

McCALL DOWNTOWN MASTER PLAN

APPENDICES

ADOPTED
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APPENDIX-A

Downtown Market Assessment (Full Report)

Downtown Market Assessment

City of McCall Downtown Master Plan

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INTRODUCTION

The economy in McCall has been challenging for the half decade. The community was hit by the 2008 financial crisis at the same time Tamarack Resort filed for bankruptcy. Jobs, income and overall economic activity plummeted even more drastically than in other resort towns that also suffered significant blows. In an effort to continue to recover from this dual crisis, the City of McCall has decided to focus inward and enhance its assets to make it a better place to live, work and visit. The Downtown McCall Master Plan is an effort to focus on its downtown and try to build on the strengths that McCall already has, develop new opportunities and increase the degree of economic activity in the City.

The Market Assessment Report is intended to provide insights into the workings of the McCall economy for consideration in developing the Downtown McCall Master Plan. This report describes the structure of the downtown economy and identifies the role of downtown in the local and regional economy. Because downtown retail is an important component of the current economy and crucial for the future of downtown, this report takes the further step of identifying specific retail opportunities, given demand from local consumers.

Because the Downtown Master Plan is both a physical and an economic plan, the Market Assessment Report also includes a buildout study, evaluating the potential development that is still possible downtown given vacant lots and redevelopment. The buildout study results are expressed in terms of scenarios that represent four levels of development density and intensity.

SUMMARY OF FINDINGS

Downtown McCall plays a significant role in the overall city 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 sectors. The scale of businesses downtown tend to be smaller with the majority of larger businesses and employers located outside of downtown. Finance, Insurance, Real Estate, Health Care, Accommodations and Food, Professional, Technical and Scientific, and Retail sectors are the top drivers of the downtown economy and account for over 80% of the economic activity occurring downtown.

The seasonality of demand for goods and services in Downtown McCall and the rest of the city is an important component of the economic context and is the biggest challenge for many downtown businesses. Lodging tax collections 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 and Winter Carnival. This indicator also shows the distinct shoulder seasons in the spring and fall with decreased economic activity.

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 drivers downtown. Having people working downtown year round is paramount for Downtown's economic success and growth in these sectors could help soften the off-season dips.

While downtown is the heart of the community, it plays a more minor role in the core tourism sector of food and accommodations compared to the rest of the city. This should not be a discouraging finding, instead, it is an indicator of opportunity to more fully develop the food and accommodations industries downtown and to capitalize on the destination role that downtown already serves.

Retail leakage analysis involves comparing total local sales (supply) with local consumer expenditures (demand). The retail leakage signifies that local residents are making purchases outside the local economy, and that there are not enough locally available and competitive retail goods or that prices are not competitive enough to meet local demand for several retail categories. Overall, McCall has a retail surplus, and acts as a shopping destination for regional residents and tourists. However there are six retail categories in McCall that show retail leakage mainly serving day-to-day resident needs: shoes, lawn and garden, electronics, vehicle sales, general merchandise, department stores and jewelry. Insofar as these types of establishments can locate downtown, they currently represent a growth opportunity for existing and future businesses.

Mixed use residential is an established use downtown, but the newer developments have not been fully tested since the market is just now beginning to recover. There is ample space for mixed use residential in the future on vacant lots and by redevelopment of older properties. Research nationally and in western communities like McCall suggests that mixed use residential is a product that shows promise. In addition to meeting the growing demand for smaller units in vibrant places, mixed use residential will add activity downtown because more people will live, work, shop, and socialize downtown. There are some existing examples of mixed use Downtown, including The Park Street Plaza, Alpine Village and The Hub. Also, smaller scale mixed use (a few apartments over a shop or 'out back') appears to be an established and viable use Downtown.

There is plenty of opportunity for additional development downtown to accommodate future economic growth. The buildout analysis shows that there is as much as 1 million square feet of additional floor area that could be developed downtown, depending on how intensely the community would like to see downtown developed in the future. That's over three times the amount of development downtown currently (about 300,000 sq. ft. of floor area). Currently, downtown is less developed than the typical highway commercial corridor, and much less developed than many tourist, second home and recreation destination downtowns (for example Jackson Hole Bozeman or Durango).

Several economic development strategies arose as a result of the data analysis, the business community forum, and the business community interviews. The strategies are briefly titled below and are described in further detail near the end of this report:

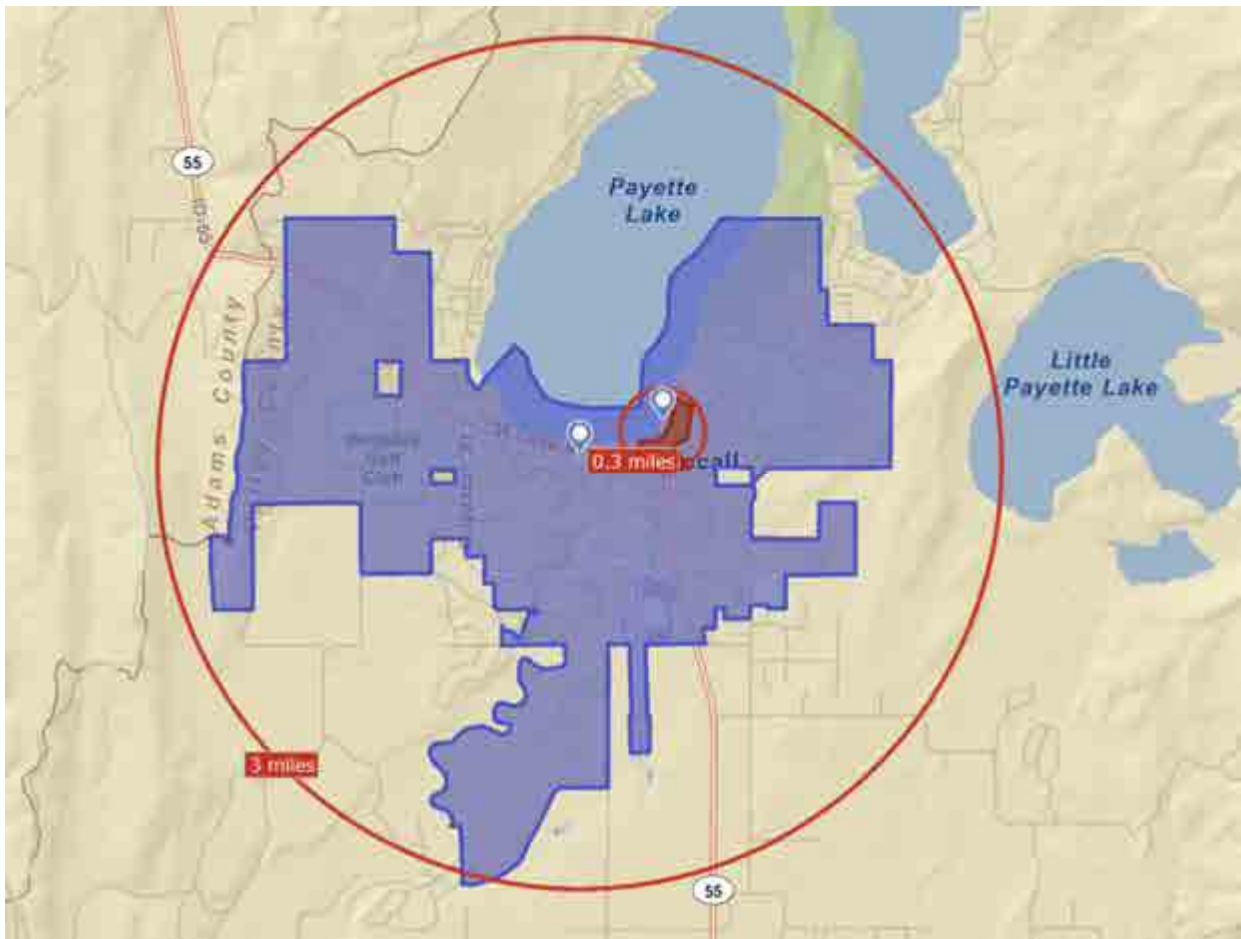
- Downtown character is an undeniable economic asset and well-worth the long term investments.
- Focus on enhancing the characteristics that set downtown apart from other places in the city.
- Encourage development of additional lodging in downtown.
- Retain civic buildings/public facilities downtown.
- Encourage quality office space downtown.
- Better realize the potential of the second home visitor market.

- Facilitate business development with growth and development processes, standards and decisions that are clear, predictable, fair, consistent, timely and cost-effective.
- Optimize land resources downtown with infill/redevelopment.
- Link downtown with recreation activities outside of McCall.
- Buffer the decrease in economic activity during winter and shoulder seasons
- Encourage more off-season visitation.
- Coordinate local and state resources to provide business development services.
- Implement a buy local campaign.
- Encourage additional cultural activities and events.
- Enhance and build from downtown business clusters.

BOUNDARY DESCRIPTION

The analysis centers on the Downtown Master Plan area, approximately a 0.3 mile radius around the center of downtown. The retail leakage analysis includes the entire City of McCall (3 mile radius) because the models used to estimate leakage need to include both commercial areas such as downtown and the residential areas where local consumers live.

Figure 1 - Downtown Master Plan Area and City of McCall



DATA DESCRIPTION AND VALIDATION

The Downtown economic analysis in this report relies on data compiled by ESRI, an industry leader specializing in mapping and data analytics. Analysts used ESRI's Business Analyst Online (BAO) tool to gather and analyze economic data about Downtown and the Town of McCall.

BAO is a web-based solution that makes custom site evaluation and market analysis fast and easy. Utilizing extensive demographic, consumer spending, and business data, BAO provides detailed information and insights about consumers, their lifestyles and buying behavior, and businesses in the market area.

BAO licenses data collected by Dun & Bradstreet and Infogroup. These create databases based on a variety of sources including: business registries, Internet/web mining, news and media reports, telephone directories, court and legal filings, company financials, banking information, directory assistance, industry trade data, telephone interviews, yellow pages and business white pages, annual reports, 10Ks and Securities and Exchange Commission (SEC) information, federal-state-municipal government data, business magazines newsletters and newspapers, and information from the US Postal Service.

Local Option Lodging Tax data was provided by the City of McCall to conduct the seasonality analysis and it is continuously verified and updated by the City as part of the lodging tax collection program. Valley County Assessor data was the primary data source for the buildout analysis because it contains parcel specific square footage collected and catalogued for the purposes of property tax assessment. This data is also maintained and updated regularly to ensure accurate property tax assessments.

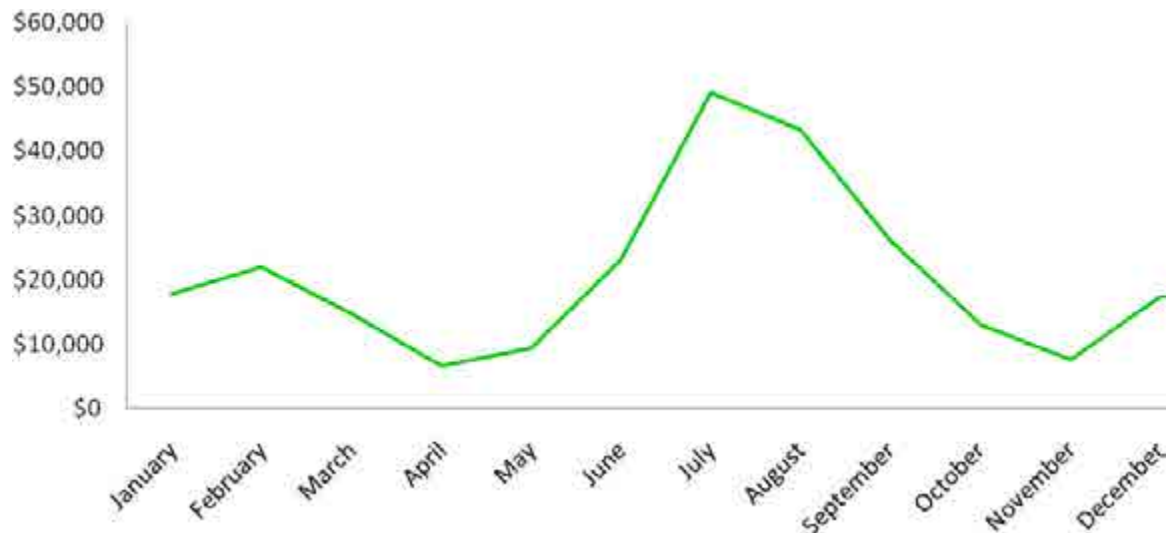
MEASURING SEASONALITY

The seasonality of demand for goods and services in McCall is an important component of the economic context and is the biggest challenge for many downtown businesses. McCall's only form of sales tax is a local option tax applied to lodging and vacation rentals in the city limits. This tax is a direct indicator of overnight visitation and stays in hotels, motels and short term rentals, so it is a good indicator of the seasonality associated with tourism and vacation home visitation. Between 2006 and 2012 the town collected an annual average of \$250,000 in local option taxes. Tax collections peaked in 2007 at \$280,000 and decreased to \$218,000 in 2010 as the economy contracted. However in 2012 the town collected \$264,000 and appears to be climbing back to pre-recession collection levels. This means that visitation is growing again and so are the opportunities associated with this trend.

Figure 2 - Lodging Local Option Tax Collections by Year



The lodging tax collections show the peak summer season in July, and to a lesser extent August, and they show a winter peak climbing through the holidays and peaking during the best skiing and Winter Carnival in mid-winter. This indicator also shows the distinct shoulder seasons in the spring and fall. On average 57% of collections occur in June through September, December through February accounts for 23% of total collections, and the remaining five months account for 21% of total collections.

Figure 3 - Local Option Tax Seasonality

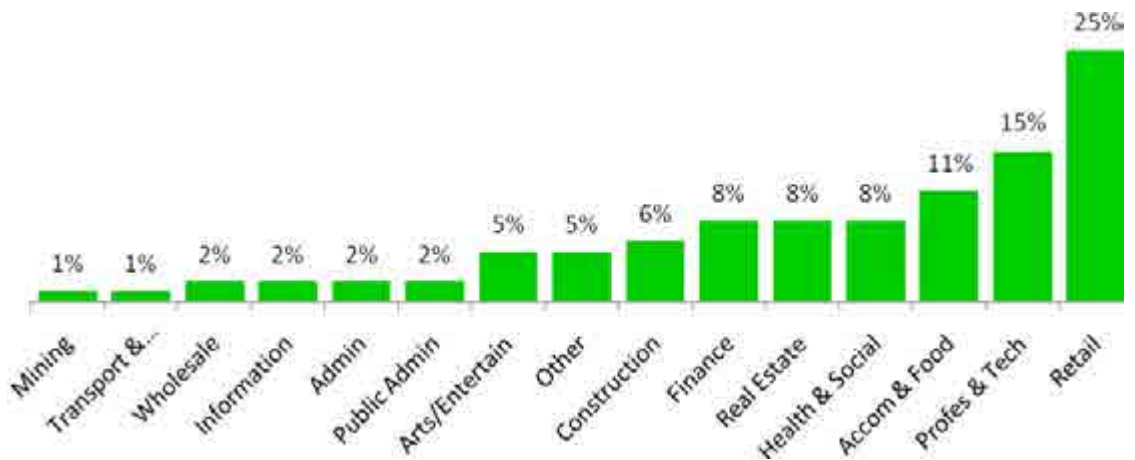
While the lodging tax collections are a sound indicator for seasonality, they may not present a complete picture of seasonality because this indicator misses the seasonal spending patterns of local residents. For example, local residents tend to spend money leading up to and through the holiday season, but this would not be fully reflected by overnight visitation. Although vacation home visitation typically mirrors the tourist season, vacation home use may exhibit slightly different patterns than overnight lodging tourism. Vacation homeowners may stay longer or visit during good weather spells during the off season. These subtleties may not be reflected by lodging tax collections.

DOWNTOWN COMPOSITION AND ROLE

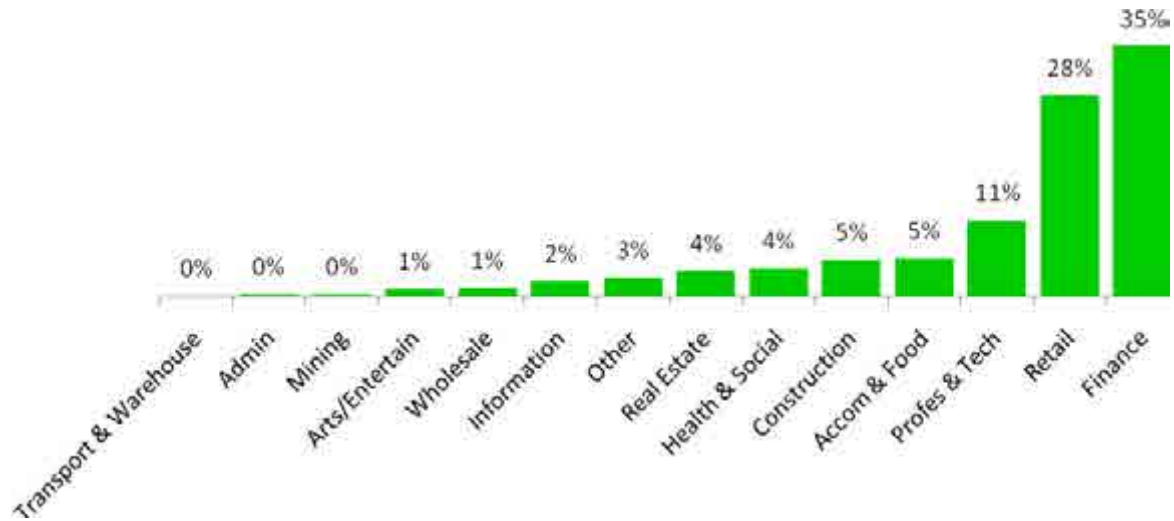
It always makes sense to build on existing strengths to achieve more economic success. Downtown McCall has many established industries some of which hold a remarkable share of the McCall market given its compact size compared to the city as a whole. Three indicators were used to measure the economic weight of each sector in downtown McCall: number of establishments, sales and employment.

Retail, professional, accommodations and food make up the majority of downtown establishments. These three industries account for 51% of all establishments located downtown. The accommodations and food sector requires further analysis and is discussed in detail later in this report. A tour through downtown makes it visibly obvious that retail establishments are prevalent, but it is also an encouraging sign that professional and technical services firms account for a large portion of the firms downtown. This means that there are people working downtown in industries that may not be as tied to the seasonal swings that the tourist oriented sectors experience. Growing this sector downtown could help soften the off-season dips. The same is true for the health sector (health specialists such as dentists and small medical practices) and the real estate sector. Having people working downtown year round is paramount for the downtown's economic success.

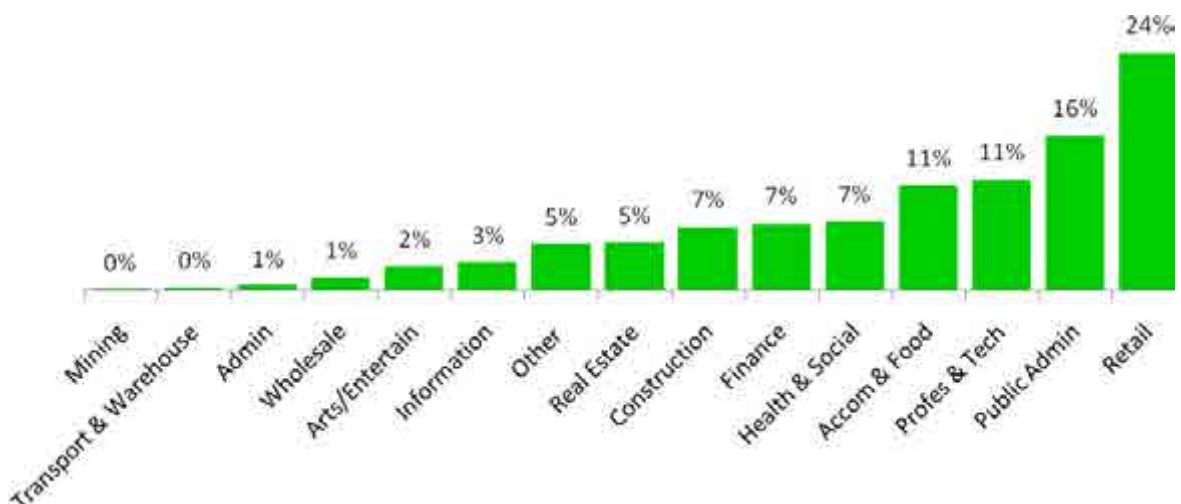
Figure 4 - Percentage Downtown Establishments by Industry



Sales indicate the overall volume and economic input from each sector that generates sales (excludes public sector). The limitation is that raw sales do not account for the fact that some industries generate more employment than others, a key component of economic impact. The majority of downtown sales are in the retail and finance sectors which account for 63% of downtown sales. This is a reflection of the retail-orientation of downtown and the concentration of banks downtown. Professional and Technical Services also weigh-in heavy for downtown sales, followed by Accommodations and Food.

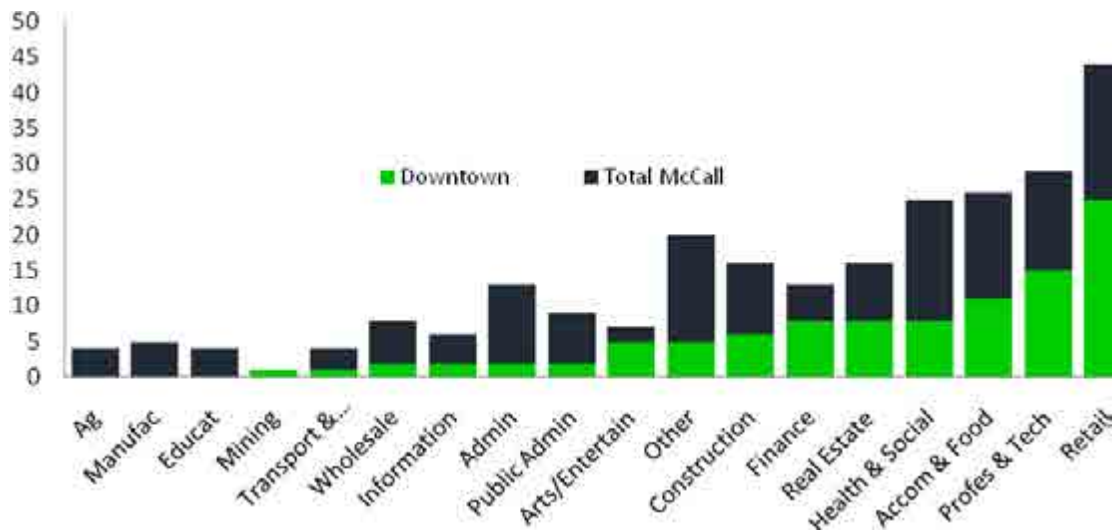
Figure 5 - Percentage Downtown Sales by Industry

Like sales, employment reflects the overall volume of business but also shows how some businesses require more employees to run than others (Figure 6). For example the accommodation/food industries require a larger number of employees to achieve the same amount of sales as a professional services firm. While the government and public services (Admin in Figure 6) stationed downtown do not generate 'sales', they do employ a large number of people and contribute significantly to the level of activity and people downtown eating in restaurants or buying retail goods on any given day.

Figure 6 – Percentage of Downtown Employment by Industry

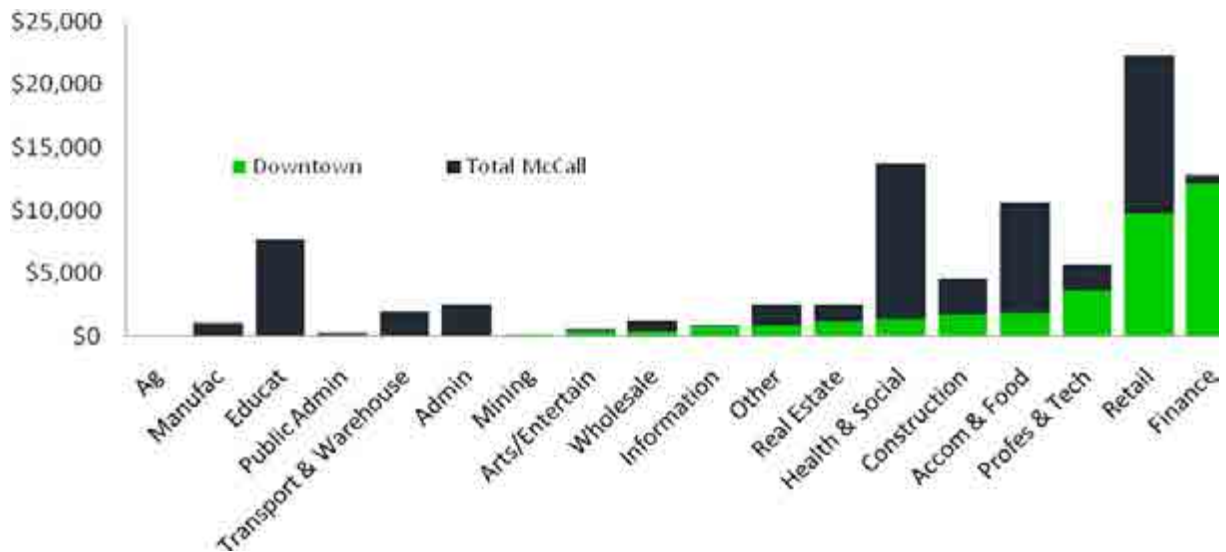
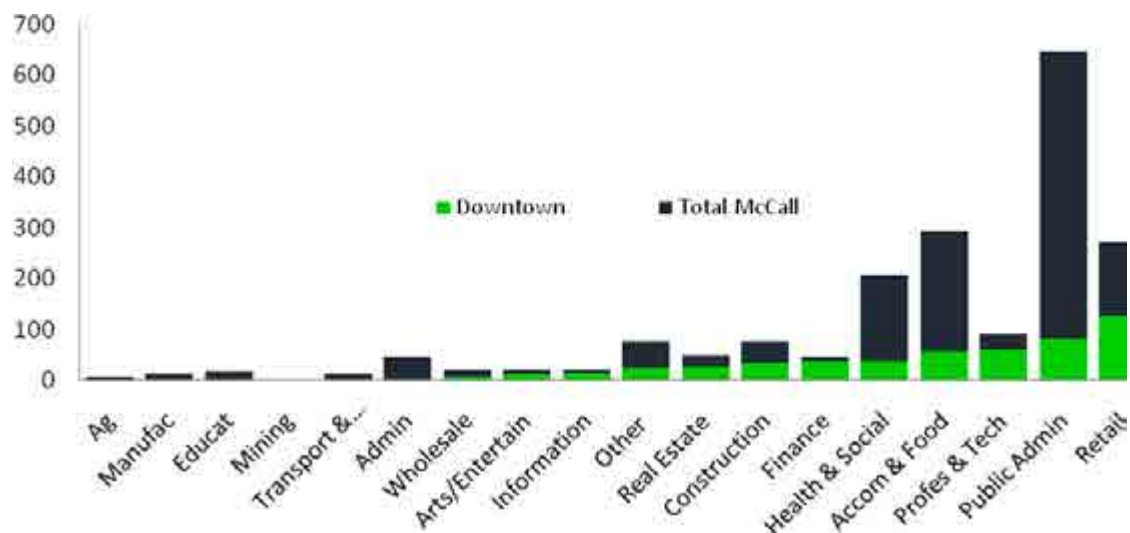
Downtown serves a key role in the overall McCall economy in several sectors. Downtown hosts the majority of retail establishments and just over half of the professional and technical services firms. This analysis confirms what is obvious from a quick windshield tour of McCall: most of the lodging is located outside of downtown, but there is some lodging downtown. In total, downtown is responsible for 38% of total sales, 27% of total employment and 40% of all establishments in McCall.

Figure 7 –Total McCall and Downtown Establishments



The majority of finance sales occur downtown, reflecting the concentration of banks downtown. Less than half of the retail sales occur downtown while the majority of retail establishments are located downtown. This reflects the smaller scale of retail downtown vs. on the highway corridor and also shows the inherent seasonality of tourist oriented retail vs. the more resident service oriented highway corridor. The sales comparison shows markedly that downtown plays the minor role in accommodations and food. This is also likely a reflection of the small scale of the businesses and seasonality.

The employment breakdown generally mirrors the sales breakdown, but shows that while downtown McCall contains a significant number of public agencies, the majority are located outside of downtown. Locals often agonize about the relocation of the post office out of downtown because they recognize the importance of these public facilities to downtown. If it is not already a policy of the City's to retain these core public services downtown, it should be established in this Downtown Master Plan.

Figure 8 - Downtown and Total McCall Sales (1,000's)**Figure 9 – Downtown and Entire McCall Employment**

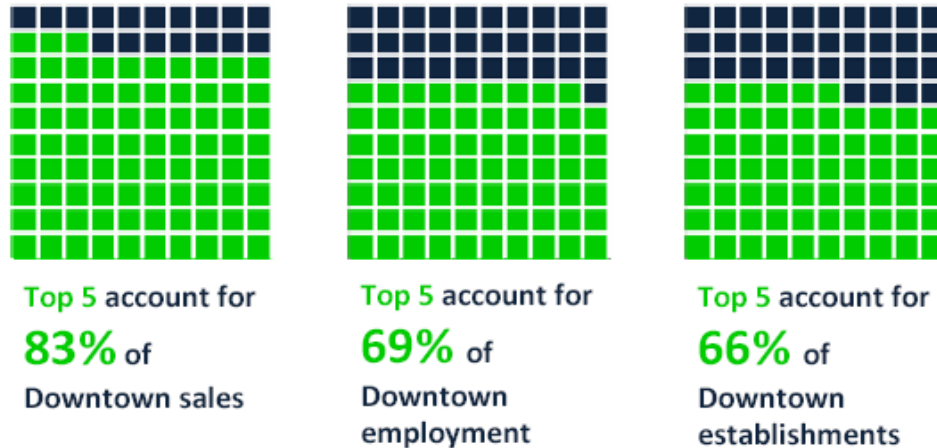
This analysis also reveals the top economic drivers for the downtown economy itself. The top economic drivers downtown include more than tourism oriented businesses, they also include year round businesses that will contribute to the total number of people downtown and overall economic activity throughout the year.

Top Five Downtown Economic Drivers:

- Finance, Insurance, Real Estate
- Health Care
- Accommodation and Food

- Professional, Technical & Scientific
- Retail

Figure 10 – Top 5 Drivers as a Percent of Total Downtown Sales



In total, downtown McCall plays a very significant role in the overall economy. This small area hosts 40% of the City's establishments and accounts for 38% of the total sales throughout all sectors. It is also clear that the scale of businesses downtown tend to be smaller and the majority of larger businesses and employers are located outside of downtown.

Figure 11 - Downtown Percentage of Total Sales, Employment and Establishments

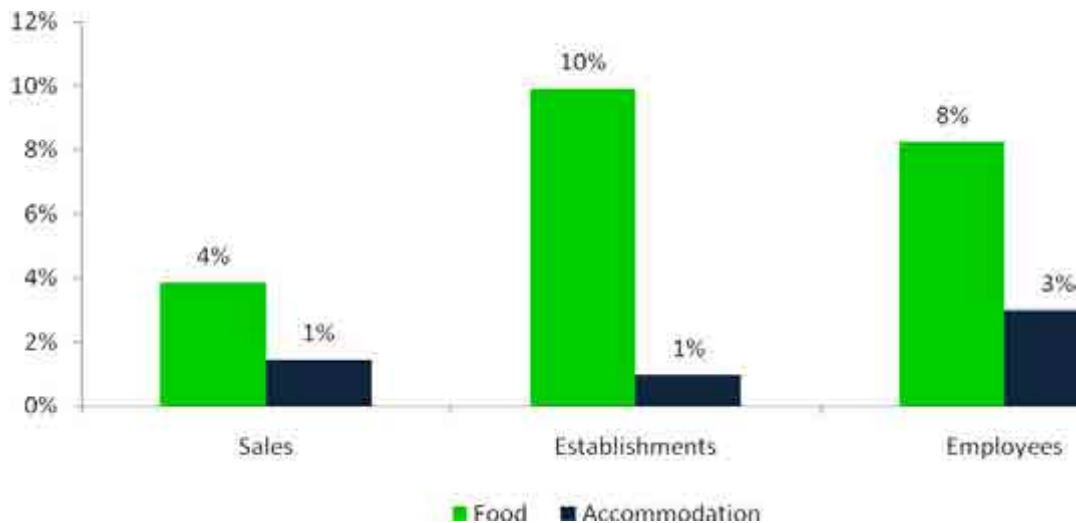


SPECIAL EXAMINATION: ACCOMMODATION AND FOOD

Businesses in the Accommodation and Food industry are classified in the same gross industry category. However because these sectors are typically associated with downtown, and are an important part of a tourist economy, these industries deserve a closer examination. The accommodation sector is composed of hotels, motels, bed and breakfasts and RV Parks. The food portion of this category includes restaurants, bars, and special food services including caterers and food service contractors.

Figures 4, 5 and 6 show that the accommodation and food industry is responsible for 11% of total businesses in downtown, 11% of employment in downtown, and 5% of sales occurring in downtown. Breaking the food and accommodation category into separate industries shows that more economic activity can be attributed to the food sector. The food industry is responsible for 4% of total sales, 10% of total establishments and 8% of total employment in downtown McCall. The accommodation industry does not have a strong presence in Downtown, and is responsible for only 1% of downtown sales, 1% of establishments and 3% of employment.

Figure 11.2 – Food and Accommodation Percent of Total Downtown Activity



When the food and accommodation industries are categorized in the same gross category they are one of the top five downtown economic drivers. However, when they are separated the food sector remains one of the top five but accommodation does not generate enough activity to be considered a primary downtown driver.

The importance of food and the relative lack of accommodation in downtown is examining the percentage of activity occurring downtown vs. in the town as a whole. 41% of McCall's food sales occur downtown, while only 7% of McCall's total accommodation sales occur downtown. 43% of food related employment and 7% of accommodation employment is concentrated downtown. More than half of all food establishments are located downtown, and only 14% of accommodation related businesses are downtown.

This is a typical development pattern for many small resort towns. With a few exceptions, usually historic hotels and bed and breakfasts, lodging development typically occurs in the highway corridors on the outskirts of town. Land in the highway corridors is usually cheaper and has a higher volume of vehicle traffic making it more appealing to lodging developers. Additionally some resort towns have parking and design regulations that discourage or preclude lodging development in downtown areas.

RETAIL LEAKAGE ANALYSIS

Retail leakage analysis compares total local sales (supply) with typical local consumer expenditures (demand). Estimates of local retail sales and demand were obtained from ESRI BAO. Comparing potential sales with existing demand yields either leakage or a retail surplus.

1. Leakage - occurs when potential consumer expenditures are greater than local sales (demand is greater than supply). Leakage signifies that local residents are making purchases outside local economy, and that there are not enough locally available retail goods or that prices are not competitive enough to meet local demand.
2. Retail surplus - occurs when local sales are greater than potential consumer demand (supply is greater than demand). A surplus signifies that the local economy is attracting spending from outside (Valley County residents or tourists coming to McCall for food and drinks).

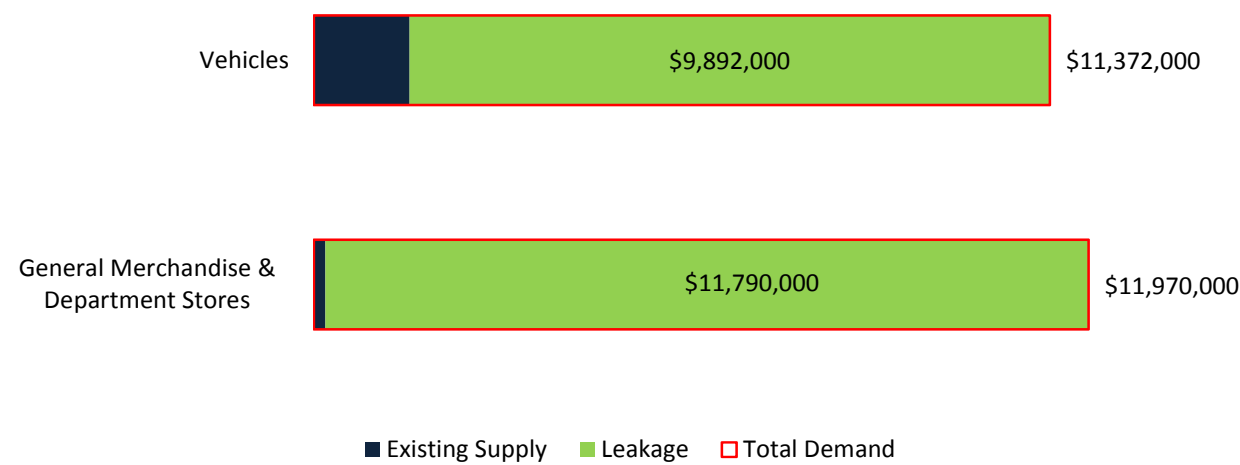
Because the leakage analysis is based on local consumer demand vs. local business sales, the analysis was applied to the entire town instead of only to downtown. Since downtown is not a residential area, the consumer side of the analysis would be missing if the rest of the City were not included. McCall is small enough that retail demand arising from the City as a whole could be met by businesses located anywhere in the City, including Downtown.

Overall McCall has a retail surplus, because it is overall a shopping destination for area residents and tourists. However there are six sectors in McCall that show a retail leakage, jewelry, shoes, lawn and garden, electronics, vehicles sales, and general merchandise and department stores. Figures 12 and 13 summarize existing supply, demand and leakage.

Figure 12 - Categories with Minor Retail Leakage



Figure 13 - Retail Categories with Significant Leakage



See Appendix for more detailed findings from the retail leakage analysis.

MIXED USE RESIDENTIAL DOWNTOWN

Mixed-use residential-commercial encompasses a wide range of possibilities from above the store apartments to mixed commercial and residential condos. Downtown has several mixed use developments today:

- Alpine Village (first of three phases built)
- Park Street Plaza
- The Hub

Some of the smaller scale mixed use downtown, such as the apartments along 3rd Street, is well established while the more recent 'Hub' coffee shop, residence and bed/breakfast is a recent successful example of small scale mixed use. Other examples of existing mixed use include Alpine Village and Park Street Plaza. The Buildout Analysis (Figure 18 in this report) shows that the "multi-story urban" development scenario would allow over 600,000 sq. ft. of additional floor area, 200,000 sq. ft. of which could occur on vacant property. This leaves room for additional residential mixed use development downtown and City codes allow for residential downtown so long as it is truly mixed use that includes commercial and sets thresholds for the commercial residential mix the ground floor.



The question is, is residential downtown a viable land use? Mixed use residential development can play a role in the local housing market and also enliven Downtown McCall. A growing body of research indicates that residential in mixed use developments downtown have market potential, particularly if they are designed to meet the changing housing market in the West and capitalize on McCall's economic strengths.

The University of Utah's Chris Nelson was one of the first researchers to examine the housing market 'reset' and set the stage for the research that has since occurred in the West. His analysis of changing demographics and preferences concluded that there is going to be a growing demand for multi-family housing units, more rentals and a demand for vibrant neighborhoods with consolidated amenities. He notes trends such as the "senior sell-off" that suggest that the predominate trend in housing is simplification and downsizing.

The National Association of Realtors® (NAR) *2011 Consumer Preference Survey* found that while many Americans still prefer the space and privacy of a large-lot, single-family home, a majority 56% of consumers are seeking smaller homes in walkable, mixed-use neighborhoods.

The 2013 Sonoran Institute study *Reset: Assessing Future Housing Markets in the Rocky Mountain West* examined residential markets in several western communities: Boise, Idaho; Bozeman, Montana; Buena Vista, Colorado; Carbondale, Colorado; Eagle, Colorado; Teton County, Idaho. The

findings from this extensive market study show that there will likely be demand for smaller units, rentals, and diverse housing options beyond the traditional single family neighborhood or condo complex.

Changing demographics will shift household demand – Gen Y's, Gen X'rs and babyboomers all have different housing demands, calling for diverse housing products.

Declining household income will affect consumer choices and product types – Households will seek rental and ownership housing that costs less than comparable options from the past. Apartments, smaller houses and lots with consolidated neighborhood amenities will be preferable.

Households will be more diverse and smaller – Family households with children are shrinking in comparison to non-traditional and single person households. This spells opportunity for smaller units integrated with commercial uses downtown.

Location matters: Centrally located or “core” areas, including downtowns and surrounding neighborhoods, provide attributes that appeal to many consumers, such as convenient access to amenities and daily needs, walkable streets and neighborhoods, and a strong sense of place.

Conclusions:

- Mixed use residential is an established use downtown.
- There is ample space for mixed use residential in the future on vacant lots and by redeveloping older properties.
- Research nationally and in western communities like McCall suggests that mixed use residential is a product that shows promise. In addition to meeting the growing demand for smaller units in vibrant places, mixed use residential will add activity downtown because more people will live downtown.
- By far the more complicated component of evaluating market potential for mixed use is to identify commercial formats that will rent or sell.

BUILDOUT ANALYSIS

The buildout analysis measures the potential for commercial development based on the amount of vacant or re-developable land downtown. Using data from the county assessor, analysts examined the buildout potential for four scenarios. The scenarios represent various levels of intensity and density downtown including the current level of intensity.

The buildout 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, were properties 20 years or older to redevelop. Properties that were built in the past 20 years are 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.

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

Figure 14 – McCall Downtown Today Development Scenario



If all of the properties that are not built out to the average level today were to develop to the current average, it would mean an additional 384,000 sq. ft. of developed floor area downtown for a total of 684,000 sq. ft (Figure 18). 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.

The Developed Highway Commercial Corridor scenario represents the level of development of a typical fully developed commercial highway corridor. This includes a mix of single and two story buildings and parking visible in a mature highway corridor. The purpose of this scenario is not to suggest that Downtown should develop like a highway corridor, but instead is for comparative purposes. It is important to note that Downtown McCall is 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.

Were Downtown 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 Downtown McCall.

Figure 15 – Developed Highway Commercial Corridor Scenario



The New Urban scenario is based on typical new urban design, where the development pattern is typically multi-story and occupies a larger portion of the lot, but each site contains off-street parking and landscaping as well. 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.

Figure 16 – New Urban Development Scenario



Were Downtown 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.

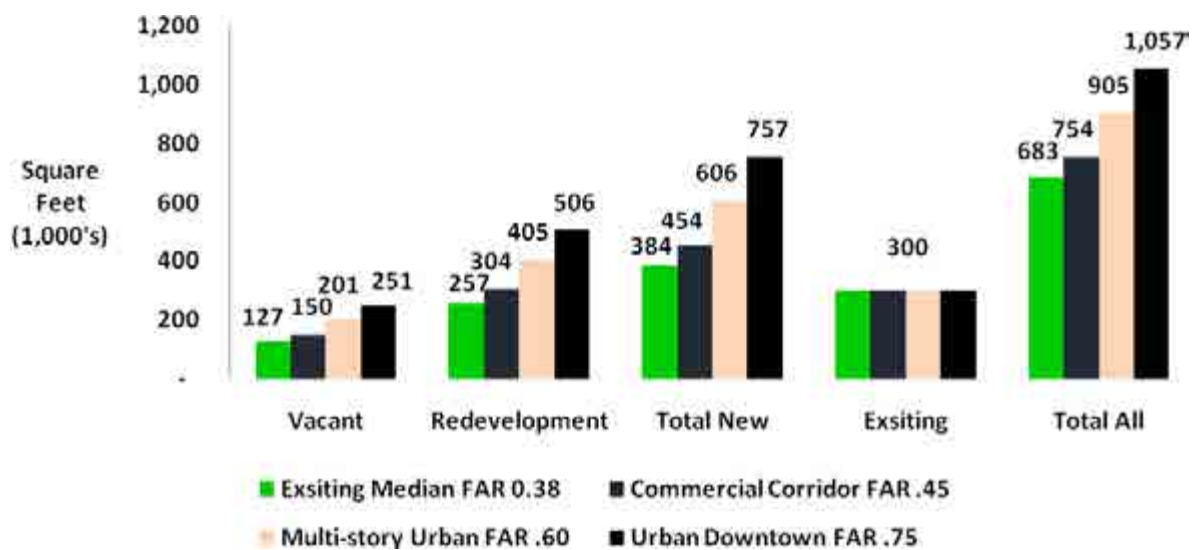
The Urban Downtown scenario is the most intensive development scenario where lots were most intensively developed and would not be able to accommodate all of their parking needs on-site (Figure 17). This scenario assumes that businesses would be able to utilize on-street parking to meet their parking needs. This scenario represents the highest degree of density and intensity that would likely be feasible in Downtown.

Were Downtown 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 there (Figure 18). 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 .3 mile radius area of Downtown.

Figure 17 – Urban Downtown Development Scenario



Figure 18 – Buildout Results by Scenario



The following map summarizes commercial development potential in downtown McCall. The purple parcels are currently vacant, the blue parcels show current development that is more than 20 years old and may be appropriate for redevelopment. Data from the Assessor's office was not available for the crosshatched areas, however a visual survey shows that parcels at the very southern end of the downtown boundary are vacant, and represent a significant area of developable land. Additional development could occur on the largely vacant parcel where Hotel McCall is located. This parcel may be an ideal location for expanded lodging opportunities.

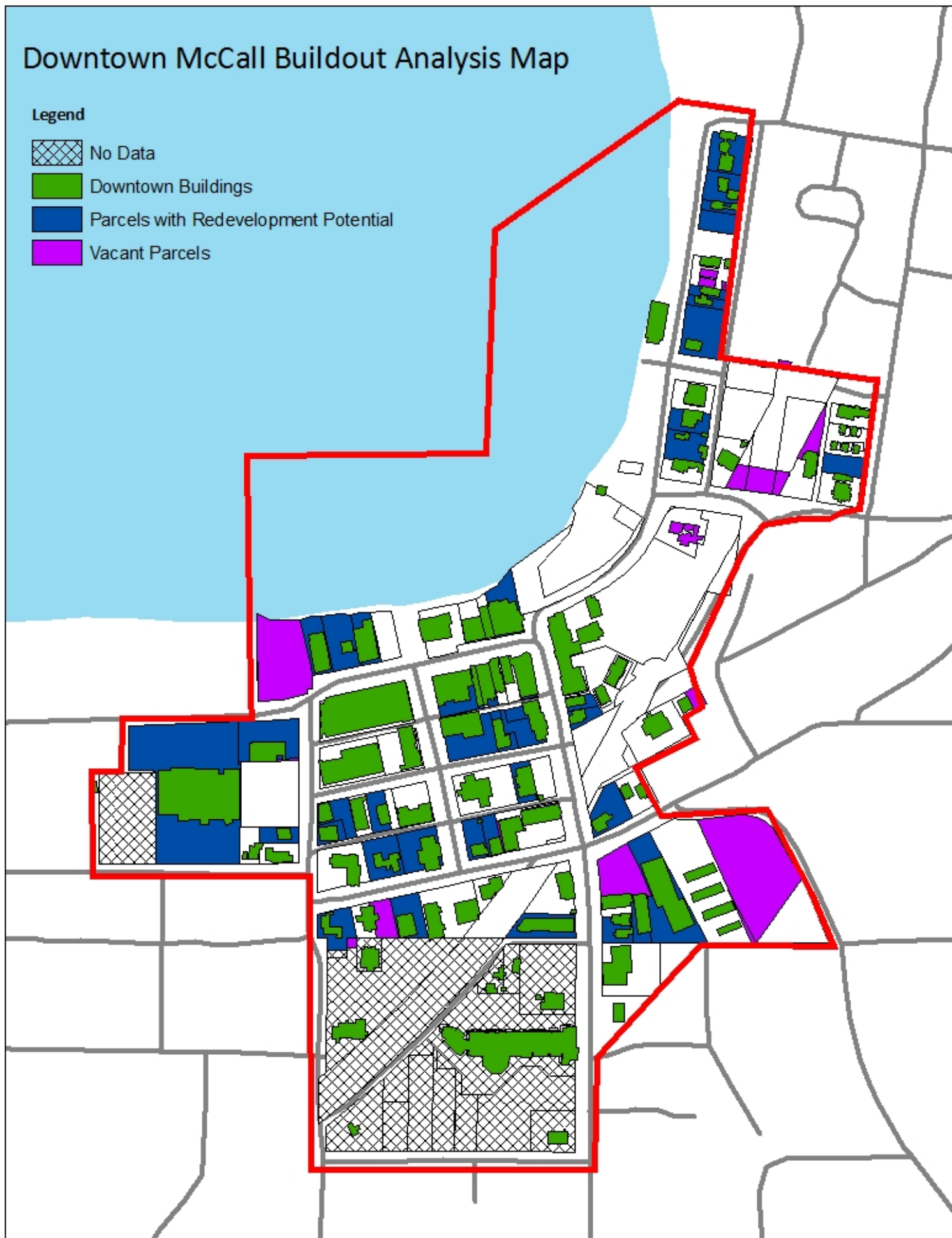
Redevelopment on parcels along the lakeshore, may be a good location for development of recreation and marina based businesses, and could further link downtown with Payette Lake, and the area's natural amenities.

The "grid" area of downtown, 1st through 3rd St, and Lake through Park St, would be the most ideal location for further retail and restaurant development. The grid pattern lends itself to a "downtown" feel and denser development could further define downtown as the social and shopping center of McCall.

Downtown McCall Buildout Analysis Map

Legend

-  No Data
-  Downtown Buildings
-  Parcels with Redevelopment Potential
-  Vacant Parcels



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 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 vs. shopping in Boise or online. Coupon booklets with good incentives can be a very effective way to encourage local shopping. For example, the McCall Area Chamber of Commerce is 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 that 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 to the area. Fully capitalizing on business clusters means tracing demand through an entire cluster and consciously strengthening the entire cluster.

Downtown Business Clusters

Business Cluster	Retail Categories	Service Categories	Support Categories
Outdoor Recreation	Sporting Goods Stores	Guide Services, Tour Operators,	Vehicle Mechanics, Marketing/Advertising Firms, Banking, Insurance

Business Cluster	Retail Categories	Service Categories	Support Categories
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 and Personal Care	Drug Stores, Vitamin/Supplement Stores, Beauty Product Stores	Massage and 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 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.

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 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 of 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 an established and viable use 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.

BUSINESS FEASIBILITY CONSIDERATIONS

The following matrix provides five categories for evaluating the feasibility for prospective businesses in Downtown McCall. The intent of this matrix is to provide a rational framework for evaluating business ideas in the early stages but should not be used to determine the fate of every potential development because it cannot capture the intricacies of every proposed commercial development.

Figure 20 - Business Feasibility Considerations

Market Segment	<p>Does the proposed development serve one of the target markets or business clusters?</p> <ul style="list-style-type: none"> -Full-time/ regional residents -Part-time/second homeowners -Tourists/visitors -Remote clients of mobile businesses <p>Note - Businesses that serve more than one of these target markets are more feasible.</p>
Market Saturation	<p>How saturated is the existing market for a proposed development? Do existing businesses already provides these goods or services?</p> <p>Note - Filling un-met demand is a more feasible strategy because it does not require gaining market share from existing competition.</p>
Seasonality	<p>Will the proposed development increase economic activity in the shoulder seasons?</p> <p>Note - Businesses that have the potential to increase economic activity in the spring and fall months are more feasible.</p>
Utilization of Downtown Character	<p>How does the proposed development mesh with and utilize the characteristics and advantages of downtown? Considerations include:</p> <ul style="list-style-type: none"> -compactness/walkable nature of downtown -existing downtown land uses including professional/technical, public facilities, lodging, retail and restaurant/bar -shoreline and natural setting of downtown
Physical Requirements	<p>How well do downtown's physical attributes serve the needs of the business?</p> <ul style="list-style-type: none"> -Parking -Streetscape -Sidewalks -Structure Design -Need for vacant lot vs. existing building or redevelopment
Regulatory	<p>Does the proposed business comply with rules and regulations?</p> <ul style="list-style-type: none"> -General Development -Commercial Zone -Historic Preservation -Navigable Water Zone -Shoreline and River Environs Zone -Scenic Route Zone -Business Regulation -Design Review

APPENDIX A – DETAILED LEAKAGE ANALYSIS

	Sales (Supply)	Retail Potential (Demand)	Leakage/Surplus
Retail Total (All Categories)	\$53,203,329	\$31,474,701	-\$21,728,628
Vehicle and Parts Dealers	\$1,479,318	\$5,939,433	\$4,460,115
Auto Dealers	\$0	\$4,997,219	\$4,997,219
Other Vehicle Dealers	\$0	\$435,135	\$435,135
Auto Parts/Tire	\$1,479,318	\$507,079	-\$972,239
Furniture/Home Furnishings	\$2,631,796	\$721,580	-\$1,910,216
Furniture Stores	\$2,254,967	\$400,854	-\$1,854,113
Home Furnishings	\$376,829	\$320,726	-\$56,103
Electronics & Appliances Stores	\$509,182	\$619,918	\$110,736
Building/Garden/Supply	\$4,225,551	\$1,345,203	-\$2,880,348
Building Materials/Supplies	\$4,225,551	\$981,845	-\$3,243,706
Lawn/Garden/Supply	\$0	\$363,358	\$363,358
Food and Bev Stores	\$13,376,351	\$4,728,419	-\$8,647,932
Grocery Stores	\$11,241,231	\$4,350,542	-\$6,890,689
Specialty Food Stores	\$246,212	\$133,900	-\$112,312
Beer/Wine/Liquor Stores	\$1,888,908	\$243,977	-\$1,644,931
Health/Personal Care Stores	\$6,562,133	\$2,394,180	-\$4,167,953
Gasoline Stations	\$17,085,888	\$3,910,836	-\$13,175,052
Clothing/Accessories Stores	\$1,989,443	\$1,550,147	-\$439,296
Clothing Stores	\$1,865,295	\$1,086,372	-\$778,923
Shoe Stores	\$0	\$209,865	\$209,865
Jewelry/Luggage/Leather Stores	\$124,148	\$253,910	\$129,762
Sport/Hobby/Book/Music Store	\$3,073,110	\$862,361	-\$2,210,749
Sports/Hobby/Music	\$3,073,110	\$698,393	-\$2,374,717
Book/Periodical/Music	\$0	\$163,968	\$163,968
Gen Merchandise Stores	\$90,116	\$5,985,209	\$5,895,093
Dept Stores exc Lsd Dpts	\$0	\$2,125,493	\$2,125,493
Other Gen Merch. Stores	\$90,116	\$3,859,716	\$3,769,600
Misc. Store Retailers	\$904,447	\$1,158,614	\$254,167
Florists	\$108,722	\$36,201	-\$72,521
Office Sup/Gift Stores	\$199,848	\$342,981	\$143,133
Used Merchandise Stores	\$356,473	\$128,978	-\$227,495
Other Misc. Store Ret	\$239,404	\$650,454	\$411,050
Nonstore Retailers	\$1,275,994	\$2,258,801	\$982,807
E-Shopping/Mail-Order	\$0	\$1,730,060	\$1,730,060
Vending Mach Operators	\$0	\$73,140	\$73,140

	Sales (Supply)	Retail Potential (Demand)	Leakage/Surplus
Direct Selling Est	\$1,275,994	\$455,601	-\$820,393
Food Service/Drink Places	\$11,910,983	\$3,081,800	-\$8,829,183
Full-Serve Restaurants	\$8,786,955	\$1,256,451	-\$7,530,504
Limited-Service Eating Places	\$2,682,678	\$1,493,799	-\$1,188,879
Special Food Services	\$0	\$108,155	\$108,155
Drinking Places-Alcohol	\$441,350	\$223,395	-\$217,955

APPENDIX B - MCCALL BUSINESS COMMUNITY INTERVIEWS SUMMARY

In order to gather additional insights about economic development strategies for the Downtown Master Plan, the consulting team conducted a series of semi-structured business owner/manager interviews during the summer of 2013. The interviews were conducted by phone or on-site and included a total of eight businesses operating in Downtown McCall. The interviews were structured on a set of questions (see below) but are summarized here according to three themes that arose as a result of the interviews:

- Downtown's role in overall regional and municipal city economy
- Economic challenges of for downtown businesses
- Government's role in aiding economic development in downtown

The interviewees included owners/managers of the following businesses:

- Krahn's Home Furnishings
- Orbit Screen Printing and Design
- Paul's Grocery
- McCall Pet Outfitters
- Premier Realty
- Granite Mountain Nature Gallery
- Stacey Cakes
- McCall Brewing

Interview Guiding Questions:

1. In your view, what is the ideal economic role for downtown McCall? Should McCall act as, regional professional and service hub for local residents (regional service provider)? Or should downtown focus on providing services to tourists, second home owners?
2. What are the existing challenges and weaknesses that you face as a business owner in downtown McCall? What are the advantages of having a business located in downtown?
3. How does the unique setting and factors including, seasonality, large presence of second homes, reliance on tourism/recreation, relatively isolated location affect your business?
4. In your view what is the ideal role for local government and economic development in downtown McCall?

5. In your opinion, are there any industries or specific businesses that you believe would bring more economic activity downtown? Is the mixture of businesses ideal or is there a specific demand for additional goods or service providers?

Downtown's role in overall regional and city economy

Not all interviewees agreed on the ideal mixture of tourist serving businesses vs. diversified businesses serving locals and other markets regional/distant markets. Interviewees did generally agree on the importance of visitor spending that drives peak season and fuels the economy as a whole but also recognized the importance local spending and businesses serving a broader market for creating a year round base of income. Two owners suggested that downtown relies too heavily on tourism. They stressed that the focus on visitor based services and shopping overlooks the opportunities for serving local residents, which is evident from the common trips to Boise for many basic goods and services.

Two other business owners emphasized that McCall's economy is driven by tourism and believed that the primary economic development strategies should center on increasing tourist traffic downtown. These owners believe that business development should focus on providing tourism related services. One owner suggested that businesses focused on providing services to local residents and other non-tourism markets should be located outside the downtown district, because other commercial locations in town are more convenient for day to day shopping and services.

Several interviewees made observations about the mix of businesses downtown in relation to the market demand. One owner stated that some niches were over-served pointing out that there are 3 brew pubs, 6 coffee shops in town and several second hand stores. A couple of suggestions for additional businesses downtown included: more mid-level clothing shops, more retail in general, less reliance on real estate, and arts and entertainment options (i.e. music, art, movies). Another owner pointed out that downtown businesses should be encouraged to stay open later, many restaurant patrons walk around downtown after dinner however most shops are closed. One interviewee relayed that he has heard many locals suggest that there should be more high end stores. However, he said that high end stores have difficulty in McCall because second homeowners often buy high end goods in more mature and extensive retail markets. Despite the presences of very wealthy part-time residents, McCall is not known for high end shopping.

Economic challenges of downtown businesses

The seasonal nature and geographic isolation of McCall were identified as the biggest challenges to the McCall economy. Every business owner explained that seasonality is the primary issue affecting business in McCall. The seasonal nature leads to a very strong but overwhelming summer season, which many owners must depend on. A bad summer season can cause a business to fail. The seasonality also leads to workforce issues because owners cannot employ individuals on a year round basis. Many employees must have more than one job, or must switch jobs as the seasons change. However, one owner stated that sometimes the shoulder seasons were a blessing because it provides a recovery time for owners and workers from the intensely busy summer season. One owner stated that seasons propel the McCall economy because the amenities and activities are intrinsically linked to distinct seasons.

Two owners stated that their business is significantly impacted by McCall's relative isolation. The lack of accessibility and distance from a primary transportation corridor requires special shipping arrangements, and many basic supplies are not available from local wholesalers, increasing incoming and outgoing shipping costs. Highway infrastructure is a blessing and a curse, it keeps McCall beautiful and isolated but restricts traffic flow, hampers travelers and makes shipping more expensive.

Despite the challenges most business owners felt fortunate to operate a downtown business. Most owners listed similar advantages to a downtown location such as proximity to the lake, the area's natural beauty, high visibility, and high volumes of foot traffic.

Government's role in economic development downtown

Some owners thought the local government should take a passive approach to economic development, while others thought that the local government should take a more active approach. Some owners thought that city ordinances are the largest obstacle hindering and complicating business operations, while others did not have any concerns relating to local government regulations and involvement in the economy. The specific comments about local regulations follow:

- One owner was particularly concerned about the sign code. The owner provided an anecdote of how having an illegal sign increased his sales exponentially, and how difficult and costly it was to get a legal sign in the first place.
- One owner thought too much of the burden for sidewalks and streetscaping is placed on the owners, the owner believed that local businesses and the City should share this responsibility.

Several of the owners had comments about how City infrastructure interfaces with the operations and the success of downtown businesses:

- Several owners pointed out that the combination of a busy season and a lack of parking causes locals to avoid downtown in the summer season.
- One owner suggested that the lack of sidewalks adds to the congestion, and hectic nature of downtown, another said that the condition of roads, specifically in the winter are not helping the situation.

Most owners did not provide specific strategies relating to local government and economic development. However, one owner stated that economic development was dependent on creating affordable housing because expensive housing was the root of economic problems in McCall. The owner believed that expensive housing was the primary reason limiting local labor options, regular workers cannot afford to live in McCall. The lack of a reliable labor pool leads to an unsustainable economy, exacerbated by the seasonal nature of the economy. This owner also thought government focus was too narrow, and that planners needed to examine the whole picture, which includes encouraging small-scale manufacturing, a convention center. The owner stated that there are a lot of local resources but a lack of action.

APPENDIX-B

Summary Workshop Series 1, 2 and 3

McCall DMP Workshop #1

The first series of public workshops occurred from May 20-23, 2013 with a focus on gathering background information, verifying the vision for downtown, and determining the community's preference for certain visual elements. Sessions included a Downtown Business Forum, Vision and Opportunities Workshop, stakeholder meetings, and site visits. All sessions were well attended with more than 80 community members participating during the four day workshop series.

Downtown Business Forum

The consultant team presented a preliminary Market Assessment during the Downtown Business Forum. In general, the market assessment showed that downtown businesses have a strong share of sales in some sectors. However, sectors related to tourism, such as lodging, restaurants, and retail, could be strengthened and further developed. Current economic drivers in downtown include health care and social services; finance and insurance; accommodation and food; professional, technical and scientific; and retail trade. Also, the large seasonal swing in McCall's economy was verified by examining the Local Option Tax, which showed that the average peak in July is more than 6 times greater than the average low points in April and November.

In general, McCall, as a whole, and the downtown area have retail "surpluses" (potential local sales are greater than expected local consumer expenditures), which reflects McCall's role in serving tourists and second homeowners. However, there are some areas where retail "gaps" exist (retail sub-sectors that could perform better given local spending patterns). Retail gap sectors include vehicles, electronics, jewelry, lawn & garden, department & general merchandise, and shoes.

The potential for infill and redevelopment of vacant downtown parcels, scattered residential parcels, and parcels with structures older than 20 years was analyzed using a variety of assumed build-out densities. This included densities equal to auto-oriented development, new-urban multi-story development, and urban downtown development. The results indicated that there is potential for an additional 754,000 to 1,057,000 square feet of developable commercial space within the current Central Business District Zone.

A primary concern for McCall and the attendees at the Forum was how to fill vacant storefronts and improve McCall's downtown economy. Many factors were expressed by attendees to be contributing to the slow economic climate including seasonality, onerous regulations, lack of adequate population, and high rent in downtown. Some felt that insufficient parking was a problem in downtown, but others felt that downtown had a parking surplus and it was not a problem. Many participants said that one major challenge is that McCall has "two downtowns", one being the traditional downtown along the lake and the other centering around the post office and retail stores along Deinhard Lane. Several participants expressed their doubt that some sectors, such as department and general merchandise stores, would ever succeed in McCall due to the tendency of

people to travel to Boise for big-box and department store needs. Some suggestions to help address these issues included:

- Market to second homeowners who tend to move into their second homes to help increase population base. The lack of quality/high-end retail and restaurants downtown signals an opportunity to serve second home owners and higher end tourists.
- Encourage development of professional offices downtown to add nearby, year-round customers for restaurants and stores.
- Retain existing critical services, stores, and public facilities that are already downtown, especially those that are viable year-round.
- Encourage development of indoor recreation, such as a bowling alley, theater, etc., outside of downtown to make McCall a more attractive place to live in general and increase population.
- Modify ordinances regarding height limitations, infrastructure requirements, and professional office limitations to encourage downtown development.
- Consider incentives for developing downtown, especially for an event or conference center.
- Promote off-season special events to help smooth out peaks in downtown sales.

Vision and Opportunities Workshop

Two identical Vision and Opportunities Workshops were held during the Workshop Series #1. The workshop was broken into two stages; the first was an open house format where participants indicated on printed boards their preference for the vision of downtown and downtown opportunities, and the second stage was a key pad polling presentation to determine physical downtown elements that were most attractive to the community.

During stage one, the top visions for downtown include:

- | | |
|--------------------|------------------------|
| • Pedestrian | • Tourism |
| • Lakefront | • Safety |
| • Community | • Growth |
| • Retail | • Green |
| • Gathering Space | • Walkable |
| • Social | • Benches |
| • People | • Character |
| • Sense of Arrival | • Inviting Streetscape |
| • Heart | • Friendly |
| • Signage | |

The most popular opportunities included highlighting Payette Lake, improving connectivity, improving downtown beautification, adding parking, and mixing uses. The top opportunities identified during stage one were:

The Lake

- Create break points in commercial areas to access lakefront
- Develop boardwalks along lakefront to connect parks

Connections

- Complete pathway system through downtown
- Add continuous sidewalks and expand sidewalks in key places
- Add bike facilities, racks and rentals

Beautification

- Encourage the improvement of business facades
- Plant street trees and native species

Parking

- Add diagonal parking
- Add additional boat, snowmobile and trailer parking at designated locations

Mixed Uses

- Add residential units within close proximity and on upper stories

During stage two of the workshop, six case studies from other memorable downtowns were viewed, and the participants were asked to vote for their favorite downtown and for elements within the most popular downtown case studies. Top elements and comments about the identified elements included:

- Linear boardwalk along waterfront (adds aesthetic and more economic opportunities)
- Buildings face downtown and water (lake is important backdrop)
- Public plaza with kids activities (plaza can be focal point and provide a place to sit and relax)
- Street trees and plantings (softens the street)
- On-street parking (for customers)
- Varying building heights and roof lines (breaks up visual on street and adds interest)

The case studies that included more vegetation and a good mix of plants and hardscape consistently scored highest during both workshop sessions. Some other comments expressed during the workshop included the importance of wide, clearly marked sidewalks; that a variety of setbacks can

add interest on the street (nooks for restaurant and café dining); and that public art could be functional, informative and historical.

Stakeholder Meetings

Several meetings with individual and groups of stakeholders were held. Stakeholders included representatives from the Farmers Market, Transit groups, Chamber of Commerce, Arts Council, Non-profit groups, Library, Senior Center, Police Department, and other City Departments. During these meetings it was apparent that including plans for shared space for compatible uses could benefit several groups and create one or more focal points in downtown. Possible groups that could be included in a “Civic Campus” are the Library, Senior Center, City Departments, and Transit Center. Several groups expressed that having public space available for regular events such as the Farmers Market or Movie Nights is also important to keep the downtown vibrant. Other amenities generally thought to be beneficial to downtown included a convention center with good meeting space and high quality public art.

Site Visits

The consultant team toured the study area via car and on foot. Perhaps the most notable observation during the site visit was the lack of sidewalk connectivity in downtown. The potential for creating a street plaza that could be shut down to traffic for events on 2nd Street from the Library to “Bear” Park was also noted. Various areas of opportunity were noted that included undeveloped parcels, pathway connections, potential parking improvements, and civic spaces.

Workshop 2 Summary

The McCall Downtown Master Planning process began in May with a public visioning and opportunities workshop that asked participants to identify their preferred vision for the downtown McCall core. The first workshop concentrated on economic indicators and an initial market analysis. Workshop 2 was a follow up which focused more on the built environment of the physical landscape of downtown McCall. The workshop was held over three days.

During Workshop 1, the consultant team consistently heard that the community would like to see an active, vibrant, pedestrian-friendly Downtown McCall. The team heard repeated comments that a walkable community will create an economically vibrant town. Inviting streetscapes will invite people to spend more time out of their cars, on sidewalks and in local businesses. Participants identified Payette Lake as a key resource and amenity to the city and that sections of the lakefront could be better connected and activated to create vibrancy along the critical resource.

The consultant team created a Downtown Districts Framework that identified districts with different character traits. Because a walkable community was identified as a priority during Workshop 1, a Mobility Framework was also created to show connections between the different districts in the downtown core.

Day 1: Present frameworks and physical element options to the public

Day 2: Incorporate public comments and create “best choice” options for each area

Day 3: Gather public comment on “best choice” options

The following is a summary for the progression of each of the areas presented to the public.

SECOND STREET:

Several options for Second Street improvements were developed and presented to the public for comment on day 1. The designs were intended to meet the following criteria and goals:

- Attract visitors up the street off of Lake Street
- Create an attractive street scape (something unique and “McCall”)
- Ability to shut down the street to vehicles to create a street fair atmosphere
- Include public art
- Create wide sidewalks
- Create a bike-friendly street with slow traffic
- Street trees or plantings to help with drainage
- Accommodate snow removal

The following images were presented to the public on day 1. The text to the right shows a general summary of comments from the public.



- Keep left turn lane at Lake Street, but remove from the remaining length of Second Street
- Address snow shed from Timberline building onto sidewalks and parked cars
- Keep bike lanes, but address safety concerns with adjacency to parallel parking, and opening car doors; remove bike box
- Maintain convenience parking
- Keep bulb-outs at corners for pedestrian safety at crossings
- Investigate options to make street more interesting; this street type could be Anywhere, USA



- Maintain views between the Library and Payette Lake
- Keep street trees
- Add bike lanes
- Consider adding street lights
- Keep pavers and interesting street details to add to street character
- Highlight as an opportunity creating something special for McCall and a “heart” for Downtown
- Investigate parallel parking within the median
- Keep ability to close street for events

BEST CHOICE: Based on the public comments, the team created an image with wide sidewalks, parallel parking, street trees and interesting paving options on the street itself. Second Street has great

potential to be an attractive civic space. It is bookended on the north and south ends by public spaces (the library to the north and Art Roberts Park to the south) and it could be an ideal location to close to vehicular traffic and host pedestrian events (for example, farmers' markets).



THIRD STREET OR EAST LAKE STREET

Several options for Third Street and East lake Street improvements were developed and presented to the public for comment on day 1. The designs were intended to meet the following criteria and goals:

- Third Street cross sections could be different from Lake Street cross sections
- The street might not be the same along its entire length (a different cross section might be used in different blocks)
- Wide sidewalks were desired
- Bike safety was desired
- The turning radius at the lakefront was challenging for large trucks
- On-street parking was less important along the “main drag,” but was desired for businesses
- Snow removal must be accommodated

The following images were presented to the public. The text to the right shows a general summary of comments from the public.



- Investigate truck bypass
- Accommodate ADA parking
- Remove median as it:
 - impairs views to Payette Lake
 - makes snow removal difficult
 - creates issues for the Winter Carnival



- Address ROW inconsistencies along Lake Street (less than 80' available in certain locations)
- Extend and expand restrained sidewalks throughout Downtown
- Accommodate bike traffic
- Coordinate snow removal with sidewalk expansion
- Increase turning radius between Third and East Lake



- Make consistent with Bike Way Master Plan
- Maintain some convenience parking
- Incorporate bike lanes on-street, instead of as a raised lane incorporated into the sidewalk

BEST CHOICE: The team created a streetscape that included parallel parking on the west side of the street where the majority of storefronts are located, thus moving traffic lanes to the east and easing the turning radius for traffic coming from the west and turning south. The sidewalk widths were increased in this area to facilitate pedestrian travel and to allow outside seating for some restaurants and bike lanes were provided on both sides of the street. Generally, this option was well-received.



LAKEFRONT BOARDWALK:

Several options for a lakefront boardwalk were developed and presented to the public for comment on day 1. The designs were intended to meet the following criteria and goals:

- Connect Legacy Park and Art Roberts Park
- Connect commercial businesses to patrons on the lakefront
- Activate lakefront (provide interesting attraction)
- Provide opportunities for public-private partnerships in funding
- Provide a phased approach to completion
- Be sensitive to private property owners' needs along lakefront

The following images were presented to the public. The text to the right shows a general summary of comments from the public.



- Investigate options to allow for more commercial opportunity, similar to Options B and C
- Consider bike and pedestrian conflicts
- Add greenery and landscape
- Move boardwalk further into water to reduce impacts to private properties



- Add landscape, planters, seating, etc.
- Address maintenance issues, and utilize materials that will last in this climate
- This Option is more of a hybrid between Options A and C, but without the benefits of either Option (i.e. more expensive than Option A, but less impactful and expensive than Option C)



- Show potential phasing starting with public boardwalk along water, and adding connections to commercial areas as improvements or redevelopment is completed
- Capitalize on this Option's ability to allow for the most redevelopment

BEST CHOICE: The team created an option that created a curvilinear, plaza like boardwalk. The edges were curved and, therefore, softened, and a grate strip was added through which vegetation could grow. Connections to private businesses could be added as investment and funding made them possible. A public / private partnership could be created to make this type of improvement feasible.

There were some comments that this option would be costly and there were some comments to allow light to get to the lake. Most people were in favor of adding planters and other vegetation to create a softer environment.



ADDITIONAL STREET SECTIONS:

The public made the following comments about side street sections:

- Keep convenience parking on all streets
- Widen sidewalks as wide as possible
- Include vegetated strips when possible to help with drainage
- Biking accommodated through shared use
- Keep speeds of vehicles slow

PARKING:

The consultant team discussed the need for on-street parking extensively. The team heard in the first workshop the need for a walkable downtown, but typically, to widen sidewalks, parking will need to be reduced or eliminated. The team was hesitant to eliminate parking in any area of downtown and the public commented that convenience parking was vital to the success of businesses.

A previous parking study indicated that there was ample parking in the downtown area. Public parking lots were identified within walking distance of the Downtown Core and were typically underutilized. The team recommends providing parallel parking, which will allow wider sidewalks, but still provides parking to address the desires of business owners.

An idea was suggested to have “traveling open air seating” for restaurants that might use 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 preferred or a detriment.

DRAFT

McCall DMP Workshop #3

The third and final public workshop occurred from October 30-31, 2013. The purpose of this workshop was to review and endorse plan strategies and develop action items to implement the Downtown Master Plan.

Day one consisted of meetings with stakeholders, City departments, and City staff throughout the day. During these sessions, the stakeholders gave input on the first draft of the Master Plan and share ideas about implementation measures. Some of the topics of discussion included:

- Park funding (operations vs. improvements)
- Funding options (L.O.T., sales tax, bonds, concessions, grants, etc.)
- Lakefront access opportunities
- Snow removal scenarios
- Utility improvements
- Library and other civic opportunities
- Revisions and corrections to the Draft Master Plan

A joint City Council and Planning & Zoning work session was held in the evening from 6:00pm to 8:00pm to introduce the draft plan to community leaders and seek endorsement of the strategies. A copy of the presentation is included at the end of this summary.

The second day of the workshop began with a morning work session with the consultants, City staff and the Downtown Master Plan Steering Committee where implementation action items were presented and discussed. Some of the topics that were discussed in detail were:

- Potential code revisions
- Incentives to encourage economic development
- Parking scenarios and permanent funding sources
- Street and sidewalk design alternatives

Three public open house sessions followed the steering committee meeting. These one hour sessions were held at the Downtown Master Plan storefront studio on East Lake Street at Noon, 2:00pm, and 5:00pm. The draft Master Plan was presented and participants gave feedback and input on the proposed strategies. In general, the proposed strategies were well supported and some additional input was given relative to:

- Traffic control
- Sidewalks and pedestrian circulation
- Property rights and responsibilities
- Economic development constraints and opportunities
- Civic events

McCall Downtown Master Plan Update

Design Report Strategies and Action Items

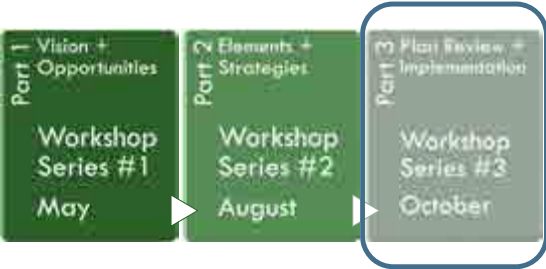


10.30-31.2013 Workshop #3

Process



Process



Goals for Today

Goals for Today

- Endorse Strategies

Goals for Today

- Endorse Strategies
- Discuss Actions for Implementation



Buildings and Places Vision

Downtown has a unique, friendly, and mountain oriented character.

There are key places for community gathering.

Public art and cultural assets are highlighted in Downtown.

Downtown form is compact and efficiently uses land.

There is convenient public access and views to Payette Lake, McCall's "Crown Jewel".

Connections Vision

The Downtown core is pedestrian-oriented and walkable.

There are multiple transportation modes available.

The bicycling and walking routes are well connected.

It is easy to navigate on foot, bike, or car to destinations inside and outside of Downtown.

Economic Development Vision

The economy and business environment is healthy and strong.

A more diverse and stable Downtown economy.

There are diverse lodging, shopping, and dining options.

Scenic and recreational resources are preserved to provide stable economic drivers.

Increase housing options in Downtown with a focus on year-round residents.



Buildings and Places Strategies

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



Buildings and Places Strategies

- Downtown Core
- Lakefront District
- Lakefront Mixed Use District
- Mixed Use District
- Campus District



Buildings and Places Strategies

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



Buildings and Places Strategies

Create unique key gathering places to encourage longer stays in Downtown.



Connections Strategies

Create streets that properly address safety and mobility for bikes, pedestrians, and vehicles.



Connections Strategies

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



Connections Strategies

Locate parking lots and new transit center to encourage pedestrian and economic activity Downtown.



Economic Development Strategies

Increase the stability and diversity of the Downtown economy.



Economic Development Strategies

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



Economic Development Strategies

Build upon the unique attributes of McCall to link the economy of Downtown to surrounding economic opportunities.



Economic Development Strategies

Increase the density of potential customers in Downtown through the development of support businesses such as lodging, offices, etc.



Strategies Review

Buildings and Places

- Create unique character districts
- Focus Downtown on Payette Lake
- Create unique, key gathering places

Strategies Review

Connections

- Create streets that properly address bikes, pedestrians, and vehicles
- Create a vibrant, new, pedestrian-oriented 2nd Street
- Locate parking lots and transit center to encourage pedestrian activity

Strategies Review

Economic Development

- Build upon the unique attributes of McCall
- Increase the density of potential customers through development of support businesses
- Increase the stability and diversity of the Downtown economy.
- Promote diverse and unique shopping experiences



Buildings and Places

Focus and highlight Payette Lake

- Action 1
- Action 2
- Action 3...

Create compact and unique Character Districts

- Action 1
- Action 2
- Action 3...

Buildings and Places

Create unique, key gathering places

- Action 1
- Action 2
- Action 3...

Connections

Create streets that properly address all trans modes

- Action 1
- Action 2
- Action 3...

Create a pedestrian-oriented 2nd Street

- Action 1
- Action 2
- Action 3...

Connections

Locate parking and transit to encourage activity

- Action 1
- Action 2
- Action 3...

Economic Development

Create a stable, year-round economy

- Action 1
- Action 2
- Action 3...

Promote diverse and unique shopping experiences

- Action 1
- Action 2
- Action 3...

Economic Development

Build upon the unique attributes of McCall

- Action 1
- Action 2
- Action 3...

Increase the density of potential customers

- Action 1
- Action 2
- Action 3...



Next Steps

- Endorsement of Strategies
- Incorporation of Revisions to Implementation Actions
- Adoption of Master Plan

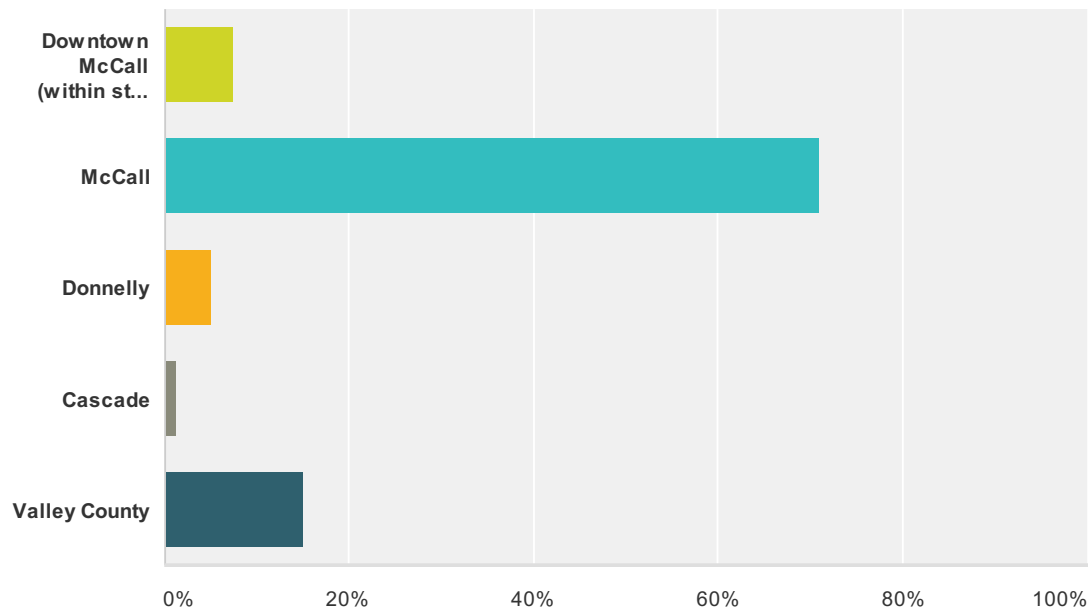


APPENDIX-C

**Survey Results –
DMP Community Survey, DMP Visual Preference Survey**

Q1 Where do you live?

Answered: 79 Skipped: 7

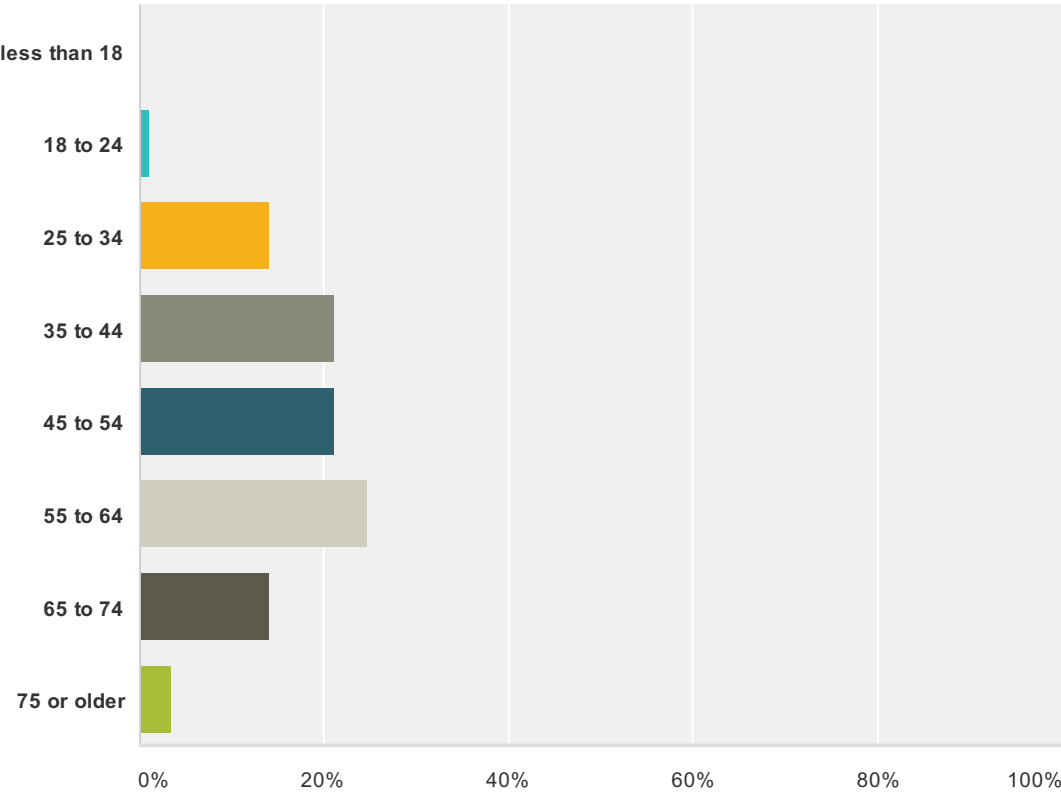


Answer Choices	Responses
Downtown McCall (within study area)	7.59% 6
McCall	70.89% 56
Donnelly	5.06% 4
Cascade	1.27% 1
Valley County	15.19% 12
Total	79

#	Other (please specify)	Date
1	Boise	8/25/2013 3:18 PM
2	Boise	7/1/2013 10:03 AM
3	McCall Impact Area	5/20/2013 10:32 PM
4	Cambridge	5/15/2013 2:53 PM
5	block from study area	5/9/2013 11:06 AM
6	Lake Fork	5/8/2013 8:39 PM
7	Jug Mountain	5/8/2013 4:20 PM
8	McCall Impact Area	5/8/2013 3:08 PM
9	Lake Fork area	5/8/2013 2:36 PM
10	New Meadows	5/8/2013 2:13 PM

Q2 What is your age?

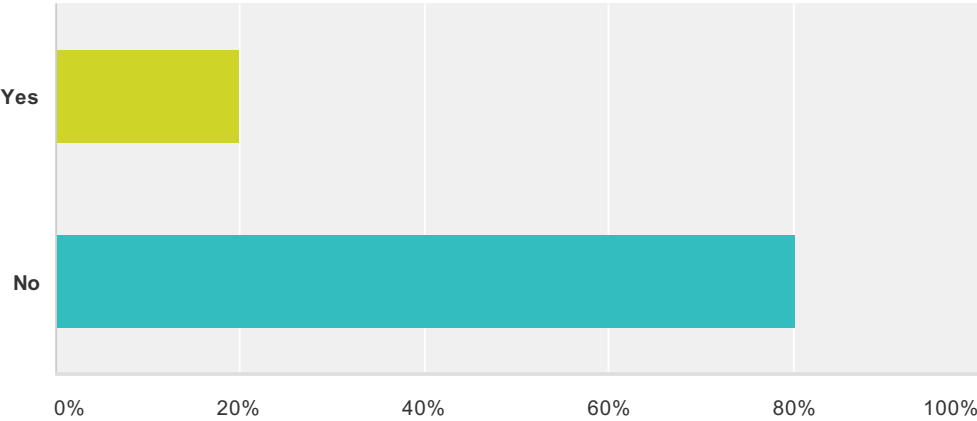
Answered: 85 Skipped: 1



Answer Choices	Responses	
less than 18	0%	0
18 to 24	1.18%	1
25 to 34	14.12%	12
35 to 44	21.18%	18
45 to 54	21.18%	18
55 to 64	24.71%	21
65 to 74	14.12%	12
75 or older	3.53%	3
Total		85

Q3 Do you own or manage a business in Downtown?

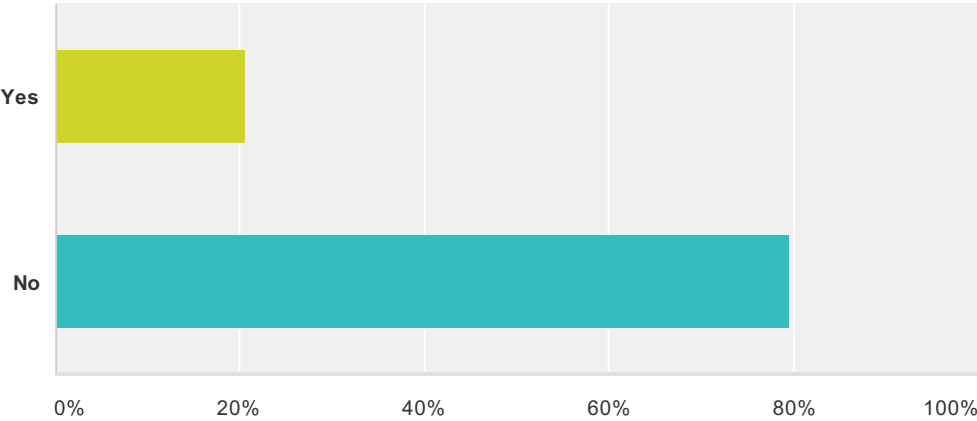
Answered: 85 Skipped: 1



Answer Choices	Responses	
Yes	20%	17
No	80%	68
Total		85

Q4 If yes, do you own the property or building in which your business is located?

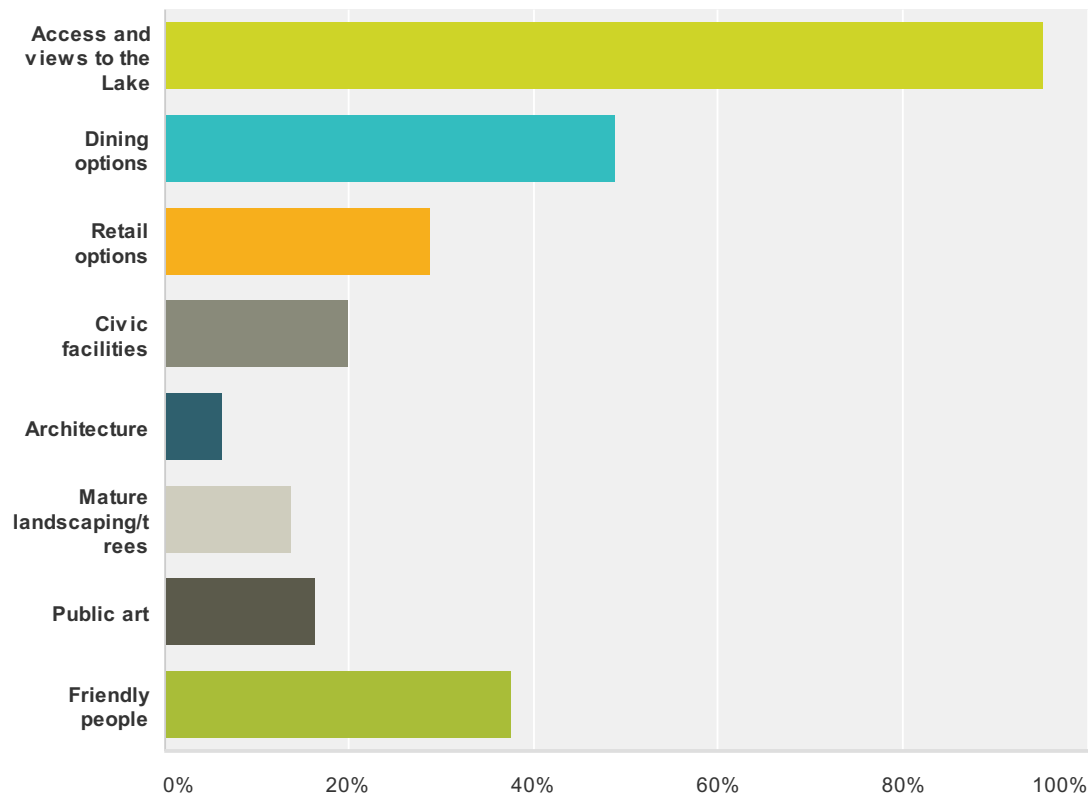
Answered: 44 Skipped: 42



Answer Choices	Responses	
Yes	20.45%	9
No	79.55%	35
Total		44

Q5 In your opinion, what are the three most defining characteristic of Downtown McCall?

Answered: 80 Skipped: 6



Answer Choices	Responses
Access and views to the Lake	95% 76
Dining options	48.75% 39
Retail options	28.75% 23
Civic facilities	20% 16
Architecture	6.25% 5
Mature landscaping/trees	13.75% 11
Public art	16.25% 13
Friendly people	37.50% 30
Total Respondents: 80	

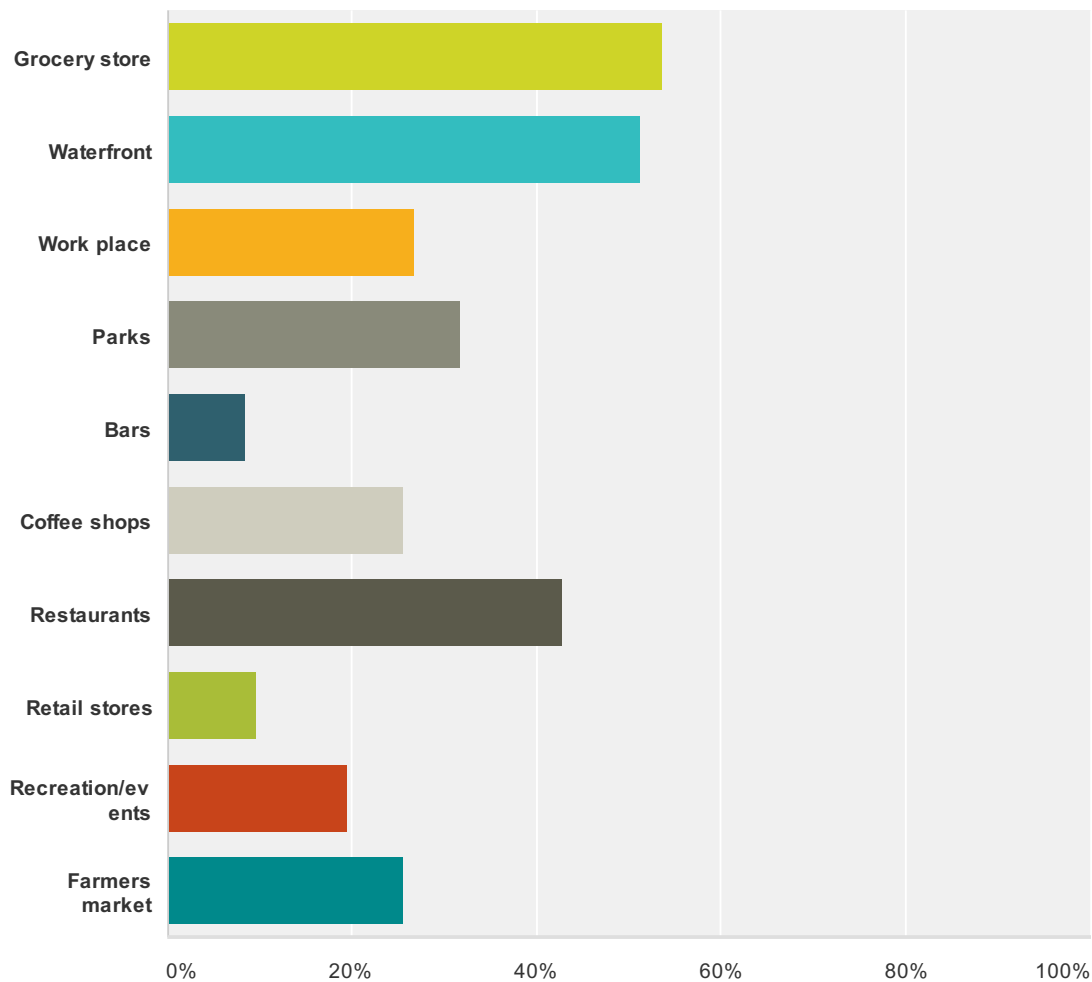
#	Other (please specify)	Date
1	Walkable & Bikeable access through and to the downtown area	7/1/2013 10:05 AM
2	1) Prominence of inappropriate businesses in a potentially spectacular setting—gas stations, rental shops. 2) Lack of sidewalks—extension of existing sidewalks is very encouraging. 3) Lack of extensive landscaping..the existing landscaping is very weak.	6/16/2013 10:41 AM
3	bank, phone company, City Hall, police	6/5/2013 8:51 AM

McCall Downtown Master Plan Community Survey

4	Nightlife	5/22/2013 8:58 AM
5	Our parks	5/13/2013 8:25 AM
6	Legacy Park	5/12/2013 11:32 AM
7	Currently there are NO defining characteristics of downtown, but there sure should be!	5/9/2013 9:19 AM
8	Mountain town charm	5/9/2013 8:41 AM
9	Real Estate Companies	5/8/2013 3:11 PM
10	Did I mention the lake?	5/8/2013 2:49 PM
11	Mountain views	5/8/2013 2:22 PM
12	Cleanliness	5/8/2013 2:16 PM

Q6 What are your top three Downtown destinations?

Answered: 82 Skipped: 4



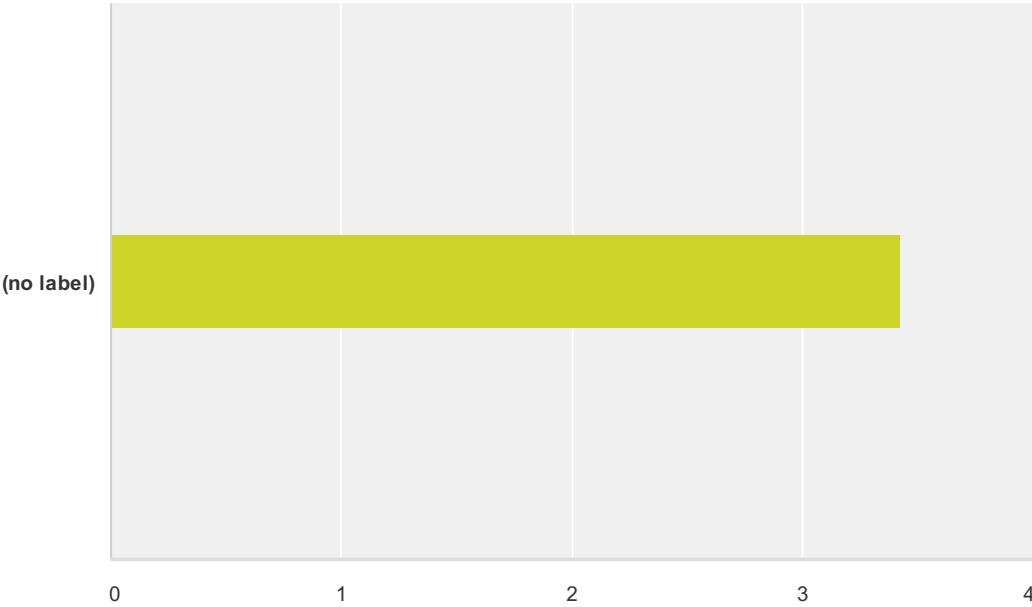
Answer Choices	Responses
Grocery store	53.66% 44
Waterfront	51.22% 42
Work place	26.83% 22
Parks	31.71% 26
Bars	8.54% 7
Coffee shops	25.61% 21
Restaurants	42.68% 35
Retail stores	9.76% 8
Recreation/events	19.51% 16
Farmers market	25.61% 21
Total Respondents: 82	

McCall Downtown Master Plan Community Survey

#	Other (please specify)	Date
1	bank, phone company, City Hall, pharmacy, furniture store	6/5/2013 8:51 AM
2	Ice Rink	5/31/2013 11:39 AM
3	Library	5/21/2013 2:28 PM
4	Farmers market when open	5/8/2013 8:42 PM
5	Ice Rink	5/8/2013 1:42 PM

Q7 How would you rate the quality of life in Downtown McCall?

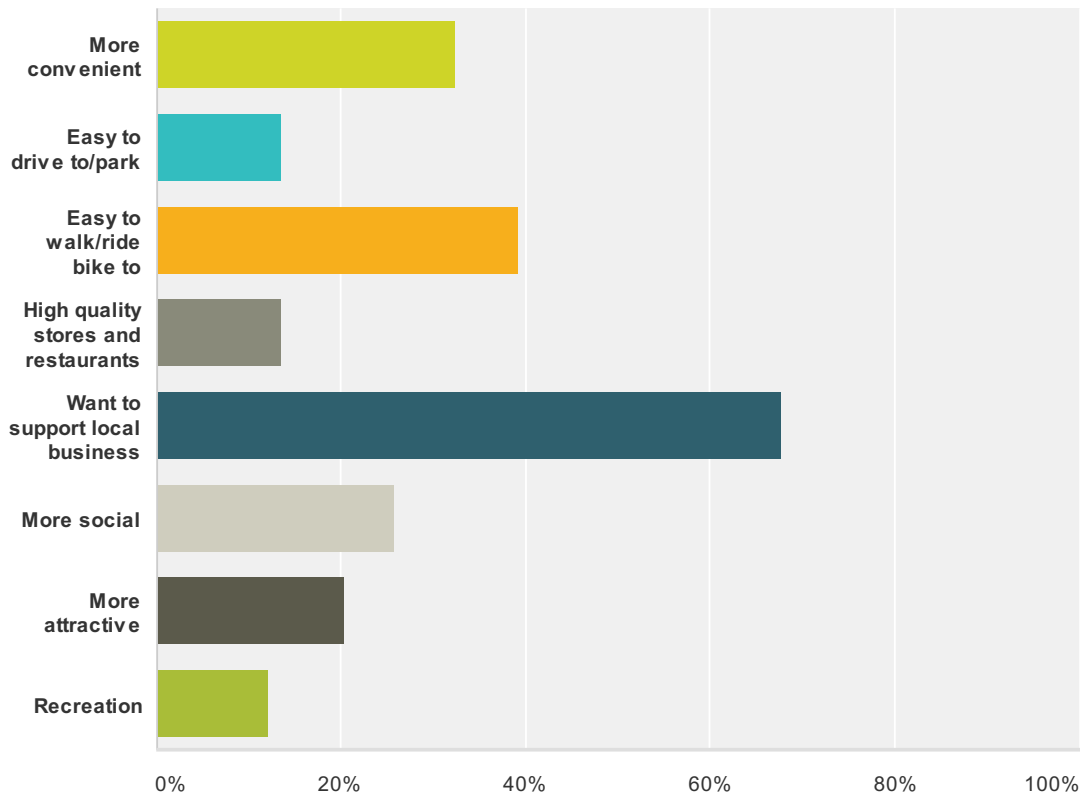
Answered: 79 Skipped: 7



	lowest	(no label)	(no label)	(no label)	highest	Total	Average Rating
(no label)	3.80% 3	7.59% 6	35.44% 28	49.37% 39	3.80% 3	79	3.42

Q8 Why do you come Downtown instead of other places to shop, eat, work, etc?

Answered: 74 Skipped: 12



Answer Choices	Responses
More convenient	32.43% 24
Easy to drive to/park	13.51% 10
Easy to walk/ride bike to	39.19% 29
High quality stores and restaurants	13.51% 10
Want to support local business	67.57% 50
More social	25.68% 19
More attractive	20.27% 15
Recreation	12.16% 9
Total Respondents: 74	

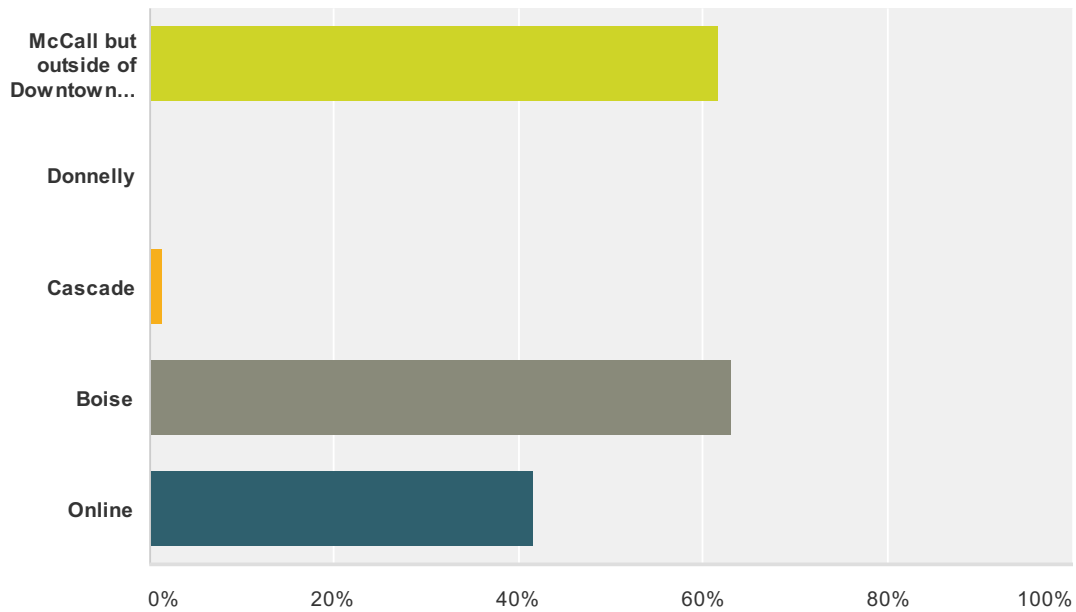
#	Other (please specify)	Date
1	hit a number of different spots with one trip	7/1/2013 10:05 AM
2	I use all of McCall's businesses not just downtown	5/22/2013 1:35 PM
3	Attend events such as art show, market	5/21/2013 3:04 PM
4	Best deal on office space - where else would we go? This is all we have option wise.	5/21/2013 12:53 PM
5	Lakefront and social scene	5/20/2013 10:35 PM

McCall Downtown Master Plan Community Survey

6	Art	5/15/2013 2:54 PM
7	there are no other places McCall is small	5/9/2013 12:55 PM
8	I can walk to town and don't need to find a parking place!!	5/9/2013 11:09 AM
9	Avoid it because of over crowding, parking	5/8/2013 10:11 PM
10	what is other places..Boise?	5/8/2013 3:06 PM
11	I don't, no parking and not kid friendly.	5/8/2013 2:48 PM

Q9 If you do not shop in Downtown, where do you shop?

Answered: 65 Skipped: 21

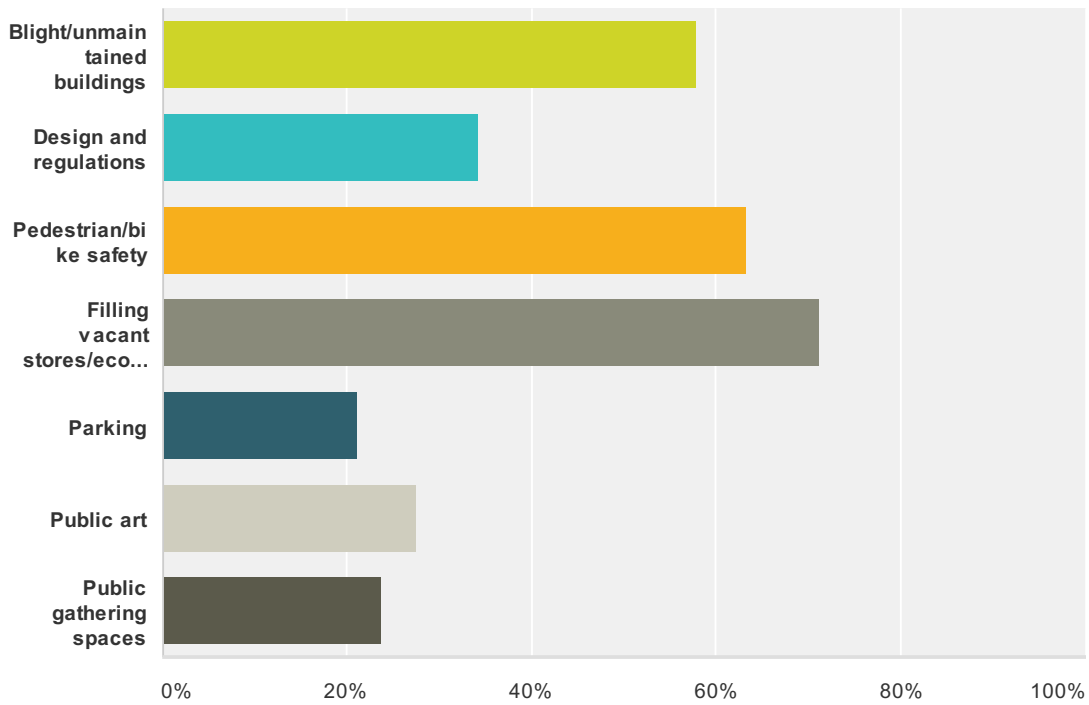


Answer Choices	Responses	
McCall but outside of Downtown (post office shopping area)	61.54%	40
Donnelly	0%	0
Cascade	1.54%	1
Boise	63.08%	41
Online	41.54%	27
Total Respondents: 65		

#	Other (please specify)	Date
1	Try to do all shopping in McCall but occasionally must go to Boise	6/16/2013 10:41 AM
2	only use Boise when there is not selection here locally	6/5/2013 9:33 AM
3	Downtown shops are unfortunately poor quality and overpriced	5/9/2013 9:19 AM
4	Valley, not competitive enough to only buy local.	5/8/2013 2:48 PM

Q10 What do you feel could be improved in Downtown McCall? (check all that apply)

Answered: 76 Skipped: 10



Answer Choices	Responses
Blight/unmaintained buildings	57.89% 44
Design and regulations	34.21% 26
Pedestrian/bike safety	63.16% 48
Filling vacant stores/economic development	71.05% 54
Parking	21.05% 16
Public art	27.63% 21
Public gathering spaces	23.68% 18
Total Respondents: 76	

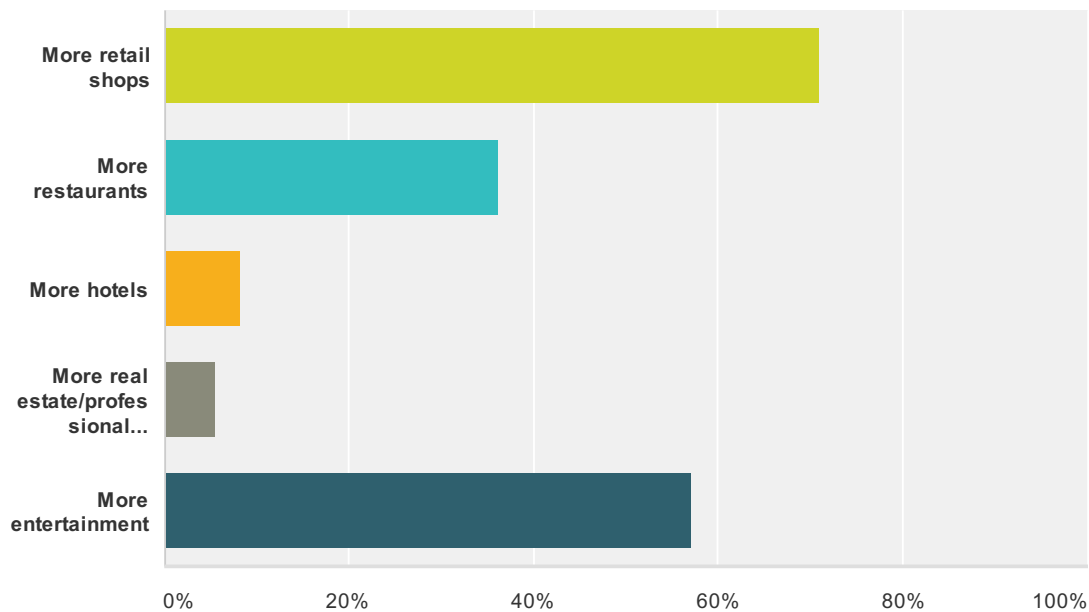
#	Other (please specify)	Date
1	nothing, I like it, there is nothing to improve	6/25/2013 3:09 PM
2	Downtown is sufficiently developed.	6/12/2013 11:39 AM
3	bldg. regulations and infrastructure demands are too much of a financial burden to small business and it stifles improvements and growth. We need to go to a more participatory approach than demanded requirements.	6/5/2013 9:53 AM
4	infill missing sidewalks	6/4/2013 5:18 PM
5	See below	5/21/2013 3:20 PM
6	Lake views	5/20/2013 10:44 PM
7	too busy with signage/flags/concrete and metal	5/19/2013 4:28 PM

McCall Downtown Master Plan Community Survey

8	less police presence at night	5/10/2013 3:02 PM
9	Regulate what type of business can be on the waterfront.	5/9/2013 5:26 PM
10	Why must we have a "Do Not Enter" sign right in the middle of downtown? The new beach and park is a great asst to McCall and should be easy to get to. Why would anyone want to back into a parking place? The road should be reversed and the sign say "Access to beach". The way we have it now looks as though it was poorly designed. Let's review this situation and see if we can get it right.	5/9/2013 2:00 PM
11	less regulations would bring more businesses to town	5/9/2013 12:57 PM
12	It is not vibrant nor inviting, there is traffic during the day and usually nothing in the evening in terms of many places to stroll, except the new beachfront which is favulous.	5/9/2013 9:30 AM
13	specialThe traffic flow and tail in parking around the lake with note to the DO NOT ENTER sign that greets visitors and residents is a blight to an otherwise OUTSTANDING part of the town.	5/9/2013 9:07 AM
14	Control the traffic flow better. Removing the unfriendly welcome to McCall, 'Stop, Do not Enter', sign' where Hwy. 55 turns at the lake. Correcting the direction of the street to welcome people to the lake and marina makes more sense; divert the boats on railroad to marina.	5/8/2013 10:30 PM
15	Less police presence at night after dining	5/8/2013 8:48 PM
16	Reroute Logging trucks	5/8/2013 1:46 PM
17	Parking count is fine, but what is with screw-ball back-in parking? I avoid stores/locations with back-in parking.	5/8/2013 1:24 PM
18	The roads!	5/8/2013 1:19 PM
19	Public parking lots and sidewalks could be improved.	5/8/2013 10:22 AM

Q11 What type of businesses would you like to see in Downtown?

Answered: 72 Skipped: 14



Answer Choices	Responses
More retail shops	70.83% 51
More restaurants	36.11% 26
More hotels	8.33% 6
More real estate/professional offices	5.56% 4
More entertainment	56.94% 41
Total Respondents: 72	

#	Other (please specify)	Date
1	art galleries	7/1/2013 10:16 AM
2	None, I like it like it is.	6/25/2013 3:09 PM
3	One good restaurant would be especially welcome	6/16/2013 10:53 AM
4	There are already plenty of businesses in and out of downtown that already struggle to survive	6/12/2013 11:39 AM
5	Part of being a smaller community is to have a nice blend of services and offices mixed with retail storefronts. It offers more full service in the downtown. Our challenge remains the seasonality and therefore the sustainability of small stores. While the economics and seasonality have vastly improved over the years the cost to enter a business have increased also. Many of our staffs are so small it is a challenge to extend hours of operation when the volumes don't support it. Everyone would like others to be open when they need the service but the shop owners would like to enjoy the area also and that puts constraints on operating hours too. We do 6 days per week 8.5 hours per day, to expand that doesn't work. We do seem to be a town that closes down for the most part after 6 pm. Enjoying the lakefront and outdoor beauty is and activity also.	6/5/2013 9:53 AM
6	movie theatre, bowling alley(maybe not downtown)	6/4/2013 11:01 PM
7	Full service bait and tackle shop	5/22/2013 9:10 AM
8	We need a movie theater in town and something to do after 6:00pm.	5/21/2013 6:36 PM

McCall Downtown Master Plan Community Survey

9	movie theatre, bowling, mini-golf	5/21/2013 2:28 PM
10	some local "craft" businesses, something "locally" made and unique to McCall	5/19/2013 4:28 PM
11	Shops that stay open later	5/9/2013 5:26 PM
12	More restaurants that are inviting, serve good healthy food for the price, eg hotel mccall and bistro 45.	5/9/2013 9:30 AM
13	Theater, Event Center or parks; parking needs to be address before adding more businesses.	5/8/2013 10:30 PM
14	More professional offices, not real estate offices.	5/8/2013 2:27 PM
15	movie theater	5/8/2013 2:19 PM

Q12 A successful plan for McCall's Downtown is one that

Answered: 59 Skipped: 27

#	Responses	Date
1	is not vehicle focused, has great architectural examples, provides a historic walking tour	7/1/2013 10:16 AM
2	Leaves it like it is.	6/25/2013 3:09 PM
3	Minimizes motorized traffic and maximizes pedestrian and bicycle traffic. Encourages appropriate businesses (not gas stations and rental shops) and embarks on an extensive landscaping program.	6/16/2013 10:53 AM
4	encourages public transportation and pedestrian travel	6/12/2013 11:39 AM
5	Improves parking in peak times to allow for business growth and a viable downtown. People want to access the lake but business's need to have customers maintain access to them also. Create a more business friendly approach with the city bldg requirements and work with the business's as partners not a perceived cash cow to provide for the public ammenities we haven't planned or budgeted for through the City.	6/5/2013 9:53 AM
6	Has a plan of implementation, and a robust list of funding options.	6/5/2013 8:57 AM
7	Promotes business development and tourist friendly amenities (bike and walking lanes/pathways....clearly signed and marked).	6/4/2013 11:01 PM
8	adds businesses, jobs, and residents to the center of town	6/4/2013 5:18 PM
9	Eases restrictive regulations, paves City parking lot, encourages economic development	5/31/2013 11:40 AM
10	takes into account the views of the public	5/22/2013 1:41 PM
11	permits pedestrian walking with out traffic	5/22/2013 11:40 AM
12	... promotes economic development, public space, and accessibility to the lake front while maintaining the small, lake-town atmosphere that draws people to McCall.	5/22/2013 9:10 AM
13	Includes attracting businesses, entertainment, and appropriate pedestrian facilities (like sidewalks). We should be able to walk to any business on a sidewalk.	5/21/2013 6:36 PM
14	Includes heavy pedestrian and cyclist access - get people out of their vehicles and checking out the stores, restaurants.	5/21/2013 5:34 PM
15	includes locals, second home owners, and tourists.	5/21/2013 3:20 PM
16	Fills empty buildings.	5/21/2013 2:34 PM
17	Fills empty buildings.	5/21/2013 2:28 PM
18	Includes pedestrian and cyclist paths and allows for transportation easily throughout downtown and to and from downtown. People come to McCall for something different - an escape - they don't want to be in their cars They want a quaint, small down with different things. Folks that live in McCall want to enjoy other amenities while still having the opportunity to make a living. We need some industry or a way to bring in more folks year round.	5/21/2013 1:05 PM
19	promotes walkable access; maintains public access and views of the lake; provides for variety of retail and dining businesses.	5/21/2013 9:25 AM
20	makes all of McCall a better place to do business. I worry that the downtown businesses get most of the attention. I own a business at the south end of McCall and I consider it a fairness issue when so much attention is lavished on my competition downtown.	5/20/2013 10:44 PM
21	Offers a "REAL" downtown, with a general diversity in businesses, including some local crafts...somethink unique to the area... NOT made in China!	5/19/2013 4:28 PM
22	Encourages new business to locate there and strives for better architecture	5/17/2013 3:33 PM
23	safe pedestrian movement throughout with artwork and more well-groomed landscaping. Somehow change or remove unattended properties. Reverse the back-in parking along the Lake; improved signage for more uniformity. ala Europe.	5/16/2013 12:45 PM

McCall Downtown Master Plan Community Survey

24	gets local business owners on board to clean up and improve property and has great pedestrian and bike access. easy access to parking; space to move around on sidewalks.	5/16/2013 11:53 AM
25	Makes one want to move around the downtown area and stay a while without hassles of parking. Multi-use buildings with some housing, less restrictions, quaint town feel.	5/15/2013 3:00 PM
26	Route the semi-trucks via the Deinhard Lane route. They are a hazard to both smaller, slower vehicular traffic as well as pedestrians.	5/15/2013 2:32 PM
27	Promotes foot traffic. The more the pedestrians and cyclist feel safe the more foot traffic our downtown businesses will see.	5/14/2013 12:18 PM
28	Is visitor friendly.	5/13/2013 8:28 AM
29	An environment that encourages small businesses to want to be in McCall.	5/13/2013 8:17 AM
30	Gets people out of their cars and walking/riding around. This is the kind of energy we want in our town, not a bunch of folks driving around in their cars. The recent and continued sidewalk projects are a huge step in the right direction.	5/12/2013 11:36 AM
31	calm easy relaxed social biking walking experience	5/11/2013 9:29 PM
32	encourages new businesses but does not forgive previously agreed to conditions. See below.	5/10/2013 3:02 PM
33	Brings buildings into compliance	5/10/2013 10:11 AM
34	incorporates lots of public art, from functional to purely aesthetic. It would also be nice if downtown businesses were able to incorporate art into their existing designs.	5/10/2013 8:12 AM
35	Looks at the needs of the community now and plans for future needs	5/9/2013 5:26 PM
36	Brings people there in the off season	5/9/2013 2:29 PM
37	If we are going to use the flags for crossing the streets then let's make sure they are replaced every year with new, clean flags.	5/9/2013 2:00 PM
38	reduces regulation and does not have the city trying to design your building	5/9/2013 12:57 PM
39	Protects the small mountain town experience that draws people here.	5/9/2013 11:38 AM
40	Creates an inviting vibrant and interesting area that is the welcoming center of our town and reflects the quality and values that we want to share with each other and our guests.	5/9/2013 9:30 AM
41	most takes advantage of the natural beauty.	5/9/2013 9:07 AM
42	Presents the city as a clean, welcoming place for people of all ages.	5/9/2013 5:51 AM
43	Address parking and encompass all of the McCall business district. Having a business outside of your designated downtown area, I object to this whole process and will not support spending any tax dollars on it if it excludes half of the city.	5/8/2013 10:30 PM
44	pedestrian/driver friendly with emphasis on diversity of shopping and entertainment and environmental beauty.	5/8/2013 8:54 PM
45	Mixes age groups, adds safer pedestrian and bicycle travel and includes more yearly events.	5/8/2013 8:48 PM
46	Inviting to both locals and out of towners.	5/8/2013 7:43 PM
47	Knows that tourists make or break us. Has safe sidewalks and bike paths to prove it.	5/8/2013 3:56 PM
48	Creates attractive tourist retail, shopping, and dining. Is affordable for businesses to be located downtown.	5/8/2013 3:13 PM
49	Takes advantage of proximity to the lake. Does not block views of existing buildings & maintains view corridors. Designates 2 story maximum overlay area next to the lake and then taller buildings could be built outside of that overlay area away from the lake. Integrate more sidewalks and bicycle lanes for use in winter & summer. No traffic lights downtown. Try to integrate Lardo area into downtown as well. Sidewalks and bicycle lanes from downtown to Shore Lodge or some kind of greenbelt. Reduce cars downtown in summer. More street trees. Respect heritage and history of McCall without making it look "fake" or like "Disneyland". Hold more community events. Expand Farmer's market. More trailer parking at the marina. More parking a few blocks away from downtown and encourage people to walk from those areas to downtown. The area behind May Hardware might be a good public parking area as well as the area behind the City Hall.	5/8/2013 3:07 PM

McCall Downtown Master Plan Community Survey

50	Invites bigger growth. We cannot meet our tourist needs, nor our own because we dont hae the stores. We need outlet malls, bigger chain stores, bigger brand names. We are stuck and cannot grow with any type of economy the direction we are heading. We need more commercial taxing ability and out small "mom and pop shops" cannot provide anymore. They are constantly giving and already do a lot.	5/8/2013 2:59 PM
51	boosts occupancy of downtown buildings and the City gets out of the way of improvement.	5/8/2013 2:42 PM
52	Is attractive, functional, and viable.	5/8/2013 2:27 PM
53	More for tourists to do. More retail. Easier and less regs to open a biz	5/8/2013 2:26 PM
54	keeps the SMALL, MOUNTAIN town feel, but has nice amenities. NOT too urban. Think: Pine trees among buildings.	5/8/2013 2:02 PM
55	Is safe, beautiful and entertaining.	5/8/2013 1:57 PM
56	Encompasses Foot and bike travel and enhances opportunity to the local businesses.	5/8/2013 1:46 PM
57	equally serves each business and promotes visitor-serving needs. Plans for, and promotes, long term growth, not hinder it. Promotes the lake(front) as one of our town's greatest assets.	5/8/2013 1:24 PM
58	#1)Links outer areas of McCall either through sidewalks, transit, or bike lanes. #2)Offer a better variety of retail. There are plenty of sports related equipment stores, but what about music, clothing(other than outdoorsy type), a shoe store. I feel over half the stores are geared toward a tourist, offering nick nack souvenir type items. What about shops offering goods to the local that lives here full time?	5/8/2013 1:19 PM
59	provides strategies that can be implemented by the public and private sector. is widely supported by the community.	5/8/2013 10:22 AM

McCall Downtown Master Plan Community Survey

Q13 What other downtowns or districts in other parts of the U.S. do you think could offer good ideas for McCall's downtown?

Answered: 51 Skipped: 35

#	Responses	Date
1	Coeur D'Alene Whitefish Sandpoint Aspen Jackson, WY	7/1/2013 10:16 AM
2	None, McCall is McCall	6/25/2013 3:09 PM
3	Ketchum has a fantastic downtown. Eclectic architecture, fabulous landscaping everywhere, and an incredible network of cycling/walking paths. The ambience of Ketchum/Sun Valley practically dictates that you park your car and wander around the community.	6/16/2013 10:53 AM
4	Ketchum, Eagle, Meridian	6/5/2013 9:53 AM
5	Whitefish, Orofino, Bend, San Clemente (CA), etc.	6/5/2013 8:57 AM
6	Bend Oregon Park City Utah	6/4/2013 5:18 PM
7	Bend	5/22/2013 1:41 PM
8	maybe downtown Twin Falls, ID	5/22/2013 11:40 AM
9	Anacortes, WA; Grand Marais, MN	5/22/2013 9:10 AM
10	Boulder, CO Wallace, ID	5/21/2013 6:23 PM
11	Greenville, SC Baltimore, MD(The Harbor)	5/21/2013 5:34 PM
12	Hyde Street, Boise.	5/21/2013 3:20 PM
13	N/A	5/21/2013 2:28 PM
14	All on a smaller scale - Park City UT, Lake Tahoe (perhaps 10 years ago), Hailey ID. Hilton Head SC (from a managed growth perspective), Boulder CO	5/21/2013 1:05 PM
15	Boise's 8th Street section that is closed to vehicles. A side street managed like that in McCall could provide public gathering space and help small retail businesses.	5/21/2013 9:25 AM
16	Why limit ideas to the United States? Look at Alpine Towns in Canada and Europe for inspiration and creative common sense ideas.	5/19/2013 4:28 PM
17	Boise - great public spaces and art	5/17/2013 3:33 PM
18	Sedona AZ, Marblehead and Salem Mass for waterfronts, and European/Bavarian ski towns.	5/16/2013 12:45 PM
19	Ketchum; Sandpoint, Coeur d' Alene	5/16/2013 11:53 AM
20	Just google the successful small resort/towns in America and visit them... Some are really doing it right.	5/15/2013 3:00 PM
21	Cour "D" Alene	5/15/2013 2:32 PM
22	Boulder Colorado (Pearl St). Fort Collins CO, Red Lodge MT, Missoula, MT, Whitefish MT, Driggs ID, Durango CO.	5/14/2013 12:18 PM
23	Tahoe City, CA, Jackson Hole, WY, Auburn, CA	5/13/2013 8:17 AM
24	Ketchum, Boise (Hyde Park/Down Town specifically).	5/12/2013 11:36 AM
25	some kind of theme western? bavarian? modern? or just relaxed	5/11/2013 9:29 PM
26	Park city, uT	5/10/2013 10:11 AM
27	Park City, Keystone	5/10/2013 9:33 AM
28	Taos, NM Ketchum, ID Boise, ID Denver, CO (I know it's much much larger than McCall, but its public art collection is enviable)	5/10/2013 8:12 AM
29	Jackson, WY; Ketchum, ID; Missoula, MT	5/9/2013 2:29 PM
30	houston, tx	5/9/2013 12:57 PM

McCall Downtown Master Plan Community Survey

31	Sun Valley area	5/9/2013 11:38 AM
32	? look anywhere in the world for inspiration RE clear trends away from motors and toward non-motorized transportation. look for places that are vibrant but not over crowded, that make use of the natural setting available. Look to opportunities to create walking, gathering and relaxing in a beautiful setting. The new beach area is a good example, well-done!	5/9/2013 9:30 AM
33	Many small towns look neat and appealing without the marvelous natural gifts McCall has. We are at a deficit due to the early architecture and zoning that allowed gas stations and equipment rental stores on the main streets. So the challenge for McCall is to beautify in spite of the man-made blight.	5/9/2013 9:07 AM
34	Annapolis, Maryland Old Town, Alexandria Georgetown (in Wash. D.C.)	5/9/2013 5:51 AM
35	Any area that encompasses all the businesses, not just the ones on the main street or area attraction.	5/8/2013 10:30 PM
36	Sisters, Oregon	5/8/2013 8:54 PM
37	Sisters, Oregon Moab, Utah	5/8/2013 8:48 PM
38	Ketchum, Aspen, Whistler Village	5/8/2013 7:43 PM
39	Sedona, AZ	5/8/2013 3:56 PM
40	Carbondale, CO; Durango, CO; Glenwood Springs, CO; Ashland, OR	5/8/2013 3:24 PM
41	Manzanita and Cannon Beach, OR	5/8/2013 3:13 PM
42	I am not sure. I have visited Park City Utah, Sun Valley, Virginia City MT, Jackson Hole.	5/8/2013 2:59 PM
43	We do not need to copy anyone else.	5/8/2013 2:42 PM
44	Boise 8th St., Bodo, & Hyde Park Moscow-Main St.	5/8/2013 2:27 PM
45	Joseph, OR; Breckenridge & Durango, CO	5/8/2013 2:26 PM
46	Leavenworth, WA Seaside, OR	5/8/2013 2:17 PM
47	Sandpoint - embracing the lake access for the public, nautical feel.	5/8/2013 2:02 PM
48	Boulder, Santa Fe	5/8/2013 1:46 PM
49	Burlington, Vermont...lakefront, promotes great successful businesses, visitor/tourism friendly, active population.	5/8/2013 1:24 PM
50	Downtown Poulsbo, WA is adorable!!!! It has a great variety of retail and dining.	5/8/2013 1:19 PM
51	Burlington, Vermont Nelson, BC	5/8/2013 10:22 AM

McCall Downtown Master Plan Community Survey

Q14 Any additional comments?

Answered: 33 Skipped: 53

#	Responses	Date
1	Figure out how to save money rather than spend it foolishly.	6/25/2013 3:09 PM
2	Eliminate the jet ski rental business at Legacy Park and immediately improve the quality of life in downtown McCall. More bike paths, less traffic, and much more landscaping.	6/16/2013 10:53 AM
3	Please drop the "Downtown" development. Downtown is not McCall. We desperately need safe pedestrian travel to the bulk of the hotels on the south end of town. We need an improved transportation system that is efficient and would encourage people to ride. Downtown looks fine. We need to look at the rest of the community, come on people, pull your heads out.	6/12/2013 11:39 AM
4	I hope we can find a way to balance the needs/wishes of tourists, 2nd home owners and full-time residents. While the desired amenities may be similar, the way we pay for these cannot simply come from property taxes. We must find ways to capture tourist dollars (in addition to motel customers) to fund these. It will soon be time to get fishing, or keep cutting bait.	6/5/2013 8:57 AM
5	Encourage infill with less complex regulations Possibly sell city properties to generate \$ for projects	6/4/2013 5:18 PM
6	we appreciate the efforts to improve this wonderful community	5/22/2013 11:40 AM
7	Economic development driven and undertaken by local community members keeps money in the McCall economy and should be encouraged over regional/national chains.	5/22/2013 9:10 AM
8	Please add some flowers and plants to the new architecture in the Toll Station parking lot. It's a shame to have something so sterile right downtown in such a beautiful place.	5/21/2013 6:36 PM
9	Keep up the good work. Hats off to the city employees who work so hard, deal with the angry public and still give us a great place to live.	5/21/2013 5:34 PM
10	Would love to see Mr. Carey and/or city clean up the space between the hotel and Pine Street. This is a blight in a prime spot. There could be permanent landscaping that includes walking paths, a stage, and clearer parking. Build the farmer's market a shed and toilet and get rid of that container and portable toilet. We don't really need more restaurants and stores--the ones we have barely survive. What we could use is a clean, clear space for events, then plan the events. There could be all kinds of festivals and markets. Otherwise, consider incentives to encourage entertainment services in any empty buildings. And definitely incentives for building improvements. Thank you.	5/21/2013 3:20 PM
11	Giving McCall a face-lift, adding to the recreational options in our community - adding paths, sidewalks, etc. would be a tremendous start for the infrastructure. Creating a town where folks say "I love it here." "I wish I could live here" is what we want. We don't want them to move here. We want to have a tourist base that supports amenities year round so those of us who live here can afford to stay here and have access to additional resources.	5/21/2013 1:05 PM
12	Please keep the well being of all business owners in McCall in mind when developing and funding plans such as this.	5/20/2013 10:44 PM
13	For McCall to be successful on the long term, it needs to be a "Real" town, not just one that caters to tourists and real estate buyers. A town center like some older towns would be helpful, and limit the car traffic. Too much car traffic and too many boats on the lake ruin McCall. Also, the crosswalk flags have to go, they look really cheap. (who cares if Sun Valley has them) Enforce the crosswalks and speed limits down town and make it a quality place to live.	5/19/2013 4:28 PM
14	The design process through the city doesn't encourage better development of new buildings or business. The process is too expensive and takes an inordinate amount of time to negotiate. There are some really uneducated (from a development/design point of view) and egotistical commissioners.	5/17/2013 3:33 PM
15	None	5/15/2013 2:32 PM
16	Visitors and locals still have bad feelings for police enforcement tactics. A new Chief may help I that perception. MUCH NEEDED	5/13/2013 8:28 AM
17	Thanks for your efforts!	5/12/2013 11:36 AM
18	create tax breaks to make it more affordable for landlords to pass on to tenants	5/11/2013 9:29 PM

McCall Downtown Master Plan Community Survey

19	Bring both commercial and residential buildings into compliance and not just in the eye of some code officer. Installing addl sidewalks is a good start. Bring non complying businesses up to their agreed upon CUPs like all those who said they'd pave parking but haven't.	5/10/2013 3:02 PM
20	Re: #10, properties like the house across from The Mill must be cleaned up. All properties along Scenic. byway must be kept clean and attractive	5/10/2013 10:11 AM
21	The map area needs to be enlarged to include all of the parking area behind City Hall and the Senior Center, First Street from Railroad to Park and the parking lots of Pauls Market.	5/10/2013 9:33 AM
22	*Should consider a traffic light at Railroad and 55. *Explore the idea of making 55 in downtown a one way (North bound), route south bound traffic onto 1st (by the Ice Center) and back to 55 on Park with traffic light here instead of Railroad. *Explore the possibility of closing off the road in front of Hotel McCall during summer months and use the location as a vendor courtyard. *Improve the park adjacent to Hotel McCall; would be nice to see some trees and tables/benches. *Pave the parking lot east of Pauls Market. *Pave the upper parking lot next to Notch 8 and Bistro 45. *Improve the quality of some of the side streets. *Pave all dirt roads in the downtown area and within the city. *Require business in the downtown area to have sculptures for Winter Carnival (there seems to be less every year).	5/9/2013 5:26 PM
23	The local bus that carries folks around town is a wonderful asset to McCall. Let's be sure it is clean and sparkling everyday - nothing worse for the town than to see a tired, dirty bus driving around. Can we arrange for daily cleaning?	5/9/2013 2:00 PM
24	Work on including more of the businesses and properties south & west of the existing downtown area.	5/9/2013 11:38 AM
25	I grew up in McCall and think it is just fine as it is.	5/9/2013 11:11 AM
26	If McCall were to have a vision, as a community, it would help you. Unfortunately, we are a messy mix of people with dramatically different values and preferences. BUT, the trends are clear and you would be wise to plan with the big trends in mind eg, getting out of our cars, into the fresh air, exercising more, but providing options for those who are physically unable to do so. Thank you.	5/9/2013 9:30 AM
27	McCall in Bloom is a great idea and should be encouraged. We were called away from McCall for several years of metro living in the east. We are blessed to be back and inspired by the efforts made to improve the area. It is easy to forget to appreciate what a honor it is to live here and caretake this town. Time away is a great reminder of the treasure we share. Thank you for your efforts.	5/9/2013 9:07 AM
28	Downtown McCall as proposed should be taxed at a higher rate to cover this study. If other districts are not being considered for economic incentives or grants this leaves the city in a precarious position.	5/8/2013 10:30 PM
29	Why does the defined areas NOT follow roads on the southern and western borders? Does not make sense to me.	5/8/2013 7:43 PM
30	McCall and Valley County need to get together and really expand our bike paths. Could draw a lot of tourist dollars.	5/8/2013 3:56 PM
31	We need to separate our downtown pedestrian flow and our traffic. It is not a safe place to take your kids. It needs to be separated.	5/8/2013 2:59 PM
32	Limit parking on Lake St., downtown to less than one hour.	5/8/2013 2:26 PM
33	Fix the code and they will come. The present code extinguishes the dream to improve, grow and invest in McCall businesses.	5/8/2013 1:24 PM

Project Information

McCall's downtown has been identified as the "heart" of the community. This project builds upon and brings together former City planning efforts to create a Master Plan that creates the roadmap for the development and redevelopment of McCall's downtown. This Master Plan will include components of traditional downtown master plans and also provide recommendations through the lenses of economics and the arts.

The purpose of the McCall Downtown Master Plan update is to create a vision to strengthen and expand McCall's downtown role as the economic and cultural heart of the community.

The project area is generally bounded by the Central Business District (CBD) zoning area of the City of McCall, containing the Civic zones within, but will also address adjacent areas and examine secondary business centers and commercial corridors. A map of the study area is shown below.

Downtown Master Plan Study Area



Case Study #1

During Workshop 1, we looked at six downtowns in communities with similar characteristics to McCall and asked participants what features they liked the best. The purpose of this exercise is to find key elements which could be encouraged and planned for in downtown McCall.

Case Study #1: this downtown is located at elevation 8000'+ in a small community with a peak summer tourist season



1. Please rate the downtown features (the letters below correspond with the locations identified in the picture above)

	don't like it	like it	love it
A. Linear boardwalk along waterfront	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Buildings face downtown and water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Mid-block crossing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Native plantings in streetscape	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Comments

Case Study #2



3. Please rate the downtown features (the letters below correspond with the locations identified in the picture above)

	don't like it	like it	love it
A. Public art display	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Public plaza with kids activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Street trees and plantings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Mid-block crossing with street light	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Comments

Case Study #3



5. Please rate the downtown features (the letters below correspond with the locations identified in the picture above)

	don't like it	like it	love it
A. Breakpoint to access and view lakefront	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Bulb-out with designated crosswalk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. On-street parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Striped, designated bike lanes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Comments

Case Study #4



7. Please rate the downtown features (the letters below correspond with the locations identified in the picture above)

	don't like it	like it	love it
A. Dense street trees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Lakefront development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Linear park along waterfront	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Connected trail system along water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Comments

Case Study #5

this is a transit center located in another small, mountain resort community



9. Please rate the downtown features (the letters below correspond with the locations identified in the picture above)

	don't like it	like it	love it
A. Varying roof lines on buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. Downtown transit center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Street amenity standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Public art	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Comments

Case Study #6



11. Please rate the downtown features (the letters below correspond with the locations identified in the picture above)

	don't like it	like it	love it
A. Awnings/coverings over sidewalk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B. On-street parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C. Varying building heights and roof lines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D. Zero setback for buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Comments



13. Of the six downtowns that were presented, which one is the most attractive to you?

- ☐ Case Study 1
- ☐ Case Study 2
- ☐ Case Study 3
- ☐ Case Study 4
- ☐ Case Study 5
- ☐ Case Study 6

why?

Opportunities

14. Select the opportunities listed below that you feel are important to McCall.

- ☐ Lakefront development
- ☐ Planting of street trees
- ☐ Focus on native species plantings
- ☐ Encourage the improvement of business facades
- ☐ Add additional wayfinding and branding elements
- ☐ Add additional pedestrian amenities including bulb-outs and designated pedestrian crossings
- ☐ Add bike lanes and snowmobile routes along key roads
- ☐ Add continuous sidewalks and expand sidewalks in key places
- ☐ Add additional designated on-street parking and require parking to be placed behind buildings
- ☐ Encourage buildings to have zero setback
- ☐ Cover sidewalks to provide shade and protection from weather for pedestrians
- ☐ Retrofit sidewalks to meet ADA requirements and for pedestrian comfort
- ☐ Create break points in commercial areas to access lakefront
- ☐ Develop linear facilities such as boardwalks along lake and a linear park
- ☐ Develop a hospitality district
- ☐ Provide public spaces with kids activities to encourage longer family stays in the downtown area
- ☐ Develop standards for street amenities
- ☐ Expand downtown along lakefront to the northeast
- ☐ Develop a civic campus, amphitheater, performing arts center, plazas and pocket parks
- ☐ Redevelop alleyways to improve pedestrian experience
- ☐ Add residential units within close proximity to downtown and on upper stories
- ☐ Improve bus stops within downtown and improve transit frequency
- ☐ Develop a transit center downtown
- ☐ Redevelop city parking lots to provide for civic amenities, including transit
- ☐ Add bicycle facilities, decorative bike racks and bike rentals
- ☐ Add additional public art
- ☐ Add temporary curb bulb-outs
- ☐ Add mid-block crossings
- ☐ Modify building roof lines to vary
- ☐ Screen parking lots

- ☐ Add diagonal parking
- ☐ Add additional boat and trailer parking at designated locations
- ☐ Make buildings face both the lakefront and downtown
- ☐ Complete pathway/trail system through downtown
- ☐ Add bike lanes on Third Street and Lake Street downtown

Other (please specify)

Thank You

Thank you for taking the time to complete this survey for the McCall Downtown Master Plan! Your input will help us create a vibrant and enriching downtown in McCall.

Additional workshops, activities, and events will be happening throughout the summer and August 21 - 23.

15. If you would like to be added to our email list for notification of future events related to the McCall Downtown Master Plan, please leave your name and contact information below.

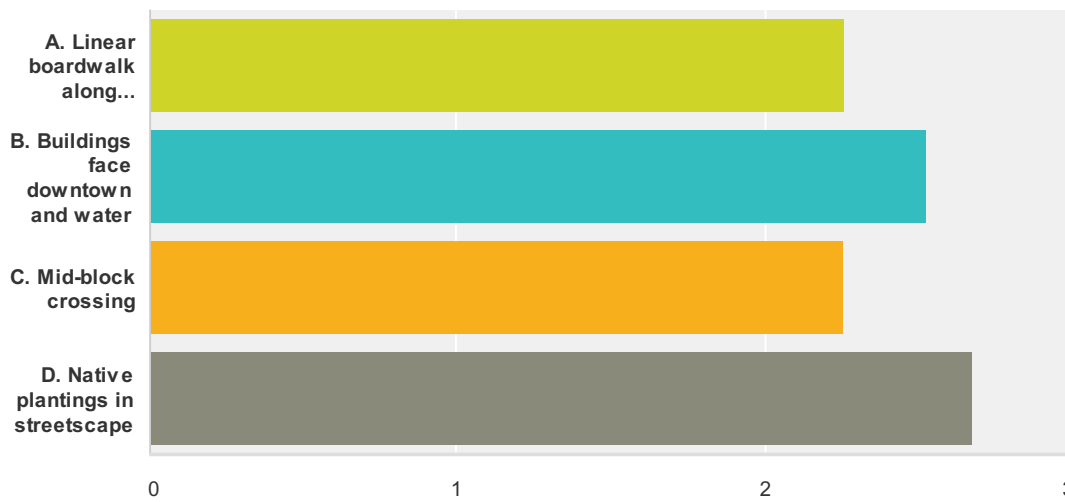
Name:

City/Town:

Email Address:

Q1 Please rate the downtown features (the letters below correspond with the locations identified in the picture above)

Answered: 21 Skipped: 0



	don't like it	like it	love it	Total	Average Rating
A. Linear boardwalk along waterfront	15.79% 3	42.11% 8	42.11% 8	19	2.26
B. Buildings face downtown and water	0% 0	47.62% 10	52.38% 11	21	2.52
C. Mid-block crossing	20% 4	35% 7	45% 9	20	2.25
D. Native plantings in streetscape	0% 0	33.33% 7	66.67% 14	21	2.67

Workshop 1 - Downtown Master Plan

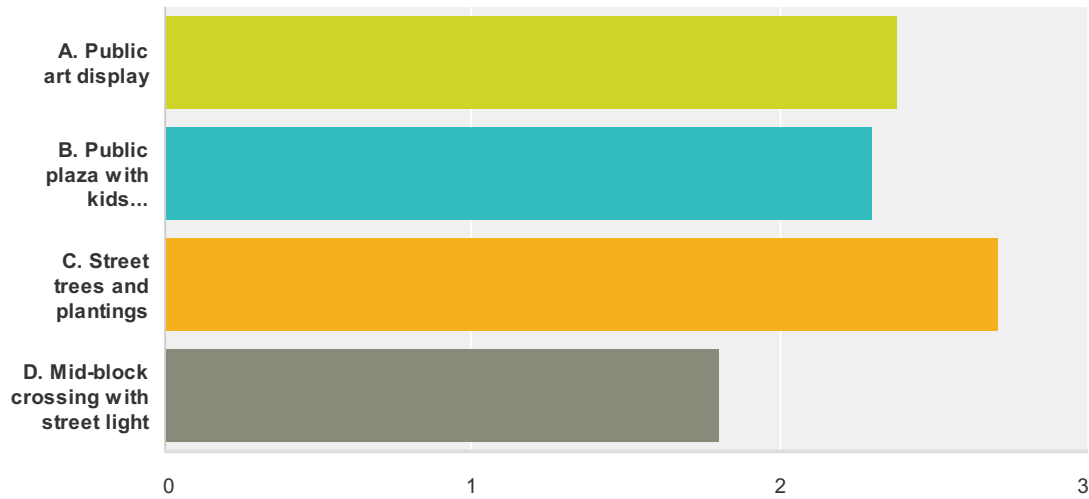
Q2 Comments

Answered: 5 Skipped: 16

#	Responses	Date
1	#1 goal should be to create more open space on lakeshore.	8/25/2013 8:33 AM
2	let's leave at least some of the water front to the birds and other animals	8/22/2013 1:29 PM
3	Don't disturb the pretty sandy beaches	8/15/2013 9:00 AM
4	More pedestrian & segregated bike areas and potentially re-route road to avoid congestion in main downtown corridor. Balance summer and winter landscaping and streetscapes.	8/14/2013 9:19 AM
5	The trees make this so much more welcoming!	8/8/2013 1:08 PM

Q3 Please rate the downtown features (the letters below correspond with the locations identified in the picture above)

Answered: 21 Skipped: 0



	don't like it	like it	love it	Total	Average Rating
A. Public art display	14.29% 3	33.33% 7	52.38% 11	21	2.38
B. Public plaza with kids activities	0% 0	70% 14	30% 6	20	2.30
C. Street trees and plantings	4.76% 1	19.05% 4	76.19% 16	21	2.71
D. Mid-block crossing with street light	45% 9	30% 6	25% 5	20	1.80

Workshop 1 - Downtown Master Plan

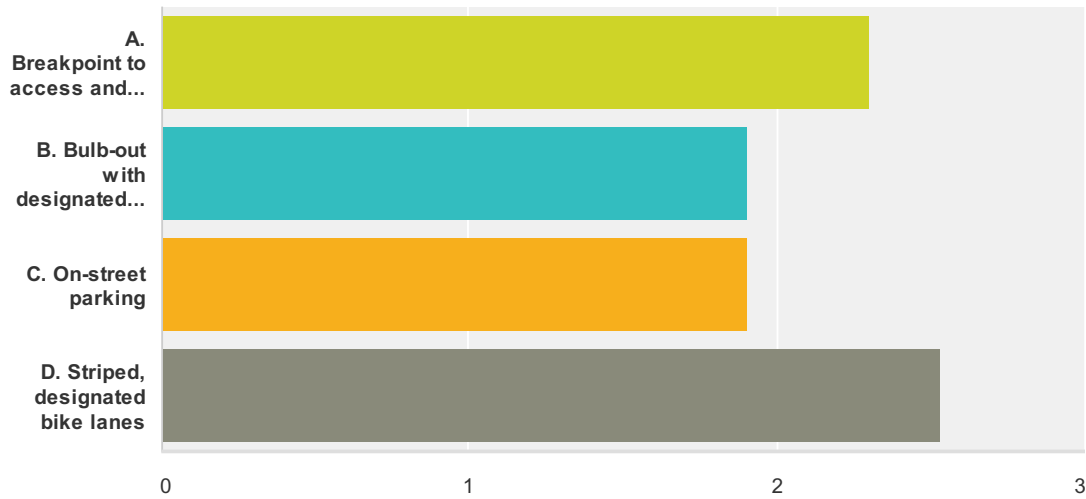
Q4 Comments

Answered: 6 Skipped: 15

#	Responses	Date
1	No lights, please. And a public plaza is great, but kid activities don't promote a peaceful atmosphere.	8/22/2013 1:30 PM
2	Public art is a good idea if it is esthetically pleasing and enhances a public area. For instance, the City of McCall recently created a public park in honor of the city's centennial. It's regrettable that there is nothing green in the space. One man's art is another's eyesore.	8/21/2013 1:52 PM
3	We need a street light in front of May Hardware intersection or re-route the traffic off of front back 1 street and provide a walking corridor on the main street	8/15/2013 9:47 AM
4	Like the way it is now.	8/15/2013 9:01 AM
5	May need to have a carrying capacity study to determine what is the preferred population which McCall can adequately support. Some aspects should reflect McCall's history.	8/14/2013 9:21 AM
6	I can't tell what items A, B, and D are by the picture.	8/8/2013 1:09 PM

Q5 Please rate the downtown features (the letters below correspond with the locations identified in the picture above)

Answered: 20 Skipped: 1



	don't like it	like it	love it	Total	Average Rating
A. Breakpoint to access and view lakefront	10% 2	50% 10	40% 8	20	2.30
B. Bulb-out with designated crosswalk	35% 7	40% 8	25% 5	20	1.90
C. On-street parking	20% 4	70% 14	10% 2	20	1.90
D. Striped, designated bike lanes	10.53% 2	26.32% 5	63.16% 12	19	2.53

Workshop 1 - Downtown Master Plan

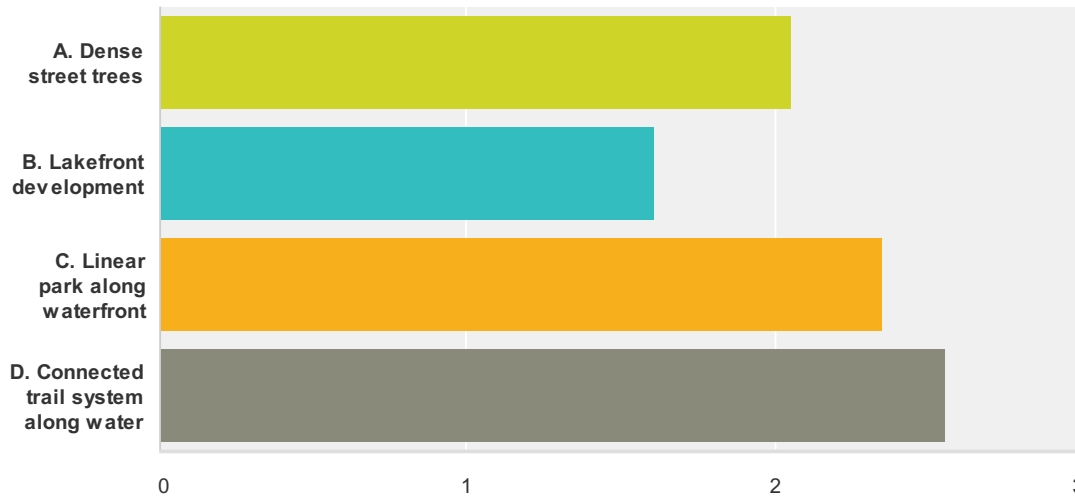
Q6 Comments

Answered: 3 Skipped: 18

#	Responses	Date
1	Some signs to remind parked cars about the bike lane - please look before opening your car door. Maybe a picture of a car with an open door that has a bike crashing into it, with a red slash through it?	8/22/2013 1:31 PM
2	On-street parking for handicapped but limit on street. If possible have bike lanes segregated versus only stripped.	8/14/2013 9:23 AM
3	I like the idea of a viewpoint for the lake.	8/8/2013 1:11 PM

Q7 Please rate the downtown features (the letters below correspond with the locations identified in the picture above)

Answered: 20 Skipped: 1



	don't like it	like it	love it	Total	Average Rating
A. Dense street trees	30% 6	35% 7	35% 7	20	2.05
B. Lakefront development	50% 9	38.89% 7	11.11% 2	18	1.61
C. Linear park along waterfront	5% 1	55.00% 11	40% 8	20	2.35
D. Connected trail system along water	5% 1	35% 7	60% 12	20	2.55

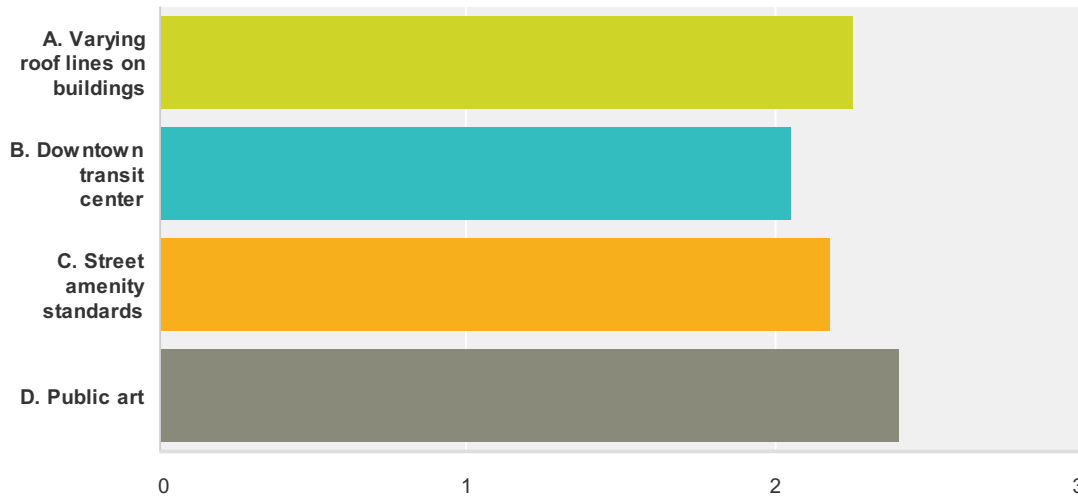
Q8 Comments

Answered: 2 Skipped: 19

#	Responses	Date
1	Please leave space and habitat for the birds and other creatures on or near the water.	8/22/2013 1:33 PM
2	Connected trail and bike system along lake and extended around lake at some point and interconnecting with State Park lands and federal trails.	8/14/2013 9:24 AM

Q9 Please rate the downtown features (the letters below correspond with the locations identified in the picture above)

Answered: 20 Skipped: 1



	don't like it	like it	love it	Total	Average Rating
A. Varying roof lines on buildings	10% 2	55.00% 11	35% 7	20	2.25
B. Downtown transit center	15% 3	65% 13	20% 4	20	2.05
C. Street amenity standards	5.88% 1	70.59% 12	23.53% 4	17	2.18
D. Public art	0% 0	60% 12	40% 8	20	2.40

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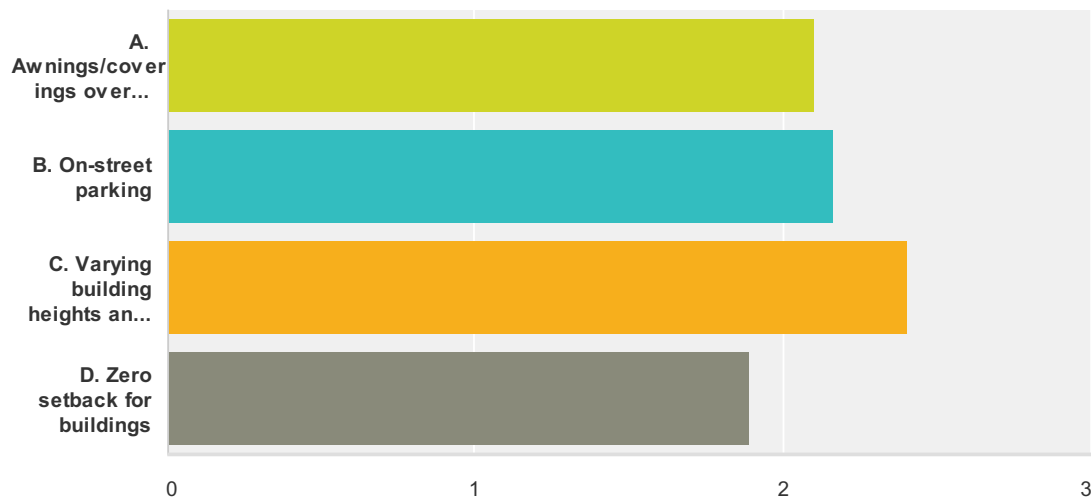
Q10 Comments

Answered: 4 Skipped: 17

#	Responses	Date
1	Lower the light pollution, change the walls to something not solid (wrought iron versus solid brick/stone), less imposing on the street, and view areas (porches, gathering areas with large windows) overlooking the lake and town.	8/22/2013 1:35 PM
2	C. What does that mean?	8/21/2013 1:56 PM
3	Downtown transit center is good idea and can be a nice focal point for regional transportation.	8/14/2013 9:26 AM
4	I don't know what C means.	7/30/2013 1:23 PM

**Q11 Please rate the downtown features
(the letters below correspond with the
locations identified in the picture above)**

Answered: 20 Skipped: 1



	don't like it	like it	love it	Total	Average Rating
A. Awnings/coverings over sidewalk	15% 3	60% 12	25% 5	20	2.10
B. On-street parking	15.79% 3	52.63% 10	31.58% 6	19	2.16
C. Varying building heights and roof lines	0% 0	60% 12	40% 8	20	2.40
D. Zero setback for buildings	33.33% 6	44.44% 8	22.22% 4	18	1.89

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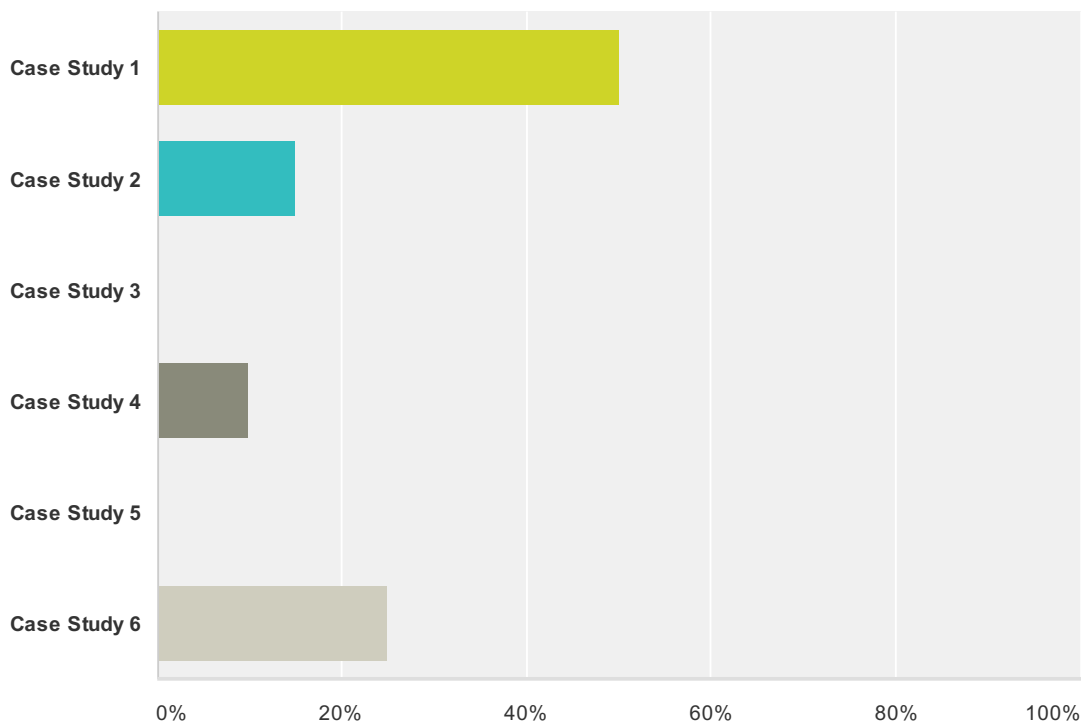
Q12 Comments

Answered: 3 Skipped: 18

#	Responses	Date
1	Zero set-back is fine and great for incorporating the human scale into a building, not to mention window shopping. But a flat blank wall is not a good thing on a city street.	8/22/2013 1:37 PM
2	Reserve more deck and open café style seating.	8/14/2013 9:27 AM
3	I have to opinion on item D. If you mean setback from the road, I don't like it. There needs to be space for trees. If you mean setback from other buildings, I DO like it. The little spaces between buildings end up looking dirty.	8/8/2013 1:14 PM

Q13 Of the six downtowns that were presented, which one is the most attractive to you?

Answered: 20 Skipped: 1



Answer Choices	Responses
Case Study 1	50% 10
Case Study 2	15% 3
Case Study 3	0% 0
Case Study 4	10% 2
Case Study 5	0% 0
Case Study 6	25% 5
Total	20

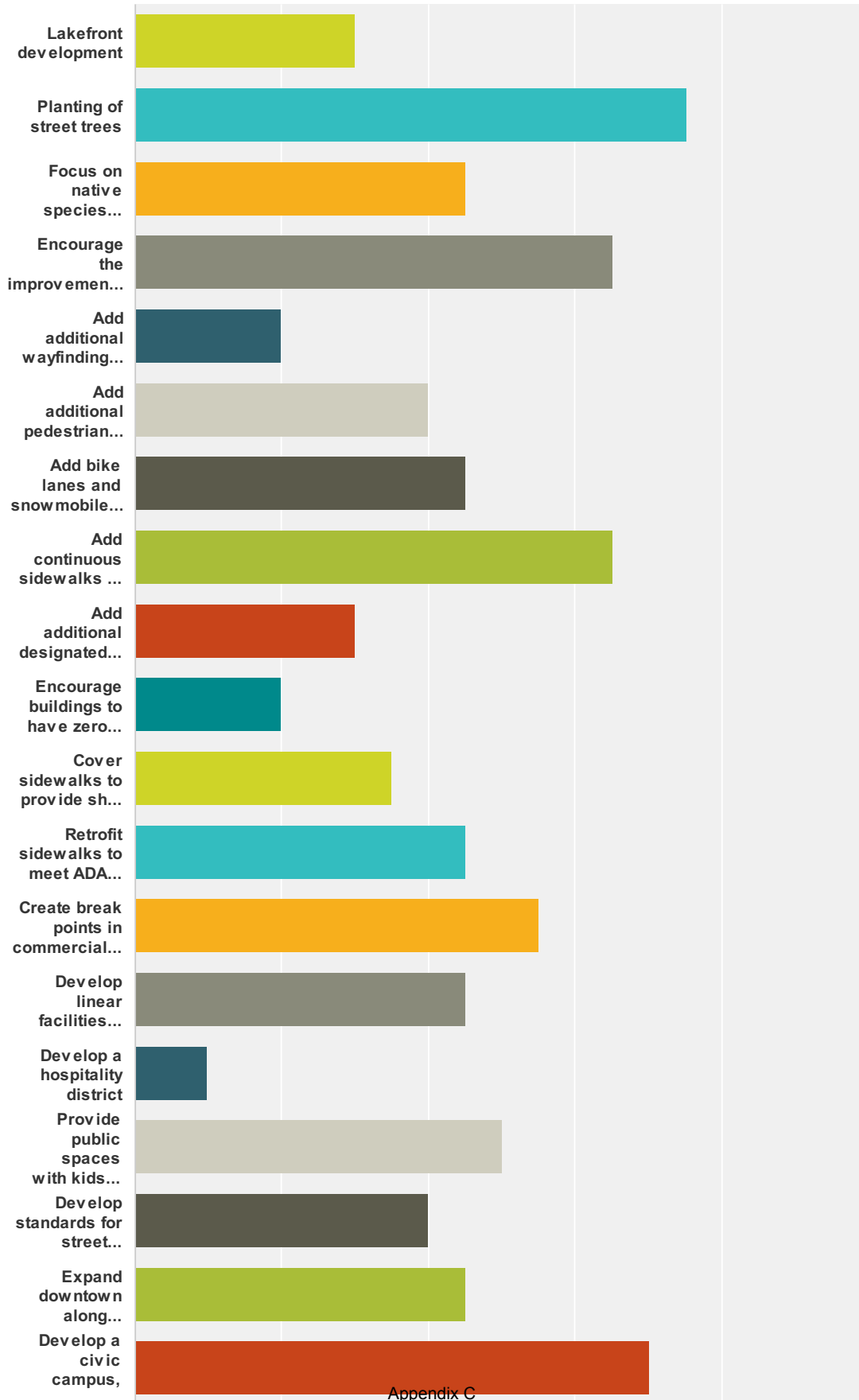
#	why?	Date
1	I like the roof lines and shapes of the buildings. The lights inside the buildings looks homey and warm.	10/18/2013 12:18 PM
2	bike lane, trees, sidewalk,parking	8/26/2013 12:31 PM
3	Public access to lake front	8/25/2013 8:38 AM
4	It's hard to see or remember them all, but six seems to have the best scale for the buildings, lots of trees, on street parking, and bike lanes. If no bike lanes, then it should be clear to all users of the streetscape that bikes are allowed to use the road travel lanes and speed limits should be appropriately low.	8/22/2013 1:39 PM
5	Shade trees, Bike lane, no onstreet parking, small roadway	8/21/2013 1:59 PM
6	It looks cohesive and provides for more retail and art activities in the main corridor of the downtown	8/15/2013 9:50 AM

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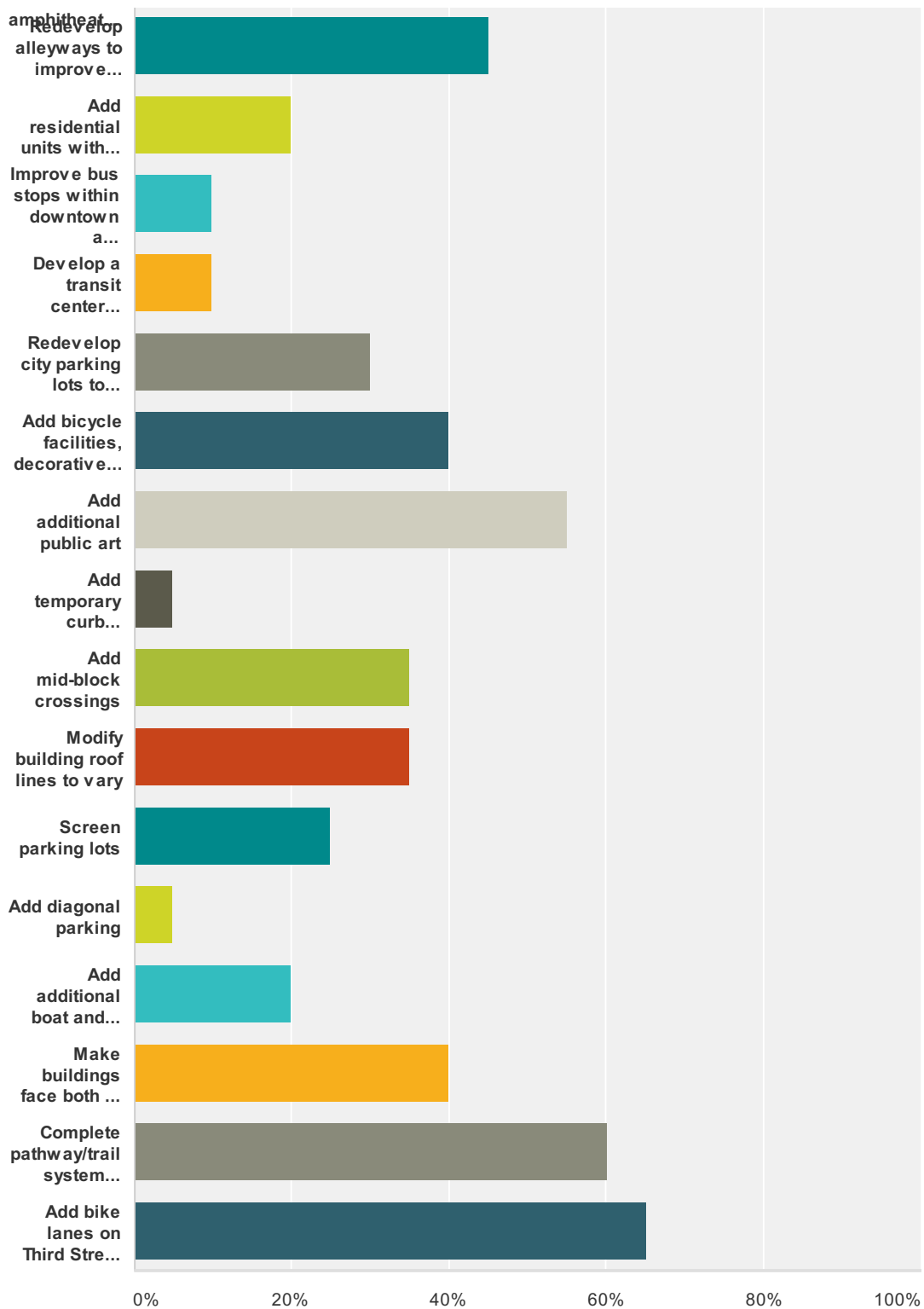
7	It is conducive to the natural lay out of McCall.	8/15/2013 8:42 AM
8	Focuses on lake	8/14/2013 9:27 AM
9	It has everything I like, trees, variety in roofline, on street parking. walkability	8/8/2013 1:15 PM
10	It feels like a traditinal town.	7/30/2013 10:20 AM

Q14 Select the opportunities listed below that you feel are important to McCall.

Answered: 20 Skipped: 1



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Answer Choices	Responses	
Lakefront development	30%	6
Planting of street trees	75%	15
Focus on native species plantings	45%	9
Encourage the improvement of business facades	65%	13
Add additional wayfinding and branding elements	20%	4

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Add additional pedestrian amenities including bulb-outs and designated pedestrian crossings	40%	8
Add bike lanes and snowmobile routes along key roads	45%	9
Add continuous sidewalks and expand sidewalks in key places	65%	13
Add additional designated on-street parking and require parking to be placed behind buildings	30%	6
Encourage buildings to have zero setback	20%	4
Cover sidewalks to provide shade and protection from weather for pedestrians	35%	7
Retrofit sidewalks to meet ADA requirements and for pedestrian comfort	45%	9
Create break points in commercial areas to access lakefront	55.00%	11
Develop linear facilities such as boardwalks along lake and a linear park	45%	9
Develop a hospitality district	10%	2
Provide public spaces with kids activities to encourage longer family stays in the downtown area	50%	10
Develop standards for street amenities	40%	8
Expand downtown along lakefront to the northeast	45%	9
Develop a civic campus, amphitheater, performing arts center, plazas and pocket parks	70%	14
Redevelop alleyways to improve pedestrian experience	45%	9
Add residential units within close proximity to downtown and on upper stories	20%	4
Improve bus stops within downtown and improve transit frequency	10%	2
Develop a transit center downtown	10%	2
Redevelop city parking lots to provide for civic amenities, including transit	30%	6
Add bicycle facilities, decorative bike racks and bike rentals	40%	8
Add additional public art	55.00%	11
Add temporary curb bulb-outs	5%	1
Add mid-block crossings	35%	7
Modify building roof lines to vary	35%	7
Screen parking lots	25%	5
Add diagonal parking	5%	1
Add additional boat and trailer parking at designated locations	20%	4
Make buildings face both the lakefront and downtown	40%	8
Complete pathway/trail system through downtown	60%	12
Add bike lanes on Third Street and Lake Street downtown	65%	13
Total Respondents: 20		

#	Other (please specify)	Date
1	Create as much open space on the lakefront as possible.	8/25/2013 8:41 AM

2	Please avoid light pollution and let's encourage cars to park on the perimeter of downtown to establish	8/22/2013 1:44 PM
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	a less dangerous and more secure experience downtown. Maybe only handicapped parking spaces close to the buildings?	
3	Definitely, we need many more bike paths, but considering it is against city ordinance to operate a snowmobile within city limits, why would we want snowmobile traffic in town. Hell no to snowmobiles. Let's promote healthy styles.	8/21/2013 2:21 PM
4	downtown needs amenities like movie theatre and bowling	8/18/2013 2:59 PM
5	widen roads through out the town	8/15/2013 8:46 AM
6	Connect bike path on Wooley to Spring Mountain	7/27/2013 8:15 PM

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Q15 If you would like to be added to our email list for notification of future events related to the McCall Downtown Master Plan, please leave your name and contact information below.

Answered: 10 Skipped: 11

Answer Choices	Responses
Name:	100% 10
Company:	0% 0
Address:	0% 0
Address 2:	0% 0
City/Town:	100% 10
State:	0% 0
ZIP:	0% 0
Country:	0% 0
Email Address:	100% 10
Phone Number:	0% 0

#	Name:	Date
1	Michael Eck	10/23/2013 1:37 PM
2	John Watkins	8/26/2013 12:33 PM
3	Ballard Smith	8/25/2013 8:42 AM
4	Maria Minicucci	8/22/2013 1:44 PM
5	Steve Minor	8/21/2013 9:37 AM
6	jeff stoddard	8/18/2013 2:59 PM
7	Sherry Maupin	8/15/2013 9:52 AM
8	Barbara Watson	8/15/2013 8:46 AM
9	Wayne Watson	8/14/2013 9:31 AM
10	Brandi Solace	7/27/2013 8:15 PM
#	Company:	Date
	There are no responses.	
#	Address:	Date
	There are no responses.	
#	Address 2:	Date
	There are no responses.	
#	City/Town:	Date
1	McCall	10/23/2013 1:37 PM
2	McCall	8/26/2013 12:33 PM
3	McCall	8/25/2013 8:42 AM

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4	Boise/McCall	8/22/2013 1:44 PM
5	McCall	8/21/2013 9:37 AM
6	McCall	8/18/2013 2:59 PM
7	McCall	8/15/2013 9:52 AM
8	Scottsdale	8/15/2013 8:46 AM
9	McCall, ID	8/14/2013 9:31 AM
10	McCall	7/27/2013 8:15 PM
#	State:	Date
	There are no responses.	
#	ZIP:	Date
	There are no responses.	
#	Country:	Date
	There are no responses.	
#	Email Address:	Date
1	meck321@gmail.com	10/23/2013 1:37 PM
2	mtmonkey@frontiernet.net	8/26/2013 12:33 PM
3	bfsjr1946@gmail.com	8/25/2013 8:42 AM
4	idmini@cableone.net	8/22/2013 1:44 PM
5	spminor@frontiernet.net	8/21/2013 9:37 AM
6	jeffstoddard@cox.net	8/18/2013 2:59 PM
7	smaupin@idahofirstbank.com	8/15/2013 9:52 AM
8	barbwatson7@msn.com	8/15/2013 8:46 AM
9	watson.wayne@hotmail.com	8/14/2013 9:31 AM
10	brandisolace@hotmail.com	7/27/2013 8:15 PM
#	Phone Number:	Date
	There are no responses.	



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