

HAYDEN URBAN RENEWAL AGENCY
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Regular Meeting
City Hall
City Council Chambers

October 17, 2024
3:30 p.m.

CALL TO ORDER
ROLL CALL OF BOARD MEMBERS
PLEDGE OF ALLEGIANCE
ADDITIONS OR CORRECTIONS TO THE AGENDA
CALL FOR CONFLICTS OF INTEREST

WORKSHOP

1. Discuss 58 E Orchard, 9178/9150/9052 N. Government Way in advance of request for proposals for planning

NEXT MEETING
November 19, 2024 – Regular Meeting (Third Tuesday)

ADJOURNMENT (Action Item)

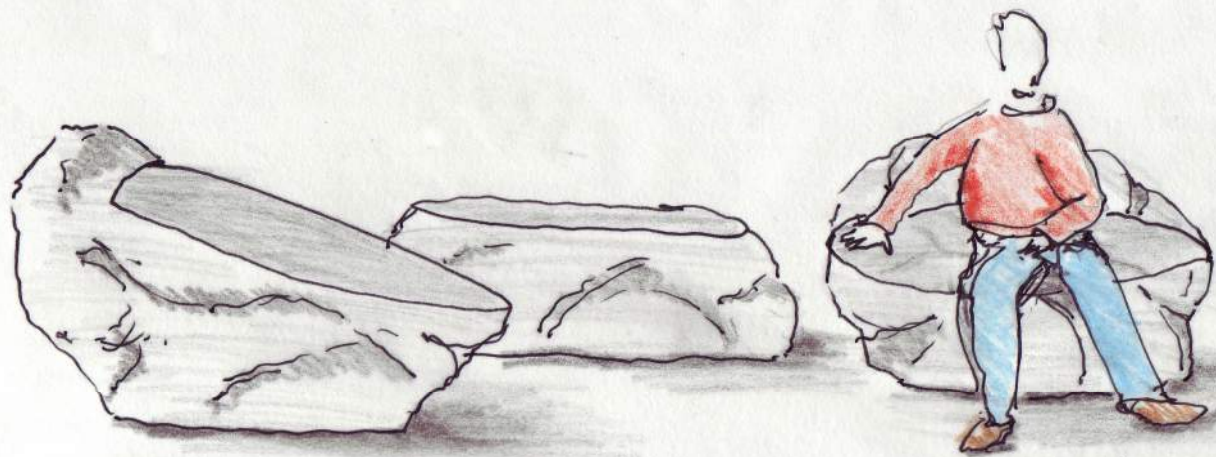
Past City Park products

Big Ideas for City Hall Park









SALTATE SEATING CLUSTER



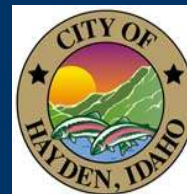
Videos produced as a part of
Imagine Hayden

<https://vimeo.com/380589042>

<https://vimeo.com/380589276>

Past HURA downtown strategic
plan

CITY OF HAYDEN STRATEGIC IMPLEMENTATION PLAN



November 2007

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For their participation in
developing this plan

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CITY OF HAYDEN STAFF
Jay Townsend, City Administrator

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An aerial view of Government Way when it was the primary route in through Hayden.



An important element in Hayden's landscape are the towering Ponderosa Pines.

TOWN CENTERS

They are referred to as downtowns and central business districts, town centers and urban cores. They are often described as blighted and old or revitalized and vibrant. But regardless of their condition, they are the heart and soul of their community. They are a living testament of a city's successes and failures and an indicator of a community's economic and social health. Older cities strive to revitalize them while younger cities take up the challenge to build them where they never before existed. Their appearance and function are bellwethers and are a reflection, either positive or negative, of the larger community as a place to live, work and visit.

Hayden, Idaho is a changing community with a growing population that is expected to double within 15 years. The challenge is to set a plan in place that will build off the community's vision of a village through the strategic allocation of resources and implementation of catalyst projects—ultimately making downtown Hayden a very desirable place to shop, work, live and play.

DOWNTOWN HAYDEN: A PRODUCT OF THE 1950s

Incorporated in the 1950's when auto use determined development patterns, the City of Hayden grew as a destination to Hayden Lake and gateway to northern recreational areas. Over time, commercial development began stretching out along Government Way (Hayden's 'downtown') in a linear, leap frog pattern to take advantage of increasing opportunities that new residents and visitors brought. While common at the time, this approach, exemplified a vehicle-based land use pattern that has resulted in a downtown commercial district with no sense of arrival and little sense of place. Buildings with large setbacks, oriented to maximize access and parking, typically do not relate to each other or create a business synergy. Public buildings and a few historic structures remain, interspersed with few of the great ponderosa pine as a reminder of Hayden's strong connection to the land and its historic namesake of 'Hayden Village'.

With the construction of Hwy. 95 just west of Government Way in 1972, the downtown commercial area was effectively bypassed. Understandably,

many businesses flocked to the highway which became the new tourism and recreation route. Downtown's economic vitality suffered and Government Way became a transitional district in search of a sense of place and its civic identity.

A NEW VISION FOR THE VILLAGE

Fortunately, much is being done to counter Hayden's recent past in regard to strip-style downtown development. In 2003, the City of Hayden launched an overhaul of its Comprehensive Plan with an intensive community visioning process. A primary theme that emerged from this effort was the desire to redevelop the town center, as reflected in the following excerpt from the Hayden Vision Statement:

“ *We seek to develop and revitalize Government Way as the community center. We envision a pedestrian-friendly central business district with a village-like atmosphere, a vibrant center of community life with small shops, community gathering places, activities and events that draw people to the downtown.* ”

In 2004, the City developed a Downtown Vitalization Plan to articulate the vision for Government Way as the 'village center' desired by the community. The City then assembled a project team to undertake the implementation of a first-phase Downtown Vitalization project in conjunction with the Government Way Reconstruction Project.

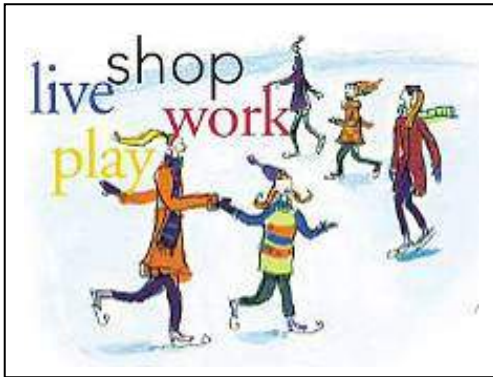
The City was successful in securing a \$500,000 Community Development Block Grant from Idaho Department of Commerce and Labor, along with a low interest loan from USDA Rural Development, and a \$15,000 Community Transportation Enhancement Grant from Idaho Department of Lands to construct first phase enhancements envisioned in the 2004 Downtown Vitalization Plan. Construction on the Government Way Reconstruction Project began in the summer of 2007.

The Vitalization Plan was an excellent beginning to the quest for a vital, inviting village center. However, additional planning was needed to address specific components and next step strategies.

In December 2005, the City of Hayden formed an Urban Renewal District as a means to implement Hayden's vision for a vibrant, inviting downtown that serves as a center of commerce and community activity. The Urban Renewal Agency, in concert with the City of Hayden, understood the need for a Strategic Implementation document and began efforts on this 'next steps' project. In 2006, the Downtown Solutions Team, of Salem, Oregon, was selected to help develop a Strategic Implementation Plan that built off previous planning efforts and provided a detailed roadmap for next steps.



TEN PRINCIPLES FOR REINVENTING SUBURBAN STRIPS



Since Hayden does not have a traditional downtown core but one that developed in a suburban style, the transition from one pattern of development to another is a tall order and will take an integrated, long-term approach. Fortunately, the Urban Land Institute has conducted extensive analysis on how to successfully reinvent suburban strips so that they are vibrant, walkable, enticing places to shop, work, play, and live. From the studies, ten principles have emerged that offer a comprehensive list of issues to address in the process of transition. They include:

1) Ignite Leadership & Nurture Partnership:

- a) Reach consensus with active participation on what the strip

(aka downtown Hayden) should become

- b) Participate in the redevelopment of the strip that is consistent with the vision
- c) Acquire, assemble and RFP out land to support new infill development that is consistent with the vision
- d) Coordinate and participate in real estate development and infrastructure financing
- e) Stay on top of traffic issues and manage parking so that its presence does not dominate the landscape
- f) Coordinate the dissemination of market info to investors, developers, retailers, consumers and public agencies
- g) Handle marketing and promotion

2) Anticipate Evolution

- a) Be ready to respond to emerging consumer preferences
- b) Adapt the strip to emerging lifestyles (a mix of uses in a well designed environment)

- c) Provide a sense of community by developing inviting public gathering spaces



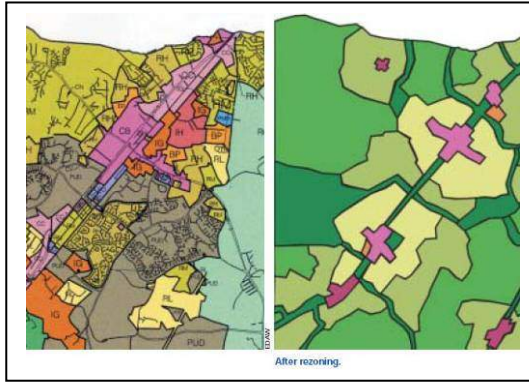
3) Know the Market

- a) Identify the trade area
- b) Determine the specific market forces at work where the strip is located
- c) Determine the shopping patterns and set reasonable expectations about how they will evolve
- d) Understand the complex interplay between land values, densities, access, demand for different retail offerings and the level of competition in the strip's market area.

4) Prune Back Retail-Zoned Land

- a) Limit the quantity of commercially zoned land along emerging suburban strips to give land owners and business owners the incentive and economic strength to maintain a high-quality environment.
- b) Rezone excess commercial land in retail strips to encourage reinvestment and improve the quality of existing retail properties.
- c) Scale retail zoned land reflect the size, strength and character of the market
- d) Stimulate infill, mixed use and pedestrian oriented retail on remaining land
- e) Structure zoning in mature strips (i.e., shadow platting) to encourage denser forms of development that can be reached by access of multiple modes
- f) Reserve some of the previously zoned commercial for other uses: industrial, recreational, open space, housing
- g) Reduce opportunities for and predatory behavior on the part of big box retail.

5) Establish Nodes of Development



- a) Use key areas such as intersections or civic clusters to develop key nodes of activity
- b) Plan and zone key areas for higher density to facilitate a vertical mix of uses
- c) Direct public investments such as infrastructure and public facilities such as cultural facilities, libraries and government offices in these areas.
- d) Use a range of tools and incentives to develop high value, mixed use nodes

6) Tame Traffic & Parking

- a) Plan for traffic volumes to accommodate both through and destination traffic

- b) Consolidate driveways and interconnect parcels to provide better circulation and safer access
- c) Develop roads to provide parallel movements and better circulation patterns
- d) Encourage and plan for shared parking among adjacent uses
- e) Consider the creation of a parking district to create greater efficiencies
- f) Explore alternative parking and building configurations that provide convenience but avoid visual blight
- g) Create parking in a carefully designed landscape
- h) When justified, introduce structured parking to open up more development opportunities



7) Create the Place



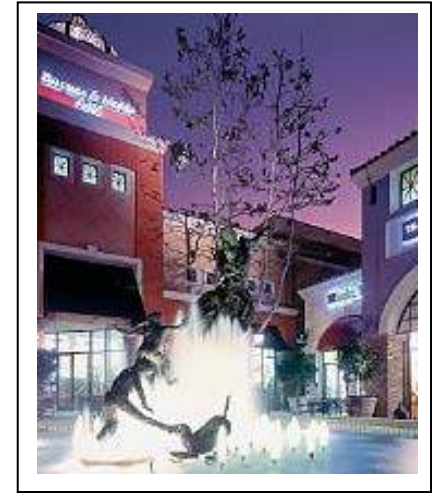
- a) Create attractive walkways and a continuous streetfront experience to maximize the quality of the pedestrian environment and afford opportunities to increase retail spending
- b) Configure sidewalks so that people feel safe and comfortable; make sidewalks wide, appealing and shady
- c) Provide pedestrian scaled lighting (no sodium vapors, please)
- d) Install well designed and high quality street furniture to reinforce the image and increase comfort
- e) Vary roofscape and façade designs. Retailers depend on diverse, appropriately scaled and customized storefronts.

- f) Use compelling, consistent and informative signage for wayfinding and to tell the story of the place
- g) Design attractive corners and gateways to the development nodes
- h) Add vitality by encouraging active uses on the sidewalks such as outdoor dining
- i) Incorporate a variety of urban residential uses such as live/work spaces, apartments above storefronts, townhouses, and boutique hotels to ensure 24/7 activity.

8) Diversify the Character

- a) Create an environment where people can live, work, shop and play
- b) Encourage land uses that encourage walking and discourage driving for short trips and errands
- c) Rezone areas in older strips for higher densities and mixed use projects
- d) Concentrate mixed uses along arterials to preserve single family residential areas

9) Eradicate the Ugliness



- a) Strive for architectural excellence, higher quality building design and retail-friendly first floor facades
- b) Develop a design 'vocabulary' for streets and buildings
- c) Landscape arterials with mature trees, planted medians and green edges
- d) Underground power lines as possible to eliminate visual blight
- e) Be creative with parking, placing it behind buildings and in innovative arrangements
- f) Plan for a pedestrian friendly environment with active sidewalk uses and wide walkways

- g) Encourage buildings that enclose and frame the corners at major intersections and gateways

10) Put Your Money (& Regulations) Where Your Policy Is

- a) Integrate public facilities into the strip’s redevelopment strategy. These facilities will leverage public investment, create a focus for the community, provide a convenient destination and shape a more rational development pattern.
- b) Design zoning regulations that facilitate private developers in implementing the public’s strategy
- c) Create sophisticated development standards to accompany new zoning regulations
- d) Create an aggressive nuisance abatement program to eliminate problems that inhibit the vision from moving forward (blighted properties and incompatible land uses are examples)
- e) Prevent ‘deadening’ uses such as mini-storage facilities from dominating the area



ROLES IN REDEVELOPMENT

As a relatively new Urban Renewal Agency, it is important to lay out a guiding philosophy that can be used to help ‘sift’ and prioritize redevelopment projects over the coming years. The guiding philosophy of the Hayden Urban Renewal Agency should include:

- The Hayden Urban Renewal Agency will use a balanced approach to redevelopment, including the use of the variety of tools and strategies for stimulating redevelopment and stimulating economic activity.
- The agency will support tipping point, or catalyst, projects that will help fuel additional investment in the downtown core.
- The agency will focus on phased projects that include both short- and longer-termed timelines and outcomes.

- The agency will support multiple projects that occur simultaneously to help keep redevelopment moving ahead and showing success in a variety of ways.

Implementing a successful downtown redevelopment effort is a complex task because of the variety of projects and initiatives within both the public and private realms.

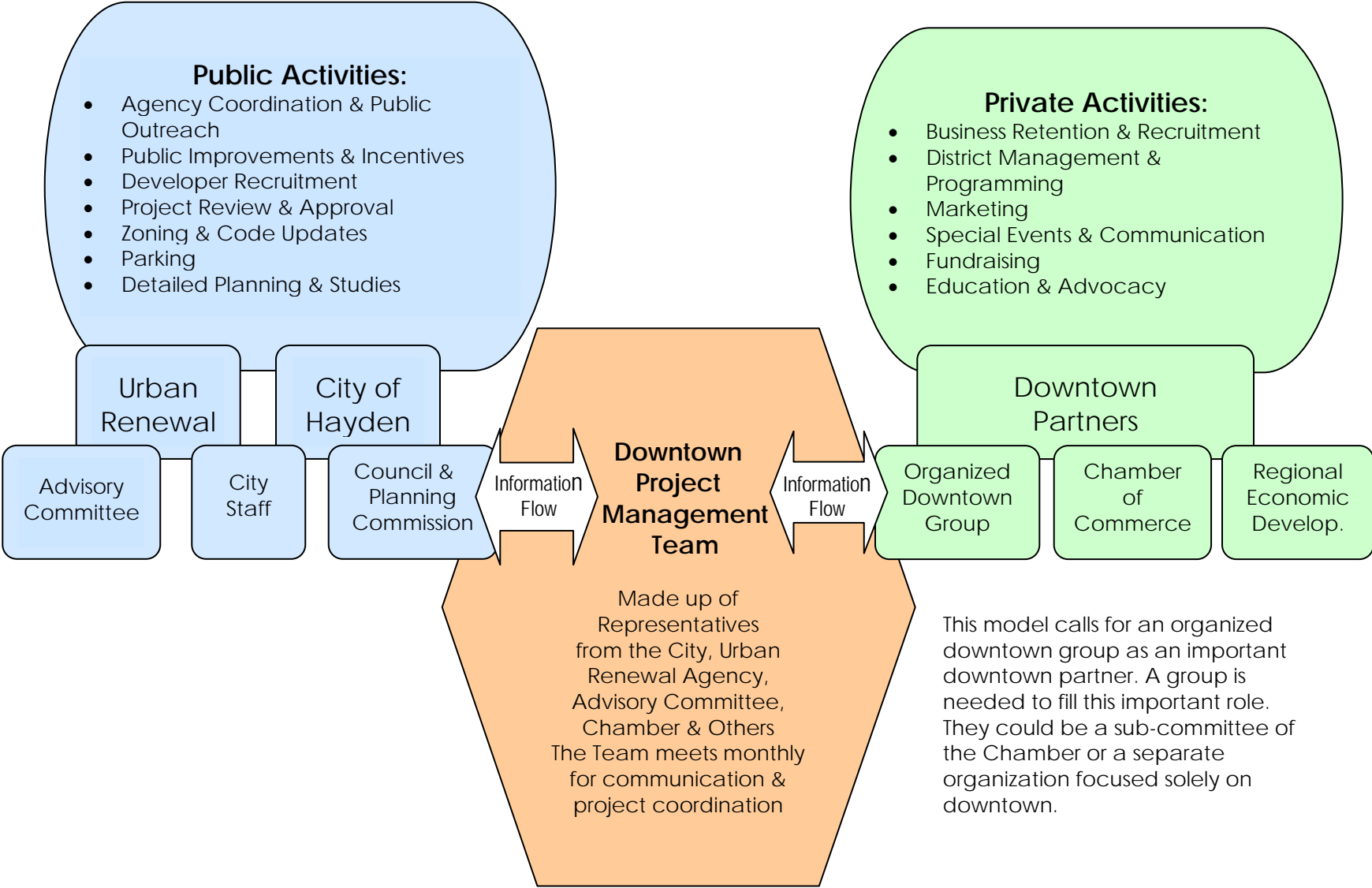
The Urban Renewal Agency should also adopt criteria to assist in evaluating future projects and may include:

Downtown Urban Renewal Projects will:

- Be in the public interest
- During the initial phase of redevelopment, the majority of projects will be focused on the core area (Honeysuckle to Orchard)
- Support quality economic growth
- Increase the value of adjacent properties
- Encourage greater marketability of the district
- Provide for a greater intensity of uses
- Provide an incremental gain in ground floor retail



Both public and private activities and partnerships will be critical to the success of the redevelopment effort for downtown. The following chart outlines these categories of guided activities and the roles and responsibilities within each. It also outlines the creation of a Downtown Project Management Team. This working alliance will be critical to the long-term and sustained success of Hayden’s redevelopment effort.



The process to develop Hayden's Strategic Implementation Plan included working with the Urban Renewal Agency and Advisory Committee to clarify their role in the process to redevelopment redevelop downtown. As a relatively new agency, it was important to discuss how actively they envisioned the agency participating in redevelopment efforts. Following a thorough discussion, the board agreed that in Hayden's case a proactive approach is needed to help facilitate the vision and move downtown in the new direction.

In an Urban Renewal workshop held as part of this project, Bob Galante, Director of the Lake Oswego, Oregon Redevelopment Agency was brought in to discuss the role his agency has played in downtown redevelopment activities. Much like Hayden, Lake Oswego had seen little investment in its deteriorated downtown core, yet had a vision for a vital, pedestrian friendly city center. Galante discussed catalyst projects that underscored the city's commitment to the vision (Millenium Park, see photos, next page) and how this investment helped spark investor interest and confidence. He also outlined how his agency purchased and assembled strategic sites then successfully issued Requests For Proposals for redevelopment. This effort included Lakeview Village, a one-block, six building project that included an internal 366 parking structure. This project

created more than 300 new jobs and increased the gross revenue of the block from \$1m to over \$20m dollars.

Galante outlined lessons learned from the downtown Lake Oswego redevelopment experience. They include:

1. Minimize the public's risk by maximizing the ratio of private to public investment.
2. Quality is more important than quantity. Don't compromise, do it the way it should be done.
3. 'Raise the bar' with each project. Improve upon your mistakes (expect some).
4. Adopt an aggressive schedule of continuing investment in the downtown. Send the message that the City is serious about improving the quality of its downtown.
5. Allocate resources necessary for maintenance of public improvements.



Public and private projects from Lake Oswego, Oregon's redevelopment efforts.



INCORPORATING THE ARTS INTO DOWNTOWN DEVELOPMENT

The arts are emerging as a potent force in the economic life of cities and rural areas nationwide. They are assuming an important role as direct and indirect contributors to regional and state economies. Beyond their importance to tourism and cultural heritage activities, the arts are gaining recognition for their role in making communities attractive to workers who want to be identified with, and participate in, art-based activities both as full time professions and through leisure. These workers value 'quality of place' above nearly all other factors in choosing where to locate.

Arts and heritage activities help give definition and identity to many communities.

Art and cultural activities can help:

- Give members of a community a positive sense of identity and cohesion;
- Increase educational attainment and cultural literacy
- Bridge barriers across a variety of problems.

Artists are creative problem solvers and expert communicators. Involving artists in

downtown redevelopment projects can uncover new ways of approaching community problems. A few ways that artists can help solve problems are by:

Improving the Built Environment. Visual artists and writers have the ability to envision and improve the built environment. Involving artist in designing community improvements such as wayfinding systems, parks, and community markers often results in much better design solutions.

Celebrating Cultural Diversity. Most communities can be improved by promoting greater understanding among the people who live there. Communities that create opportunities to celebrate and share their heritage enrich themselves and create new opportunities for community dialogue.



Addressing Social Issues. Cross-cultural and cross-generational communication that can occur as the result of a community art effort will open the door for community dialogue on a variety of social issues.

Giving Youth a Voice. Young people are one of the great underutilized resources in our society. Involving them in art projects, historical research, performance and creation of art projects is an excellent way to promote cross-generational communication and help young people feel like respected members of the community.

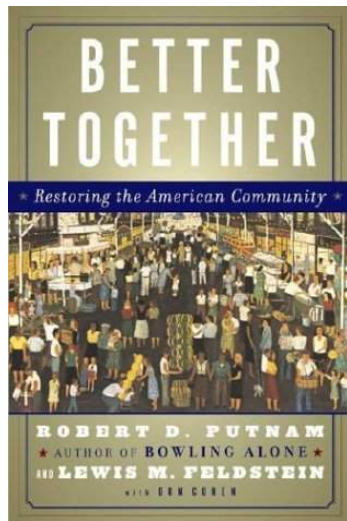
Rebuilding Community. In their book, *Better Together*, Robert Putnam and Lewis Feldstein take traditional arts institutions and practices to task for their contribution to the decline in social capital.

'Traditionally, arts institutions have done far more bonding than bridging. **We are becoming a nation of arts spectators more than arts participants, and this trend is likely to accelerate...**'

They continue, "Even amid these warning signs, **we believe that the arts represent perhaps the most significant underutilized forum for rebuilding community in America.**" To become contributors to community and social capital, they call for arts organizations and leaders to follow three principles in their work:

1. Look for opportunities to bridge
2. Revive or redesign arts organizations as community institutions
3. Include artists and cultural institutions in community planning.

Putnam and Feldstein add, "We recommend that America's cultural institutions are the people who work within them create opportunities for political expression, community dialogue, shared cultural experiences and civic work - - all with an eye toward making citizen participation fun!"



DEVELOPING AN ARTS INFRASTRUCTURE



Like any type of development activity, arts-based development requires a strong infrastructure in order to be successful and sustainable over the long haul. Following are commended strategies to build and develop a local, integrated infrastructure that supports arts-based development.

1. Focus on, commit to, and support arts-based development through both the public and private sectors.
2. Formalize a long-range arts-based development plan.
3. Build local networks of artists and arts organizations.
4. Create affordable arts spaces for working and living.

5. Create art spaces for exhibiting, performing and gathering.
6. Create incentives for arts-based business development.
7. Undertake a multi-faceted marketing effort to attract artists, promote arts events, etc.
8. Measure and evaluate arts-based development activities and projects, then make adjustments as needed for moving forward.

The 'secrets to success' to developing a strong and sustainable arts-based focus for Hayden will depend heavily on:

- An agreed-upon, community-based vision for the arts
- Great planning that concentrates on building the local arts infrastructure and implementing identified projects to solve problems and address issues
- Exploration of 'what's work and what hasn't' in arts-based development for other communities - - then taking the 'bests' and adapting them to Hayden
- An inclusive network of artists and arts organizations



- A strong, local arts organization to champion the arts cause and lead private sector efforts
- A supportive city government that leads public sector efforts in arts-based activities
- Effective public/private partnerships
- Tenacious implementation of projects and initiatives



- Readiness to step up to the plate with local resources
- Consistent communication among artists and the community at-large

- On-going assessment of efforts and projects
- Willingness to adjust strategies as needed
- Ability to take advantage of unforeseen opportunities that move efforts forward
- Commitment to successfully work through challenges and conflicts



DOWNTOWN HAYDEN AND THE ARTS

In Hayden, the arts are an important topic, especially as they relate to downtown development. The Urban Renewal Agency has set aside up to 5% percent for the arts, showing a strong

commitment through public dollars for projects.

The Arts Commission is a recently created group that is under the auspices of the City and will work with the City and Urban Renewal Agency on a variety of arts initiatives. This fledgling group will need to grow in capacity while raising local awareness. Buster Simpson, the artist who served on the project team, met with the Arts Commission and discussed the value in their connecting to regional and national associations for support and to build their organizational and programming skill set.

Buster suggested that one way the Arts Commission could raise awareness could be through hosting community-based high visibility events. He stated that it would be efficient for the Arts Commission to tap into existing social and cultural events (Hayden Days, Fourth of July, etc.) and augment them by raising the bar for ingenuity, cleverness and artistic merit. The City and Arts Commission need to work hand-in-hand so that opportunities are shared. Performances, music, sculpture and two-dimensional projects should all be presented as temporary installations. In this way, there is no judgment of success or failure, no permanent responsibility for maintenance, and unlimited flexibility.



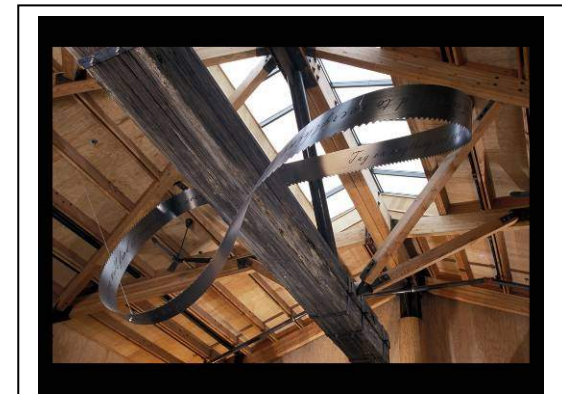
Suitcase Landscape in Seattle's Bell Town Neighborhood, a temporary installation by Buster Simpson.

Concurrent with these consensus building events, long range planning should be taking place through discussions, research and assessments. Questions to help stimulate planning discussions include:

1. What roles should the Arts Commission take on? Stand-alone commission? Facilitator? Connector? Champion? Collaborator? Communicator? One-stop Information?
2. How dimensional does the Arts Commission see its charge? Work on arts-based business development? Marketing? Events? Public arts projects? Arts programming?
3. Could the school be an asset for art programming?

4. Should the commission be an independent non-profit?
5. What might be some of the private/public interface opportunities to explore?
6. How will public art be expressed in public projects?
7. Should there be a percent for the arts ordinance that not only includes arts purchase but public lecture series, design team collaborations, events, etc.

Instilling a sense of self-initiated cultural awareness is a slow community-building process. The first step is to get people out having fun, listening to, and enjoying, each other - - and building from that point forward.



Mobius Strip, by Buster Simpson



HAYDEN'S STRATEGIC IMPLEMENTATION PLAN

This Strategic Implementation Plan project builds off the '30,000 foot' Vitalization Plan that set the stage by articulating the vision for a vibrant, walkable downtown core.

This project moves that initial planning effort to the next step as it is a multi-faceted effort to develop the policies, projects and initiatives necessary to move from vision into reality along Government Way. It provides an "agenda for action" by defining projects and steps necessary to develop downtown Hayden into the community gathering place and economically viable village center envisioned.

This project evaluated Government Way's best redevelopment opportunities through the 'lenses' of:

- Policy: Development and Design Standards
- Projects: Gateways, City Hall Park, Parking and Catalyst Sites for Redevelopment;
- Business Development; and
- Strategies for Success

Often, these components are addressed one at a time in redevelopment efforts. In this project, however, the team's interdisciplinary discussions and collaborative problem solving provided higher value and seamless solutions. The resulting Plan that evolved from the process amounts to a 3-part document:

1. The Strategic Implementation Plan
2. The Development and Design Standards
3. Market Analysis and Business Development Plan

Each document was designed to stand alone while supporting the other two.

The Strategic Implementation Plan outlines the framework for redevelopment, roles, projects, strategies for implementation and an implementation matrix.

The Development and Design Standards set the guiding design principles and framework for infill development and parking.

The Business Development Plan outlines opportunities for building a strong downtown district and strategies to accomplish the goal.

The City's goal in preparing this plan is ensure that public and private partners have the concepts, tools and policies necessary to reach the vision for a

walkable and inviting village. By building an attractive and enticing downtown that is compact, pedestrian friendly and includes a mix of uses and activities, Hayden will achieve what it desires and deserves: successful retail, restaurants, services, civic uses and housing that all complement and support each other.



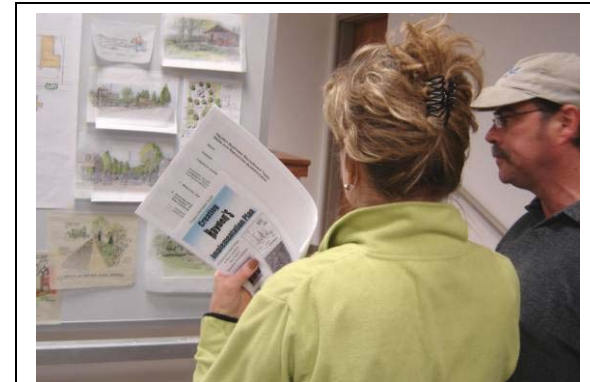
THE PROCESS

The Urban Renewal Board served as the advisory committee on this project. Throughout the process, they provided active input and valuable 'testing' of redevelopment concepts and design ideas.

The process also involved a substantial public involvement component, including seven public meetings, seven educational workshops, focus groups, on-going opportunities to vote on design examples, an electronic survey, and one-on-one interviews. In addition to these outreach efforts, the City received project updates from the consultant team.



Northwest Public Radio picked up the story of Hayden developing a village center and produced a story on it.



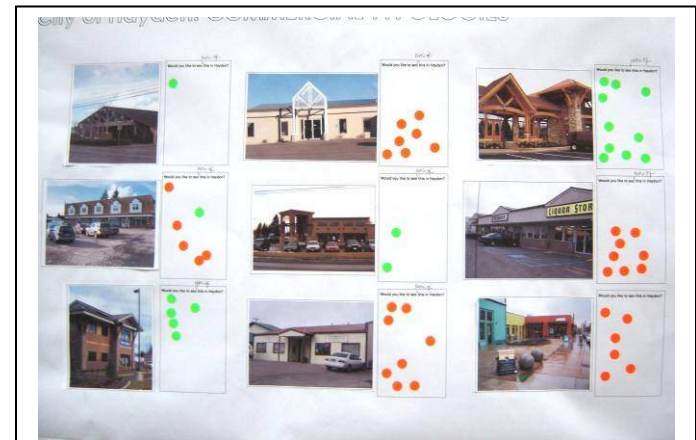
Owners of the Kynrede look over design concepts to expand their little historic business cluster following a public meeting.



Community members voting on visual design preferences early in the planning process.



Team member David Berniker discusses design standards at a public meeting early in the project.



This shows a visual preferences 'voting sheet' early in the process.



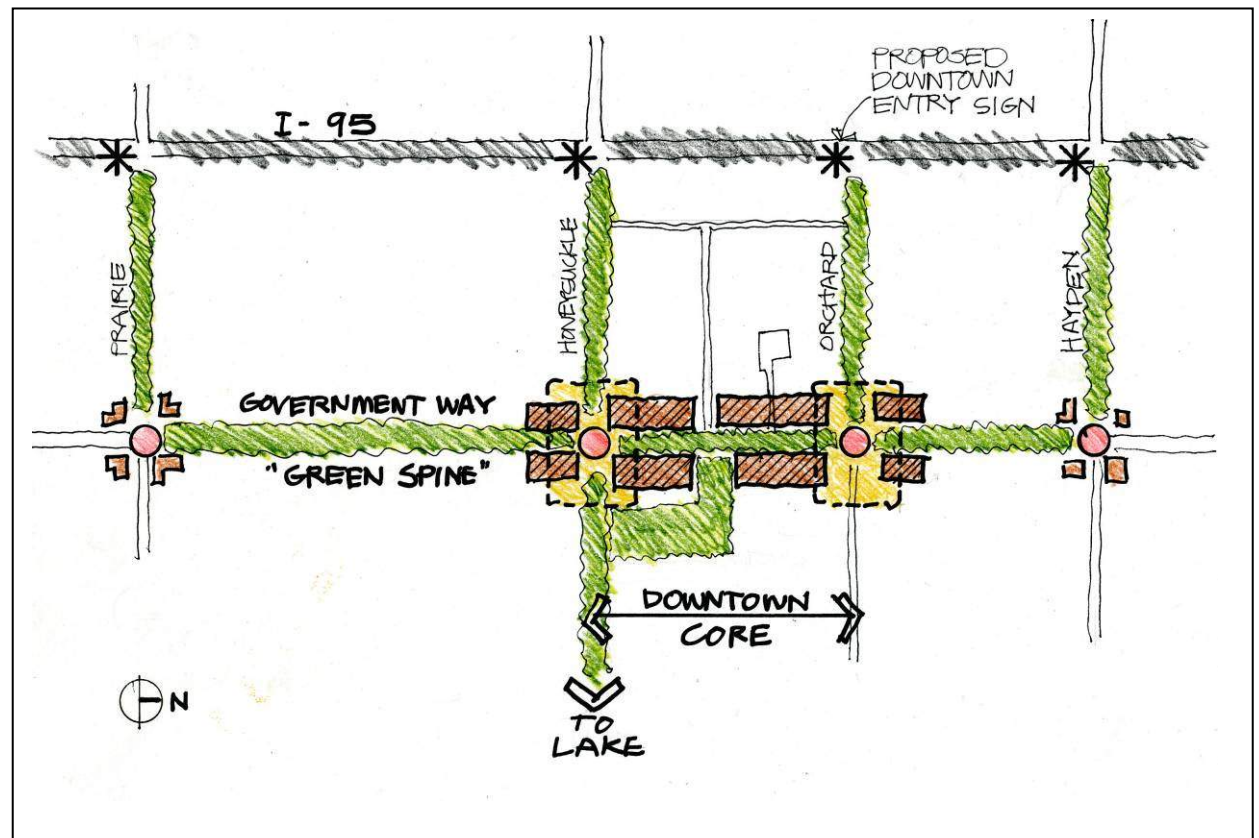
PUTTING DOWNTOWN INTO CONTEXT

It is not possible to develop a workable Implementation Plan for downtown Hayden without understanding its context within the larger picture.

Government Way lies ¼ mile east of Highway 95 which contains an almost continuous line of big box retail between Coeur d'Alene and the north side of Hayden. The goal for downtown development in the core area of Government Way is to not compete directly with big box retail out on the highway, but focus on smaller, locally owned businesses that complement each other within an attractive and walkable environment. The goal for downtown is to be the central gathering place for the community with inviting public spaces, including a reactivated city park, and a variety high quality of dining, retail, service and living options.

The sketch, right, is a framework diagram that shows Government Way's relationship to Highway 95. It also indicates proposed locations for gateway signage, the development of 'green spines' connecting the highway to downtown and along

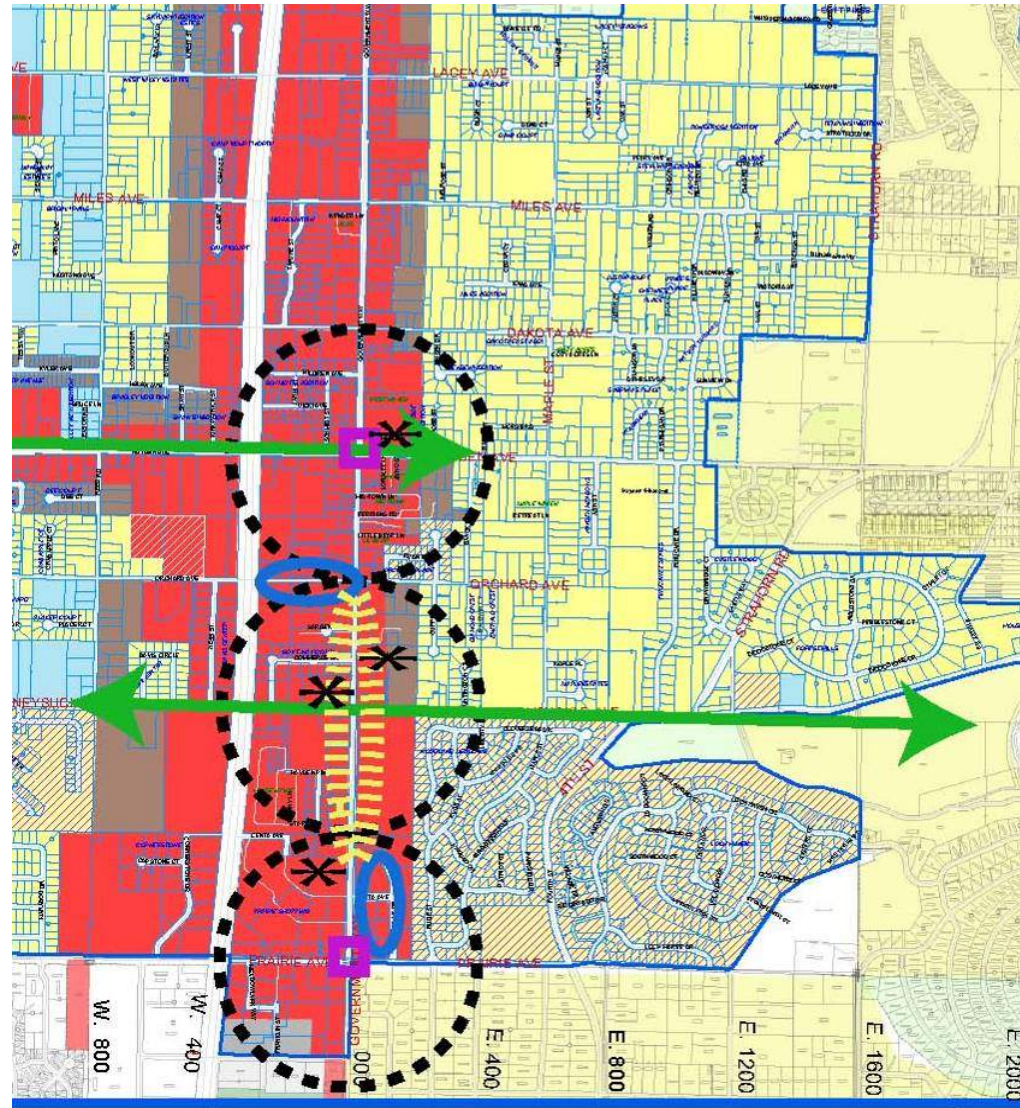
Government Way, nodal development, and the proposed location for the heart of downtown between Honeysuckle and Orchard Avenues.



THE PROJECT AREA

From Prairie Avenue to Hayden Avenue, Government Way's development patterns have 'stretched' downtown to over a mile and a half in length. This distance is too great to create a unified, pedestrian friendly village atmosphere, especially in the early stages of redevelopment. The map, right, proposes three nodes to help concentrate development along Government Way. They center on Hayden, Honeysuckle and Prairie Avenues - - with the 'core' for downtown proposed between Honeysuckle and Orchard Avenues. From the center to the outside edge of each node is ¼ mile, which is a five minute walk and the general distance that most people will walk in an attractive, walkable downtown environment.

The two adjacent nodes, centered at Prairie and Hayden, also hold a good deal of redevelopment promise and will play an important role in the gateway and long-term redevelopment of Government Way.



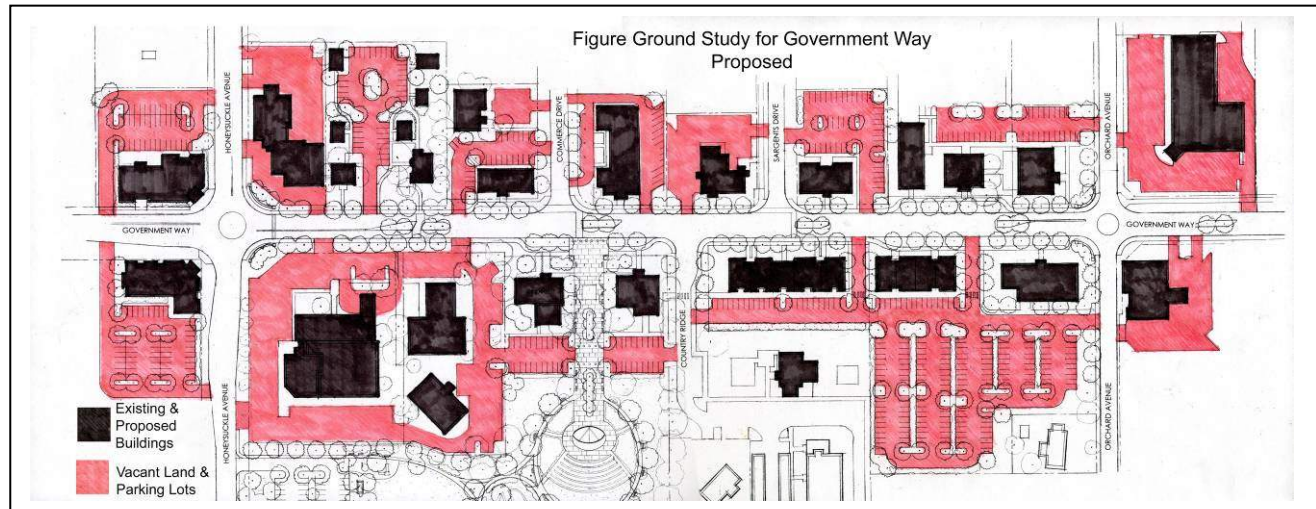
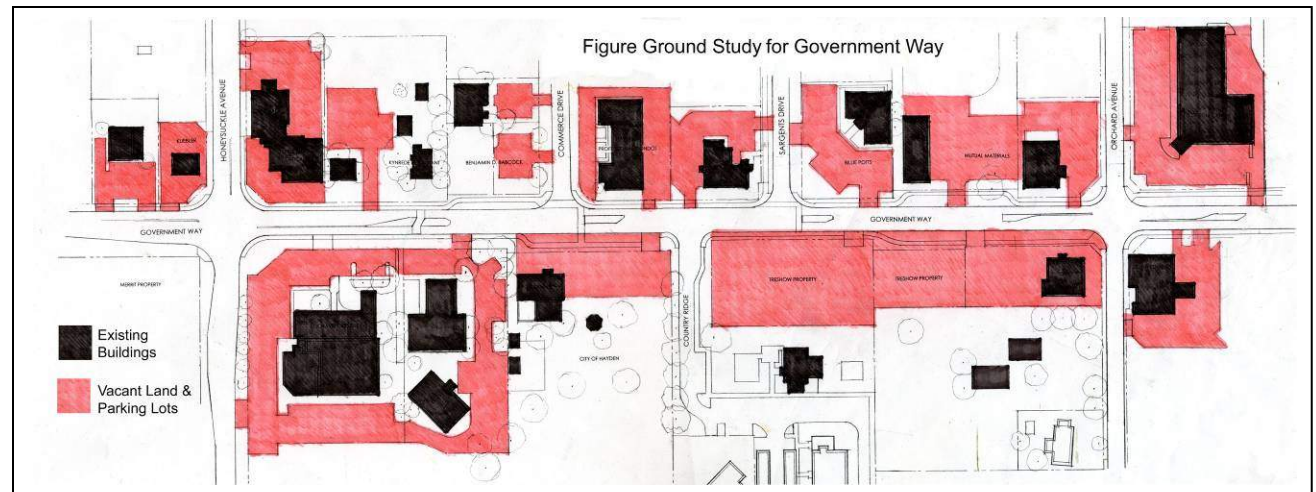
This map indicates the 3 primary nodes of Government Way, with the core node centered at Honeysuckle Avenue.



The most logical place to begin concentrating first-phase redevelopment energy is on the City Hall node. It not only contains City Hall and the adjacent park (which are both community destinations), it also has several 'opportunity sites', along with nearby residential development to help support new shops and services.

The Figure Ground Map, right, is an interesting 'snapshot' of existing conditions in this node along Government Way between Honeysuckle and Orchard. The black figures indicate existing urban fabric, or buildings. The red indicates undeveloped land or parking lots. These red zones are extensive and do not support an attractive pedestrian friendly environment. Most of this land is in private ownership and some is owned by the City. By strengthening the pattern with targeted new development, a more recognizable pedestrian zone can be developed over time.

The Figure Ground Map, right, indicates how downtown Hayden's development pattern can change to a more traditional, pedestrian friendly model by implementing the new Development and Design Standards and infilling as recommended.



DESIGN THEMES & UNIFYING ELEMENTS

During the course of the project, the consultant team and community discussed themes and unifying elements in order to develop a relevant and cohesive design vocabulary for downtown. There was a consensus that themes celebrating Hayden's natural environment were the most relevant and ones to build from.



Survey results and feedback during public meetings indicated that the top three elements that help define Hayden include:

- Water
- Open space
- Trees



Fencing, bio-swales (as a visual, green connector), boulders, and history (evidenced through architecture) were also discussed as themes that were common throughout the community and that could be incorporated into downtown's design conversation.



Celebrating these elements and using them as part of Hayden's design language will help strengthen downtown's identity and help communicate Hayden's unique story.

The themes of water, open space, trees, fencing, bio-swales, boulders & history help define Hayden.



Unifying elements are primarily a palette of materials for streetscape, open space, and gateway design. The intent is to allow specific materials to vary from place to place but maintain a consistent family of materials throughout downtown.

For Hayden, public art will also be a useful tool to help bring a unique vitality to the downtown experience. Art should be integrated into downtown's design palette through a variety of public projects, emphasizing the roles of nature and history in Hayden.

DESIGNING HAYDEN'S NEW VILLAGE

Creating a unique new village center for Hayden will depend on unwavering leadership; strong, yet flexible, design policies; public and private investment; and a complementary business development program.

This section of the report addresses the design aspect of downtown. Before developing concepts for specific projects, it is important to understand the policy changes needed to ensure that downtown develops as envisioned as well as the big picture design framework for the new village core. The following sections outline the proposed Development and Design Standards and the framework plan.



This built example illustrates how downtown Hayden could redevelop. Outdoor dining and an attractive streetscape add an enticing ambiance to a walkable commercial district.

DEVELOPMENT & DESIGN STANDARDS

To ensure the vision for downtown is achieved, design policies that include Development and Design Standards and supporting codes are essential. One component of this project deals with reviewing the existing code, then developing design policies to support the vision for downtown Hayden. The stand-alone document titled *'Recommended Development and Design Standards'* addresses allowable uses within the core area. It responds to the City of Hayden's Vision Statement, which calls for the following:

- 'To develop and revitalize Government Way as a community center'
- 'To develop a pedestrian-friendly central business district with a village-like atmosphere, containing small shops, community gathering spaces, and activities and events that draw people to the downtown'

The Development and Design Standards document also sets specific design parameters identified by the Planning and Zoning Commission that include:

- Creating a signature space or element as a means of enhancing downtown's identity

- Allowing building heights that reflect the scale and types of uses within a vibrant core



- Emphasizing building continuity and cohesiveness through the incorporation of a rich palette of repetitive materials

- Incorporating on-site stormwater treatment practices with the improvements planned for the Government Way right-of-way

To help minimize confusion about the roles of Development and Design Standards, brief explanations follow. Detailed information on the Development and Design Standards is included in the following stand-alone document.

Development Standards are required land use regulations that guide how buildings and sites can be developed. Development Standards address:

- Setbacks
- Lot coverage
- Floor-to-area ratios
- Building height
- Landscaping
- Ground floor windows
- Front entries
- Screening
- Exterior display and storage
- Parking standards
- Building signage
- Building and parking lot signage

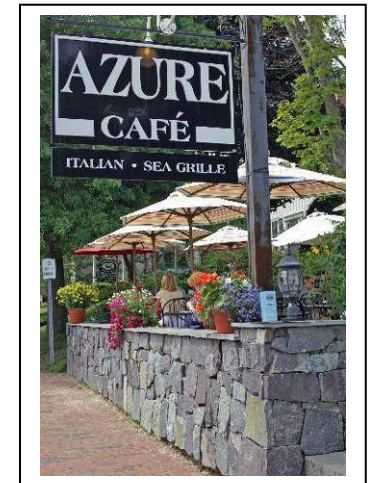
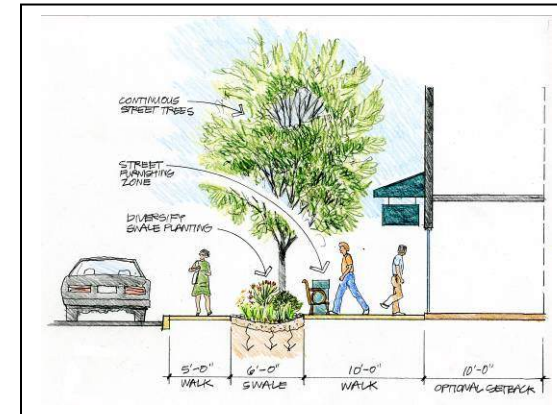
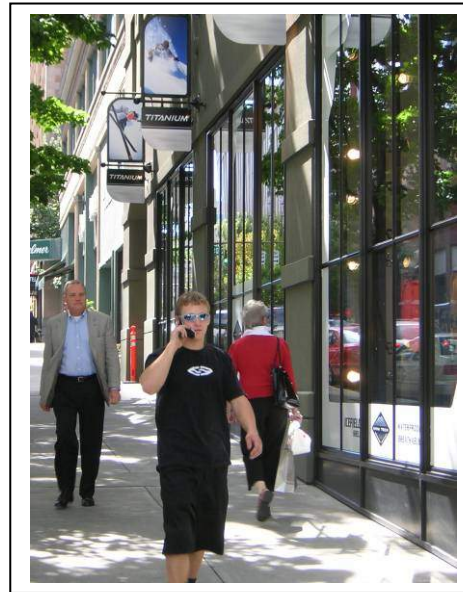
Architectural Design Standards are a palette of objective, design-oriented elements that help ensure that proposed development conserves and enhances the recognized value of a site, building and surrounding area.



Architectural Design Standards address:

- Pedestrian oriented ground floors
- Design of building facades to a human scale
- Reinforcing corners with entries
- Tri-partite facades
- Cohesive architectural elements
- Semi-public spaces
- Weather protection
- Materials

A menu approach and two-track design review process is proposed for the Design Standards in order to offer the greatest amount of flexibility while ensuring new development will support the community's vision.



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THE DOWNTOWN PLAN



This plan outlines a range of proposed public and private projects for downtown. The brighter red buildings are proposed infill development and the lighter brown buildings are existing.

THE DOWNTOWN PLAN

The Downtown Plan, shown on the previous page, builds off the best of Government Way while creating a new design pattern for the central core.

The plan applies the concepts of the Development and Design Standards in an attempt to redirect development patterns to create a walkable village-like environment.

Efforts have been made to identify catalyst sites in order to begin building the village and concentrate nodal development along Government Way. It also identifies opportunities to develop public parking and shows improvements to City Hall Park that includes a variety of activity areas for residents and visitors.

The Downtown Plan furthers Hayden's sustainable practices by proposing bioswales for parking lots, the use of native plantings, and an expanded street tree system. It also recommends the preservation of existing ponderosa pine and replacement of lost stands where appropriate.

The plan coalesces the policies, projects and initiatives recommended in this document. It is intended as an overall roadmap that will lead to next step design development for specific projects.

PUBLIC PROJECTS

In communities like Hayden who are looking to redevelop their downtowns into walkable, vibrant mixed-use districts, the City and Urban Renewal Agency are key public partners in helping make this happen.

By implementing a broad, yet strategic, range of high profile, high quality and high priority public projects early in the redevelopment process, the City will:

- Show leadership and commitment in moving the downtown vision towards reality
- Implement catalyst projects to boost developer confidence in a new development model and show that the City has confidence in the plan and its future
- Support high value, public-supported projects, such as City Hall Park, that will help give downtown a 'heart' and provide a better place to gather and hold a variety of community activities
- Set a new standard for high quality civic infrastructure, such as gateways and the park, to help define the place and complement the newly completed streetscape

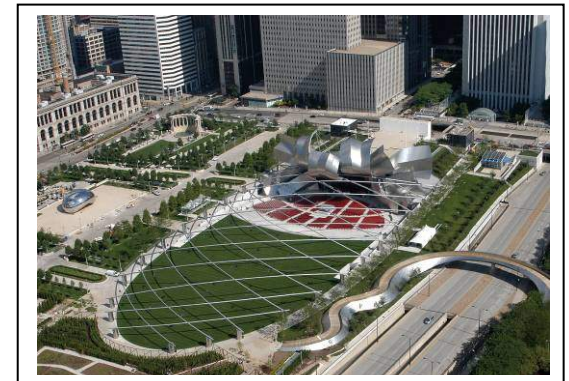
- Incorporate the arts into public projects that inspire and cause introspection

Public projects are an important indicator of a City's investment in and commitment to the future. These projects often set the standard for redevelopment that follows - making it critically important to set the bar higher in cases like Hayden where wholesale redevelopment of an entire area is desired.

The following sections outline three types of public investments proposed for the first phase of downtown's redevelopment.

They include:

- Gateways & Wayfinding
- City Hall Park
- Parking Facilities

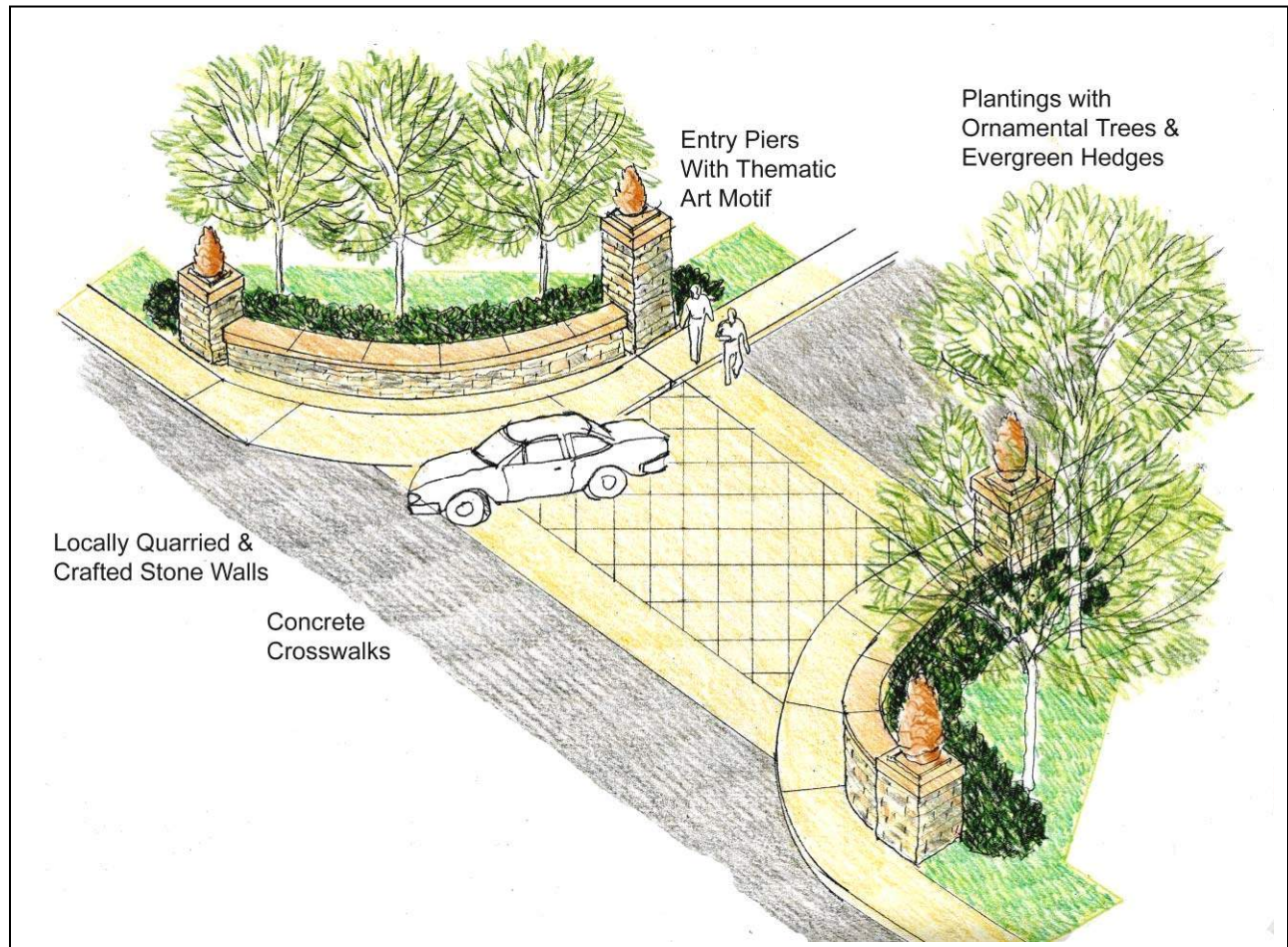


GATEWAYS & WAYFINDING

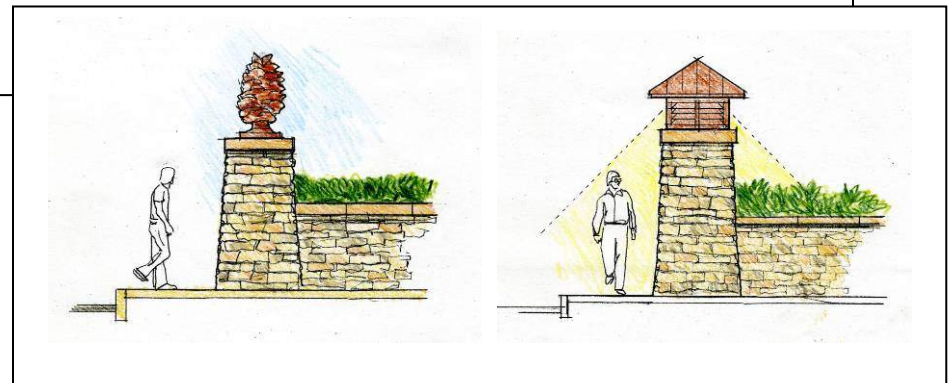
Thematically integrated gateways and public spaces will create dramatic changes on the ground. Gateways are portals to the streetscape, creating highly visible drive-through entries and landmarks that signal motorists they are entering a special (downtown) area. The design and scale of gateways should attract motorists' attention without becoming unfriendly to pedestrians. Gateway design should also repeat and reinforce key downtown design themes throughout the core area.

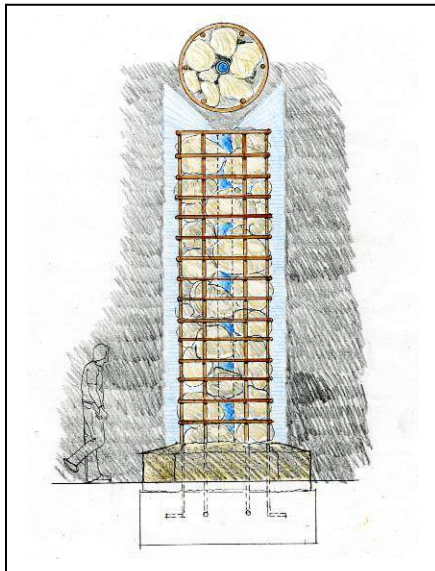
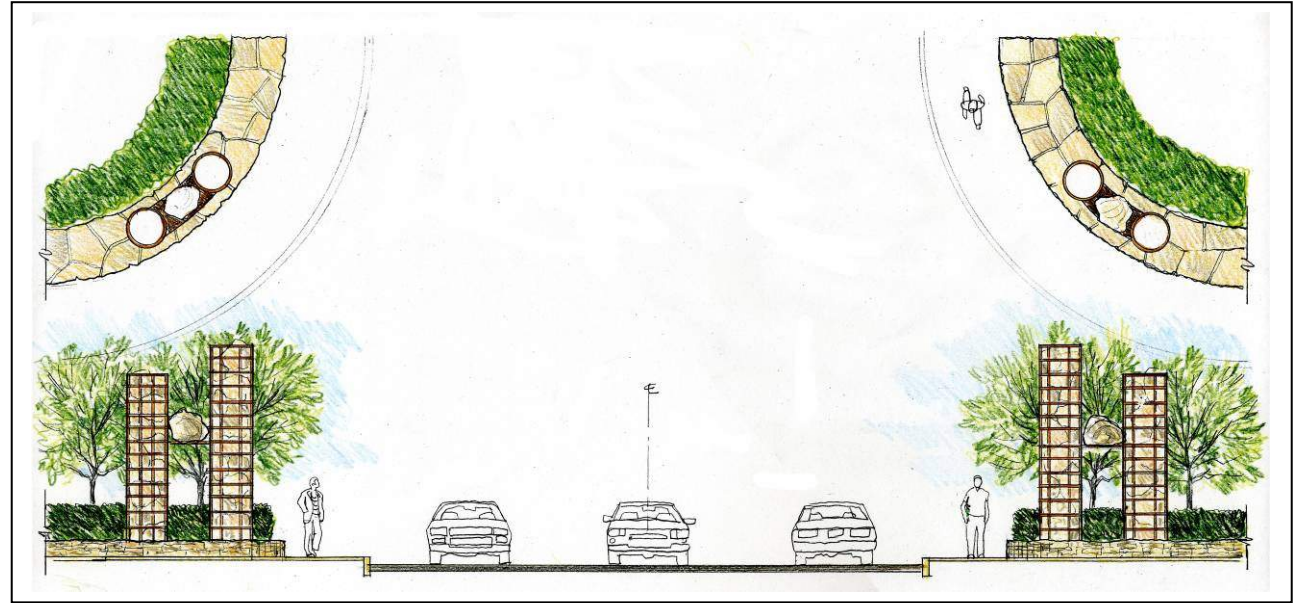
Key gateway locations should be considered at the edges of the core area (Honeysuckle and Orchard), with lesser treatments occurring at Prairie and Hayden. Due to the limited space in the right-of-way, gateway treatments need to be long and linear, placed immediately behind the sidewalk or tall and columnar. The scale needs to be significant enough to 'stand up' to the width of the cross section and the traffic speed. Designated gateways would benefit from special paving patterns, landscaping and night lighting, as well.

To help drivers on Highway 95 find their way downtown, entry signage is also proposed at the intersections of Prairie, Honeysuckle, Orchard and Hayden.



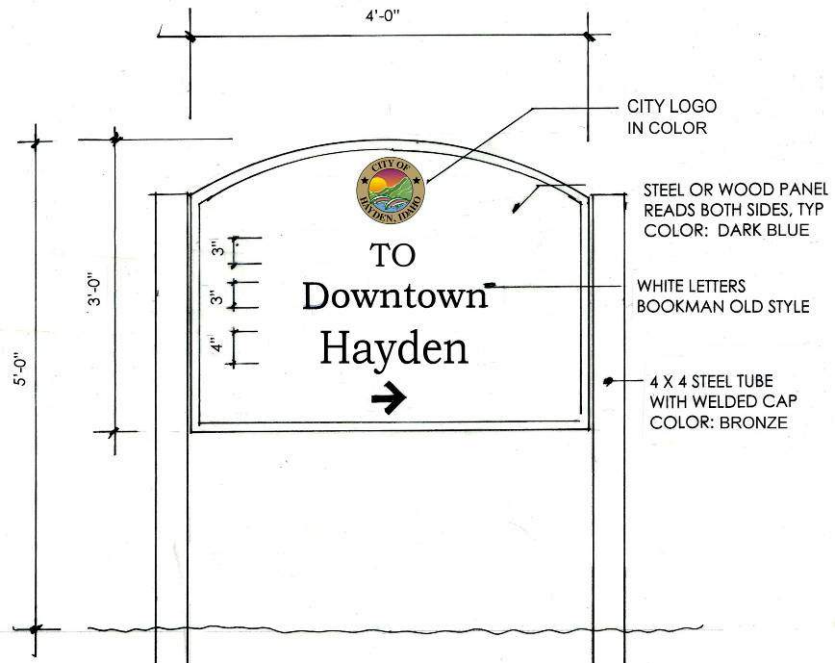
A 'green spine' of continuous street trees and sidewalks, along with the signage will strengthen the connection to downtown.





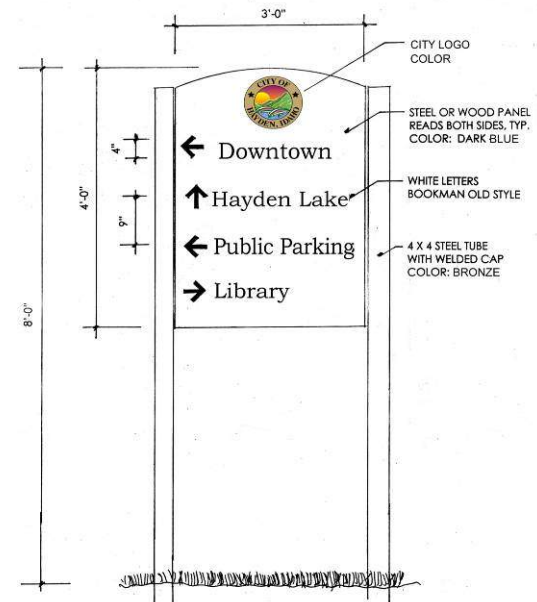
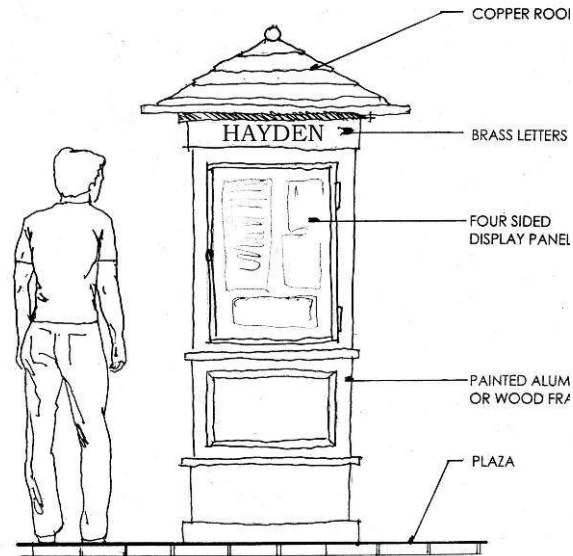
The elevation, above, is a more abstract gateway study using architectural columns created with steel reinforcing bars, then filled with local boulders. The boulders would be carefully placed to allow for internally placed blue LED light. This more sculptural gateway concept is a metaphor for local ground water making its way through the soil to the aquifer below.





This page shows a range of wayfinding sign types (from top left, clockwise):

- Gateway signage
- Highway signage
- Directional signage
- Information kiosk

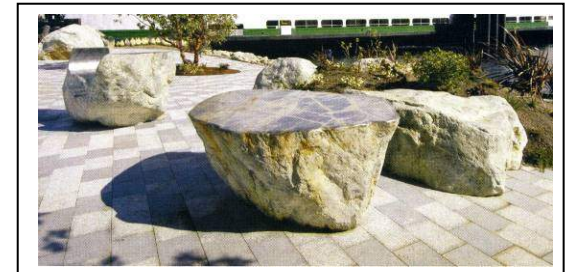
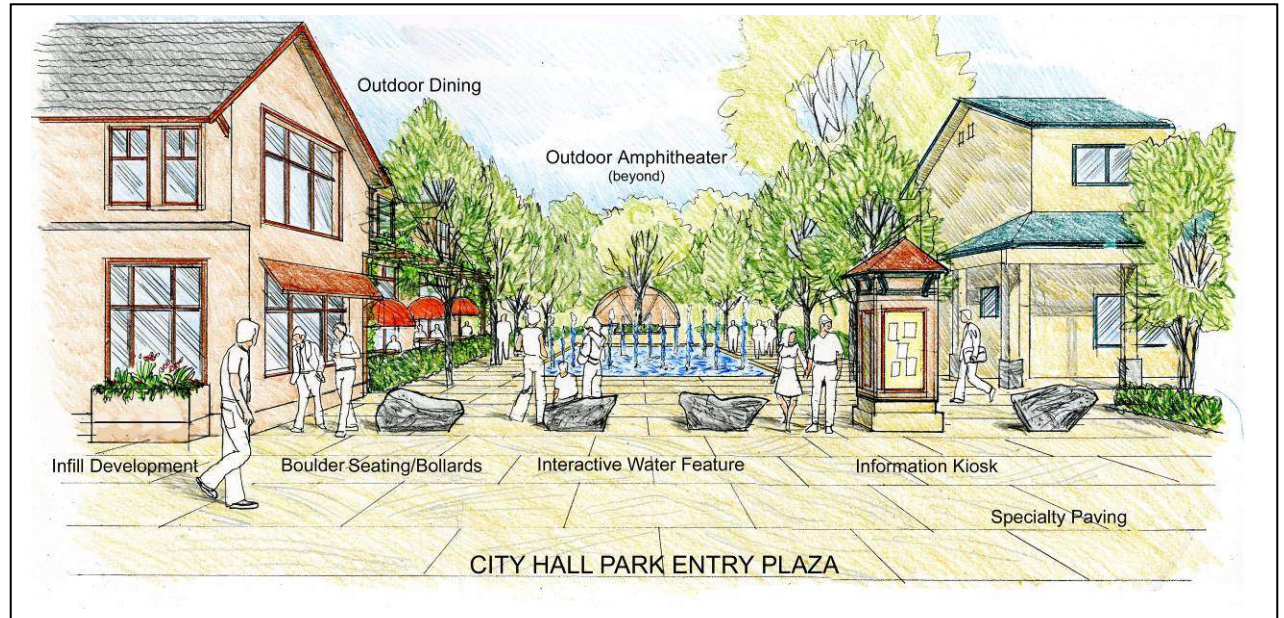


CITY HALL PARK

The crown jewel of first phase public improvements for downtown Hayden will be City Hall Park. Throughout the process to develop this plan, the public reinforced the importance and value of this much loved public space. Many felt that it embodied the 'heart and soul' of the community.

Increasingly, park spaces in village centers are seen as catalyst sites for further redevelopment and cultural identity. Their uses are being broadened to serve more diverse audiences and functions, especially as feature elements in emerging walkable town centers.

Redevelopment of this park is an important first step in moving the vision for downtown to reality. The land parcel owned by the City is approximately 6.2 acres. Of that amount, approximately 20% is currently taken up by maintenance buildings and facilities and another 10% by City Hall and the parking lot. The remaining park area of approximately 4.5 acres has a baseball diamond, a wood gazebo, a concrete pad, and a small children's play facility. The landscape is predominately turf with a few scattered shade trees. A mature row of ponderosa pine lines the north property border. While effective as a summer music venue and occasional ball game, the park is underutilized. Not only is it visually



disconnected from Government Way, there is no internal path system connecting the different use areas. To appeal to a wider audience over different times of the year, additional programs, facilities, walk systems, public restrooms and public parking are recommended.

This conceptual plan for City Hall Park attempts to address five key principles:

- 1) Consider the entire parcel as a single park space, dedicated to a variety of user's, and accessible to all. This would require that the maintenance facilities be relocated to another location and the park served by a path system and convenient parking lots.
- 2) Give the park a significant visual presence along both Government Way and Honeysuckle Avenue and connect it to surrounding uses.
- 3) Design the park with a diverse selection of gathering spaces and programmed activities---from performances to specialty gardens, and formal plazas to open play spaces.
- 4) Incorporate a public art program that celebrates local and regional artists and craftsman.
- 5) Improve the planting, irrigation, and lighting systems and work toward 100% on-site storm water management wherever possible.



Plan view of proposed elements for City Hall Park.

Plaza Fountain

Currently, a low wall and parking lot separate the park from Government Way. There is no signage or visible access point. We recommend creating a more prominent park entrance by 1) extending a public plaza right out to the street; and 2) redeveloping the NE corner along Country Ridge as a mixed-use park building to strengthen the corner of the site and frame the park's relationship to Government Way. This urban edge would be mostly a paved plaza with numerous seating opportunities, an interactive water feature, information kiosk, shade trees, and opportunities for outdoor dining. With the fountain turned off, this multi-use space could be programmed for a wide variety of public events from farmer's markets to flea markets and festivals.

Parking Lot 'A'

The plaza would extend east along a planted pedestrian spine and past two parking lots. These lots were serve the City Hall and the new mixed-use building during the day, but be available for shared public use during evening and weekend hours. Traffic control bollards and speed bumps would allow cross park access with an outlet onto Government Way via Country Ridge Road. Paved surfaces would be permeable pavers with adjacent bioswales would contain all on-site storm water.

The Great Egg

The plaza terminates at what we call the Great Egg—an elliptical path that surrounds a new performance stage, bandshell, and amphitheater. The band shell would itself be surrounded by lush shrub and perennial gardens. The elliptical path would have numerous seating opportunities and a connected canopy of high branching shade trees. The amphitheater would be mostly turf with concrete seating walls and steps and could accommodate up to 400 people, not including a 6,200 square foot open lawn area.

East Drop-Off & Parking Lot 'B'

Terminating the axis from Government Way would be two public restrooms framing an arrival plaza and entry arbor (planted with flowering vines) from the upper parking lot. In addition to the 21 car parking spaces, two buses can also be accommodated here.

The Garden Room

Between the Great Egg and the Lawn and surrounded by a clipped hedge lies



a semi-hidden garden room. This space would house a rose garden, a fragrance garden, a lilac collection, a small formal fountain, and also an exhibit space for art or special functions. This space would be a lush 'outdoor room' reminiscent of the gardens at the Bozanta Tavern at the turn of the last century.

The Lawn & Parking Lot 'C'



The Lawn is delineated by a perimeter path and is nearly an acre in size. It is intended as an informal use area for play or public gathering. A children's play ground is located at the west edge of the space immediately adjacent to the South Entrance / Parking Lot 'C'. Other features include a group picnic pavilion, covered picnic shelters, public restrooms, and information kiosk. Parking is provided here along with numerous shade trees. The parking count for all three lots would total 139 spaces.







Diversified plantings in bioswales.

Infill development at corner of Country Ridge & Government Way to activate street, define park plaza and 'hold' corner.

Rendering, above, shows what City Hall Park could look like with infill as part of the redevelopment scheme. Photo, right, shows City Hall and park early in the streetscape project.

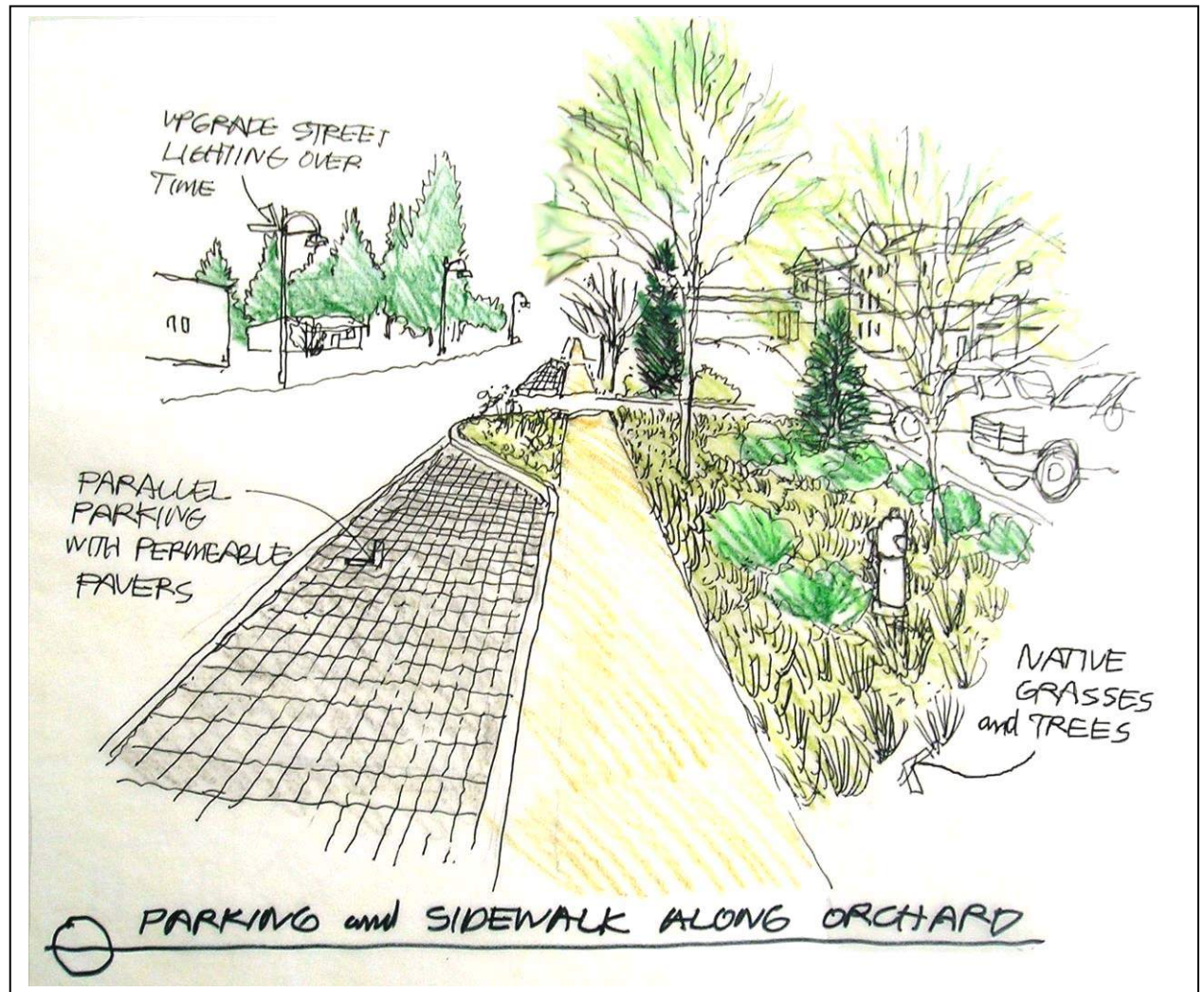


PARKING

Adequate, easy to find and accessible parking is a must in downtown development. In most traditional downtown settings, on-street parking exists in either parallel or angle-in configurations. Due to its beginnings as a suburban-styled downtown, Hayden has no on-street parking as it has always been accommodated in 'front loaded' lots located between the street/sidewalk and the business. The new vision for a pedestrian friendly village calls for a new development style where storefronts are located adjacent to sidewalks and parking is accommodated behind, or adjacent to, businesses. However, a need remains for additional public parking, especially in areas along Government Way where lots are extremely narrow and redevelopment/parking options limited. It is critical that the City and Urban Renewal Agency play an active role in the development of public parking as not doing so could be the death knell Hayden's village vision.

Two approaches are recommended to address parking in downtown:

- 1) 'Carve out' on-street parking where possible (i.e. on side streets such as Orchard.



- 2) Provide adequate, attractive and easily accessible public parking through strategic acquisitions that will complement new development (both public and private).

The Implementation Plan highlights both on- and off-street parking opportunities. Parallel on-street parking can be accommodated on streets with cross sections similar Orchard Avenue where the right-of-way is adequate and semi-permeable pavers could be used to mitigate runoff.

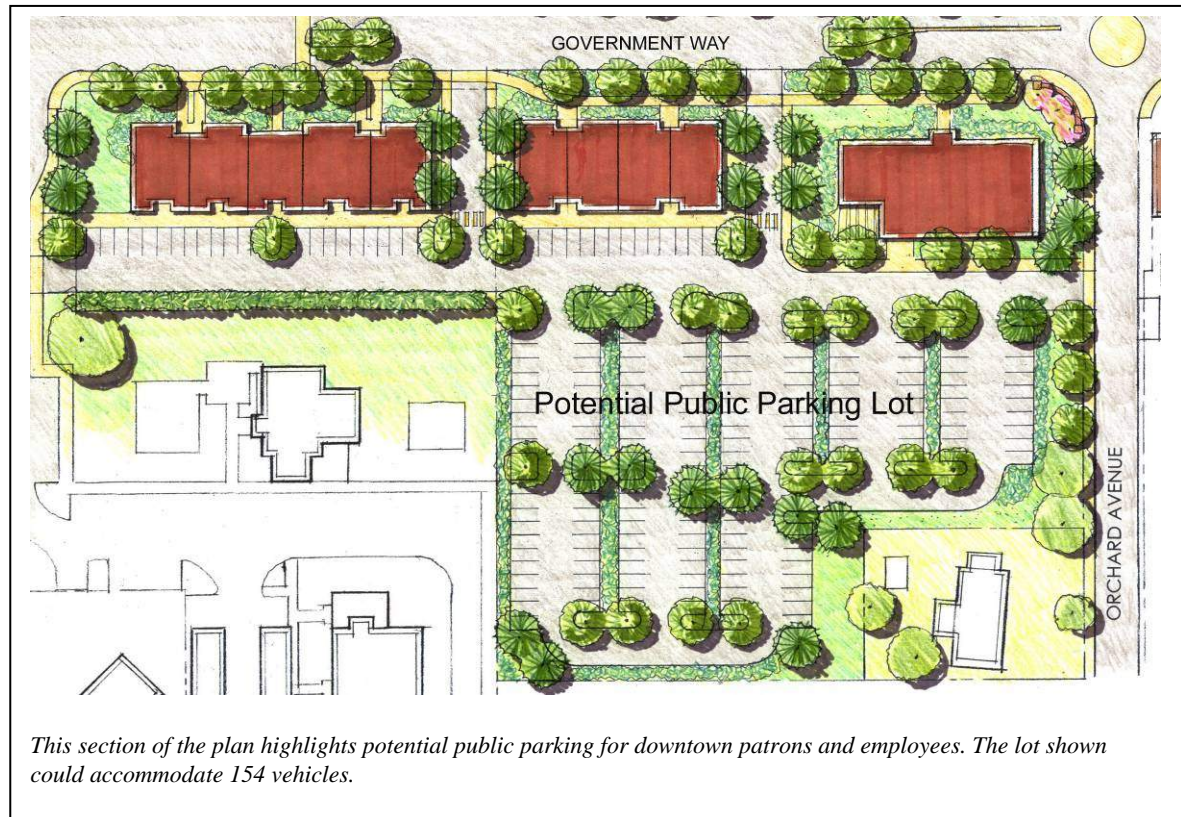
Other opportunities for off-street parking exist besides those accommodated in individual redevelopment projects. They include two public parking lots proposed for the first phase redevelopment of the core area:

- 1) City Hall Park. Under the new scheme, 139 spaces car spaces plus two bus spaces could be created.
- 2) New public parking lot located behind the Owl Restaurant. This Orchard Avenue lot could accommodate 154 spaces.

Shared parking agreements between the City and property owners could also boost the availability of parking during evenings and on weekends.

Four keys to solving the downtown parking 'puzzle' include:

- Creating new on-street parking where there is adequate right-of-way
- Designing well signed, attractive and well lit lots that are within a short (and attractive) walk to Government Way shops
- Ensuring that business owners park in areas designated for employees (especially during the height of the tourism season). In a downtown where parking is at a premium, the most convenient parking should be reserved for visitors to downtown.



- Development of a downtown parking district where if parking cannot be accommodated on-site with a new development, in-lieu fees could be paid into a parking fund to help pay for additional public parking.

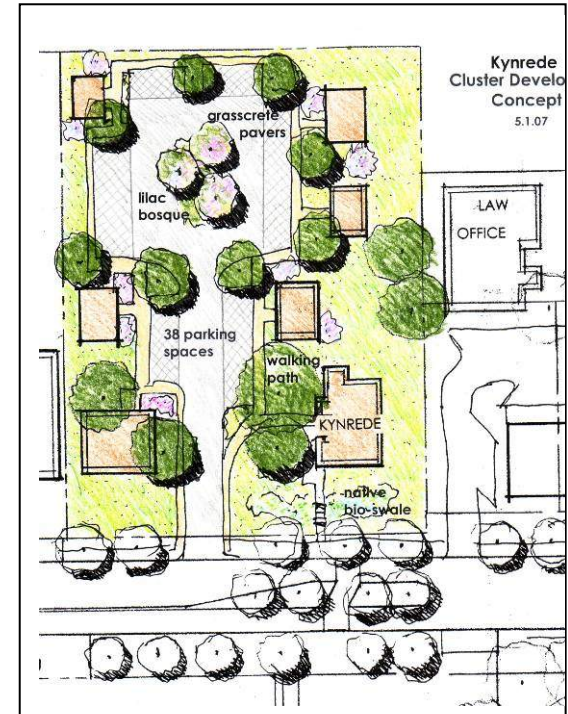


REDEVELOPMENT OPPORTUNITIES

During one of the project's workshops, the Hayden Urban Renewal Agency listed and prioritized redevelopment priorities.

They include:

- Former Cotton Club – secure property, then RFP for redevelopment
 - Government Way (Centa – Honeysuckle) – complete agreement with Merritt for streetscape improvements
 - City Hall Park Development – including RFP to redevelop the northwest corner (at Government Way/Country Ridge) with infill development
- Owl property and property behind Owl fronting on Orchard. The Owl property, in addition to the Cotton Club property, would provide a much larger redevelopment opportunity for developers. The property adjacent to the Owl (fronting on Orchard) could be targeted for public and private parking.
 - Gateways into downtown
 - Tools and incentives – consider on an as-needed basis
 - Acquisition of a portion of the easement for Country Ridge Road for access and circulation for when the park and Cotton Club properties are redeveloped.





The map, above, indicates a more expansive view of redevelopment opportunities including gateways and longer horizon infill opportunities.

Sites 1A and 1B: These are important sites to help strengthen the gateway into the downtown core. By massing structures close to these corners, the buildings help shape the space and create space. Supplemented with pavement treatments, curved entry walls, and signage the buildings can help direct attention toward the village center.

Site 2: The Kynrede Restaurant with its small scale historic structures and mature tree canopy has potential for a small art or craft based business cluster with an internal loop drive for pocket parking. Several additional cottages or workshops can be added. Connecting the buildings with walkways, public art, lilac groves and additional trees could really help reinforce the character and charm of this site.

Site 3: Currently this site is the parking lot for a dentist's office. Redeveloping this lot with a building placed per the new design guidelines (with parking behind) would help strengthen the pedestrian zone along Government Way.



Site 4: The site is currently owned by the city and part of City Hall Park. A mixed use building placed here would not only strengthen the pedestrian zone along Government Way, but also frame the entry plaza leading into the park. This is a prime opportunity for a quality restaurant with outdoor seating oriented toward park and plaza.

Site 5: The former Cotton Club site is an excellent opportunity for a multi-story mixed use building set close to Government Way with parking behind. Small scale local businesses would occupy the ground floor, with professional office suites or live/work lofts above.

Site 6: With the adoption of the new development guidelines, this building would not be in conformance should it apply for any new building permits. Currently accessed from Sargents Drive, it has no presence on Government Way. This pattern of 'buildings in back, parking in front' in the civic core needs to be reversed so that the building fronts the street and parking is relegated to the rear of the lot so a more consistent frontage can be presented along Government Way.

Site 7: Currently these building have an internal orientation and are accessible only from Orchard. Both of them would benefit the village core by orienting their main entries along Government Way and

consolidating their parking areas. Additionally, the space between the two can likely accommodate another structure to further reinforce the street edge.

Some of the current product display space can be converted into additional parking areas.

Site 8: The Owl Restaurant offers significant redevelopment opportunity due to its location at the north village core gateway and orientation to Highway 95. By consolidating with the property to the south, a larger and improved restaurant site can be realized.

Site 9: Immediately east of the Owl Restaurant is a parcel that is currently privately owned. As mentioned above, public parking is critical to the success of the village core.

This site could be readily developed as a landscaped parking area that directly relates to the adjacent businesses at the Orchard Street gateway, with pedestrian links to both the former Cotton Club site, and City Hall Park. Interior landscape islands with shade trees, evergreen buffers, and lighting fixtures with lighting cut-off shields to screen adjacent residential areas could also be provided to minimize its impact.

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BUSINESS DEVELOPMENT



At the heart of downtown Hayden's redevelopment success is its ability to offer businesses, residents and visitors a unique and welcoming environment unlike any they can find elsewhere. The following guidelines should be adopted and promoted as a framework for downtown Hayden's success:

1. Aggressively promote downtown Hayden. Downtown must view itself as a 'product' and market itself to compete with other nearby shopping centers and business districts.
2. Looks count. Continuing to improve and maintain downtown's appearance is very important to make a favorable first impression on both business/developer prospects and shoppers.

3. Cluster and focus. Locating retail and related businesses that benefit from each others' sales, customers and markets in the downtown core will be critical to the success of downtown. While retail demand is growing with the population base, it is not so abundant that expansion can continue to occur equally at all of Hayden's retail nodes. It will need to be guided.
4. Walkable core area. Downtown must continue to work at creating a safe, pleasant and convenient atmosphere for pedestrians.
5. Strive to be different. One-of-a-kind specialty stores and restaurants initially should remain the focus of business recruitment efforts. With between 50-100 stone masons, cabinetmakers, metals smiths and woodworkers in the Hayden area, it is natural to showcase these artisans in every way possible through the downtown business mix.
6. Know what you have to offer. Developing and maintaining an inventory of available downtown properties should be an important function of Hayden business development efforts.
7. Get the word out. Working with area media, community organizations, and state economic development partners, communicate the positive developments that are occurring in Hayden. Maintain a strong and consistent communication with local residents and businesses to alert the local market place that downtown is becoming a unique place to do business.
8. Housing link. Incorporating housing into downtown development will contribute to demand for additional shops, services, home-oriented products and food facilities. Housing is an important 'piece' to the downtown development 'puzzle.'



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STRATEGIES FOR SUCCESS

This Strategic Implementation Plan has outlined many types of projects and initiatives to help achieve a walkable downtown village. It includes recommendations on policies and codes, developing an arts infrastructure, public and private redevelopment projects and business development.

This section is concluded by the Action Plan Matrix that outlines next steps for each of the projects and initiatives outlined in the plan and supporting documents. The multi-faceted approach to redevelopment outlined throughout this plan is complex. It will take coordination, partnership and a stubborn 'stick-to-it' attitude to complete the wide array of projects.

The following are strategies to employ that will help ensure success in creating a new downtown core for Hayden. They address a range of topics, yet each is important and will contribute to achieving success.

1. COMMIT TO SUCCESS

This sounds simple, but it is important that each group who will be involved in any part of the plan's implementation officially affirm and adopt it. It is too easy

to stray from the vision if it is not adopted and used as the official 'road map'.

2. UNDERSTAND HOW A COMMUNITY DEALS WITH CHANGE (ESPECIALLY BIG CHANGE)

In every community, you will hear people say, "We just don't want things to change." And the people who say this are often the most vocal opponents to new initiatives. That said, it is important to understand that change is difficult especially when it is not crisis-driven. The more primitive parts of our brains are wired to avoid stress, fend off uncertainty and steer clear of change. People who let this area of the brain, called the amygdale (a-mig-da-la), control their actions are the ones who hate and fear change.

Three reasons new ideas and initiatives fail are because of:

- Fear of failure
- Fear of what other people will say
- The difficulty in changing the way of doing things (old habits die hard)

New ideas come from the part of the brain called the frontal cortex and the nucleus acumens goads us into doing things others think we can't do. To learn more about how to let these parts of the brain override the fear (of change) center, check out '*Get Out of Your Own Way*' by Robert Cooper, PhD.

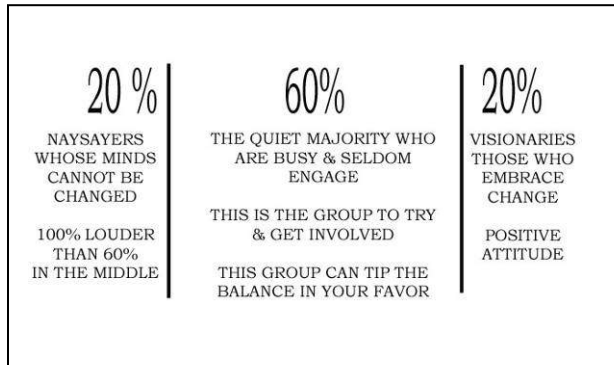
The following graphic outlines the phases



of change. Depending on where your community is in the process will give a good indication of how successful you will be at accomplishing the change envisioned for downtown.

To help inspire confidence that the proposed changes for downtown will be successful, engage respected community members who are visionaries to help 'carry the water.'

It is also useful to understand the 20/60/20 rule when trying to drum up support for the vision and in dealing with naysayers.



Another secret to dealing with negativity that may arise is to have the leadership and political will to not let a vocal minority derail a community supported vision.

3. PUT THE TEAM INTO PLACE

The introductory section of the report discussed roles in the redevelopment process and recommended creating a Project Management Team made up of public and private stakeholders. The team should serve as a conduit for communication and project coordination. It should be small enough to be manageable (key players) and

information should flow both ways through team members.

4. MAKE ON-GOING COMMUNICATION A PRIORITY

This will be easy for the City as it initiated on-going communication with business and property owners during the Government Way streetscape project. It may not be as easy with other groups who are involved in a variety of downtown projects but it will be a critical component in controlling the rumor mill. Using the Project Management Team approach will help in making sure that everyone is kept on the same page.

5. MAKE SURE POLICIES AND CODES SUPPORT THE VISION

Move forward with taking the Development and Design Standards to the next step of code. The framework must be in place prior to new development occurring in the core area or it is highly possible that the results will not match or support the vision.

Carefully consider the effects that unfettered commercial development outside the core will have on redeveloping downtown. The more commercial development occurs on the outer edges and saturates the market,

the more difficult it will be to get the results desired for downtown.



6. USE A MULTI-PRONGED APPROACH

Redeveloping downtown will take both public and private partners working on a range of policies and issues. Although complex, this type of multi-faceted approach is necessary to affect change.

7. FOCUS ON CATALYST PROJECTS

'The right push, in the right direction, at the right time'

This is a good piece of advice for redeveloping downtown Hayden. In order to be most successful, it will be essential to focus on the 'tipping point' projects that will synergize and leverage additional development. The illustration that follows is a good tool to use in project selection and prioritization.



PROJECT PRIORITIZATION TOOL

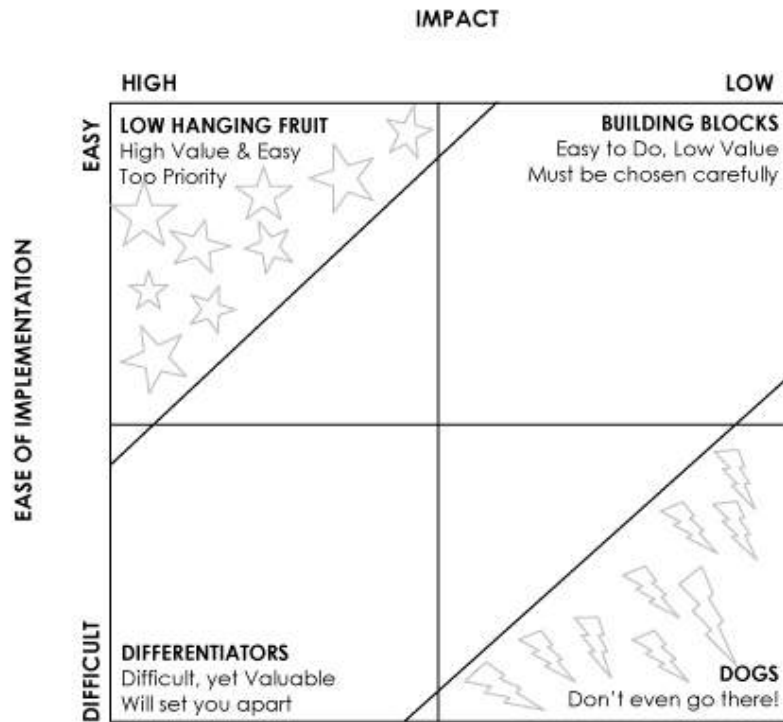


Chart projects as to Impact and Ease of Implementation.

Development in the core area should be held to the highest quality possible.

8. RAISE THE BAR ON QUALITY

For too long, development along Government Way has largely been comprised of lesser quality development. However, Hayden Creek Plaza set a new standard not only for Government Way but the community as a whole.

9. BUILD THE BRAND & BUZZ

We are living in the world's most communication-cluttered society and it's getting worse every year. Cities of all sizes find themselves contending for

prospective customers in an overly competitive environment. In this milieu, *brands* have emerged as a valuable tool for a city to set itself apart from the competition.

By building a strong brand, a city will:

- Clearly distinguish itself from competitors
- Increase understanding of what it has to offer
- Proactively shape its identity
- Proactively shape the perceptions of others about it
- Provide a unifying umbrella for marketing partners

This could be the right time to consider developing a brand strategy for Hayden. This is more than a logo or tagline, it also addresses the messages, methods and partnerships needed to be successful in this endeavor. Communicating the right message and 'buzz' to Hayden's different audiences should be a strategic and well-planned effort.



10. BUILD CAPACITY AS YOU (RE)BUILD DOWNTOWN

As redevelopment efforts move forward, each group engaged in the process should be growing in capacity and skills. For example, five years from now, the Arts Commission should be much more functional and taking on more sophisticated initiatives that it is today.

11. DON'T LET BUSINESS DEVELOPMENT FALL THROUGH THE CRACKS

Without a strong Chamber of Commerce or an organized downtown business group, the complex issue of downtown business retention, expansion and recruitment could easily fall through the cracks. If this happens, redevelopment efforts could easily stagnate and stall. A key focus should be to take action on this issue.

12. PROGRAMMING IS A KEY



To help energize revamped public spaces (such as City Hall Park), programming is essential. In Lake Oswego, Oregon, the City Parks Department has a community events coordinator on-staff who coordinates programming and rental of Millenium Park facilities. The Farmers' Market, Egg Hunt, Summer Concerts, Arts and Holiday events are just a few of the activities taking place in this vibrant downtown park.

13. MAKE ALLOWANCES FOR MAINTENANCE



Protect your investment by ensuring there are adequate dollars earmarked for maintenance of new public (& private) projects. There's nothing worse than having a great new park with public restrooms, then not having enough resources to keep everything in working order.

IN CLOSING

It is critical that implementation of the plan begin immediately, as the on-going creation of thousands of square feet of retail outside the downtown core continue to pull economic life from it. However, the engagement of the community through this planning process has proven that downtown is ready, willing and anxious to embark on the journey to make the vision for downtown Hayden a reality.



This section of the plan addresses ‘what happens next and how it happens’ for downtown Hayden. Careful balancing of the complex array of projects (wholesale redevelopment of the downtown core using a new urban design pattern, working with developers, building local capacity, recruiting businesses and implementing catalyst public improvements) is critical to success.

The list that follows is based upon identified categories ranked by strategic priority. It is tailored to Hayden’s unique redevelopment situation at this point in time. This list identifies the order for this complex set of activities - - with the understanding that several of these initiatives will be occurring simultaneously.

PRIORITIES

- 1. POLICY**
- 2. REDEVELOPMENT OPPORTUNITIES**
- 3. NEXT STEPS PLANNING**
- 4. CAPACITY BUILDING**
- 5. SIGNAGE & WAYFINDING**
- 6. PUBLIC IMPROVEMENTS: CITY HALL PARK**
- 7. BUSINESS DEVELOPMENT**
- 8. PUBLIC IMPROVEMENTS: PARKING**
- 9. PUBLIC IMPROVEMENTS: GATEWAYS**

Below are descriptions of each of the categories. Following this section is an implementation matrix laid out by priority.

1. POLICY

This section includes adoption of this plan by all the partners in its implementation as well as the adoption of the Development and Design Standards and the creation of the codes and processes to support it.

2. REDEVELOPMENT OPPORTUNITIES

This includes assembling key properties to RFP out for private redevelopment. (See the Redevelopment Opportunities Map on page 41.)

Top priorities for downtown redevelopment include: Former Cotton Club site, the Owl site, and the northwest corner of City Hall property. The City, realizing income from the sale of the northwest corner of City Hall Park, could use this income in one of two ways: a) help pay for improvements to the park; or b) help pay for the assembly of other catalyst sites.

To support the redevelopment of the park and adjacent properties, it will also be critical for the City acquire a portion of Country Ridge Road so that a smoother

circulation pattern can be developed for access and parking. Working a deal to take over a portion of the road in exchange for removing the apartment complex from the LID is a creative approach to addressing this issue and should be pursued.

The City should also be proactive in attaining the property that fronts on Orchard (and behind The Owl Restaurant) for future public parking.

3. NEXT STEPS PLANNING

In order to proceed with several important initiatives, next steps and in some cases, initial, planning is needed.

This includes:

- Cohesive and detailed plan for Wayfinding Signage, including signage to downtown that is located on Highway 95; directional signage to downtown destinations and parking, gateway signage to the district and pedestrian kiosks (see signage examples on page 31).
- Detailed design for City Hall Park - - refinement of conceptual design and development of construction documents and cost estimates for phasing.

- Detailed design for gateways - - refinement of conceptual designs and development of construction documents and cost estimates for phasing.
- Detailed design for public parking - - refinement of conceptual design to next step design development described above.
- Creation of cohesive streets masterplan, focused within the three nodes, to connect streets, break up 'super blocks' and create a more usable street grid.
- Create a Brand Strategy and Marketing Plan for downtown (see Business Development component).
- Develop a comprehensive Arts Master Plan. (See page 16.) Until there is clarity and community support on the vision, mission and role of the Arts Commission (and this is articulated in a comprehensive plan), this group will not reach its capacity as an important component in Hayden life.
- Create a City Sustainable Practices Plan. Hayden can further develop its natural environment niche by developing a plan and policies to encourage sustainable practices.
- Program a wide variety of activities for City Hall Park after it is redeveloped.

4. CAPACITY BUILDING

The City and Urban Renewal Agency have a high level of understanding and capacity in moving downtown development initiatives forward. The missing link seems to be with the capacity of the Chamber to partner as it should in this complex undertaking for downtown. At the least, a committee of the Chamber should be focused on downtown and if possible, an independent downtown group should organize as the private-sector partner to work with the City on business development, marketing and other initiatives outlined in this plan. By having both public and private partners who are strong and understand their roles, an effective Project Management Team (see page 11) can be assembled to effectively coordinate activities, keep communication flowing and cooperatively move redevelopment efforts forward.

5. SIGNAGE & WAYFINDING

A 'low hanging fruit' project (i.e., project prioritization matrix framework, page 47) that is easy to accomplish and high in value is Wayfinding Signage See the first bullet under the previous 'Next Steps Planning'. Raising awareness and helping drivers discover downtown is important and can easily be accomplished.

6. PUBLIC IMPROVEMENTS: CITY HALL PARK

The project with the highest level of support identified by the community during the development of this plan was City Hall Park. This keystone project is a definite catalyst project in the redevelopment of downtown Hayden and should be a high priority.

Estimated costs to redevelop the park is \$3-3.5 million. The steps (including addressing the issue of moving the maintenance shops) is included in the matrix that follows. Redevelopment of the park can be phased. Funding for this catalyst project can come through sources such as Urban Renewal, the Parks District, and through local fundraising.

7. BUSINESS DEVELOPMENT

Although a critical piece of the downtown 'puzzle', business development is often element that gets the least amount of attention. This is largely due to several issues that include:

- Waiting for someone else to take on this piece
- Not knowing the best candidates to approach
- Not knowing how to package, market or sell downtown
- Not feeling confident in talking to, and negotiating with, businesses



The Business Development Plan, developed as part of this project, outlines what to do and how to do it. An important piece to get put into the place is the downtown group to take this on in partnership with the City.

8. PUBLIC IMPROVEMENTS: PARKING

Because of Hayden's lack of on-street parking in the core area, developing public parking (in addition to that at City Hall Park) will be a key to sparking developer interest in downtown. The acquisition of the property that fronts on Orchard (see map, page 40) and its development into a 154 space parking lot is crucial. This project may move up in the priority list if nearby and adjacent sites go through the redevelopment process. At the least, the City should acquire and hold this property until it is time to invest the approximate \$375,000 (not including acquisition costs to improve it to the high standards envisioned for downtown.

9. PUBLIC IMPROVEMENTS: GATEWAYS

Although gateways help define an area as something different and special, we are recommending that the gateway projects be implemented later in the redevelopment process - - once some of catalyst projects have been completed and dollars become available for these types of projects. These improvements are estimated to cost approximately \$100,000 - \$150,000 for each location; with the total for gateway treatments at Orchard and Honeysuckle estimated to be \$200,000 - \$250,000. The reasoning behind waiting longer for gateways is that they do little to catalyze redevelopment but are important to 'placemaking'.

The following section is the Implementation Matrix that is broken out by category and listed in order of priority. It is intended to give the City and its partners in implementing this plan the information and decision-making tools they need in order to be successful in the complex and visionary endeavor of creating a new pedestrian friendly village center for Hayden.



POLICY

Strategy 1 Affirm Strategic Implementation Plan to guide downtown development.							Phase I		Phase II	
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-13		
Adopt plan as roadmap.	City of Hayden and the Urban Renewal Agency will adopt the Strategic Implementation Plan and encourage other partners (i.e. Chamber) to adopt plan as downtown 'roadmap'.	City of Hayden	Urban Renewal Agency Planning Commission Chamber	na	H	●				
Strategy 2 Adopt Development & Design Standards as framework for new downtown development pattern.							Timeline			
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-13		
Adopt new design framework.	The City of Hayden will adopt the Development & Design Standards developed as part of this plan.	City of Hayden	Planning Commission	na	H	●				
Strategy 3 Adopt supporting Code for Development & Design Standards.							Timeline		Timeline	
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-13		
Create and adopt code to support vision.	The City of Hayden will create and adopt code that supports the Development & Design Standards	City of Hayden	Planning Commission	na	H		●			
Strategy 4 Provide latitude and flexibility for downtown design process.							Timeline		Timeline	
4.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-13		
Create 2-Track Design Review Process for core area.	A 2-Track review process (based on menu approach to Development & Design Standards) will be developed.	City of Hayden	Planning Commission	na	H		●			

↻ Project phasing: Ongoing process

● Project phasing: Single project



REDEVELOPMENT OPPORTUNITIES

Strategy 1 Assemble catalyst sites for redevelopment.							Phase I		Phase II	
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013		
Assemble property for redevelopment proposals based on plan.	The City and Urban Renewal Agency will purchase and assemble key catalyst sites for redevelopment.	City of Hayden	Urban Renewal Agency	Urban Renewal	H	●	●			
Strategy 2 Secure adequate public parking.							Timeline		Timeline	
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013		
Create public parking.	Secure key site identified for public parking.	City of Hayden	Urban Renewal Agency	Urban Renewal	H		↻			
Strategy 3 Help create new active edge adjacent to City Hall Park.							Timeline		Timeline	
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013		
Make ready redevelopment opportunity.	Divide northwest corner of City Hall property out from rest of site for sale and redevelopment.	City of Hayden	Urban Renewal Agency	City	H		●			
Strategy 4 Improve access & circulation to new development.							Timeline		Timeline	
4.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013		
Acquire a portion of Country Ridge Rd. right-of-way.	Work right-of-way trade in exchange for LID exclusion.	City of Hayden	Property Owners	na	H		●			
Strategy 5 Build off existing assets.							Timeline		Timeline	
5.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013		
Work with existing downtown property owners.	Work owners of Kynrede (& others as appropriate) to develop historic, cottage cluster of complementary businesses.	City of Hayden	Local property owners	Urban Renewal	H		↻			

- ↻ Project phasing: Ongoing process
- Project phasing: Single project



NEXT STEPS PLANNING

Strategy 1		Next Steps Planning: Wayfinding.				Phase I		Phase II	
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-13	
Create cohesive wayfinding plan.	Develop a detailed plan for Wayfinding Signage to direct visitors to downtown destinations.	City of Hayden	IDOT Arts Commission Urban Renewal	Urban Renewal	H	●			
Strategy 2		Next Steps Planning: City Hall Park				Timeline		Timeline	
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-13	
Create detailed master plan with cost estimates.	Refine conceptual plan, create construction documents, cost estimates, phasing plan.	City of Hayden	Urban Renewal Agency Arts Commission	Urban Renewal	H	●			
Strategy 3		Next Steps: Public Parking				Timeline		Timeline	
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-13	
Create detailed plan for public parking.	Refine concepts, create construction documents, cost estimates, phasing plan for on- and off-street parking.	City of Hayden	Urban Renewal Agency	Urban Renewal	H	●			
Strategy 4		Next Steps Planning: Gateways				Timeline		Timeline	
4.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-13	
Create detailed master plan for gateways.	Refine concepts, create construction documents, cost estimates, phasing plan.	City of Hayden	Urban Renewal Agency Arts Commission	Urban Renewal	H		●		
Strategy 5		Next Steps Planning: Better Circulation				Timeline		Timeline	
5.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-13	
Create streets master plan for core area.	Develop plan to connect streets and create a more usable street grid within the three identified nodes.	City of Hayden	IDOT as appropriate	City	H		●		
Strategy 6		Next Steps Planning: Brand Strategy & Marketing Plan				Timeline		Timeline	
6.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-13	
Create Downtown Hayden brand & marketing strategy.	Go through process to develop brand and strategies for implementation.	City of Hayden	Chamber	City/Chamber State Grant?	H		●		



Strategy 7		Next Steps Planning: Arts Master Plan					Timeline					
7.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Create comprehensive Arts Master Plan.	Develop a community-based Arts Master Plan that details the vision, mission and role of the Arts Commission - along with outlined projects and initiatives. The plan will drive art projects, initiatives and programming.	City of Hayden	Arts Commission	City Grant?	H		●					
Strategy 8		Next Steps Planning: Sustainable Practices Plan					Timeline					
8.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Develop framework for sustainability / natural environment niche	Develop a plan and supporting policies for City-wide Sustainability Plan.	City of Hayden	County, Regional & State Partners	Grant from State?	H			➡				
Strategy 9		Next Steps Planning: Programming for City Hall Park					Timeline					
9.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Develop comprehensive programming for City Hall Park.	Create activities and events and programming to activate newly redeveloped City Hall Park.	City of Hayden	Parks Commission	na	H			●				
Strategy 10		Strengthen the downtown core.					Timeline					
10.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Curtail commercial zoning outside the downtown core.	Hayden can absorb so much retail and by limiting the amount of new commercial (especially at the edges), downtown will have a better chance of long-term success.	City of Hayden	Planning Commission	na	H		●					

- ➡ Project phasing: Ongoing process
- Project phasing: Single project



CAPACITY BUILDING

Strategy 1		Adequate capacity to administer Urban Renewal activities.				Phase I		Phase II	
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Hire staff for Urban Renewal Agency.	Add 1 FTE to staff Urban Renewal Agency and administer wide range of projects outlined in this plan.	Urban Renewal Agency	City of Hayden	na	H	●			
Strategy 2		Strong downtown partner to assist redevelopment.				Phase I		Phase II	
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Develop a strong, focused organization.	Develop a strong downtown organization to partner with the City on redevelopment projects.	City of Hayden	Chamber? Separate Downtown Group?	na	H	↻			
Strategy 3		Create effective partnerships to accomplish plan.				Timeline		Timeline	
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Develop Project Management Team.	Develop public/private partnership for project coordination and on-going communication.	City of Hayden	Downtown Organization or Sub-committee of Chamber	na	H	↻			
Strategy 4		Create community-wide support for the Arts.				Timeline		Timeline	
4.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Increase capacity of Arts Commission through planning & activities.	As the Arts Commission grows in capacity and effectiveness, it should consider spinning out of City Hall and become a stand-alone non-profit.	Arts Commission	State, Regional & National Arts Partners	na	H		↻		

- ↻ Project phasing: Ongoing process
- Project phasing: Single project



SIGNAGE & WAYFINDING

Strategy 1		Create Wayfinding Plan.				Phase I		Phase II	
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Create cohesive Wayfinding Plan. (See Next Steps Planning section.)	Develop cohesive and integrated plan for wayfinding & directional signage to downtown.	City of Hayden	IDOT Urban Renewal	Urban Renewal	H	●			
Strategy 2		Direct highway travelers to downtown.				Timeline		Timeline	
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Install directional signage on Hwy. 95	Work with IDOT on permitting. Install approved directional signage to downtown.	City of Hayden	IDOT	City	H	●			
Strategy 3		Highlight downtown destinations at gateways.				Timeline		Timeline	
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Install directional signage.	Install directional signage prior to Government Way at key intersections (Honeysuckle & Orchard).	City of Hayden	Urban Renewal Agency	Urban Renewal	H	●			
Strategy 4		Install gateway signage.				Timeline		Timeline	
4.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Install gateway signage.	Build & install attractive gateway signage for downtown district. Coordinate with gateway planning.	City of Hayden	Urban Renewal Agency	Urban Renewal	H	●			
Strategy 5		Build off existing assets.				Timeline		Timeline	
5.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Work with existing downtown property owners.	Work owners of Kynrede to develop historic, cottage cluster of complementary businesses.	City of Hayden	Local property owners	Urban Renewal	H	➡			



Project phasing: Ongoing process



Project phasing: Single project



PUBLIC IMPROVEMENTS: CITY HALL PARK

Strategy 1		Develop Detailed Park Plan.				Phase I		Phase II	
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Create detailed master plan with cost estimates. (See Next Steps Planning section.)	Refine conceptual plan, create construction documents, cost estimates, phasing plan.	City of Hayden	Urban Renewal Agency Parks Commission Arts Commission	Urban Renewal	H	●			
Strategy 2		Initiate relocation.				Timeline		Timeline	
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Begin relocating City shops & activities.	Initiate planning & relocation process for City shops & ball field activities.	City of Hayden	Public Works Parks Department	City	H	↻			
Strategy 3		Create new activity node to create edge & help energy park.				Timeline		Timeline	
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Redevelop corner of City Hall property. (See Redevelopment Opportunities section.)	Divide northwest corner of City Hall property out from rest of site for sale and redevelopment.	City of Hayden	Urban Renewal Agency Parks Commission	na	H	●			
Strategy 4		Initiate phased redevelopment of City Hall Park.				Timeline		Timeline	
4.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Based on plan, redevelop park (phasing as needed).	Redevelop City Hall Park into downtown showpiece. This is a key project that will serve as a catalyst for downtown.	City of Hayden	Urban Renewal Agency Parks Commission Arts Commission	Urban Renewal Fundraising Grants?	H		↻		
Strategy 5		Program park activities to draw activity.				Timeline		Timeline	
5.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013	
Create park programming. (See Next Steps Planning section.)	Create activities and events and programming to activate newly redeveloped City Hall Park.	City of Hayden	Parks Commission	Parks Department Sponsors	H		↻		

- ↻ Project phasing: Ongoing process
- Project phasing: Single project



BUSINESS DEVELOPMENT

Strategy 1							Build private partner capacity.		Phase I			Phase II		
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13					
Build capacity to undertake business development. (See Capacity Building section.)	Create a focused private sector group to undertake business development. This is a key to business development in downtown Hayden it is critical to have a group to partner with the City in this endeavor.	Chamber? New Downtown Group?	City of Hayden	na	H			➔						
Strategy 2							Create brand and 'buzz' for downtown.		Timeline			Timeline		
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13					
Develop downtown 'brand'. (See Next Steps Planning section.)	Create brand and strategies and marketing plan for downtown. The brand should reflect the image and vision desired for downtown. Once the design concept is developed, create brand guidelines for consistency in different applications.	City of Hayden	Chamber Downtown Organization?	City/Chamber Grant?	H			●						
Strategy 3							Build marketing framework.		Timeline			Timeline		
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13					
Create marketing collateral using new brand.	Visual collateral be high quality and attractive and include a map, the vision for downtown, supporting images, and 'info sales' sheets containing market data, available assistance and design review process.	City of Hayden	Chamber Downtown Organization?	City/Chamber Grant?	H			●						
Strategy 4							Create base of information.		Timeline			Timeline		
4.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13					
Create property profiles for prime downtown redevelopment opportunities.	These one page info sheets should include square footage, terms, photographs, zoning information, and targeted businesses desired.	City of Hayden	Chamber Downtown Organization?	City/Chamber	H			➔						



Strategy 5		Create awareness about opportunities in downtown Hayden.				Timeline			Timeline		
5.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13		
Implement a multi-faced approach to marketing downtown Hayden	Marketing should occur through the web, e-newsletters, direct mail, personal meetings, media/public relations, downtown 'fam' tour for developers, etc.	City of Hayden	Chamber Downtown Organization?	City/Chamber	H		➡				
Strategy 6		Actively recruit downtown businesses.				Timeline			Timeline		
6.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13		
Use a proactive, multi-faced approach to downtown business recruitment.	Identify and contact local businesses who are a good match for downtown who currently do not have a downtown location; contact appropriate speciality retail; and contact niche market manufacturers and craftspeople located in Hayden and surrounding area.	City of Hayden	Chamber Downtown Organization?	City/Chamber	H		➡				

- ➡ Project phasing: Ongoing process
- Project phasing: Single project



PARKING

Strategy 1		Secure public parking.				Phase I			Phase II			
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Secure key public parking location. (See Redevelopment Opportunities section.)	Purchase identified site to create public parking lot.	The City of Hayden	Urban Renewal	Urban Renewal	H	●						
Strategy 2		Create detailed parking plan.				Timeline			Timeline			
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Create detailed plan for public parking. (See Next Steps Planning section.)	Refine concepts, create construction documents, cost estimates, phasing plan for on- and off-street parking.	City of Hayden	Urban Renewal	City	H		●					
Strategy 3		Implement parking improvements.				Timeline			Timeline			
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Increase on- and off-site parking capacity.	Carve out' on-street parking where possible (side streets) and create public off-street parking that is timed to redevelopment.	City of Hayden	Urban Renewal	Urban Renewal	H			➡				

- ➡ Project phasing: Ongoing process
- Project phasing: Single project



GATEWAYS

Strategy 1		Develop detailed gateway plan.				Phase I			Phase II		
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13		
Create detailed master plan with cost estimates. (See Next Steps Planning section.)	Refine concepts, create construction documents, cost estimates, phasing plan.	City of Hayden	Urban Renewal Arts Commission	Urban Renewal	H			●			
Strategy 2		Implement Phase I.				Timeline			Timeline		
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13		
Install Phase I gateway improvements.	These would be the primary gateways into downtown at Honeysuckle & Orchard.	City of Hayden	Urban Renewal Arts Commission	Urban Renewal	H				●		
Strategy 3		Implement Phase 2.				Timeline			Timeline		
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13		
Install Phase 2 gateway improvements.	Secondary gateways into downtown at Prairie & Hayden.	Arts Commission	Urban Renewal Arts Commission	Urban Renewal	H					●	

- ➡ Project phasing: Ongoing process
- Project phasing: Single project