



# Capital City Development Corporation



■ *CCDC Strategic Plan 2006-2015*



## INTRODUCTION

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Capital City Development Corporation is Boise, Idaho's redevelopment agency, created by the Boise City Council in 1965. The vitality of downtown Boise has been CCDC's focus for the last forty years, and is expected to continue as its highest priority. At the same time, Boise City and CCDC are assessing how to reinvest in the city's neighborhoods so they continue to flourish, and to define what role CCDC has in this effort. Reinvestment in the center and surrounding community that comprise Boise is essential to the city's long-term social and economic well-being.<sup>1</sup>

The CCDC Board of Commissioners held its annual planning retreat in November 2005 to revisit the agency's 2000 Strategic Plan and to identify issues needing attention in the next five to ten years. This 2006-2015 Strategic Plan presents vision and mission statements and nine goals for the agency, which identify the issues or program areas having highest priority. Each goal is amplified by objectives. The CCDC board will use these goals and objectives to determine the agency's work plan, set budget priorities and measure successes. The goals are:

1. Realize Long-Term Urban Design & Development Plans
2. Develop Financial Plan
3. Strengthen Economic Development Program
4. Transform the Transportation System
5. Advance Parking Solutions
6. Stimulate High-Quality Development
7. Address Neighborhood Revitalization
8. Increase Urban Vitality—Arts, Culture & Public Realm
9. Develop and Sustain Partnerships

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<sup>1</sup> *The framework for CCDC's work is Idaho State Code Title 50, Chapters 20 and 29, adopted plans for the urban renewal districts and direction from the Boise Mayor and City Council.*

## VISION

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**C** CDC will invest its resources to develop vibrant urban places in Boise’s downtown and its neighborhoods and to ensure long-term economic vitality, social well-being and an exceptional quality of life in Boise and the surrounding region.<sup>1</sup>

## MISSION

**C**onsistent with Idaho State Code and direction from Boise Mayor and City Council, CCDC focuses on the revitalization of Boise’s downtown and its neighborhoods through urban design and development initiatives in the city’s urban renewal districts. CCDC invests resources in improving infrastructure, building public facilities, development partnerships and arts and culture to create lively, well-designed and sustainable urban places where businesses and people thrive. In accomplishing this mission, CCDC’s roles include planning, advocating, facilitating, partnering, managing facilities, developing and investing.



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<sup>1</sup> *Vision and mission statements are summarized for the strategic plan.*

## **GOAL 1:** **REALIZE LONG-TERM URBAN DESIGN & DEVELOPMENT PLANS**

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**T**he current vision for downtown Boise retains its place as the foremost urban center in the region for business, government, convention and tourism services, and educational and cultural opportunities. Downtown Boise will have a strong economy and a lively mix of uses within a framework of well-designed and functional public improvements—plazas, parks, streetscapes, public art, cultural facilities and parking facilities. This vision has been refined in a series of master plans for the Central, River Myrtle–Old Boise and Westside Downtown urban renewal districts. These plans focus on making the districts vibrant, prosperous and livable places where people and businesses thrive. CCDC will implement these plans through its investments, initiatives, design and development guidelines, and development partnerships.

**Objective 1: Create a shared revitalization plan** for downtown Boise and its neighborhoods with Boise City.

**Objective 2: Keep current and implement urban design and development plans** for the urban renewal districts through specific plans, program initiatives, investments and partnerships.

**Objective 3: Develop a comprehensive capital investment plan** for public improvement projects in the urban renewal districts.

**Objective 4: Develop policies and program initiatives** on issues of importance to the success of the urban renewal districts, with particular emphasis on housing, sustainable development and transportation.

**Objective 5: Prepare code amendments** for consideration by Boise City that support implementation of the urban renewal plans and private development consistent with these plans.

**Objective 6: Preserve staff capacity** for reviewing development cases and managing development agreements.

**Objective 7: Prepare an exit strategy** for any district scheduled to close in the next ten years.

## **GOAL 2: DEVELOP FINANCIAL PLAN**

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**C** CDC will develop a dynamic long-term strategic financial plan based upon the redevelopment goals of the urban renewal plans, available resources and agency policies regarding program operations and preservation of physical facilities.

**Objective 1: Establish, maintain and manage resources** to ensure consistent program delivery and sufficient financial reserves.

**Objective 2: Ensure coverage ratios and reserve requirements are met** on all debt service.

**Objective 3: Align the use of agency resources** with objectives identified in the strategic plan, and with priorities and tasks established in the action plan.

**Objective 4: Create a rolling 5-year operational budget for capital investments** that identifies available resources and an implementation schedule.

**Objective 5: Increase financial resources** to ensure the agency's ability to participate in downtown, city and regional initiatives and in financial partnerships consistent with the organizational mission.

**Objective 6: Establish financial benchmarks** taking into consideration standards used by the national rating agencies, to preserve and enhance credit ratings, minimize the cost of borrowing and maximize program delivery.

**Objective 7: Assess refinancing of existing debt** to obtain the most competitive market rates available while simplifying debt management, mitigating variable rate risk, and providing debt service predictability for fiscal planning.

**Objective 8: Research and identify opportunities for consolidation** of revenue allocation and parking districts to allow a more comprehensive approach to use of financial resources.

## **GOAL 3: STRENGTHEN ECONOMIC DEVELOPMENT PROGRAM**

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**D**owntown Boise is the economic, business, government, educational and cultural center for the region in an increasingly competitive environment. It is imperative that the heart of the city be healthy for the larger region to thrive. CCDC will increase attention to economic development activities to ensure that downtown Boise be the focal point of the region's economy and competitive as a business location with other metropolitan areas.

**Objective 1: Contribute to the Valley Initiative for Prosperity** and utilize the regional marketing plan<sup>1</sup> to extend CCDC's efforts for downtown Boise.

**Objective 2: Improve the development climate and process** and create more effective methods for assisting development projects by gathering input from developers and analyzing lessons learned from past development projects.

**Objective 3: Work with economic development stakeholders** to educate and refine economic development plans for the region, with particular attention to recognizing downtown Boise as an asset in these plans.

**Objective 4: Assess creation of an information clearinghouse** for businesses seeking to locate, develop or expand in downtown Boise.

**Objective 5: "Tell the story" of downtown Boise** through various forms of communication, as the foremost urban center for the region and the state, as a unique development opportunity and as a quality place to live, work and play.

**Objective 6: Design and implement business retention activities** in the greater downtown business district focusing on both the businesses' and the geography's ability to compete in the regional marketplace.

**Objective 7: Design and implement business attraction strategies** to grow the job base, generate new capital investment, and strengthen and diversify the tax base in downtown Boise.

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<sup>1</sup> *Boise Valley Economic Partnership/Valley Initiative for Prosperity (Regional Marketing Plan).*

## **GOAL 4: TRANSFORM THE TRANSPORTATION SYSTEM**

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**T**he Boise region's unprecedented growth, along with increasing instability in global energy supplies, presents significant challenges to the region's transportation system.<sup>1</sup> Traffic congestion, air pollution and fuel-related economic impacts are likely to worsen unless effective alternatives to traditional transportation choices are implemented. Maintaining good traffic flow for those who use automobiles is important, but must be balanced by making walking, bicycling and public transit attractive and practical options. CCDC will work to create a seamless multimodal transportation system capable of serving people who need to move to, from and among various destinations in downtown Boise and the region.

**Objective 1: Create an effective regional, multimodal transportation system** that fosters sustainable development patterns and supports urban centers by participating as a member of Community Planning Association of Southwest Idaho (COMPASS).

**Objective 2: Implement the Downtown Boise Mobility Study** working in partnership with Boise City, Ada County Highway District (ACHD), Idaho Transportation Department (ITD), Valley Regional Transit (VRT), Boise State University (BSU) and COMPASS.

**Objective 3: Build a multimodal transportation center** in downtown Boise.

**Objective 4: Create a downtown circulator system** connecting major activity centers so people living, working and visiting downtown Boise do not need to use automobiles to meet their transportation needs within downtown.

**Objective 5: Identify ways to structure and operate the downtown public parking system so it encourages use of transportation alternatives** to the automobile.

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<sup>1</sup> *The Downtown Boise Mobility Study included a growth forecast to 2025. This forecast estimates that 4.8 million square feet of office, 500,000 square feet of retail space and 4,300 housing units will be added to downtown Boise between 2005 and 2025, Downtown Boise Mobility Study – Executive Summary, p. 7.*

## **GOAL 5: ADVANCE PARKING SOLUTIONS**

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**T**he vitality and prosperity of today's urban centers is tied, in part, to having an adequate supply of parking while minimizing the use of land for surface parking lots. CCDC has led a shift away from use of surface lots by building a system of nine public parking structures, which frees land for more beneficial uses.

CCDC will work with partners and invest resources to achieve an adequate supply of public parking in downtown Boise, to encourage the use of parking structures and also to reduce the need for both the public and private sectors to invest in parking facilities in the future.

**Objective 1: Assess the purpose of the public parking system on a regular basis** and define specific goals for how it is sized, maintained and operated to respond to this purpose.

**Objective 2: Manage the existing public parking system as effectively as possible** by keeping parking management plans up-to-date, retaining a quality operator, installing advanced technology, collecting system data and utilizing customer feedback.

**Objective 3: Maximize use of existing public parking** by supporting development that has offsetting parking demands in the vicinity of parking garages.

**Objective 4: Create mixed-use districts to reduce the need for parking** where the use of walking, bicycling and transit to connect people's activities is practical.

**Objective 5: Create a coordinated parking system that maximizes utilization of the parking supply in downtown** weekdays, nights and weekends by working with Boise City and owners of private parking facilities.

**Objective 6: Explore alternative models for providing future parking** in terms of garage sizes, configurations, use of technology and financing methods, and examine whether the agency should act as a provider, financier, facilitator of private parking solutions or in other roles.

**Objective 7: Maintain a list/map of potential garage sites** and update it as properties become available, and pursue purchase of sites in strategic locations.

**Objective 8: Develop a parking rate structure and explore alternative ways of generating revenue** to provide adequate resources for superior system operation and excellent maintenance.

*See also Goal 4, Objective 5.*

## **GOAL 6: STIMULATE HIGH-QUALITY DEVELOPMENT**

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**O**ne of CCDC's central goals is to catalyze private development in downtown Boise. This goal is reflected in the ten-year business strategy, which includes the following development targets for 2015:

- 680,000-920,000 square feet of office
- 1,148-1,553 housing units
- 170,000-230,000 square feet of retail
- 200-300 hotel rooms

The quality of new development is at least as important as the quantity. CCDC will work to achieve these targets and at the same time to raise the level of quality exhibited by downtown development.

**Objective 1: Implement the ten-year business strategy** through publicizing the development opportunity in downtown Boise, seeking and assisting developers interested in building projects consistent with the strategy and creating development incentives.

**Objective 2: Design and implement a development investment strategy** that aligns with the financial plan and identifies actions that will result in development activity consistent with the district master plans, business strategy and agency initiatives and priorities.

**Objective 3: Form partnerships and make investments that stimulate high-quality development projects** consistent with urban renewal plans.

**Objective 4: Develop tools that improve the quality of development** in the urban renewal districts.

## **GOAL 7: ADDRESS NEIGHBORHOOD REVITALIZATION**

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**N**eighborhoods are a key building block in any city's fabric and have the most immediate impact on citizens' quality of life and sense of well-being. Boise must give particular attention to its existing neighborhoods so they will continue to retain and attract residents and businesses. Boise has identified a need to reinvest in some neighborhoods by focusing on transforming declining neighborhood commercial areas and commercial corridors into vigorous mixed-use centers with higher intensity residential, retail and office development.

**Objective 1: Support Boise City's efforts to revitalize its early neighborhoods** by transforming traditional neighborhood commercial areas into mixed-use, transit-oriented urban centers and define CCDC's role in this effort.

## **GOAL 8: INCREASE URBAN VITALITY—ARTS, CULTURE & PUBLIC REALM**

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**A** community's commitment to public art, high-quality street furnishings and an active cultural scene creates more than a good first impression—it contributes to economic revitalization, promotes a sense of community identity and pride and nurtures the creativity in all who live, work and visit here. CCDC will make investments in arts, culture and the public realm in the urban renewal districts, on its own and in partnership with other agencies and private entities.

**Objective 1: Prepare a cultural investment plan** for downtown Boise, which identifies opportunities and methods of funding for public art, cultural facilities and programs and the celebration of the community's history and people.

**Objective 2: Allocate funding to arts and cultural investments** on an ongoing basis.

**Objective 3: Introduce programs and events that create a vibrant cultural scene** and draw people from the region to downtown Boise by working with the Boise City Arts Commission and others.

**Objective 4: Use CCDC-owned facilities as venues for downtown events** that attract people to downtown Boise and stimulate its economy.

**Objective 5: Develop, maintain and revise policies regarding street furnishings** with the goal of creating an attractive and functional environment for people on downtown streets.

**Objective 6: Forge effective partnerships and practical approaches to achieve a high standard for the appearance, maintenance and safety** of public spaces in downtown Boise.

*See also Goal 6, Objective 3.*

## **GOAL 9: DEVELOP & SUSTAIN PARTNERSHIPS**

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**I**n the complex urban setting in which CCDC operates, no entity either private or public possesses everything needed to implement its goals independently. In an era of fiscal restraint and limited government, CCDC finds that the resources of a variety of organizations must be brought to bear on common problems. CCDC will continue to develop and maintain strong and positive relationships among community institutions and stakeholders as an essential element of achieving its goals.

**Objective 1: Forge partnerships between CCDC and stakeholder groups** that move forward the community's goals for revitalization of downtown Boise and its surrounding neighborhoods.

**Objective 2: Explore the idea of forming a downtown leadership team** to provide a larger constituency for downtown revitalization, a source of ideas and sounding board on how to assure downtown Boise's continuing prosperity and vitality.

**T**he following is a list of stakeholder groups where current partnerships exist or are needed and categorized by the issues most associated with each group. CCDC expects that partnerships will form as issues arise. The constant is that CCDC values and relies upon partnerships to accomplish its vision, mission and organizational goals and seeks to support other stakeholder groups working for common ends.

### **1. Boise City**

Mayor, City Council, commissions and committees related to development review, Planning & Development Services, Housing & Community Development, Parks & Recreation, Community Forestry, Public Works, Police and Fire Departments, Finance and Parking Control.

### **2. Economic Development & Redevelopment**

Ada County, Business Owners, Major Employers, Developers & Developer Partners, Lenders, Appraisers, Real Estate Professionals, Downtown Boise Association, Boise Metro Chamber of Commerce, Boise Valley Economic Partnership, Valley Initiative for Prosperity, Idaho Economic Development Association, Idaho Commerce and Labor, Sage Community Resources, Community Reinvestment Act Association.

**3. Housing Initiatives**

Housing providers, Ada County-Boise City Housing Authority, Boise City Housing Corporation, Neighborhood Housing Association, Idaho Housing & Finance Agency, Fannie Mae.

**4. Convention and Tourism Economy**

Greater Boise Auditorium District, Boise Convention and Visitors Bureau, Idaho State Travel Council, Idaho Commerce and Labor

**5. Arts & Culture**

Boise City Arts Commission, Idaho Commission on the Arts, other arts and cultural organizations.

**6. Education**

Boise State University, University of Idaho, Idaho State University, Albertson College, Northwest Nazarene University, Boise School District, Boise High School, Foothills Academy of Arts & Sciences, Anser Charter School, Boise City Library and other educational institutions.

**7. Regional Planning & Transportation**

COMPASS, Ada County, Regional Transportation Task Force, Valley Regional Transit, Ada County Highway District, Idaho Transportation Department, Federal Transit Administration.

**8. Environment**

Environmental Protection Agency, Idaho Department of Environmental Quality, Idaho Department of Water Resources.

**9. Legislation & Resources**

Congressional Delegation, State Legislative Delegation, Federal and State Agencies.







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