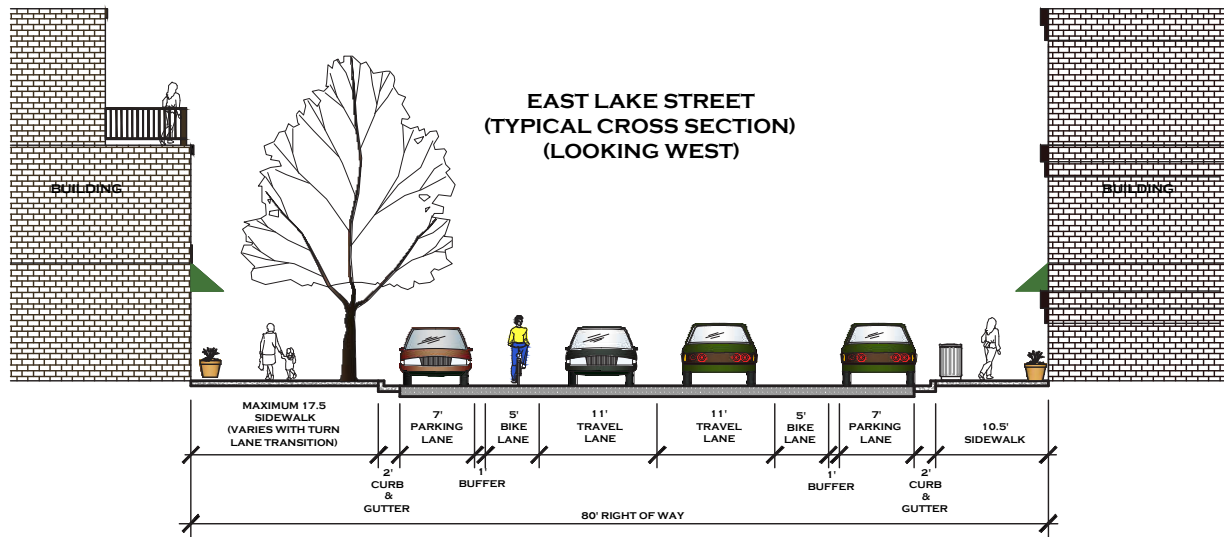
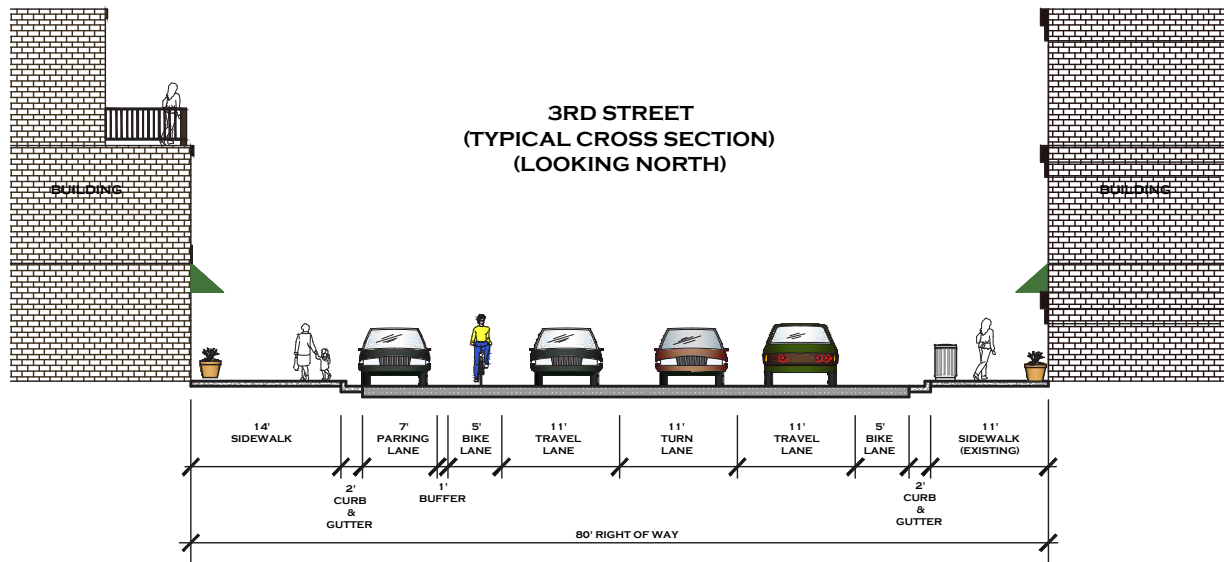
Conceptual sketch of 3rd Street and Lenora Street (looking North)

Safety for all modes of transportation is a primary concern for Third and East Lake Street. Improving the safety and comfort for pedestrians and cyclists will enrich their experience, increase activity, improve economic conditions, and add vibrancy to Downtown. Widening and improving sidewalks along storefronts, especially along the west side of Third Street, would provide the space needed for site furniture, signage, landscaping, and other amenities to improve pedestrian safety and circulation. Decreasing the walking distance for pedestrians and adding colored pavers or stamped concrete at the corner of Third and Lake can significantly improve safety for pedestrians at this busy intersection. Developing a site specific gateway at the intersection of Third and Park Street, as suggested in the McCall Comprehensive Plan, can also help improve pedestrian safety as it slows traffic entering the Downtown area. Routing trucks around Downtown instead of through Downtown is another option for improving pedestrian and cyclist safety, although options for this may be limited due to Idaho Transportation Department highway standards and landowner constraints.

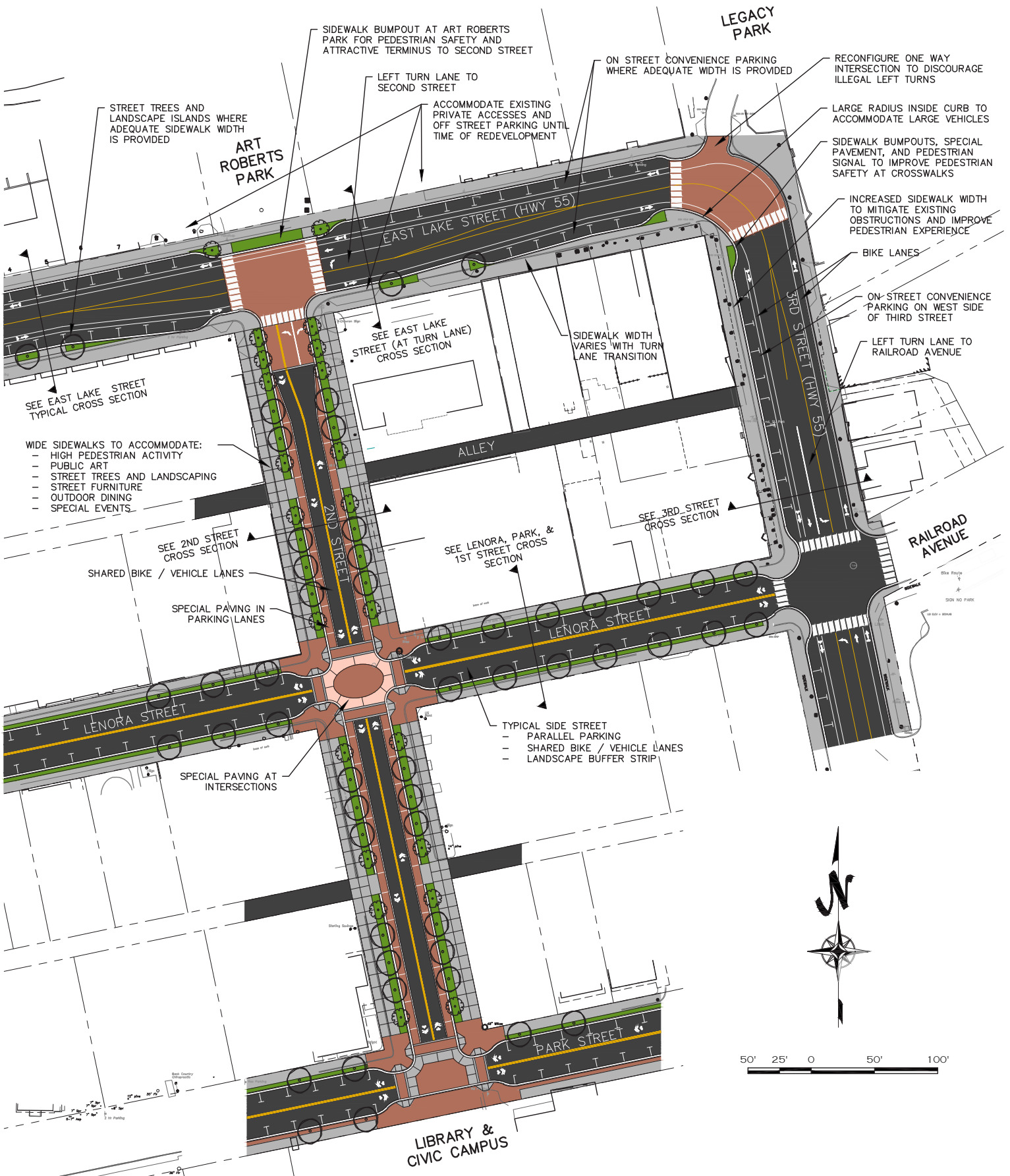
The current ITD approved street cross section for Third Street from Deinhard Lane to Park Street includes designated bike lanes. Due to the high amount of cycling traffic and the strong desire to increase safety, it is recommended that the bike lanes continue to Lake Street and along Lake Street to First Street. In order to accommodate bike lanes, a wider sidewalk, and a turn lane, approximately five parking spaces on the east side of Third Street between Railroad Avenue and Lake Street will need to be removed. Along Lake Street the bike lane can be accommodated by removing a couple of parking spaces adjacent to the existing Chevron gas station. This loss of parking can be offset by providing improved sidewalk connectivity and wayfinding to public parking lots located throughout Downtown.

Design Considerations

- Large volumes of traffic
- Large vehicles (trucks and trailers)
- Left turn maneuvers at intersections
- Significant pedestrian traffic
- Bicycle safety
- Pedestrian / vehicular conflicts at crosswalk at curve
- Convenience parking for businesses
- Space for support columns for overhead structures
- Space for outdoor seating and business signage
- Visual access to Payette Lake from the street
- Aesthetic appeal to residents and visitors
- Alignment of the exit from Legacy Park that discourages left turns



3rd St. and E. Lake St. (Hwy 55) cross section



Downtown streets core plan

CN 2. Create a vibrant, pedestrian-oriented Second Street that connects the Civic Center with the lakefront

Second Street runs north-south through the Downtown Core District. Currently, the street has a combination of parallel and diagonal parking, sidewalks of varying widths with some missing segments, and several vehicular accesses to adjacent parcels. The diagonal parking areas along Second Street are not currently wide or deep enough to meet City Standards and this has caused traffic issues. The street slopes from south to north at approximately 3% which poses some challenges for storefront entrances but can also add interest and uniqueness to the streetscape.

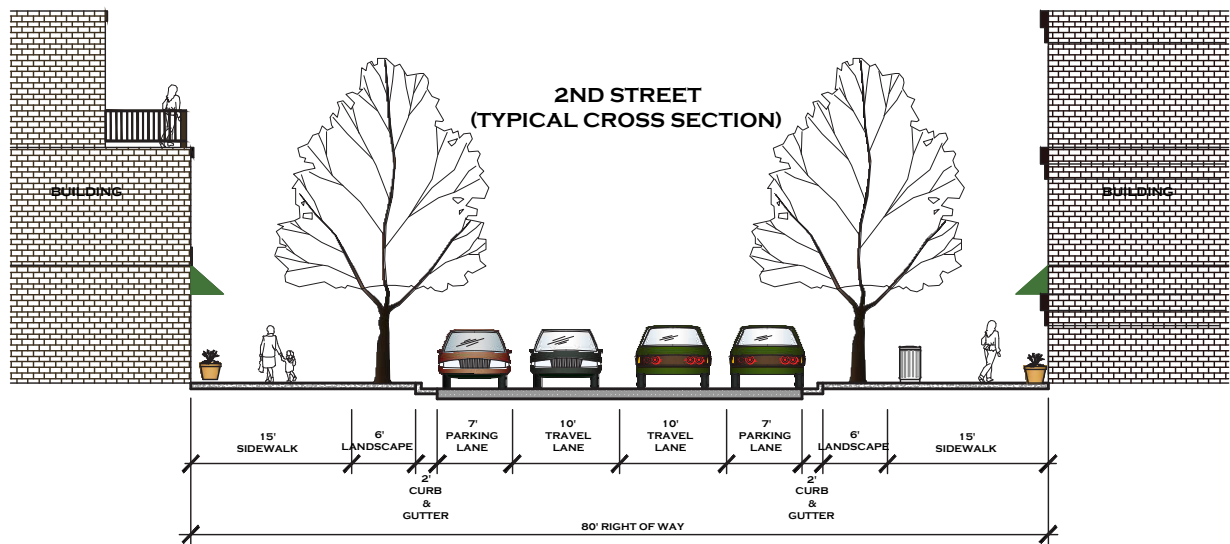
There are great opportunities to create a vibrant, pedestrian-oriented Second Street due to its wide (80') right-of-way, view of Payette Lake, and public facilities anchored at each end (Art Robert's Park on the north and the McCall Library and Civic Center on the south). Second Street could include public art incorporated into a paver design and flush curbs that create a pedestrian focused environment and enable the street to be easily closed for festivals, farmers markets, and special events. Public art in the form of sculptures, pavement designs, murals, signage, and street furnishings can be incorporated throughout the streetscape to create a truly special place within the Downtown Core. Art Roberts Park and the McCall Library are ideal locations at each end of the street to establish artistic gateways into Downtown. Mini pocket parks located along Second Street would provide additional areas for people to linger and gathering spaces during special events. Public improvements to the sidewalks and street can facilitate business owners and property owners to make investments in private property improvements along Second Street and energize this part of the Downtown Core.

Design Considerations

- Main link from proposed transit center to Downtown
- Slow speeds for vehicle, pedestrian, and bicycle safety
- Temporary street closures (whole or partial) for special events such as Winter Carnival
- Convenience parking for businesses
- Space for support columns for overhead structures
- Space for sidewalk grade transitions to building entrances
- Space for outdoor seating and business signage
- Visual access to Payette Lake through Art Roberts Park from the street
- Aesthetic appeal to residents and visitors
- Opportunity for integration and display of public art
- Unique design to define Downtown McCall and encourage pedestrian activity into redevelopment



Second Street concept plan - intersection of Second and Lenora



Second Street cross section

CN 3. Create a transportation network that is attractive and safely accommodates bikes, pedestrians, and vehicles throughout Downtown

Park Street, Lenora Street, and First Street are typical streets in the Downtown Core District. They are local streets with low speeds, short blocks, and relatively low traffic volumes. Their primary function is to provide public on-street parking, pedestrian connections, and access to adjacent businesses and stores in the Downtown Core. Lenora Street in particular is an important pedestrian connection from the public parking lot at First Street to the Downtown Core and Lakefront Districts. East Lake Street north of the Marina, Mill Road, and Roosevelt Avenue are also roads with lower traffic volume and should have cross sections similar to Park, Lenora, and First Streets with sharrows, sidewalks, and parallel parking at full build out. Pine Street and Railroad Avenue have higher traffic volumes due to their role as access roads to the Lake. Railroad Avenue has a parallel separated multi-purpose pathway so sharrows would not be needed on this street.

As streets Downtown are repaired or reconstructed, the McCall Complete Streets Policy (2011) should be used as a design guideline so that pedestrian, bicycle, and vehicle safety and mobility is addressed for people of all ages and abilities. Sidewalks should provide continuous connections throughout Downtown and be wide enough to comfortably accommodate pedestrians walking side-by-side. Narrow traffic lanes that are 10' wide to help slow traffic and increase safety for all users. Due to the low traffic volumes, sharrows which indicate that bikes will share the traffic lanes with automobiles are appropriate for streets that do not have parallel pathways.

Manage snow removal Downtown in a comprehensive and efficient manner

Snow management on all Downtown streets and sidewalks is an important factor for providing pedestrian safety and convenience parking. A comprehensive snow management policy should be adopted that addresses snow removal from the sidewalks that is coordinated with snow removal from the streets. The City should consider accepting the responsibility for all snow removal from publicly owned facilities Downtown, including sidewalks, and possibly use private contractors to do the work. It is possible that funding from a Local Improvement District (LID) or future Urban Renewal District may be needed to fund sidewalk snow removal that meets the needs of most business owners.

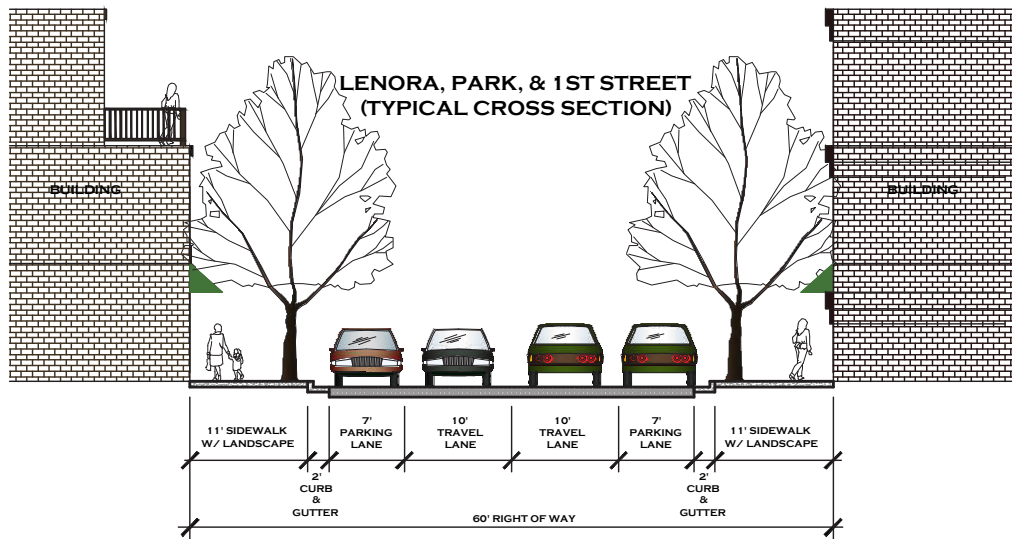
Another option for sidewalk snow management is using ground source geothermal heat exchangers to melt snow from the Downtown sidewalks. This option could be investigated when large streetscape improvement projects are being planned.

Design Considerations

- Moderate pedestrian traffic
- Slow speeds for vehicle, pedestrian and bicycle safety
- Convenience parking for businesses
- Aesthetic appeal to residents and visitors
- Efficient and enjoyable pedestrian connections from public parking lots
- Integrated public art



Park Street, Lenora Street and First Street concept plan



Park Street, Lenora Street and First Street cross section

CN 4. Locate parking lots and the Transit Center to encourage pedestrian and economic activity Downtown

Accommodate locating the proposed Transit Center in the Downtown Civic District

Treasure Valley Transit (TVT) received a grant from the Federal Transit Administration to construct a new passenger facility, offices, and a bus storage and maintenance facility in McCall. A “Multimodal Transit Center Location Analysis” (2013) was commissioned by the City of McCall Community Development Department to analyze several possible locations for the facility. The bus storage and maintenance facility will be located outside of Downtown. The passenger facility and offices, however, would ideally be located Downtown with good multimodal connectivity to the City’s Downtown Core District and lakefront amenities.

The City owned parcel in the Civic District is an ideal location for the proposed Transit Center. This site is large, close to public services, and has a convenient connection to Downtown via Second Street as well as access to the adjacent multi-use pathway along the old railroad right-of-way. As Second Street becomes established as a vibrant pedestrian corridor, it will provide excellent connectivity to Downtown businesses, the Manchester Ice and Event Centre, Art Roberts Parks and the Lakefront District. A Transit Center within the Civic District, possibly in the location of the old Fire Station building, would add to the vibrancy of Downtown by encouraging pedestrian traffic through the Core District and reducing parking demand on Downtown streets. Previous master plans for this site were developed in the “McCall City Needs Assessment and Conceptual Facilities Plan Options” (2005), but the master plan should be revised to include the Transit Center along with the other planned civic buildings such as the police station, a multi-purpose community center, community housing, City Hall, and expansion and improvements to the Library, all of which could share some spaces and functions.



Transit stop at City Hall

Ensure adequate parking and clearly sign public parking lots

The “City of McCall Downtown Parking Study & Needs Assessment” (2009) investigated the availability and use of parking in Downtown. The study showed that none of the public lots were used to capacity and that few of the available parking areas Downtown were used at more than 70% capacity. This study illuminates that there is ample parking in the Downtown core to accommodate parking on average days during the tourist summer season. During peak event weekends such as the 4th of July celebration, available parking will be scarcer. It is unwise, however, to plan parking around peak events. It is more appropriate to develop an alternative system to accommodate parking during special events such as a satellite parking lot with a free shuttle into town. This would be a more efficient use of Downtown commercial space and likely more cost-effective in the long-term if tax revenue can be generated on the land that would otherwise be used for surface parking.

There is a perception, especially among the business owners in the Downtown Core, that on-street parking (or convenience parking) is essential for businesses to succeed. It is also important to realize the trade-off between the availability of on-street parking and walkability, both important key attributes desired by the community for Downtown. Creating a pedestrian-friendly Downtown core encourages visitors and patrons to visit more than one business because they are viewing multiple businesses at walking speeds rather than driving by.

McCall is fortunate to have multiple public parking lots throughout the Downtown area, and the Downtown Parking Study and Needs Assessment concluded that these lots are underutilized. Public Workshops #1 and #2 site visits also provided this insight. Existing public lots need to be better identified and have better pedestrian connections. Improved sidewalks will encourage greater use of the public parking lots by making them easily accessible and providing a pleasant walking experience. An improved wayfinding system can help direct visitors to available public parking facilities and can also serve as a public art component in Downtown. Increased utilization of existing public parking lots can draw people onto the streets, past businesses, and into the commercial core of McCall.

Economic Development Strategies

ED1. Create a stable economy with strong businesses that support Downtown

Retain civic buildings/public facilities, such as the Library, Downtown

Public sector activity is a critical component of the Downtown economy. It can be challenging to accommodate changing facility needs Downtown, so this will require some flexibility so that the facilities can evolve and meet future demand without needing to find a new location outside of Downtown. The existing civic buildings, police station, and public facilities should be encouraged to stay Downtown, especially the Library. The Library already serves as an important anchor to Downtown and when it expands, it will be an even more important asset to Downtown. A new, non-traditional Library could include community meeting rooms, a theatre, a learning center, and small scale recreation facilities that benefit local residents and are an attraction for visitors. A new master plan for the Civic Center should include future expansion plans for the Library as well as the new Transit Center.

Support Downtown businesses and business clusters

Downtown business should be supported by implementing a Buy Local campaign and by providing business development services. Buy Local campaigns using coupon books and coordinated promotions can help remind locals about the community benefits of shopping local versus shopping in Boise or online. Coupon booklets with good incentives can be a very effective way to encourage local shopping. The McCall Area Chamber of Commerce is currently developing a mobile app that can push out events, specials, and sales for local businesses.

Running or starting a business is complex and inherently risky and business development services with a strong business support system can help existing businesses prosper and provide assistance for new businesses or businesses seeking to relocate to McCall. The top priority is to provide a single point of contact for businesses wishing to grow or evolve.

Business clusters are groups of related businesses can often work together in order to increase competitive advantage and bolster the local economy. For example, a local mountain bike outfitter and a local bike shop may work together; the shop provides a retail location for selling and equipping mountain bike tours, and the outfitter provides additional marketing that draws visitors and customers to the shop. Fully capitalizing on business clusters means tracing demand through an entire cluster and consciously strengthening the entire cluster.

Business Cluster	Retail Categories	Service Categories	Support Categories
Outdoor Recreation	Sporting Goods Stores	Guide Services, Tour Operators	Vehicle Mechanics, Marketing/Advertising Firms, Banking, Insurance
Restaurant/Bars/Food	Convince Stores, Specialty Grocers, Supermarkets , Liquor Stores	Restaurants, Bars, Caterers	Marketing/Advertising Firms, Banking, Insurance, Restaurant Supply
Entertainment	Books Stores, Music Stores	Music Venues, Theatres	Caterers, Marketing/Advertising Firms, Banking, Insurance
Real-Estate/Property Management	Lawn/Garden/ Home Improvement Stores	Real Estate Brokers, Property Managers, Contractors	Marketing/Advertising Firms, Banking, Insurance
Professional Services		Marketing/Advertising Firms, Banking, Insurance, Finance	Office Supply Stores, Information Tech Firms
Health & Personal Care	Drug Stores, Vitamin/Supplement Stores, Beauty Product Stores	Massage & Day Spas	Marketing/Advertising Firms, Banking, Insurance
Retail Consumables	Clothing Stores, Jewelry Stores, Gifts Stores, Home Furnishings	Tailors, Cleaners	Marketing/Advertising Firms, Banking, Insurance

Encourage more off-season visitation

Economic activity in Downtown McCall significantly decreases during the winter months. Seasonal variation is normal for many rural, resort communities; however, McCall's seasonal variation is more dramatic than most. Because McCall is already equipped to handle a large number of visitors in the summer months, increasing winter and off-season visitation will not require significant infrastructure improvements or development of additional facilities. Increasing the number of visitors to the area in the nonpeak months with tourism marketing and special events such as music festivals, public art fairs, and exhibitions is a pragmatic strategy to build on an existing asset. Winter carnival is an excellent example of how arts and events can create off-season economic opportunities. Coordination between the McCall Area Chamber of Commerce, Idaho Department of Commerce, McCall Public Art Advisory Committee, Brundage Mountain Resort, and Tamarack Ski Resort to promote McCall as a winter destination could pay significant dividends for tourism and help soften the seasonal swings.

ED 2. Promote diverse and unique shopping experiences that define the Downtown as a retail destination

Encourage the development of niche businesses

There is an opportunity for Downtown businesses that provide shopping experiences and goods or services that are unique. Niche retail establishments that offer high quality products that are locally produced or have qualities that are “uniquely McCall” can appeal to both tourists and the local community. Also, providing interesting, enjoyable, and unique shopping experiences can have great appeal. “Ice Cream Alley” is a good example of how a unique experience can drive sales of a common product.

Focus on enhancing the characteristics that set Downtown apart from other places in the city

The highway commercial corridor south of Downtown is more auto-oriented and occupied by businesses that need to attract and accommodate vehicle traffic. Downtown can also accommodate and attract vehicle traffic, but what makes it unique is that it is also a good place to get out of the car and walk around. Economic activity can be enhanced by improving pedestrian infrastructure and providing interesting experiences through public art, architecture, and urban design throughout Downtown. Rather than view Downtown as in competition with the highway commercial corridor, it should be seen as an opportunity to have complementary and unique commercial neighborhoods.

Some characteristics that define Downtown include:

- Compactness and walkability
- Public shoreline access—restaurant & shopping on the Lake
- Concentration of public facilities and public spaces
- Includes both resident and tourist oriented goods and services
- Outdoor seating / café culture
- Public art

Better realize the potential of the second home visitor market

McCall attracts a wide range of visitors and the region is home to a diverse population. The area attracts individuals and families with a wide range of spending patterns so the dining, shopping, and service opportunities should reflect this diversity. Second homeowners may have preferences and needs that go beyond that of short-term tourists. The City of McCall could partner with state agencies such as the University of Idaho Extension to collect market preference data from second home owners and make this available to existing businesses and entrepreneurs wishing to start a business.

ED 3. Build upon the unique attributes of McCall to link the economy of Downtown to surrounding recreational opportunities

McCall is fortunate enough to have an abundance of recreation opportunities. Payette Lake, Payette National Forest, Brundage Mountain Resort, Tamarack Ski Resort, the Snake River, and the Salmon River are all readily accessible from McCall. All of these attractions will naturally attract a large number of visitors and residents looking to take advantage of the area's natural beauty and recreation opportunities. There is a great opportunity for Downtown to act as a gateway and starting point for day trips. This could include information kiosks, maps, brochures, websites, and signage directing recreationists to nearby attractions. The HUB Mountain House on Roosevelt Avenue is one example of a private business that currently provides a meeting place for several local guiding companies.

Another opportunity to link Downtown with recreation on the Lake is to develop a public, city-owned pier north of the exiting Marina. This pier could be leased to commercial enterprises such as tour boat, kayak, or paddle board outfitters that are not in competition with the existing lease at the Marina. The pier would need to have good design to avoid conflicts between motorized and non-motorized users. This opportunity could also provide the City with an additional revenue source that can be used for public improvements.

ED 4. Increase the density of potential customers in Downtown

Encourage development of additional lodging and residential developments in Downtown

Currently, there is only one major lodging establishment in Downtown McCall. Additional lodging opportunities could bring more tourists and pass thru travelers to Downtown. Many travelers will prefer to stay Downtown to be closer to the center of activity and because the lake and other Downtown amenities are within close walking distance. Since future growth Downtown will likely happen as redevelopment, smaller scale lodging may be most appropriate. Larger hotels may be more difficult to locate Downtown due to the lack of large available parcels and private investment.

Although the Downtown should remain primarily a commercial center, mixed use residential development can play a role in the local housing market and also enliven Downtown McCall. Just as the development of lodging will increase activity from visiting tourists, adding permanent residents Downtown will increase activity as well. It also has the added benefit of maintaining a baseline of activity with more people living, working, shopping, and socializing Downtown during the off seasons. There is ample space for future mixed use residential development on vacant lots and on older properties that could be redeveloped. Alpine Village (first of three phases built), Park Street Plaza, and The HUB Mountain House are examples of various scales of mixed-use developments in Downtown McCall. Larger developments such as Alpine Village are likely to take more time to be fully occupied, but smaller scale mixed use developments (a few apartments over a shop or 'out back') can be a viable option in the short term. Providing a mix of housing types can also provide a range of affordability for residents.

Encourage high quality office space Downtown

Professional services are an important component of the Downtown economy and include relatively well-paying sectors such as architects, engineers, scientific consultants, real estate brokers, and attorneys. Regulations limiting the location of professional offices in the Central Business District were passed to create a more interesting Downtown experience and address the lack of opportunities for retail and restaurants at the street level. While it is true that retail opportunities are important, it is equally important to have a base of year-round customers. The presence of professional employees Downtown increases total economic activity because they will likely eat and shop Downtown year-round on a regular basis.

Encourage additional cultural activities and events

The addition of regular cultural activities Downtown can attract people to Downtown. Regular music, movie, or art related events would also increase the duration and frequency of time spent Downtown. Additionally, cultural events may draw full-time residents who may otherwise avoid Downtown. Encouraging the development of either a large, central convention center or a number of small meeting facilities that could be combined to accommodate larger groups will also increase the number of people staying, dining, and shopping Downtown.



Legacy Park

8 IMPLEMENTATION

Implementation of the Downtown Master Plan will require both public and private investment and a long-term commitment from the community. Although full implementation of the Downtown Master Plan is a long-term vision, there are many small, short-term projects that can be accomplished to show visible results of Downtown improvements. It is important to keep in mind however, that quality is more important than quantity and that projects that look like they are low budget will reflect negatively on Downtown.

An intrinsic part of the implementation of this master plan will be upgrading or replacing aged utility infrastructure. The City has mapped and assessed the condition of existing water and sewer systems within the Downtown core and determined that approximately 90% of the systems are deficient. Future Downtown improvements will need to be coordinated with utility improvements. Significant investment by the Water and Sewer Departments as well as future developers will be needed to resolve these issues.

1. Organization and partnerships

The City of McCall, property owners, business owners, and the community at large will all benefit from a Downtown that is physically attractive and economically vibrant. Thus, it is important that both the public and private sectors participate in implementing the Downtown Master Plan, ideally through an organization formed specifically to enhance Downtown. The organization can be a non-profit community association or a more formal governmental organization such as an Urban Renewal Agency (URA) or Local Improvement District (LID). Both the URA and LID have the advantage of having a funding source as discussed in the next section. A non-profit community association could utilize funding from the City or from their own fundraising efforts, but it will likely only have the resources to complete small projects. The organization should have a governing board of directors made up of a broad cross section of the Downtown stakeholders and be coordinated by a paid program director if possible. Although both the private and public sectors should be involved with the Downtown organization, realistically, the City of McCall will likely need to take the lead in forming the organization and mobilizing the community. Having an active Downtown organization is key to many of the implementation actions described in the following sections.

2. Funding

The biggest challenge to implementing the larger capital improvement projects identified in the plan is funding. Like many small communities, McCall faces a limited budget that is stretched between competing community needs and City departments. Ideally, a stable and permanent funding source would be available to create and maintain the vibrant Downtown envisioned by the community. Information in this chapter is based on and should be supplemented by a report that is currently being prepared by Boise State University which will include public financing options for the City of McCall as allowed by Idaho statute.

In general, capital projects can be completed using debt financing, grant financing, building in phases as revenues are collected, saving revenues until enough money is collected to fully fund the project, or a combination of these methods. The advantage to saving up money or completing projects in phases as money becomes available is that there are no interest costs. However, it requires a long wait time to build and enjoy these projects. Just as most people decide it is best to purchase a home with a 30-year loan, the benefit of using debt financing or grant funding is that projects can be completed sooner and enjoyed immediately by those who will be repaying the debt. The trade-off is the cost of paying interest on loans or the time expended managing grants.

The opposite page shows a summary of funding sources including how they can be obtained and what they can be used for. Some federal and state grant and loan programs are listed below.

Federal and State Grants and Loans

- Idaho Community Development Block Grants
- Safe Routes to Schools Funding
- National Endowment for the Arts – Our Town Grant Program
- Idaho Department of Transportation – Community Choices Grant
- ITD Transit programs
- Local Highway Technical Assistance Council (LHTAC)
- Department of Environmental Quality Water and Wastewater System Planning Grants and Construction Loans
- Federal Transportation Enhancement Funds
- Idaho Waterways Improvement Fund
- USDA Community Facilities Loans and Grants
- Idaho Historic Trust
- Federal Transit Administration
- The Ford Foundation

Private Sector Partnerships

Some improvements can occur over time as properties are developed or redeveloped and the City enforces ordinances and development requirements that require public improvements and buildings that conform to the McCall Design Guidelines. This is appropriate for small scale improvements but larger improvements such as the Second Street pedestrian corridor will require City leadership and funding.

Funding Description	How to get it	What it can be used for	Other considerations
Local Improvement District (LID) (Idaho Code Title 50, Ch. 17)	Formed by resolution of the City Council. Initiation of a LID may be started by a petition signed by not less than sixty (60%) of the resident owners or two-thirds (2/3) of the owners of property subject to assessment with the LID	Capital and maintenance costs for streets, sidewalks, lights, landscaping, utilities, stormwater systems, irrigation systems, parking lots, parks and optional improvements	List of improvements must be included in the ordinance forming the LID.
Business Improvement District (BID) (Idaho Code 50-1703A)	Formed by resolution of the City Council. Initiation of a BID may be started by a petition signed by not less than sixty (60%) of the resident owners or two-thirds (2/3) of the owners of property subject to assessment with the BID	Improvements to the exterior portions of business building to bring the buildings within the district into conformity with an architectural theme adopted by the City.	
Urban Renewal Area (URA) (Idaho Code Title 50, Ch. 20 and 29)	Formed by resolution of City Council based on finding that 1) the area is deteriorated 2) the rehabilitation or redevelopment is necessary and 3) there is a need for an urban renewal agency. A majority approval vote of people in McCall is needed for a new Urban Renewal Agency to conduct business.	Improvements included in an urban renewal plan to rehabilitate and redevelop the URA	URA can collect tax increment revenues for 20 years
Impact Fees (Idaho Code Title 67, Ch. 82)	Formed by an ordinance that imposes impact fees as a condition of development approval. Fees must not exceed the proportionate share of the cost of capital improvements and are collected at time of building permit issuance.	Costs of <u>growth related</u> capital improvements needed to maintain <u>existing</u> level of service	Capital Improvement Plan (CIP) required to be adopted as part of the Comprehensive Plan in order to impose impact fees.
Local Option Tax (LOT) (Idaho Code 50-1043 to 50-1049)	Formed by ordinance approved by sixty percent (60%) majority vote. Can apply to lodging; liquor by-the-drink and wine and beer sold in restaurants and bars; and/or part of all sales	Any purpose included in the ordinance approved by voters. Excess collected above budgeted amounts shall be placed in a property tax relief fund	McCall has current LOT on lodging. Proposed LOT ordinances must specify a duration.
General Obligation Bonds (Idaho Code 50-1026)	Formed by ordinance approved by 2/3 majority vote	Any purpose included in the ordinance approved by voters	Need adequate source to repay bonds through property taxes or other available City revenue
Revenue Bonds (Idaho Code 50-1026A)	Formed by ordinance approved by 50% majority vote	Water, sewer or other revenue based projects	Bond repaid with revenues or fees generated by the project
Federal and State Grants and Loans (see list opposite page)	Complete grant or loan applications as required. Many require matching funds.	Specific projects identified in the grant or loan application. There may be conditions for use.	Process to qualify may be difficult. Not a secure or long term funding source and maintenance costs of any improvements made through grants need to be considered.



3. Actions and Prioritization

The following implementation matrix represents a realistic and timely guide for creating positive change and revitalizing the Downtown. It can be used as a tool for funding projects and creating voluntary public-private partnerships.

Priority	#	Action	Partners	Relevant Strategies
high	1	Develop a form-based code and design standards for Downtown districts that are consistent with McCall character and the Downtown Master Plan.	City	BP-1, BP-3, BP-4
high	2	Perform a land use regulation audit in order to identify desired businesses and uses Downtown and revise code to encourage and allow desired uses.	City	BP-1, BP-3, BP-4, ED-2, ED-4
high	3	Revise ordinances to regulate building height based on stories rather than measured heights.	City	BP-1, BP-4
high	4	Amend ordinances to strengthen the protection and enhancement of historic buildings and cultural resources.	City	BP-3, BP-4, ED-3
high	5	Amend code to allow office uses in Downtown and remove limitations on ground floor street facing offices. Incentivize retail uses on ground floor street facing locations such as with height bonuses or relaxing parking requirements.	City	DE-1, ED-2, ED-4
high	6	Facilitate the creation of a lakefront boardwalk within the Lakefront Commercial District.	City, future URA or LID, Chamber, developers	BP-1, BP-2, BP-3, BP-4, ED-2, ED-4
high	7	Collaboratively develop a concept plan and cost estimate for Second Street that can be used to secure grant funding.	City, property owners, business owners, Chamber	BP-2, BP-3, BP-4, CN-2, CN-3, CN-4, ED-2, ED-4
high	8	Reconstruct Second Street so it has the option to become a pedestrian street with public art and alternative civic and event space for Farmers Markets, Festivals, etc.	City, future URA or LID, Chamber, developers, business owners, property owners	BP-2, BP-3, BP-4, CN-2, CN-3, CN-4, ED-2, ED-4
high	9	Develop concise handouts, websites, and guidelines to inform developers of requirements and incentive opportunities. Clarify requirements for sidewalk construction and improvements.	City	BP-4, CN-3
high	10	Create a Local Improvement District or a new Urban Renewal District that could provide stable funding for Downtown improvements and maintenance.	business owners, property owners, City	BP-1, BP-3, CN-1, CN-2, CN-3, CN-4, ED-1
high	11	Consider forming a Business Improvement District (BID) that could provide funding for architectural improvements to buildings.	City	BP-1, BP-4, ED-2, ED-4
high	12	Consider eliminating on-site parking requirements, parking fees in lieu, and sidewalk construction and maintenance in order to incentivize Downtown development with the formation of a LID or other stable funding source.	City	BP-1, BP-4, CN-1, CN-2, CN-3, CN-4

Priority	#	Action	Partners	Relevant Strategies
high	13	Implement a percent for art program to require a small percentage (1%) of construction funds for art in eligible capital improvement projects.	City	BP-3
high	14	Implement recommendations made in the Downtown Parking Study and Needs Assessment including modifying the zoning code to include boat and snowmobile trailer parking recommendations, enforcing parking time limitations, developing public parking lots .	City	BP-4, CN-1, CN-3, CN-4
high	15	Adopt a complete street cross section for Hwy 55 from 3rd and Park to West Lake that includes bike lanes. Propose to ITD for adoption.	City, ITD	CN-1, CN-3
high	16	Construct sidewalks with sufficient width to accommodate amenities such as public art, benches, outdoor seating, landscaping, etc.	City, developers, future URA or LID	BP-3, BP-4, CN-1, CN-2, CN-3, ED-2, ED-4
high	17	Enhance pedestrian safety at the corner of Third and Lake Street.	City, ITD	BP-2, BP-3, CN-1, CN-3
high	18	Create an interconnected, ADA compliant network of sidewalks and bike routes throughout Downtown. Improve cross walks and signage.	City, future URA or LID	CN-1, CN-2, CN-3, CN-4
high	19	Develop a coordinated program for wayfinding throughout Downtown that includes highly visible signs for public parking lots as well as directions to other visitor destinations.	City, future URA or LID	CN-3, CN-4, ED-4
high	20	Create a Downtown Community Association with a focus on supporting and promoting Downtown.	business owners, property owners, City	ED-1, ED-2, ED-3, ED-4
high	21	Revise the Civic Center Master Plan to facilitate expansion of the Library in non-traditional ways, include the proposed Transit Center and help keep civic facilities Downtown.	City, Transit, Library, Police, Senior Center, public	BP-1, BP-3, BP-4, CN-2, CN-3, CN-4, ED-1
high	22	Initiate and organize tours and meetings with regional and State of Idaho economic development entities to build relations and discuss resources for Downtown.	City, Chamber, Valley County Economic Development Council, Idaho Department of Commerce, Idaho Travel Council	ED-1, ED-2, ED-3, ED-4
high	23	Optimize the use of available tourism marketing dollars with a targeted and coordinated tourism marketing strategy to bring customers Downtown.	Chamber, Idaho Travel Council, City	ED-2, ED-3, ED-4
high	24	Impliment a Downtown Improvement Grant Program to help with funding downtown improvements. Start with an initial grant associated with this Downtown Master Plan Update.	City	BP-3, BP-4, CN-2, CN-3, ED-2

Priority	#	Action	Partners	Relevant Strategies
high	25	Allow and encourage experimentation with temporary installations of Downtown improvements.	City, property owners, business owners, developers, artists, contractors, ITD	BP-1, BP-2, BP-3, BP-4, ED-2, ED-4
medium	26	Evaluate land use regulations to ensure that they facilitate recreation outfitter and outdoor recreation equipment businesses downtown. This may include allowing outdoor work areas/equipment storage Downtown.	City	ED-1, ED-3, ED-4
medium	27	Revise development code to encourage convention center development in a single location Downtown or multiple smaller facilities throughout Downtown.	City	BP-4, ED-1, ED-4
medium	28	Consider revising code to allow temporary businesses and mobile food carts Downtown.	City	ED-2
medium	29	Revise development code to incentivize providing views and/or public access to the Lake.	City	BP-1, BP-2, BP-4
medium	30	Modify development code to incentivize creating civic space and public art.	City	BP-3, BP-4, ED-4
medium	31	Complete a lakefront and downtown circulation and connections study as outlined in the comp plan and parks and rec plan.	City	CN-1, CN-2, CN-3, BP-2
medium	32	Investigate routing truck traffic around Downtown.	City, ITD	CN-1, CN-3
medium	33	Improve existing sidewalk connections and conditions.	City, property owners, developers	CN-1, CN-2, CN-3, CN-4
medium	34	Construct complete streets as streets are reconstructed.	City, future URA or LID	CN-1, CN-2, CN-3, CN-4
medium	35	Provide pedestrian amenities such as benches, bike racks, trash receptacles, lighting, landscaping, and public restrooms throughout Downtown.	City, future URA or LID	BP-3, CN-1, CN-2, CN-3, ED-2, ED-4
medium	36	Revise the snow management policy for Downtown sidewalks, possibly in conjunction with a LID.	City	BP-1, CN-1, CN-2, CN-3
medium	37	Develop a coordinated and comprehensive advertising and marketing campaign for Downtown.	Chamber, future LID or URA	ED-1, ED-2, ED-3, ED-4
medium	38	Create a Business Development Center that is a single point of contact that coordinates local and state resources to provide business development services for new or relocating businesses.	City, Chamber, future LID	ED-1, ED-2, ED-3, ED-4
medium	39	Expand the public information base for facilitating business decisions: -consumers market characteristics -tourism visitation patterns and spending -business inventories -wages and cost of living	City, Chamber, Idaho Extension	ED-1, ED-4
medium	40	Enhance and build from downtown business clusters. Encourage related businesses to work together to increase their collective competitive advantage.	City, Chamber, future LID	ED-1, ED-2, ED-3, ED-4

Priority	#	Action	Partners	Relevant Strategies
medium	41	Implement a buy local campaign and coordinated promotion of Downtown businesses using education and press coverage, coupon booklets, 'McCall Bucks' and other consumer incentives.	Chamber, future LID	ED-1, ED-2, ED-3, ED-4
medium	42	Investigate renovating underutilized or vacant space into small spaces as a business incubator for small, start up businesses.	City, Chamber, future LID	ED-1, ED-2, ED-4
medium	43	Recruit and market Downtown to new, unique businesses.	City, Chamber, future LID	ED-1, ED-2, ED-3, ED-4
medium	44	Maintain an inventory of downtown shopping establishments to help prospective businesses identify niches and avoid over-saturating specific retail markets.	Chamber, City, future BID	ED-1, ED-2, ED-4
medium	45	Develop informational resources (kiosks, brochures, maps, websites, smartphone apps, and signage) to inform visitors of nearby recreational opportunities.	business owners, property owners, City, future LID	ED-3
medium	46	Promote recreational meeting places, like the HUB, in Downtown advertising campaigns.	Chamber, business owners, future LID	ED-3
medium	47	Establish downtown as the focal point of outdoor festivals and sports competitions.	business owners, City, Chamber	ED-3, ED-4
medium	48	Allow for mix of housing types to provide a range of housing affordability in Downtown.	City	BP-1, BP-4, ED-4
medium	49	Create, encourage, and accommodate off-season festivals, cultural activities, and events. Promote McCall as a winter destination.	Chamber, future LID	ED-1, ED-2, ED-3, ED-4
medium	50	Investigate the feasibility of using geothermal heat sources to melt snow from sidewalks.	City, developers	CN-1, CN-2, CN-3
low	51	Consider purchasing lakefront property to provide public access to the lake if possible and appropriate.	City, future URA or LID	BP-2, BP-3, BP-4
low	52	Minimize or eliminate the frequency and width of mid-block drive accesses.	City	CN-1, CN-2, CN-3
low	53	Consider moving the location of the public parking lot at the corner of Third Street and Railroad to the parcel to the southeast to make more prime retail commercial space available on Third Street.	City	CN-3, CN-4
low	54	Secure land and funding to develop structured parking facilities when parking demand increases.	City, future URA or LID	BP-4, CN-3, CN-4
low	55	Collect market preference data on second home owners and encourage businesses that meet these needs.	business owners, property owners, City, future BID	ED-1, ED-2
low	56	Consider the development of a public floating walkway from the Marina to the south end of Legacy Park.	City Parks & Rec	BP-2, BP-3, CN-3, ED-3
low	57	Complete and enhance the sidewalk network leading to and from the lake and Legacy Park to encourage pedestrian activity Downtown.	City and Property owners	BP-2, CN-3, ED-3, ED-4

ICE CREAM ALLEY

MOUNTAIN SIZE SCOOPS



APPENDICES

Under Separate Cover

Appendix-A Downtown Market Assessment (Full Report)

Appendix-B Summary Workshop Series 1, 2 and 3

Appendix-C Survey Results – DMP Community Survey, DMP Visual Preference Survey



LOGAN SIMPSON DESIGN INC.